

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

*TRADOC Regulation 10-5

27 December 2013

Organization and Functions

U.S. ARMY TRAINING AND DOCTRINE COMMAND

FOR THE COMMANDER:

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History. This publication is a major revision. The portions affected by this revision are listed in the summary of change.

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

Applicability. This regulation applies to all TRADOC organizations.

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

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

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

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

*This regulation supersedes TRADOC Regulation 10-5, dated 18 December 2009.

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Summary of Change

TRADOC Regulation 10-5

U.S. Army Training and Doctrine Command

This major revision, dated 27 December 2013-

- o Updates Training and Doctrine Command mission statement (para 2-1).
- o Updates Training and Doctrine Command core functions (para 2-4).
- o Adds Deputy Chief of Staff (figs 2-1 and 3-1, paras 3-1 and 3-9).
- o Incorporates mission command philosophy and introduces doctrinal terminology to describe roles as supported and supporting (paras 2-3 and 2-6).
- o Defines Training and Doctrine Command Center of Excellence (para 2-9).
- o Eliminates Accessions Command (throughout).
- o Adds United States Army Cadet Command (fig 2-1 and chap 12).
- o Adds United States Army Recruiting Command (fig 2-1 and chap 13).
- o Adds United States Army Asymmetric Warfare Group (chap 11).
- o Adds United States Army Chaplain Center and School (fig 2-1 and chap 14).
- o Adds description of Training and Doctrine Command Strategic Plan and governance forums (para 2-10).
- o Adds Army Capabilities Integration Center to coordinating staff (fig 3-1 and para 3-27).
- o Eliminates terms: major subordinate organization to focus on core function leads (throughout).
- o Eliminates the construct of key enablers and core competencies (throughout).
- o Updates mission, organization, and responsibilities of all Training and Doctrine Command organizations (chaps 3 through 14).
- o Updates Training and Doctrine Command Regulation 10-5-X series regulations and staffing requirements (para 1-5b and table 2-2).

- o Realignment of United States Army Aeronautical Services Agency under the Aviation Center of Excellence (fig 2-1).
- o Standardizes Training and Doctrine Command Center of Excellence abbreviations (paras 2-2e(1)–(8) and glossary).
- o Eliminates Army War College as a Training and Doctrine Command organization (throughout).
- o Makes administrative changes (throughout).

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Chapter 1

Introduction

1-1. Purpose

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

1-2. References

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

1-3. Explanation of abbreviations and terms

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

1-4. Responsibilities

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

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

(1) Will maintain this regulation for the command.

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

c. The DCS, G-8 will:

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

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

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

1-5. Scope

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

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b. All organizations listed in Table 2-2 are required to develop separate supporting regulations to describe their organization's structure, core function responsibilities, and relationships with supporting and supported organizations within 1 year of publication of TR 10-5. Staffing of all TR 10-5 regulations listed in Table 2-2 will, at a minimum, include the other DCGs (listed in paragraph 3-2) and the TRADOC staff (coordinating (paragraph 3-4), special (paragraph 3-5) and personal (paragraph 3-3)). TR 10-5 series regulations are available on the TRADOC home page: <http://www.tradoc.Army.mil/tpubs/>.

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

1-6. Policy

a. TRADOC develops mission command doctrine for the Army and employs tenants of mission command philosophy in its own organizational command structure and operations. Responsibility for missions and tasks is delegated to CFLs, CoEs, and subordinate organizations to the maximum extent possible.

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

1-7. General organizational requirements

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

Chapter 2

Organization, Functions, and Designation of Responsibilities

2-1. Mission of Training and Doctrine Command (TRADOC)

TRADOC develops, educates, and trains Soldiers, Civilians, and leaders; supports unit training; and designs, builds and integrates a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army as America's Force of Decisive Action.

2-2. Organization of TRADOC

TRADOC’s organization and functions evolved in the last decade to support operational requirements, Base Realignment and Closure, and the realignment of some missions. The resulting organizational configuration reflects the complex and diverse range of missions entrusted to TRADOC by the Army. It is designed to balance deep functional expertise with the capacity to adapt and integrate across core functions.

a. TRADOC is an Army command (ACOM) consisting of HQ TRADOC, four DCGs who are responsible for leading the execution of 13 core functions, six subordinate organizations performing specialized functions that report directly to HQ TRADOC, eight CoEs, and two reserve component DCGs (see figure 2-1).

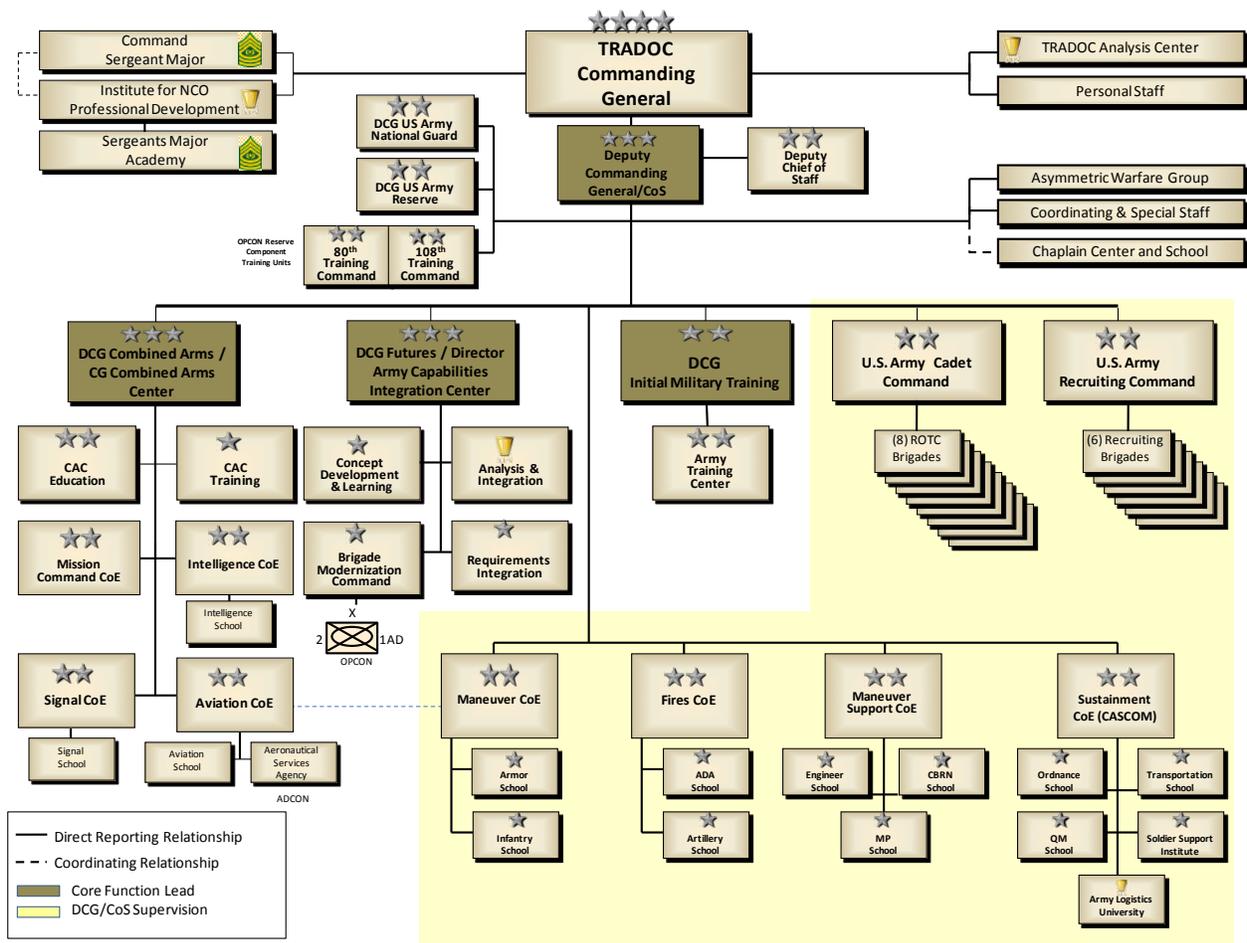


Figure 2-1. TRADOC Organization

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

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

- (1) DCG/CoS.
- (2) DCG, Combined Arms.
- (3) DCG, Futures.
- (4) DCG, Initial Military Training (IMT).

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

- (1) TRADOC Analysis Center (TRAC).
- (2) U.S. Army Asymmetric Warfare Group (AWG).
- (3) U.S. Army Cadet Command (USACC).
- (4) U.S. Army Institute for Noncommissioned Officer (NCO) Professional Development (INCOPD).
- (5) U.S. Army Recruiting Command (USAREC).
- (6) U.S. Army Sergeants Major Academy (USASMA).

e. The eight TRADOC Centers of Excellence are:

- (1) U.S. Army Aviation CoE (ACoE).
- (2) U.S. Army Fires CoE (FCoE).
- (3) U.S. Army Intelligence CoE (ICoE).
- (4) U.S. Army Maneuver CoE (MCoE).
- (5) U.S. Army Maneuver Support CoE (MSCoE).
- (6) U.S. Army Mission Command CoE (MCCoE).
- (7) U.S. Army Signal CoE (SIGCoE) (future transition to Cyber CoE (CCoE)).
- (8) U.S. Army Sustainment Center of Excellence (SCoE).

2-3. Organizing principles

a. Mission command philosophy serves as the foundation for TRADOC's organizing principles and guides its functional relationships (Army Doctrine Publication 6-0 and Army Doctrine Reference Publication (ADRP) 6-0). The CG, TRADOC communicates to subordinate leaders and staff, both in writing and verbally, the commander's vision, intent, priorities, and guidance. Communication between the commander and subordinates is critical to establish a climate of shared understanding and purpose. Based on mutual trust established through regular communication, subordinate leaders are empowered with broad authority to act on matters relating to the execution of their organizations' assigned missions and exercise disciplined initiative to adapt to changing situations.

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

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

2-4. Core functions

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

a. Core function # 1: Initial Military Training. Sets standards for and oversees training in the competencies (knowledge, skills, abilities, attributes) and behaviors needed to become Soldiers who are physically ready, grounded in Army Values, and competent in their skills to contribute to their first units of assignment. Defines common core tasks, and establishes and maintains warrior tasks and battle drills.

b. Core function # 2: Leader development. Leader development is the deliberate, continuous, and progressive process, founded in Army Values, that grows Soldiers and Army Civilians into competent, committed professional leaders of character through the synthesis of their education, training and experiences.

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c. Core function #3: Education. Education is the process of imparting knowledge and developing the competencies and attributes Army Professionals need to accomplish any mission the future may present. Education contributes to the development of Soldier, Army Civilian and leader competencies, focusing on fundamentals which are later practiced, expanded and improved in training and experience.

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

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

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

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

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

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

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

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

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

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

2-5. Core function lead (CFL)

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

Table 2-1. CFL designations

Core Function	Lead
IMT	DCG, IMT
Leader development	DCG, Combined Arms
Education	DCG, Combined Arms
Lessons learned	DCG, Combined Arms
Doctrine	DCG, Combined Arms
Training development	DCG, Combined Arms
Training support	DCG, Combined Arms
Functional training	DCG, Combined Arms
Concepts development	DCG, Futures
Requirements determination	DCG, Futures
Capability integration	DCG, Futures
Accessions support and integration	DCG/CoS
Operational Environment	DCG/CoS

b. CFLs are delegated authorities needed to manage and lead their assigned core functions. CFLs have the following additional authorities over organizations that execute assigned core functions:

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

2.6. Functional roles and relationships

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

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

- (1) Develop, coordinate, and recommend command policy.
- (2) Develop, coordinate, and recommend command guidance.
- (3) Develop, coordinate, and recommend taskings to execute specific missions and tasks, or provide specific support.

