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Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

*TRADOC Regulation 10-5

18 December 2009

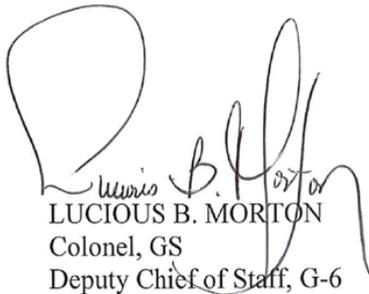
Organization and Functions

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 rapid action 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). This is a major revision incorporating the reorganization of the TRADOC Headquarters into a General Staff, establishment of Centers of Excellence, and decisions made within the context and under the construct of the TRADOC Campaign Plan (TCP). TRADOC will continue to be an Army command in transition; therefore, this regulation introduces evolving organizational relationships associated with TRADOC Centers of Excellence, TRADOC Centers, and the Human Capital Enterprise.

Applicability. This regulation applies to all TRADOC organizations to include Headquarters, TRADOC, major subordinate organizations (MSOs), special activities and field operating activities, schools