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

2-7. Headquarters (HQ) staff role

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

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

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

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

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

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

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

2-8. Army force modernization proponent system

The Army force modernization proponent system is the process of managing change within the Army. It is the strategic-level process used to transform the Army through interactions between HQDA and designated force modernization proponents. TRADOC executes its proponent responsibilities as directed and does not assign proponents beyond those HQDA designates in AR 5-22. The two categories of proponents within the Army Force Modernization Proponent System are:

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

b. Branch proponent. The branch proponent is the school commandant and chief of an Army branch who executes training, leader development and education, and conducts personnel development responsibilities for their designated branch. The branch proponent designation is only used at TRADOC's multi-branch CoEs (maneuver, fires, maneuver support, and sustainment) while single-branch CoE commanders (intelligence, aviation, and signal) are designated as force modernization proponents and under that designation also perform roles associated with a branch proponent. For example, the Maneuver CoE commander is designated the Army force modernization proponent for infantry and armor. The infantry and armor branch school commandants within the Maneuver CoE are designated the branch proponents for their respective areas.

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

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

2-9. TRADOC Centers of Excellence (CoE)

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

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

b. CoE commanding general. The CoE CG serves as the Army's expert source of authoritative information within their assigned area (for example, maneuver, aviation, sustainment, etc.) and executes TRADOC core functions in support of that area, to include developing training, doctrine, and capability requirements. In the role of force modernization proponent, the CoE CG manages change for the Army in one or more designated areas, develops the conceptual vision and requirements for future capabilities, executes force management responsibilities, and integrates across DOTMLPF within CoE areas of responsibility and among other warfighting functions. The CoE CG is accountable for ensuring the quality of CoE products and services provided to the force, managing resources and work priorities, and providing expert knowledge and support to deployed forces, units, and the joint force. In many cases, CoEs have routine relationships with external agencies related to their specialty area, to include other Army organizations, DOD, federal agencies, joint services, and foreign partners.

c. School commandant. The school commandant at a multi-branch CoE is assigned branch proponent and chief of branch responsibilities (AR 5-22). Their primary responsibility is to execute training, leader development and education, and manage personnel proponent

requirements. In addition, they may provide branch-specific doctrine input to support the force modernization proponent. Commandants provide command and control for one or more training brigades and ensure the school maintains the highest standards for instructor certification, school accreditation, development and sustainment of courseware, and proper use of Army school system personnel and facilities. Commandants ensure the operational relevance of curriculum through the collection, analysis, and integration of lessons learned and development of realistic scenarios that reflect the operational environment. Commandants employ the Army Learning Model to give Soldiers access and opportunity for learning both in and out of the schoolhouse in a career-long learning construct. School commandants directly impact Army readiness by developing individuals prepared to contribute to operational units.

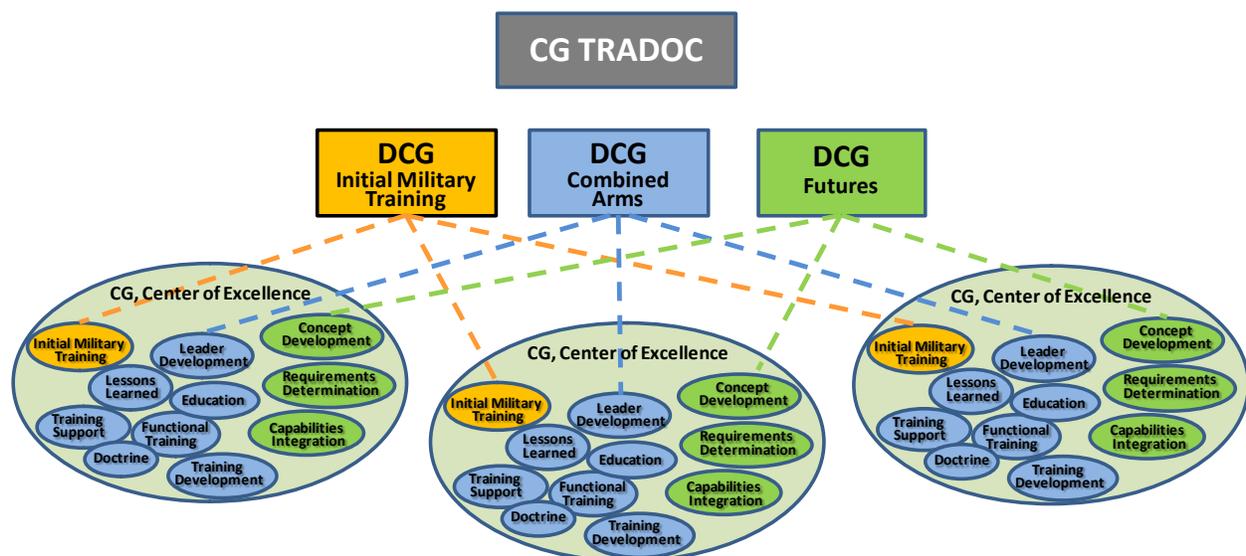


Figure 2-2. CoE and CFL Relationships

d. CoE and CFL relationships. Each CoE executes one or more core functions. They accomplish the primary work assigned to the command while being guided and directed by CFLs responsible for their respective core functions. CFLs synchronize efforts across CoEs but do not direct CoE work on a day to day basis. CoEs horizontally integrate their efforts with other CoEs and vertically with the CFLs. TRADOC’s matrixed-approach aligns core function expertise across organizational boundaries to accomplish directed Army missions. This functional alignment has proven effective, but can result in management challenges at the CoE level. The CoE CG must integrate all CoE efforts in support of multiple core functions directed by different CFLs who operate under various Army management and resourcing processes. This requires vigilance in managing internal CoE resources and work priorities to accomplish missions, weighing priorities, and taking prudent risks when necessary. The CoE CG is accountable for ensuring missions are accomplished and integrated; however, CFLs and HQ staff should be alert to these challenges and take steps to facilitate the success of each CoE.

2-10. Governance

Synchronizing the diverse missions the Army assigned to TRADOC requires ongoing monitoring to ensure the highest priority missions remain on track to support Army readiness today and in the future. This is accomplished through the TRADOC Strategic Plan and established governance forums. The CG, TRADOC uses the TRADOC Strategic Plan and governance forums to convey guidance, priorities, and intent across multiple communities of practice led by CFLs.

a. The TRADOC Strategic Plan provides a framework for and describes how TRADOC will plan, monitor, and accomplish its assigned mission across the Future Years Defense Programs. It is a tool for deliberate planning and prioritization of efforts that maintains TRADOC's capacity to adapt to shifting environmental factors. The TRADOC Strategic Plan identifies key decision points and high priority initiatives guided at senior leader levels through monthly TRADOC Synchronization Meetings to ensure near- to mid-term accomplishment. The TRADOC Strategic Plan employs the same definitions, functions, and responsibilities outlined in this regulation to ensure mission success.

b. In addition to the monthly TRADOC Synchronization Meetings, three quarterly governance forums guide specific functional areas for which TRADOC has assigned authorities: Quarterly Futures Review, Army Leader Development Forum, and Training Integration Forum. The CG, TRADOC chairs these governance forums that are conducted on consecutive days each quarter. The responsible CFL hosts the forum(s) that are attended by command-wide TRADOC leaders and invited representatives from the HQDA staff, Army secretariat, other ACOMs, and other services. The CG, TRADOC uses these forums to convey commander's guidance, priorities, decisions, and intent in a transparent and inclusive venue. Results and recommendations from these quarterly forums are conveyed to the Chief of Staff, United States Army (CSA). These governance forums are a primary tool for communication and integration since they foster internal and external cross-talk with Army leaders regarding high priority issues and initiatives. Forum participants and other interested leaders remain current on the status of key Army priorities and how they link to overall Army goals.

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

2-11. Coordination and taskings

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

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

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b. Taskings. Taskings will be assigned to the organization with expertise in that subject area. CFLs are assigned as the supported organization for subjects related to their assigned core functions defined in this chapter. As appropriate, a HQ staff office is assigned to support the CFL to facilitate early involvement in the staff management capacity.

(1) The tasking authorities in TRADOC are the Command Group Actions Office (CGAO) (on behalf of the CG, DCG/CoS, DCoS, and Commander's Planning Group (CPG)) and the TRADOC G-3/5/7. CGAO and TRADOC G3/5/7 (G-33) utilize a common tracking system (Command Action Tracking System) for processing, synchronizing, disseminating, and tracking to completion internal and external tasks.

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

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

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

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

(a) Taskings originating from outside TRADOC.

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

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

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

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

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

e. Memorandums of Agreement (MOA), Memorandums of Understanding (MOU), service level agreements (SLA), and support agreements.

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

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

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

2-12. Supporting regulations

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

Table 2-2. TRADOC 10-5 series regulations

Supporting Regulation	Organization
TRADOC Regulation 10-5-1	TRADOC HQ Staff
TRADOC Regulation 10-5-2	ARCIC
TRADOC Regulation 10-5-3	USACC
TRADOC Regulation 10-5-4	CAC
TRADOC Regulation 10-5-5	CASCOM/SCoE
TRADOC Regulation 10-5-6	USACHCS
TRADOC Regulation 10-5-7	TRAC
TRADOC Regulation 10-5-8	IMT
TRADOC Regulation 10-5-9	INCOPD
TRADOC Regulation 10-5-10	USAREC
TRADOC Regulation 10-5-11	USASMA
TRADOC Regulation 10-5-12	AWG

Chapter 3 HQ TRADOC

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

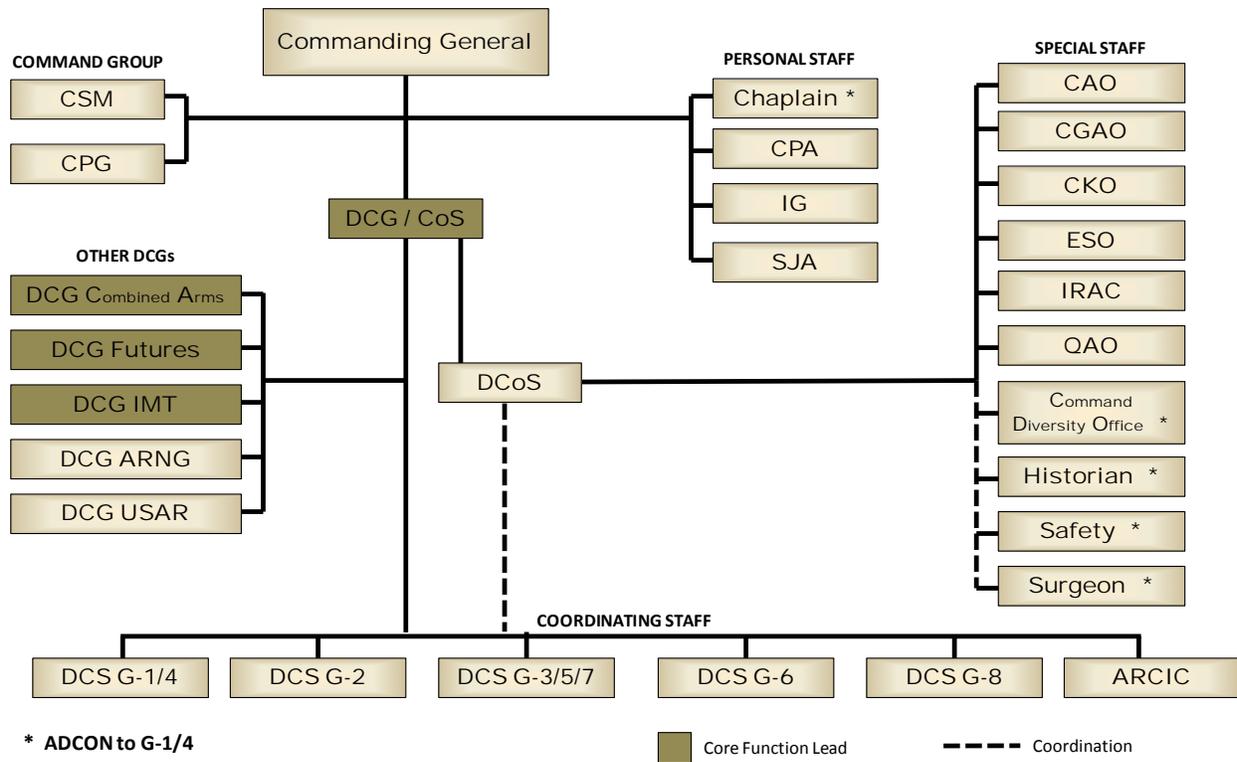


Figure 3-1. HQ TRADOC Organization

Section I: HQ TRADOC Organization

3-1. Command group

The command group consists of:

- CG.
- DCG/CoS.
- DCoS.
- Command Sergeant Major (CSM).
- CPG.

3-2. Deputy Commanding Generals (DCGs)

The five other DCGs are:

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

3-3. Personal staff

The personal staff consists of:

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

3-4. Coordinating staff

The coordinating staff consists of:

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

3-5. Special staff

The special staff consists of:

- a. Chief Knowledge Officer (CKO).
- b. Command Diversity Office.
- c. Command Group Actions Office (CGAO).

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- d. Command Historian.
- e. Command Safety Office.
- f. Command Surgeon.
- g. Congressional Activities Office (CAO).
- h. Executive Services Office (ESO).
- i. Internal Review and Audit Compliance (IRAC).
- j. Quality Assurance Office (QAO)

3-6. Field Operating Activities (FOAs)

The five field operating activities that directly support HQ TRADOC are:

- a. Army Capabilities Integration Center (ARCIC) (Chapter 5).
- b. HQ TRADOC Field Operating Activity.
- c. Training Brain Operations Center (Paragraph 3-23).
- d. Training Operations Management Activity (TOMA) (Paragraph 3-24).
- e. Security Assistance Training Field Activity (SATFA) (Paragraph 3-24).

Section II: HQ TRADOC Command Group

3-7. Commanding General

The CG, TRADOC is responsible for ensuring that TRADOC develops, educates, and trains Soldiers, Civilians, and leaders; supports unit training; and designs, builds and integrates a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army as America's Force for Decisive Action. The CG, TRADOC is the Army designated senior responsible official for leader development, executive agent for the Army Lessons Learned Program, co-lead for HCE, and responsible for sustaining the operational and administrative capability of USAREC and USACC.

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

The DCG/CoS directs and focuses the daily operations of the TRADOC staff across doctrine, training, and service and infrastructure support and resources. Serves as the CFL for the OE and Accessions Support and Integration core functions with support from G-2 and G-3/5/7, respectively. Multi-branch CoEs are aligned under the DCG/CoS. The DCG/CoS advises the CG in functional areas, including: safety, force protection, installation management, administration, human capital (personnel), supply, maintenance, security assistance, operations, planning, training, communications, interoperability, joint exercises, force modernization, force structure, resource allocation, management controls, Equal Opportunity (EO), and Sexual Harassment/Assault Response and Prevention (SHARP).

3-9. Deputy Chief of Staff (DCoS)

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

3-10. Command Sergeant Major (CSM)

The TRADOC CSM serves as the commander's advisor on all enlisted matters. The CSM provides direction and oversight of the NCO Education System (NCOES) across the Army; provides direction to the INCOPD and USASMA on noncommissioned officer development priorities, policies and programs; and serves as the NCO subject matter expert (SME) for the Army Leader Development Enterprise. As the senior enlisted trainer responsible for the leader development of tactically and technically proficient Soldiers and NCOs, the CSM provides the Commander and TRADOC leaders a perspective on the morale and well-being of enlisted Soldiers in TRADOC, the quality and effectiveness of enlisted training and education programs, and programs and policies impacting enlisted Soldiers.

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

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

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

c. Major functions.

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

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

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

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

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

Section III: Other DCGs

3-12. General responsibilities

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

3-13. DCG, Combined Arms

a. Represents CG, TRADOC as TRADOC's CFL for leader development, education, lessons learned, doctrine, training development, training support, and functional training.

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

(1) Serves as the senior TRADOC representative at the Army Training General Officer Steering Committee (GOSC).

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

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

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

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

3-14. DCG, Futures

a. Represents CG, TRADOC as TRADOC's CFL for concepts development, requirements (capabilities) determination, and capability integration.

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

(1) Validates Army DOTMLPF force modernization proposals prior to submission to HQDA DCS, G-3/5/7 DAMO-CIC for Army Requirements Oversight Council and Joint Requirements Oversight Council review and approval.

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

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

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

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

(6) Serves as the senior TRADOC representative on the Army Modeling and Simulation GOSC.

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

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

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

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

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

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

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

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

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

a. Represents CG, TRADOC as TRADOC's CFL for initial military training.

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

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- (1) Provides command and control for the United States Army Training Center and Fort Jackson.
- (2) Exercises operational control for the 108th Training Command (Initial Entry Training (IET)).
- (3) Exercises direct supervision, management, and oversight for policy and resource prioritization of all matters pertaining to IMT.
- (4) Revises, updates, and incorporates warrior tasks and battle drills into IMT to ensure institutionalized individual tasks that support the Army warfighting functions.
- (5) Establishes officer common core tasks for the Basic Officer Leader Course-Branch, and the Warrant Officer Basic Course.

3-16. DCG, Army National Guard (ARNG)

- a. The DCG, ARNG facilitates the integration of TRADOC capabilities, concepts, and doctrine in order to support mission ready ARNG Soldiers and units.
- b. As the ARNG subject matter expert to TRACOC on emerging DOTMLPF, DCG, ARNG ensures National Guard missions, skill sets, and capabilities are considered and integrated into total Army and joint transformation. In this capacity, the DCG, ARNG:
 - (1) Represents and advocates the ARNG leadership's perspective in training, doctrine, force design, equipment modernization and leader development. Coordinates efforts of the ARNG DCGs across TRADOC centers and schools for unit collective training programs and institutional training programs for officer, warrant officer and enlisted career fields.
 - (2) Acts as the channel of communication between TRADOC HQ, CoEs, and ARNG Readiness Center. Facilitates communication between HQDA, ARNG, U.S. Army Reserve Command, TRADOC, and FORSCOM.
 - (3) Participates in HQDA and TRADOC led force generation requirements and processes to determine feasibility, acceptability, and suitability of force design changes that affect ARNG formations and serves on HQ, TRADOC committees, workshops, panels and other entities to address RC integration issues.
 - (4) Facilitates and supports the training of ARNG members attending basic combat training, advanced individual training and NCO academy training as well as supports units in coordination with TRADOC HQ to meet unit, state, service and theater requirements.
 - (5) Synchronizes ARNG policy, guidance, and resources within TRADOC schools and centers to focus on ARNG student throughput and force structure.
 - (6) Provides guidance in the formulation, development, coordination of doctrine, policies, concepts, programs, and plans pertaining to or affecting the ARNG.
 - (7) Manages TRADOC ARNG table of distribution and allowances billets and acts as a conduit for ARNG personnel actions, including Active Duty Operational Support requirements,

One Time Occasional Tours, Title 10 [T-10] Active Guard and Reserve (AGR), and coordination with States for disciplinary actions.

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

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

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

b. As the USAR's subject matter expert to TRADOC on emerging DOTMLPF, DCG, USAR ensures Army Reserve missions, skill sets, and capabilities are considered and integrated into total Army and joint transformation. In this capacity, the DCG, USAR:

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

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

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

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

(5) Manages all Active Guard Reserve, USAR, and Title 10 manning and active guard reserve force structure issues throughout TRADOC.

(6) Maintains situational awareness of and participates in, as required, all USAR-related activities within TRADOC.

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

(8) Synchronizes USAR policy guidance, priorities and resources within TRADOC school and centers and aligning the efforts of USAR staff across TRADOC.

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

Section IV: HQ TRADOC Personal Staff

3-18. Command Chaplain

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

b. **Organization.** The Command Chaplain consists of a single office with support staff. The Command Chaplain is under the TRADOC G-1/4 for administrative control.

c. **Major functions.**

(1) Title 10 responsibilities. Facilitates Soldier “free exercise rights” and religious accommodation within TRADOC.

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

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

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

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

3-19. Chief of Public Affairs

a. **Mission.** TRADOC Public Affairs mission is to establish and sustain a command-wide synchronized communication program that enables the command’s mission and the commanding general’s priorities.

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

c. **Major functions:**

(1) Advisor to the commander and staff. Principal staff assistant and advisor to the CG, TRADOC in execution of Title 10 public affairs responsibilities.

(2) Media relations. Develops and sustains positive relations with media; facilitates HQs engagements.

(3) Command Information. Synchronizes internal news and information to promote awareness and understanding of command-wide missions, initiatives, and successes.

(4) Community outreach. Develops and sustains positive relations with the community; orchestrates an effective command-wide community relations program; maintains administrative control of the TRADOC Band.

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

(6) Public Affairs training. Oversees PAO training programs of instruction at all CoEs and schools; orchestrates a command-wide professional development and training program for all TRADOC PAOs (unresourced requirement).

3-20. Inspector General (IG)

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

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

c. Major functions.

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

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

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

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

3-21. Staff Judge Advocate (SJA)

a. Mission. Provides legal support to the CG, DCGs, DCoS and all staff directorates at HQ, TRADOC. Provides accurate, timely and practical legal advice at the Army command level in the areas of ethics, environmental law, base realignment and closure, contract law, fiscal law, labor law, military justice policy, Soldier adverse administrative actions, military personnel law, IMT policy, operational law doctrine, domestic operational law, and a myriad of complex legal issues regarding installation operations at TRADOC commands and schools; and monitors force structure/budget for delivery of efficient legal services and activities throughout TRADOC.

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

c. **Major functions.**

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

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

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

Section V: HQ TRADOC Deputy Chiefs of Staff / Coordinating Staff

3-22. Deputy Chief of Staff (DCS), G-1/4

a. **Mission.** The TRADOC DCS, G-1/4 provides support and advice on TRADOC's military and Civilian personnel, logistics, engineering, environmental, strategic and human capital initiatives, and integration of base support.

b. **Organization.** The G-1/4 consists of five directorates: Adjutant General, Logistics, Civilian Personnel, Engineer, and Integration and Support. G-1/4 exercises administrative control (ADCON) over the following special and personal staff, and other elements; Command Diversity Office; Historian; Chaplain; Safety; Surgeon; and TRADOC HQ Library.

c. **Major functions.**

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

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

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

(4) Analyzes/evaluates TRADOC Civilian workforce HR management programs. Analyzes/evaluates command HR management program through data, reports, and on-site assessment.

(5) Provides timely and accurate civilian human resource functions, policies, programs and systems. Coordinates programs which directly influence civilian well-being.

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

(7) Provides engineering and environmental services in support of CG, TRADOC, command group, and the HQ staff.

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

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

(10) Supporting organization to DCG/CoS and TRADOC G-3/5/7 for the Accessions Support and Integration core function.

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

3-23. DCS, G-2

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

b. Organization. The G-2 consists of the Office of the G-2, five operational entities, four functional entities, the TRADOC Intelligence Support Activity, a direct reporting unit, and the Training Brain Operations Center, a FOA.

(1) The Office of the G-2 consists of the G-2, the Assistant DCS, G-2, the G-2 CoS, the Deputy G-2, G-2 support staff, and the Devil's Advocate Red Team Directorate.

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(2) The operational entities are the Plans and Operations Office, the Analysis and Production Directorate, the Intelligence, Surveillance, and Reconnaissance (ISR) Integration and Support Directorate, the Training (OE and Opposing Force) Directorate, and the Technical Integration Office.

(3) The functional or support entities are the Mission Planning and Management Directorate, the Staff Weather Office, the Security Directorate, and the Chief Information Office.

(4) The TRADOC Intelligence Support Activity consists of the Office of the Director and six operational entities: the Wargaming & Experimentation Directorate; the Modeling and Simulations Directorate & OE Laboratory; the Foreign Military Studies Office; the Threats Directorate; the University of Foreign Military and Cultural Studies; and the Human Terrain System Directorate.

(5) The Training Brain Operations Center consists of the Office of the Director and six subordinate directorates: Operations Intelligence Exercise Support; Attack the Network; Systems Integration, Modeling and Simulation; and the Data Transformation Laboratory.

c. Major functions.

(1) Serve as the TRADOC senior intelligence officer.

(2) Supports TRADOC DCG/CoS who is CFL for OE. The OE, defined as the composite of conditions, circumstances, and influences that affect the employment of capabilities and bear on decisions of the commander (JP 1-02), is a TRADOC core function and fundamental enabler of many other core functions.

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

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

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

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

(7) Supported organization for development and operation of OEE architecture and supporting infrastructure. Selected functional capabilities include: network access for OE users to Army, Joint and Intelligence Community networks; OEE portal, enabling access to OE Training Brain Repository of OE data, information and knowledge; tailorable training support packages; and web accessible OE tools and applications.

(8) Supported organization for Army Human Terrain System program.

(9) Supported organization for development and provision of ISR integration training (ISR TOPOFF), aimed at AOR-focused, operating force unit-tailored training in employment of organic and non-organic ISR capabilities.

(10) Supported organization for Army and Joint Red Team training development and training.

(11) Supported organization for OE modeling and simulation (M&S) portrayal and integration efforts, including OE visualization and gaming representation of real or training scenarios, across each M&S domain. Ensures OE compliance of M&S outputs for: requirements determination; capability development; prototype development; conceptualization; M&S OE representations in support of training and analysis which are bound by political, military, economic, social, information, infrastructure, physical environment and time (PMESII-PT) variables; and OE M&S support to testing, evaluation, experimentation, and directed studies.

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

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

(14) Supports the TRADOC-USAF Weather Office.

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

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

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

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

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

c. Major functions.

(1) Command priorities. Develops and recommends priorities for the command. Analyzes, integrates, and synchronizes command requirements and solutions in accordance with CG priorities and develops metrics to support decision making of command and staff requirements. Manages command wide prioritization of functional courses in coordination with the DCG, Combined Arms. Serves as the authority for all cost benefit analysis within TRADOC and is the proponent for TR 11-20, Cost Benefit Analysis to Support Army Enterprise Decision Making, to balance Army resources against requirements.

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

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

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

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

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

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

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

(9) Leader development and education. Provides staff management and support to the Army's leader development and education programs (military and civilian), the TRADOC branch and functional area personnel development programs, and supports the HCE.

(10) CP 32. Serves as the Army's functional chief representative of CP32 and manages this civilian CP for capabilities developers, training developers, and doctrine developers.

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

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

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

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

3-25. DCS, G-6

a. Mission. The TRADOC DCS, G-6 is the senior advisor to CG, TRADOC for all information technology and information management matters necessary for the execution of TRADOC's mission. The G-6 develops and integrates TRADOC-wide information technology and information management plans, policies, and procedures that enable the accomplishment of TRADOC's missions through the effective application of command, control, communications, and computer (C4) capabilities.

b. Organization. The DCS, G-6 consists of the G-6, Deputy G-6, an administrative office and six directorates. The directorates are Command Group C4 Support, Cyber Security, Information Integration, Operations, Plans, and Systems Integration.

c. Major functions.

(1) C4 operations. Provides staff management for TRADOC's operation of C4 and TRADOC's interaction with C4 providers.

(2) Cyber security. Provides staff management for TRADOC's cyber security and information assurance programs to include serving as Designated Approving Authority for TRADOC mission information technology systems.

(3) Information integration. Provides staff management for integration of the use of information in all TRADOC processes and activities to include oversight on Recordkeeping Systems Management involving major sub-programs, such as, Freedom of Information Act, Privacy Act Program Management, and Management Information Control.

(4) Information system integration. Provides staff management of the acquisition, integration, and utilization of information management/information technology systems TRADOC-wide.

(5) Command Group C4 support. Provides staff management for HQ TRADOC video teleconferencing and C4 support to HQ TRADOC senior leaders.

(6) Plans. Reviews and integrates Army C4 plans and programs that enable TRADOC to perform its operational and training missions.

(7) Supporting organization to DCG/CoS and TRADOC G-3/5/7 for the Accessions Support and Integration core function.

3-26. DCS, G-8

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

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

c. Major functions.

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

Performs acquisition management and oversight, as well as overall resource integration and coordination for TRADOC.

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

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

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

(5) Develops and integrates the command's overall position for the Army's Total Army Analysis.

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

(7) Supporting organization to DCG/CoS and TRADOC G-3/5/7 for the Accessions Support and Integration core function.

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

3-27. Army Capabilities Integration Center (ARCIC)

a. Mission. The ARCIC supports the CG, TRADOC and serves as principal advisor to the CG and TRADOC's command group in the exercise of the CG's responsibilities to design, develop, and integrate all aspects of the force into the joint force, from concept development, to force structure, to capabilities development and integration in accordance with HQDA GO 2006-04 (force structure/capabilities).

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

c. Major functions. ARCIC responsibilities as a member of the coordinating staff are:

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

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

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

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

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

Section VI: HQ TRADOC Special Staff

3-28. Congressional Activities Office

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

b. **Organization.** The Congressional Activities Office consists of a single office located at HQ TRADOC with a network of liaisons at TRADOC schools and centers. The Congressional Activities Office reports to the DCoS.

c. **Major functions.**

(1) **Congressional activities advisor.** Serves as the primary advisor to TRADOC command and staff with regards to plans, policies, and procedures for TRADOC's congressional activities and responsibilities.

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

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

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

3-29. Command Group Actions Office (CGAO)

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

b. **Organization.** The office of the CGAO consists of three divisions: Staff Actions Division; Administrative Support Division; and Information Management Division. The CGAO works directly for the DCoS.

c. **Major functions.**

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

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

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

3-30. Chief Knowledge Officer (CKO)

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

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

c. **Major functions.**

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

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

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

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

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

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

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

3-31. Executive Services Office

a. Mission. The Executive Services Office is responsible for all protocol aspects and extending official courtesies for TRADOC events hosted by the CG, DCG/CoS, and DCoS. Provides advice and guidance to the TRADOC staff and subordinate organizations, schools and centers, and other subordinate organizations on protocol technical matters.

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

c. Major functions.

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

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

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

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

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

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

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

c. Major functions.

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

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

(3) Supports command audit readiness. Coordinates and assesses financial audit readiness efforts within TRADOC activities and ensures corrective actions are timely, properly implemented, and sustained.

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

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

3-33. Quality Assurance Office (QAO)

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

b. Organization. The HQ TRADOC QAO is a special staff element consisting of a director and three divisions: Plans and Operations Division, Program Management and Accreditation Division, and RC Accreditation Division. Additional staff includes a QAO SGM as well as a Policy and Standards Officer.

c. Major functions.

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

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

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

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

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

(6) Manages the identification and resolution of accreditation higher HQ issues for both the active and reserve component evaluated institutions.

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

3-34. Command Diversity Office

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

b. Organization. The Command Diversity Office consists of a single office, which is under the TRADOC G-1/4 for administrative control.

c. Major functions.

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

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

(3) Execute. Processes EEO discrimination complaints where aggrieved is not located on an installation, camp, or station or is an applicant/former employee. Educate and train leadership relating to EEO, EO, and SHARP Program principles. Complete all reporting and training requirements within established timelines. Conduct on-going analysis relating to unlawful discrimination complaints, sexual harassment, and sexual assaults.

3-35. Command Historian

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

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

c. Major functions.

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

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

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

(4) Provides historical services to TRADOC HQ.

3-36. Command Safety Officer

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

b. Organization. The command safety office consists of a single office. The command safety office is under the TRADOC G-1/4 for administrative control.

c. Major functions.

(1) Safety program management. Serves as the principal advisor, technical consultant, and coordinator on safety and risk management to the CG, TRADOC and Director, ARCIC. Coordinates with the Army safety staff (U.S. and Federal agencies) to ensure compliance with

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applicable laws, federal codes, and regulations. Supports TRADOC subordinate organizations, centers and schools in the application of system safety principles and requirements into training, capability development, and operational aspects of their mission areas.

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

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

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

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

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

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

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

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

3-37. Command Surgeon

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

b. Organization. The office of the Command Surgeon is organized into three functional support areas: administration; operations; and clinical care. The Command Surgeon is under the TRADOC G-1/4 for administrative control.

c. Major functions.

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

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

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

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

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

Chapter 4

U.S. Army Combined Arms Center (CAC)

4-1. Mission of CAC

The CAC designs, integrates and implements leader development and the Army leader development program; synchronizes and delivers education; executes Mission Command CoE and proponent responsibilities; develops and integrates doctrine; collects, analyzes, disseminates, integrates and archives lessons learned; and develops, supports, recommends priorities and integrates Army training and education across all cohorts in support of Force Generation in order to dominate in Unified Land Operations in a Unified Action environment.

4-2. Organization of CAC

The CAC consists of a HQ element and three major organizational elements: Mission Command CoE; CAC Training; CAC Education.

4-3. CFL responsibilities of CAC

The CAC has the following CFL responsibilities:

a. Leader development. Conducts Army level leadership and leader development studies, analysis, assessment, and evaluations; develop and maintain the Army Leader Development Strategy; Supports CG, TRADOC by managing the Army Leader Development Program.

(1) Develops the Army Leader Development Strategy.

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

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

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

b. Education. Education is the process of imparting knowledge and developing the competencies and attributes Army Professionals need to accomplish any mission the future may present. Education contributes to the development of Soldier, Army Civilian and leader competencies, focusing on fundamentals which are later practiced, expanded and improved in training and experience. Education occurs in the institutional, operational and self developmental domains. As a component of leader development, education contributes to the growth of the three leader attributes of character, presence and intellect. Education focuses on intellect and moral character of leaders to improve judgment and reasoning and hone the habits of the mind: agility, adaptability, empathy, intellectual curiosity, and creativity. Education in the Army is primarily professional military education (PME), but may include studies within civilian academia. PME is progressive and sequential across a career continuum to ensure that Soldiers and Army Civilians are successful at each stage of their professional service, while continually growing in the competencies and attributes needed for higher levels of service. Assesses, recommends, and executes programs for the Officer Education System and Civilian Education System, and develops the joint mindset within all Army personnel, synchronizing Army education with DOD directives for joint PME. Promotes innovation in the learning sciences; systematically monitor and share best practices in higher education / adult education / corporate training.

c. Lessons learned. Focuses on the ability to collect, analyze, integrate, disseminate, and archive Army and Unified Action Partners lessons learned to support Unified Land Operations and all aspects of capability development. Coordinates lessons learned applications to capability developments implications with ARCIC. It involves the rapid analysis capability to ensure distribution prior to the last time information is of value. Information is archived in a manner where it is both easily accessible and searchable by operating and generating forces.

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

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

(3) Establishes and maintains the Army Lessons Learned Forum for Army issue resolution and the Operation Enduring Freedom Lessons Learned Forum for Operation Enduring Freedom specific issue resolution.

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

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

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

(7) Develops, executes and manages Army self-awareness and developmental tools.

(8) Provides leader tools for use to support unit and individual self-development programs.

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

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

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

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

e. Training development. CAC manages, develops and sustains training and education development concepts, strategies, policy, processes, requirements, systems, recommend priorities, and products to enable institutions and units to train, educate and develop Soldiers and Civilians across the institutional, operational and self development training domains in support of Army readiness to execute Unified Land Operations.

(1) Sustains the Army Learning Concept for Training and Education.

(2) Sustains TRADOC Training Development policy (TR 350-70 and supporting pamphlets).

(3) Executes functional proponent responsibilities for the Training Development Capability automated training and education development software.

(4) Supports Quality Assurance Office accreditation of CoEs and schools.

(5) Manages, integrates and provides quality control of all training and education products including proponent-developed Combined Arms Training Strategies.

(6) Manages mandatory and TRADOC common core training requirements and products.

(7) Identifies staff and faculty training and education requirements.

(8) Prioritizes training and education requirements and submits them to TRADOC HQ in support of the program objective memorandum development.

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

(10) Coordinates training development DOTMLPF actions to ensure the vertical and horizontal integration of initiatives across the Army.

(11) Coordinates the overlap among the operational, institutional, and self-development training domains. Develops, modifies and supervises government produced products in support of training and education activities in all delivery channels.

(12) In coordination with HQ TRADOC and HQDA, identifies and prioritizes TRADOC's training and education development workload requirements in support of program objective memorandum development.

(13) Prioritizes training and education development products for recommended resourcing based on Command Training Guidance, TRADOC Budget Guidance, and further by most relevant, critical, and labor-intensive in order to meet budget guidance milestones and priorities.

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

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

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

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

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

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

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

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

(7) Provides training-related TRADOC Capabilities Managers to represent the user in capabilities development.

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

(1) Approves functional training courses priorities in coordination with TRADOC G-3/5/7.

(2) Advocates for functional training course resources.

(3) Forecasts requirements for outlying fiscal years.

(4) Analyzes new training requirements due to organizational design and equipment or system changes.

(5) Provides analysis and management oversight of Army functional training functions and activities.

h. Other major supported responsibility/function. CAC executes AR 5-22 assigned force modernization proponent responsibilities through the Mission Command Center of Excellence. Major force modernization proponent responsibilities with significant implications to all other CoEs are Unified Land Operations, Mission Command, and Echelons Above Brigade Combined Arms.

4-4. Supporting responsibilities of CAC

The CAC has the following supporting organization responsibilities:

a. Core functions:

(1) IMT. Supporting organization to IMT in synchronizing its efforts in support of the Army leader development enterprise.

(2) Concept development. Supporting organization to ARCIC and proponents in developing concepts and concept capability plans.

(3) Requirements (capabilities) determination. Supporting organization to ARCIC in determining DOTMLPF implications during capabilities analyses in support of the Army Concept framework. Conducts capabilities analyses, as required, for capabilities that enable training and leadership and education, in support of the requirements determination/capabilities development, and capabilities integration core functions led by ARCIC.

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(4) Capability integration. Supporting organization to ARCIC through development of the Army experimentation plan and Campaign of Learning, to include recommending priorities. Conducts and supports experiments in accordance with the Campaign of Learning. Supporting organization to ARCIC in exploring innovative methods of operation and conducting MC experiments to substantiate the effects of proposed warfighting capabilities. Supporting organization to ARCIC with Army DOTMLPF integration responsibilities through integration activities for the doctrine, training (to include training development and training support), and leadership and education domains. Supporting organization to analyze new training requirements due to organizational design and equipment or system changes.

b. Other major responsibilities/functions:

(1) Organizational design. CAC is the force modernization proponent for Echelons Above Brigade Combined Arms and in coordination with ARCIC is responsible for design of organizations for divisions, corps, and units of employment.

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

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

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

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

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

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

(8) Modeling and Simulation. Supporting organization to ARCIC by identifying and prioritizing CAC modeling and simulation requirements, identifying CAC modeling and simulation gaps, and participating in modeling and simulation governance activities.

(9) CAC Force Modernization Proponencies. CAC executes AR 5-22 assigned force modernization proponent responsibilities through the Mission Command Center of Excellence. Major force modernization proponent responsibilities with significant implications to all other CoEs are Unified Land Operations, Mission Command, and Echelons Above Brigade Combined Arms.

Chapter 5

Army Capabilities Integration Center (ARCIC)

5-1. Mission of ARCIC

The Army Capabilities Integration Center (ARCIC) was established by the Secretary of the Army in HQDA General Order #2006-04 to support the CG, TRADOC in the design, development, and integration of force capability requirements for the Army. The ARCIC performs TRADOC coordinating staff functions delineated in Chapter 3 and Director, ARCIC exercises CG, TRADOC delegated responsibilities to design, develop, and integrate all aspects of the force into the joint force, from concept to capability development. As part of TRADOC's coordinating staff, ARCIC conducts staff management and develops and reviews policy and guidance for its core functions of concept development, requirements (capabilities) determination, and capabilities integration. ARCIC is the supported organization for the development and integration of force capabilities in collaboration with force modernization proponents across the DOTMLPF for the Army. ARCIC executes its mission within a Unified Action Partners environment to support the Joint Force Commander in accordance with ARCIC's assigned responsibilities.

5-2. Organization of ARCIC

ARCIC consists of: four directorates, Concept Development & Learning, Requirements Integration, Analysis & Integration, and International Army Programs; a Brigade Modernization Command; a Deputy Director, CoS, and CSM; the Information Integration Directorate in the National Capital Region; and the ARCIC Staff; Army Capabilities Coordination Element; Mission Sustainment Division; and Operations, Plans, and Policy Division.

5-3. CFL responsibilities of ARCIC

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

(1) CoEs support concept development, requirements (capabilities) determination, and capabilities integration through their force modernization responsibilities, and execute their support through their Capabilities Development and Integration Directorates (CDIDs) or their equivalent at non-TRADOC proponents. Proponents develop functional concepts and determine DOTMLPF capability gaps and resource informed solutions in line with their force modernization proponenty functions and continuously conduct integration responsibilities.

(2) ARCIC uses a collaborative approach to capabilities development and integration. The use of temporary teaming arrangements via integrated capabilities development teams or MOUs allows TRADOC to maximize integration efforts using limited resources. Standing CoE/CDID-led teams also use a collaborative approach to conduct capabilities integration during the biennial concept and capabilities developments cycle. These teams efficiently expedite the Joint Capabilities Integration and Development System and acquisition processes through the early involvement of key stakeholders and subject matter experts from different agencies and services. Team membership varies but includes appropriate representation from across the Army, combatant commands, DOD organizations, and other federal agencies. Industry and academia participate as needed.

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

(1) Concept development. ARCIC is the supported organization for Army concept development and supports HQDA in joint concept development in collaboration with force modernization proponents. ARCIC develops and manages the Army Concept Framework family of concepts; develops the Army Capstone Concept; and directs, manages, and synchronizes the development of concepts of operations and Army Functional Concepts. ARCIC is the TRADOC supported organization and integrator for modeling and simulation support to concept development. It also integrates unified land force capabilities in the development of joint concepts in coordination with HQDA, DCS, G-3/5/7, Joint Staff J-7, and combatant commands. Army concepts consist of future capability descriptions within a proposed structure of military operations for a period of 6-18 years in the future. The Campaign of Learning is used to gather insights from lessons learned, experimentation, science and technology, wargames, modeling and simulation, combatant commanders' feedback and similar venues to inform concept development

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

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

c. Other major supported responsibilities/functions:

(1) Organizational design. TRADOC supported organization to design organizations for armies, divisions, corps, and other units of employment.

(2) Future warfare. TRADOC supported organization for the study of future warfare. Develops the Army's vision of future conflict and the conduct of future joint land operations. Plans and executes the CSA's Future Study Plan Unified Quest; and manages the Army's Campaign of Learning in support of future warfare studies. Supports Army Title 10 wargames, joint wargames and other service wargames and warfare studies programs. Plans and coordinates Army participation in joint wargames.

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

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

(5) Modeling and Simulation (M&S). Serves as the TRADOC supported organization for M&S efforts to support core functions and lines of effort. Identifies, assesses, recommends and integrates M&S requirements to support Army concept development, capabilities development, and capabilities integration. Assists HQDA M&S office in development and implementation of Army and DOD M&S policy, procedures, and processes and resolution of Army-wide M&S issues. Promotes a collaborative M&S culture throughout TRADOC and the Army to increase interoperability and reuse, and reduce redundancies.

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

(7) Experimentation. TRADOC supported organization for experimentation program efforts and synchronizes experimentation with organizations across the capabilities development community of practice to include TRADOC battle labs, force modernization proponents, the TRADOC Analysis Center, J-7, other Service experimentation offices, interagency and multinational experimentation agencies, Army staff, Army Test and Evaluation Command, U.S. Army Research, Development, and Engineering Command, and other organizations as required. Approves experimentation plans and reports of results. TRADOC supported organization for development and integration of joint interdependency in Army, joint, multi-Service, interagency, and multi-national experimentation, science and technology, war-gaming and future warfare studies.

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

(9) International activities. Supported TRADOC organization managing TRADOC international activities to synchronize the exchange of DOTMLPF solutions and information with allies and friends. This includes management of the TRADOC international activities to integrate building partnership programs and processes, synchronize efforts, establish knowledge management, and efficiently and effectively support Joint and Army building partnerships enterprise goals and objectives.

(10) Network Integration Evaluations (NIE). Execute the Army's NIE twice a year in support of HQDA senior leader tasks and guidance in order to test, synchronize, consolidate, evaluate and integrate Army emerging capabilities and network modernization efforts in support of Army transformation. ARCIC manages NIE efforts through the Brigade Modernization Command based at Fort Bliss, Texas. The NIE is essential to TRADOC's efforts to ensure the right capability mix in support of combatant command warfighting needs.

5-4. Supporting responsibilities of ARCIC

ARCIC has the following supporting organization responsibilities:

a. Core functions/CoE missions. ARCIC supports DCG/CoS, IMT, CAC and the CoEs in the execution of their core functions and missions as delineated in TR 71-20.

b. Operational Taskings. Supports TRADOC G-3/5/7 in the execution of the worldwide individual augmentee system, the Overseas Contingency Operation, and priority recommendations. Executes other operational taskings as assigned.

c. Resources. Supports TRADOC G-8 by providing planning, programming, budgeting, and execution process products and priority recommendations.

d. TRADOC G-1/4, G2, and G-6. ARCIC supports the staff by synchronizing, coordinating, and communicating key issues they need for actions in their staff sections, recommending priorities, and giving them situational awareness to work their assigned functions.

Chapter 6

IMT

6-1. Mission of IMT

IMT conducts Basic Combat Training, Advanced Individual Training, One Station Unit Training, Warrant Officer Basic Course, and Basic Officer Leader Course in order to transform civilian volunteers into Soldiers who can contribute to their first units of assignment.

6-2. Organization of IMT

IMT consists of a HQ element, located at Fort Eustis, VA, which directs the aspects of IMT at Army Training Centers and CoEs. These Army Training Centers and CoEs develop, refine, and support initial military training through policy, doctrine, education, research, QA, and training support to ensure IMT produces trained and educated Soldiers and junior officers. IMT also includes the Training Support and Schools Directorate and the United States Army Drill Sergeant School, located at Fort Jackson, SC. Training Support and Schools Directorate serves as the proponent for IMT leader and cadre training, Basic Combat Training, and Army physical fitness. The United States Army Drill Sergeant School instructs candidates for future

assignments as drill sergeants and Advanced Individual Training platoon sergeants. IMT has one subordinate command, the Army Training Center at Fort Jackson; and exercises operational control for the 108th Training Command (Initial Entry Training), which serves as the Army's sole U.S. Army Reserve Initial Entry Training force provider to support and expand the TRADOC training base. IG, Safety, Equal Opportunity, EEO, SHARP, and Command Judge Advocate support is matrixed from the TRADOC HQ staff.

6-3. Core functional lead responsibilities of IMT

IMT has the following CFL responsibility:

a. IMT sets standards for and oversees training in the competencies (knowledge, skills, abilities, attributes) and behaviors needed to become Soldiers who are physically ready, grounded in Army Values, and competent in their skills to contribute to their first units of assignment. IMT is the supported organization for identifying and documenting common core tasks and establishing and maintaining warrior tasks and battle drills.

b. Other IMT major responsibilities/functions:

(1) DCG, IMT senior rates select IMT brigade commanders (minus Reserve Officer Training Corps (ROTC) brigades, Officer Candidate School, and United States Military Academy; rates the 108th Training Command commanding general and senior rates the 108th Training Command deputy commanding general and 108th Training Command Initial Entry Training division commanders; and rates the commander of the U.S. Army Training Center and Fort Jackson.

(2) With the above rating structure, the DCG, IMT ensures standardization of training and consistency of output within initial military training from all Army Training Centers.

(3) Under the authority of the CG, TRADOC, directs investigations, inspections, accreditations, and assessments within IMT.

(4) Directs pilots and surveys within IMT.

(5) Directs research and experimentation analysis to improve performance in IMT.

(6) Tracks and assesses equipment fielding and individual equipment requirements in IMT.

(7) Ensures IMT processes and training supports ARFORGEN requirements.

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

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

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

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

6-4. Supporting responsibilities of IMT

IMT has the following supporting organization responsibilities:

a. Core functions:

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

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

(3) Requirements (capabilities) determination. Supporting organization for ARCIC in determining IMT implications during analysis of Army concepts and concept capability plans.

(4) Accessions Support and Integration. In support of United States Army Recruiting Command and USACC provides HQDA G1, HRC and TRADOC with information relevant to the recruitment of Soldiers and the accession and training of pre-commissioned officers (ROTC, United States Military Academy, OCS, direct commission).

Chapter 7

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

7-1. Mission of CASCOM and SCoE

CASCOM/SCoE trains, educates and grows adaptive sustainment professionals; develops and integrates innovative Army and Joint sustainment capabilities, concepts and doctrine to enable Unified Land Operations.

7-2. Organization of CASCOM and SCoE

The CASCOM commander is dual-hatted as the Sustainment CoE commander and provides oversight to all schools within the SCoE and directs consolidated support functions through its staff, for consolidated training development and consolidated capability development.

7-3. Supported responsibilities of CASCOM and SCoE

CASCOM/ SCoE have the following supported organization responsibilities:

a. Core functions: None.

b. Other major responsibilities/functions:

(1) The SCoE commander is the force modernization proponent (FMP) for adjutant general/human resources management, finance/comptroller, ordnance, quartermaster, sustainment, and transportation as assigned in AR 5-22. In addition the SCoE commander serves

as the DOTMLPF integration portal for Human Resources, Financial Management, Medical, Chaplain, and Judge Advocate General proponents as assigned in TR 71-20. The CASCOM commander is designated logistics branch proponent (AR 5-22).

(2) CASCOM coordinates with the Office of the Secretary of Defense, numerous elements of HQDA, Combatant Commands, Defense Logistics Agency, U.S. Army Materiel Command, U.S. Transportation Command, U.S. Army HRC, and U.S. Army Financial Management Command to develop comprehensive, integrated, and effective sustainment solutions from the tactical to the strategic/national provider levels to ensure they allow the Army to meet its Title X sustainment responsibilities.

(3) CASCOM/SCoE administers Army and DOD level logistics excellence awards (e.g. Supply, Maintenance, Deployment, Phillip A Connelly Program, and U.S. Culinary Arts Competitive Training Event). CASCOM/SCoE participates on Army and Joint planning boards as lead and/or voting member (e.g. Joint Subsistence Planning Board, Army Food Program Advisory Board, Army Mobility Fuels and Energy Council, Combat Feeding Research and Engineering Board, CSA Campaign on Property Accountability, Central Joint Mortuary Affairs Board, etc.). CASCOM/SCoE enables Army executive agent responsibilities for sustainment execution in Mortuary Affairs; operates Army Food Service Program; operates the Army Women's Museum; and serves as the Army recovery subject matter experts performing initial recovery procedures and evaluations at Army equipment testing centers. Other Army level responsibilities include conducting maritime licensing, certification, and vessel audits; conducting assistance and inspection visits to include maritime safety, explosive safety, recruiter training programs, food management assistance teams, airdrop malfunction and safety analysis, and developing policies and procedures for driver standardization, safety certification and licensing across the Army.

(4) On behalf of HQDA G-4 CASCOM manages the Army Logistics Civilian career programs for Supply (Career Program 13), Maintenance (Career Program 17), and Transportation (Career Program 24) to include design, development, and execution of career management programs and policies for civilian logisticians Army wide. Represents Army Civilian logistics community for DOD and Army on Human Capital Strategy. CASCOM recruits, hires, trains, develop, and mentors top quality individuals to become premier Civilian logisticians throughout the Army. In addition to HQDA, collaborates with joint activities, DOD agencies, other services, industry, and academia in support of these career management efforts.

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

(6) SCoE doctrine development is integrated with Army, Joint, multi-service, and Allied logistics sustainment doctrine. In coordination with CAC, Joint Staff, and North Atlantic Treaty Organization, SCoE develops strategic, operational, and tactical sustainment doctrine contained in Army Doctrine Publications, Army Doctrine Reference Publication, Field Manuals and Army Tactics Publications; doctrine based Training Circulars and general subject Technical Manuals; supportability plans; joint doctrine, and tactics, techniques and procedures manuals; multi-service tactics, techniques and procedures, allied standardization agreements, and allied joint and

land publications. Supports U.S. Head of Delegation or their representatives on: the North Atlantic Treaty Association Logistics Doctrine Working Group and panels; the America, Britain, Canada, Australia, and New Zealand Armies Program working groups; and other bi-lateral or multi-lateral doctrine related events.

(7) Interagency coordination and joint training includes Functional Area 49 Operations Research Systems Analysis in coordination with HQDA G8 and the USAF A9, Functional Area 51 (Acquisition) and Operational Contract Support in coordination with ASA(ALT), FBI Hazardous Devices training, US Treasury with Financial Management applications, Military Postal Service Agency; Joint Culinary, High Speed Vessel, Transportation Management and Mortuary Affairs training.

(8) CASCOM senior leaders attend TRADOC HQs boards and forums as determined by individual meeting managers.

7-4. Supporting responsibilities of CASCOM and SCoE

CASCOM and SCoE have the following supporting organization responsibilities:

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

b. Other major support responsibilities/functions.

(1) CASCOM/SCoE supports HQDA G-3/5/7 and HQDA G-4 Rapid Expeditionary Deployment Initiatives Lines of Effort. Collaborates with Office of the Secretary of Defense, HQDA, other TRADOC organizations, U.S. Army Forces Command, Installation Management Command, U.S. Transportation Command, Defense Logistics Agency, and other services, supporting development of Joint, integrated end-to-end distribution processes. Administers the CSA Deployment Excellence Award program that recognizes Army units/installations for outstanding deployment accomplishments. Captures and shares innovative deployment initiatives that improve the deployment process. Conducts deployment modeling to determine and analyze lift requirements for Army force structure deployment requirements. Uses multiple tools to develop Time-Phased Force and Deployment Data in support of Title 10 war games and exercises. Develops the Army Command Deployment Discipline Program.

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

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

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

Chapter 8

TRADOC Analysis Center (TRAC)

8-1. Mission of TRAC

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

8-2. Organization of TRAC

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

8-3. Supported responsibilities of TRAC

TRAC has the following supported organization responsibilities:

- a. Core functions: None.
- b. Other major responsibilities/functions:
 - (1) Conducts the studies that inform key decisions made by TRADOC, Army, and Joint leaders.
 - (2) Supported organization for the analysis of current operations.
 - (3) Develops and maintains the scenarios to underpin Army concepts & requirements.
 - (4) Develops, configuration manages, and applies verified and validated M&S.
 - (5) Researches, develops, and shares new analytic methods, models, and tools.

8-4. Supporting responsibilities of TRAC

TRAC has the following supporting organization responsibilities:

a. Core functions:

(1) Leader development. Director, TRAC serves as the TRADOC Civilian Career Program Manager for Career Program 36 (Analysis, Modeling and Simulation) and advises the operations research and systems analysis officer proponent.

(2) Doctrine. Supporting CG, CAC by conducting studies of emerging and changing doctrine.

(3) Concept development. Supporting Director, ARCIC by conducting analyses of Army future force concepts and CCPs; supported organization for the analysis for TRADOC's Campaign of Learning to include database management, scenario development, simulations, and development of analytic results.

(4) Requirements (capabilities) determination. Supporting Director, ARCIC by conducting studies and analyses to inform key Joint, Army, and TRADOC staff decisions pertaining to requirements for capabilities integration and development. TRAC performs analysis of alternatives, key performance parameter, and other requirements analyses in collaboration with TRADOC centers, schools, and battle labs.

(5) Capabilities integration. Supporting Director, ARCIC by conducting capability portfolio analyses to inform HQDA program objective memorandum and resourcing decisions.

(6) Operational Environment. Supporting DCG/CoS, TRADOC by acquiring, processing, storing and sharing theater-specific operational and cultural data to support decisions about future DOD concepts and capabilities. TRAC serves as the TRADOC executive agency for development of scenarios used in capabilities development studies and analyses.

Chapter 9

Institute for NCO Professional Development (INCOPD)

9-1. Mission of INCOPD

Provides direction and oversight of the Noncommissioned Officer Education System across the Army; integrates all actions and activities related to Noncommissioned Officer leader development into the Army leader development strategy; and serve as the Noncommissioned Officer subject matter experts for the Army leader development community.

9-2. Organization of INCOPD

The INCOPD consist of four divisions. The divisions include: Operations and Strategies; Learning Integration; Learning Execution and Evaluation; and Learning Innovations and Initiatives. In addition, U.S. Army Sergeants Major Academy (USASMA) is under INCOPD.

9-3. Supported responsibilities of INCOPD

The INCOPD has the following supported organization responsibilities:

a. Core functions: None.

b. Other major responsibilities/functions:

(1) Provides strategic oversight of NCO professional development and serves as the principal advisor to the Army leader development community on Noncommissioned Officer development; synchronizes and coordinates HQDA and TRADOC policy related to Noncommissioned Officer development; provides Soldiers with more efficient and effective ways to monitor their development; develops and communicates Noncommissioned Officer leader development themes and messages to the Army; and serves as an integrating element for all directed Noncommissioned Officer leader development requirements from HQDA, TRADOC.

(2) Provides oversight, limited academic governance, and administrative/operations support for USASMA; facilitates requirements development and resource allocation.

(3) Analyzes and integrates new/emerging technologies and learning content into Noncommissioned Officer development; researches, evaluates and pilots instructional technology and learning science techniques and strategies for Noncommissioned Officer Education System and Noncommissioned Officer Academy (NCOA) faculty development.

(4) Serves as TRADOC supported organization for developing and validating Noncommissioned Officer Academy facility requirements/military construction.

(5) Validates Noncommissioned Officer Academy manpower and resource requirements.

(6) Develops and maintains Noncommissioned Officer Education System Instructor Development and Recognition Program policy and requirements.

(7) Supported organization for transformation of Noncommissioned Officer development policy, programs, and processes; oversees Noncommissioned Officer leader development strategies, action plans, and initiatives; monitors the quality of Noncommissioned Officer development products and courses, including mobile training teams, to ensure programs meet the intent of the Army's leader development strategy.

(8) Serves as Program Management Office for the Army Career Tracker (an Army Program of Record). Provides overall guidance, direction and oversight of project-level activities and contract actions for the Army Career Tracker system/ functionalities.

(9) Serves as TRADOC supported organization for the evaluation of courses and occupations by the American Council on Education.

(10) Serves as TRADOC supported organization for the College of the American Soldier, an enduring training and education partnership between Army trainers and civilian educators focused on expanding existing civilian education support for our Soldiers and leaders.

9-4. Supporting responsibilities of INCOPD

The INCOPD has the following supporting organization responsibilities:

- a. Core functions: Supporting CAC on leader development in accordance with TR 350-70 and supporting pamphlets.
 - b. Other major responsibilities/functions. Supporting organization for TRADOC Quality Assurance Office. Provides Noncommissioned Officer Academy governance standard and assists with evaluation of standards during TRADOC Quality Assurance Office Noncommissioned Officer Academy accreditations.
 - c. Supporting organization for building foreign nation partnerships through Noncommissioned Officer development programs.
 - d. Support TRADOC Reserve Component Training Integration Directorate in the One Army School System initiative in actions and requirements pertaining to Noncommissioned Officer Academy and Noncommissioned Officer Education System courses.
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Chapter 10

U.S. Army Sergeants Major Academy (USASMA)

10-1. Mission of USASMA

The USASMA develops, educates, and trains agile and adaptive Noncommissioned Officers and enlisted Soldiers through Professional Military Education opportunities that will build and integrate a versatile mix of capabilities and formations to strengthen the Army as America's Force of Decisive Action.

10-2. Organization of USASMA

The USASMA is under INCOPD and consists of the Office of the Commandant, led by a CSM, a supporting Staff, a Staff and Faculty Directorate, the Sergeants Major Course, a Directorate of Training, and the Fort Bliss Noncommissioned Officer Academy.

10-3. Supported responsibilities of USASMA

The USASMA has the following supported organization responsibilities:

- a. Core functions: None.
- b. Other major responsibilities/functions:
 - (1) Noncommissioned Officer Education System. Analyzes, recommends, designs, develops, implements, and assesses programs for Noncommissioned Officer development, education and training, which provides the enlisted force with a comprehensive, single point-of-entry for engaging in both professional military development and accredited higher education.
 - (2) Supported organization for developing, maintaining and teaching the following:

- (a) Advanced course of instruction for the Sergeants Major Course and the Sergeants Major Nonresident Course, preparing selected senior noncommissioned officers for positions having greater responsibility throughout the DOD establishment.
- (b) A Spouse Leadership Development Course of instruction for sergeants major spouses, training them in organizing, leading and coordinating family support activities and team building programs, and preparing them to assume roles as senior advisors and mentors throughout the military community.
- (c) An International Fellows Pre-Course of instruction preparing selected international military students for attendance in the Sergeants Major Course.
- (d) Approved program of instruction for the International Fellows Program.
- (e) A functional course of instruction to prepare selected Noncommissioned Officers to perform the duties of battle staff noncommissioned officers (Active and Reserve Component).
 - (3) Supported organization for developing, maintaining, distributing, and teaching the common leader training program of instruction for all Advanced Leaders Course (Common Core) and the Warrior Leader Course for the Army.
 - (4) Develops and maintains the curriculum for Noncommissioned Officer common core structured self-development levels I through V program for the Army and reserve components.
 - (5) Supports the Military History Education Program throughout the Noncommissioned Officer Education System by conducting research and publishing articles, monographs, and other presentations. Also supports other Army and governmental agencies and academic institutions.
 - (6) Operates and maintains the Heritage Center (museum) of the Noncommissioned Officer.
 - (7) Publishes The Noncommissioned Officer Journal, the official magazine of Noncommissioned Officer professional development. Provides a forum for the open exchange of ideas and information pertinent to the Noncommissioned Officer Corps.
 - (8) Develops and maintains the doctrinal publications “The Soldiers Guide” (DA Pamphlet 7-21.13), and “The Noncommissioned Officer Guide” (DA Pamphlet 7-22.7) for the U.S. Army.
 - (9) Provides mission command, administrative and logistical support for assigned and attached personnel, and the overall mission of the Sergeants Major Academy, and the Fort Bliss Noncommissioned Officer Academy.

10-4. Supporting responsibilities of USASMA

The USASMA has the following supporting organization responsibilities:

- a. Core functions: None

b. Other major responsibilities/functions:

(1) Supports the INCOPD in developing, reviewing, and recommending revisions to Army doctrine with regard to the role and responsibilities of the Noncommissioned Officer and Soldier, and support on leader development. Review Army lessons learned hosted by CAC-Center for Army Lessons Learned.

(2) Assists TRADOC Quality Assurance Office in evaluating and accrediting the Noncommissioned Officer Education System programs and academies throughout the Total Army (Active and Reserve Component).

Chapter 11

U.S. Army Asymmetric Warfare Group (AWG)

11-1. Mission of AWG

The AWG provides operational advisory support globally and rapid solution development to the Army and Joint Force Commanders to enhance Soldier survivability and combat effectiveness and enable the defeat of current and emerging threats in support of Unified Land Operations. AWG is the Army's asymmetric warfare expert serving as TRADOC's global operational scouts and charged with providing operational advisory assistance and rapid solution development, continuously assessing the operating environment, focused on identifying emerging asymmetric threats, and informing decisions for Army 2020 to prepare the Army for the next 'First Battle'.

11-2. Organization of AWG

The AWG consists of the command group, a Group Staff, permanent Geographic Combatant Command and ACOM Liaison Elements (FORSCOM, CTCs, TRADOC HQ, and the CAC), the Headquarters and Headquarters Company (HHC), three Operations Squadrons, the Concepts Integration Squadron, the Training and Assessment Squadron, and the Fort A.P. Hill / Asymmetric Battle Lab Detachment.

11-3. Supported responsibilities of AWG

The AWG has the following supported organization responsibilities:

a. Core functions: None.

b. Other major responsibilities/functions:

(1) Operational Advisory Support: Provides global operational advisory support to the Army and Joint Force Commanders by advising and assisting Contingency Expeditionary Forces and Deployed Expeditionary Forces.

(2) Identify Capability Gaps: Observes, analyzes, and identifies Army/Joint Force and threat capability gaps in light of asymmetric and irregular threats across the operating environment.

(3) Solution Development: Rapidly develops, disseminates, and assists in transitioning nonmaterial and material solutions in support of Unified Land Operations.

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

(5) Coordinates with ACOMs, Army Service Component Commands, or direct reporting units; HQDA; Geographic Combatant Commands and associated Theater Special Operations Commands; other Services, other DOD HQ and agencies; and other government agencies in order to provide support as required to accomplish its mission and as a means to gain access to threat regions.

(6) Serves as the principal Army advisor to Active Component and Army Reserve Component Soldiers and leaders, and provide global operational advisory support to Army and Joint organizations regarding asymmetric operations, strategies, approaches, methods, actions and programs.

(7) Provides AWG forces worldwide to observe and assess threat and friendly interaction to identify capability gaps and develop solutions to enable the defeat of asymmetric threats and to develop Army asymmetric approaches and methods in support of unified land operations.

11-4. Supporting responsibilities of AWG

The AWG has the following supporting organization responsibilities:

a. Core functions: Supporting organization in the development of DOTMLPF assessments associated with emerging asymmetric operations, approaches, methods, threats, and actions supporting decisive action.

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

(2) Lessons learned. Supporting organization for Center for Army Lessons Learned by providing tactical observations on threat and friendly interaction to inform Army training and identify asymmetric trends and capability gaps.

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

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

(5) Training support. Supporting organization for Army Service Component Commands, FORSCOM, TRADOC, and the combat training centers by providing train-the-trainer advice and instruction to enhance Soldier survivability and combat effectiveness.

(6) Concept development. Supporting organization for Director, ARCIC by providing political, military, economic, social, information, infrastructure, physical environment and time (PMESII-PT) and mission, enemy, terrain and weather, troops and support available, time available, civil (METT-TC (source JP 1-02)) analysis of the current and emerging complex operating environment to inform the Army Capstone and Operating Concept.

(7) Requirements (capabilities) determination. Near-term, supporting organization for FORSCOM and the Army Service Component Commands to inform the Army capabilities development processes by providing possible solutions to existing and emerging asymmetric threats and methods. Long-term, supporting organization for Director, ARCIC and Director, CAC to inform the Army capabilities development processes by providing possible solutions to existing and emerging asymmetric threats and methods. In addition, supporting organization for informing requirements for material solutions to current and emerging asymmetric threats and methods in coordination with the rapid equipping force and other respective ASA (ALT) partners and program executive offices.

(8) Capability integration. Supporting organization to FORSCOM, the ASCCs, Director, ARCIC, and Director, CAC to assess emerging Army/Special Operations Forces capabilities for application across the Army via operational advisory assistance, solution development at the Asymmetric Battle Laboratory, the Network Integration Evaluation, and working with the acquisition community. Supporting organization for DOTMLPF integration for Army capabilities to increase Soldier survivability and improve combat effectiveness.

(9) Operational environment. A supporting organization for TRADOC DCS, G-2 by providing the PMESII-PT and METT-TC analysis to develop TRADOC standard scenarios to ensure accurate representation of the operational environment.

b. Other major supporting responsibilities/functions. Evolve the Asymmetric Battle Lab into the Asymmetric Warfare Center.

Chapter 12

U.S. Army Cadet Command (USACC)

12-1. Mission of USACC

The USACC selects, educates, trains, and commissions college students to be officers and leaders of character in the Army; instills the values of citizenship, national and community service, personal responsibility, and a sense of accomplishment in high school students.

12-2. Organization of USACC

The USACC consists of a HQ element and eight subordinate brigades that command and control Senior and Junior Reserve Officer Training Corps (ROTC) programs.

12-3. Supported Responsibilities of USACC

a. Core functions: None.

b. Other major responsibilities/functions: Officer Accessions. USACC recruits, selects, retains, develops and commissions ROTC cadets to meet the assigned HQDA officer

commission mission for the active Army, the ARNG, and the USAR. USACC receives mission guidance from HQDA G1 in accordance with a Memorandum of Agreement between CG, TRADOC and the ASA(M&RA) (March 2012). USACC administers the Army's ROTC Scholarship program. Execution of this function continues to evolve as of the date of this regulation. TRADOC coordinates with ASA (M&RA) to ensure adequate resources are provided to execute USACC's Senior and Junior ROTC missions.

12-4. Supporting Responsibilities of USACC

USACC has the following supporting organization responsibilities:

- a. Leader development. USACC trains and educates Senior ROTC Cadets in the Army's required competencies and outcomes. USACC instills and promotes the virtues of citizenship, duty to nation and self accomplishment in Junior ROTC Cadets.
- b. Training development. USACC serves as the Army's proponent for Senior and Junior ROTC training and education development. Develops training programs in conjunction with the TRADOC DCS, G-3/5/7 and DCG, IMT according to the standards of TR 350-70 and its supporting pamphlets. Develops and coordinates all aspects of ROTC leader development, education, and training to include cadre training and development. Supporting organization for CAC and TRADOC in defining leader development, education, and training requirements.
- c. Functional training. USACC conducts functional training, the development of products and conduct of training for Soldiers and civilians to perform critical tasks and supporting skills and knowledge, required to perform USACC unique functions. USACC is responsible for the Army ROTC Instructor Training Course which provides all new Army ROTC Instructors the knowledge and skills required to successfully instruct on the college campus environment. Provides resources and oversight to support all cadre training to include the Human Resource Assistant, Pre-Command Course, Logistics and Recruiting Operations Officer Courses.
- d. Accessions Support and Integration. Supporting organization to DCG/CoS (G-3/5/7) to provide information necessary to coordinate support in accordance with the Memorandum of Agreement between ASA(M&RA) and CG, TRADOC.

Chapter 13

U.S. Army Recruiting Command (USAREC)

13-1. Mission of USAREC

USAREC will recruit professional, volunteer Soldiers capable of effectively executing operations in the Army complex operating environment.

13-2. Organization of USAREC

USAREC consists of 5 Enlisted Recruiting Brigades, 1 Medical Recruiting Brigade, 38 Enlisted Recruiting Battalions, 5 Medical Recruiting Battalions, 1 Special Operations Recruiting Battalion, 260 Companies, 1,471 Recruiting Centers, 3 Detachments and 2 Districts geographically dispersed throughout the United States and OCONUS. While USAREC is assigned to TRADOC, the Army G1 is responsible for planning, preparation and execution of the Army's accession missions of USAREC and responsible for the integration of recruiting across

all components and across acquisition types (officer, warrant officer, enlisted, in-service, special missions, and civilian).

13-3. Supported responsibilities of USAREC

- a. Core function: None.
- b. Other major responsibilities/functions:

(1) Enlisted, Special and Officer Accessions. USAREC recruits the All-Volunteer Force in accordance with missions established by the HQDA G-1. USAREC receives mission guidance from HQDA G1 in accordance with a Memorandum of Agreement between CG, TRADOC and the ASA(M&RA) (March 2012). USAREC recruits U.S. citizens and legal residents of the U.S. (continental United States (CONUS) and OCONUS) and from in-service sources. USAREC recruits applicants for: both regular Army and Army Reserve enlisted missions; regular Army and Army Reserve Medical Department officers; regular Army and Army Reserve Chaplain and Chaplain Candidate Programs; Military Accessions Vital to National Interest.

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

13-4. Supporting Responsibilities of USAREC

USAREC has the following supporting organization responsibilities:

a. Accessions Support and Integration. Supporting organization to DCG/CoS (G-3/5/7) to provide information necessary to coordinate support in accordance with the Memorandum of Agreement between ASA(M&RA) and CG, TRADOC. USAREC is supporting TRADOC in the execution of Department of Army allocated funding and resources; equipping, personnel management; logistics; individual and unit training; readiness and discipline.

b. Training development. USAREC serves as the Army's proponent for Military Occupational Specialty 79R and associated additional skill identifiers and skill qualifications identifier training and education development. Develops training programs in concert with the Recruiter and Retention School and the Soldier Support Institute. Develops and coordinates all aspects of 79R leader development, education, and training to include recruiter training and development.

c. Functional training. Develops functional training support products and conducts training for Soldiers and civilians to perform critical tasks, and develop supporting skills and knowledge, to perform USAREC unique functions. USAREC is responsible for providing SME to the Army Recruiting and Retention School that trains all Army recruiters on the knowledge and skills required to successfully recruit an all volunteer Army. Provides resources and oversight to support all 79R and officer training to include, but not limited to, Pre-Command Course, Leader Staff Orientation, Executive Officer Course, Recruiting Staff Development Course, and other functional training as required.

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

Chapter 14

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

14-1. Mission of USACHCS

Mission of USACHCS is to educate and train Chaplains and Chaplain Assistants to provide Title 10 (U.S. Code) religious support and moral leadership for Soldiers and Family Members on behalf of the Chief of Chaplains. Chaplains and Chaplain Assistants gain competency in ensuring the free exercise of religion for all Soldiers in the context of the pluralistic setting of the military in all operational environments. USACHCS utilizes practical military and pastoral training objectives for the purpose of developing a well rounded religious ministry professional capable of serving the needs of a highly dynamic and diverse force.

14-2. Organization of USACHCS

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

14-3. Supported responsibilities of USACHCS

USACHCS has the following supported organization responsibilities:

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

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

TRADOC Regulation 10-5

(2) Conduct Chaplain Officer Basic Leader and Chaplain Captain Career Course for Active Duty, U.S. Army Reserve and National Guard Chaplains (Military Occupational Specialty 56A) and for selected chaplains of foreign nations.

(3) Conducts Chaplain Assistant (Military Occupational Specialty 56M) Advanced Individual Training.

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

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

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

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

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

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

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

14-4. Supporting responsibilities of USACHCS

USACHCS has the following supporting organization responsibilities:

a. Core functions: None

b. Other responsibilities/functions:

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

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

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

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

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

Appendix References

Section I: Required Publications

AR 5-22
The Army Force Modernization Proponent System

AR 10-87
Organization and Functions Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 350-1
Army Training and Leader Development

DODD 5100.1
Functions of the Department of Defense and Its Major Components

Section II: Related Publications

AR 1-20
Legislative Liaison

AR 5-5
Army Studies and Analyses

AR 5-11
Management of Army Models and Simulations

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

AR 10-88
Field Operating Agencies, Office of Chief of Staff, Army

TRADOC Regulation 10-5

AR 11-7
Internal Review Program

AR 11-33
Army Lessons Learned Program

AR 20-1
Inspector General Activities and Procedures

AR 25-1
Army Knowledge Management and Information Technology

AR 25-2
Information Assurance

AR 25-50
Preparing and Managing Correspondence

AR 25-52
Authorized Abbreviations, Brevity Codes, and Acronyms

AR 27-1
Legal Services, Judge Advocate Legal Services

AR 70-1
Army Acquisition Policy

AR 71-9
Warfighting Capabilities Determination

AR 71-11
Total Army Analysis (TAA)

AR 71-32
Force Development and Documentation – Consolidated Policies

AR 135-18
The Active Guard and Reserve (AGR) Program

AR 145-1
Senior Reserve Officers' Training Corps Program: Organization, Administration and Training

AR 145-2
Junior Reserve Officers' Training Corps Program: Organization, Administration, Operation, and Support

AR 350-2
Opposing force (OPFOR) Program

AR 350-50
Combat Training Center Program

AR 350-58
Joint United States (US) Air Force, US Army, US Navy, and US Marine Corps Air Combat Training

AR 360-1
The Army Public Affairs Program

AR 380-5
Department of the Army Information Security Program

AR 385-10
The Army Safety Program

AR 601-280
Army Retention Program

AR 690-12
Equal Employment Opportunity and Affirmative Action

AR 690-600
Equal Employment Opportunity Discrimination Complaints

AR 700-127
Integrated Logistics Support

AR 750-1
Army Materiel Maintenance Policy

AR 870-5
Military History: Responsibilities, Policies, and Procedures

AR 870-20
Army Museums, Historical Artifacts, and Art

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3010.02C
Joint Concepts Development and Experimentation Process

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3150.25E
Joint Lessons Learned Program

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01H
Joint Capabilities Integration and Development System

Manual for the Operation of the Joint Capabilities Integration and Development System (JCIDS)

TRADOC Regulation 10-5

DA PAM 7-21.13
The Soldier's Guide

DA PAM 7-22.7
The NCO Guide

DA PAM 385-10
Army Safety Program

DODD 5101.1
DOD Executive Agent

Field Manual 6-0
Knowledge Management Operations

Field Manual 7-21.13
The Soldier's Guide

Field Manual 7-22.7
The NCO Guide

Joint Publication 1-02
DOD Dictionary of Military and Associated Terms

Joint Publication 3-05
Doctrine for Joint Special Operations

TRADOC Regulation 1-11
Staff Procedures

TRADOC Regulation 5-14
Acquisition Management and Oversight

TRADOC Regulation 25-30
Preparation, Production, and Processing of Army-wide Doctrinal and Training Literature
(ADTL)

TRADOC Regulation 71-20
Concept Development, Capabilities Determination, and Capabilities Integration

TRADOC Regulation 350-6
Enlisted Initial Entry Training (IET) Policies and Administration

TRADOC Regulation 350-10
Institutional Leader Training and Education

TRADOC Regulation 350-13
Instruction in Military History

TRADOC Regulation 350-18
The Army School System

TRADOC Regulation 350-70
Systems Approach to Training Management, Process, and Products

TRADOC Regulation 870-1
TRADOC Military History Program

Army Doctrine Publication 6-0
Mission Command

ADRP 1-02
Operational Terms and Military Symbols

TRADOC Memorandum 1-16
Distinguished Visitors and Significant Events, HQ TRADOC

Glossary

Section I: Abbreviations

ACoE	Aviation Center of Excellence
ACOM	Army Command
ADCON	Administrative control
ADRP	Army doctrine reference publication
AGR	Active Guard and Reserve
ALT	Acquisition, Logistics, and Technology
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ASA	Assistant Secretary of the Army
ASCC	Army Service Component Commands
ATC	Air Traffic Control
AWG	Asymmetric Warfare Group
CAC	Combined Arms Center
CASCOM	Combined Arms Support Command
CCP	Concept Capability Plan
CDID	Capabilities Development Integration Directorate
CFL	core function lead
CG	Commanding General
CGAO	Command Group Actions Office
CJCS	Chairman of the Joint Chiefs of Staff
CKO	Chief Knowledge Officer
CoE	Center of Excellence
CONUS	continental United States

TRADOC Regulation 10-5

CoS	Chief of Staff
CP	career program
CPG	Commander's Planning Group
CPM	career program manager
CSA	Chief of Staff, United States Army
CSLD	Center for Strategic Leadership and Development
CSM	Command Sergeant Major
CTC	Combat Training Center
DA	Department of the Army
DCG	Deputy Commanding General
DCoS	Deputy Chief of Staff
DCS	Deputy Chief of Staff
DOD	Department of Defense
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities
EEO	Equal Employment Opportunity
EO	Equal Opportunity
FCoE	Fires Center of Excellence
FLIP	Flight Information Publication
FOA	field operating activity
FORSCOM	Forces Command
GOSC	General Officer Steering Committee
HCE	Human Capital Enterprise
HR	Human Resources
HRC	Human Resources Command
HQ	Headquarters
HQDA	Headquarters, Department of the Army
ICoE	Intelligence Center of Excellence
IET	Initial Entry Training
IG	Inspector General
IMT	Initial Military Training
INCOVD	Institute for Noncommissioned Officer Professional Development
IRAC	Internal Review and Audit Compliance
ISR	Intelligence, Surveillance, and Reconnaissance
JCIDS	Joint Capabilities Integration and Development System
KM-PI	Knowledge Management Process Improvement
M&RA	Manpower & Reserve Affairs
MC	Mission command
MCCoE	Mission Command Center of Excellence
MCoE	Maneuver Center of Excellence
METT-TC	Mission, Enemy, Terrain and Weather, Troops and Support Available, Time available, civil
MOA	Memorandums of Agreement
MOS	Military Occupational Specialty
MOU	Memorandums of Understanding
MSCoE	Maneuver Support Center of Excellence
M&S	modeling and simulation
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy

NCOES	Noncommissioned Officer Education System
OCONUS	outside the continental United States
OE	Operational Environment
OEE	Operational Environment Enterprise
PKSOI	Peacekeeping and Stability Operations Institute
PME	Professional Military Education
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment and time
QA	Quality Assurance
QAO	Quality Assurance Office
RA	regular Army
RC	Reserve component
ROTC	Reserve Officer Training Corps
S&T	science and technology
SA	Secretary of the Army
SCoE	Sustainment Center of Excellence
SHARP	Sexual Harassment/Assault Response and Prevention
SIGCoE	Signal Center of Excellence
SJA	Staff Judge Advocate
SME	Subject Matter Expert
TAA	total Army analysis
TASS	The Army School System
TRAC	TRADOC Analysis Center
TRADOC	Training and Doctrine Command
TSS	Training Support System
USAASA	U.S. Army Aeronautical Services Agency
USACC	U.S. Army Cadet Command
USACHCS	U.S. Army Chaplain Center and School
USAF	U.S. Air Force
USAREC	U.S. Army Recruiting Command
USAR	U.S. Army Reserve
USASMA	U.S. Army Sergeants Major Academy
USAWC	U.S. Army War College

Section II: Terms

Administrative Control

Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. Also called ADCON. (Source: AR 10-87)

Army Command

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

Army Enterprise

Encourages civilian and military leaders to take a holistic view of Army objectives and resources, and empowers them to integrate related functions to effectively and efficiently generate trained and ready forces for combatant commanders and sustain the all-volunteer force.

Authority

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

Capability

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

Capability Developments Integration Directorate (CDID)

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

Capability documents

A generic term to refer collectively to ICDs, CDDs, CPDs, and DCRs.

Capstone publication

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

Center

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

Center of Excellence (CoE)

A designated organization, centered on TRADOC core functions, that improves combined arms solutions for joint operations, develops and executes doctrine, training, and leader education for assigned branches, fosters DOTMLPF integration, accelerates the development process, and unites all aspects of institutional training to develop warfighters, leaders, and civilians who embody Army values. Each CoE will have a CDID, to focus on concept development, experimentation and requirements determination in support of the CoE mission. (Source: TR 71-20)

Community of practice

Grouping of organizations from across the Army, multinational partners, joint commands, other services, DOD, industry, and academia that collaboratively plan, prepare, execute, and assess in order to ensure effective, synchronized development of functions, training, and capabilities development.

Concept

A notion or statement of an idea (an expression of how something might be done) that can lead to an accepted procedure ([CJCS Instruction 3010.02A](#)). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends).

Core Function

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

Doctrine

Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. (Source: JP 1-02)

Doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF)

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

Education

Instruction with increased knowledge, skill, and/or experience as the desired outcome for the student. This is in contrast to training, where a task or performance basis is used and specific conditions and standards are used to assess individual and unit proficiency. (Source: AR 350-1)

Executive Agent

A term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. Designation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specified purposes. Also called EA. (Source: JP 1)

Field Operating Activity

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

Force Modernization Proponent

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

Functional Training

Functional courses prepare Army personnel for assignment to special units or specific duty positions and increase their value to the Army. These courses provide Soldiers an opportunity to acquire duty position-required skills and knowledge that cannot be obtained by attending other institutional courses. The courses may provide training, which qualifies Soldiers for award of an ASI, skill qualifications identifier, or SI. (Source: AR 350-1 para 3-65)

Human Capital Enterprise

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

Institutional Training

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

Interagency (The Interagency)

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

Leader Development

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

Lessons Learned

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

Mission Creep

Over a period of time evolving, developing, or advancing by imperceptible degrees additional roles, responsibilities, or functions (or parts of roles, responsibilities, or functions) assigned to other agencies or organizations. (Source: Institutional Education and Training Reforms Study)

Operational Authority

Authority exercised by a commander in the chain of command, defined further as combatant command (command authority), operational control, tactical control, or a support relationship. (Source: JP 1)

Operational Environment

The operational environment is defined as the “a composite of the conditions, circumstances, and influences that affect the employment of military forces capabilities and bear on the decisions of the unit commander.” It is wide-ranging and geostrategic, encompassing geopolitics and globalization in economics, technology, and demographics, and incorporates both U.S. and threat military developments. (Joint Pub Source: ADRP 1-02, ADRP 3-0, ADRP 6-0)

Planning

Is the art and science of understanding a situation, envisioning a desired future, and laying out an operational approach to achieve that future. (Source: FM 5-0)

Staff Management

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

Supported

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

Supporting

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

Training Development

Develop, integrate, recommend priorities, resource, and provide quality control of the Army's training and education development concepts, strategies, policies, automation systems, and products that support the Army's training and education of Active Army and Reserve Component Soldiers, civilians and units across the institutional, self-development and operational training domains.

Training Support

The entire spectrum of products, services, and facilities, that provide the networked, integrated, interoperable training support necessary to enable operationally relevant, full spectrum, Unified Action Partners training for Soldiers, units, and DA civilians anytime, anywhere. (Source: TRADOC Pam 525-8-3)

Unified Action Partners

Unified action partners are those military forces, governmental and nongovernmental organizations, and elements of the private sector which Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. Unified action partners include joint forces and components, multinational forces, and U.S. government agencies and departments. (Source: ADRP 3.0)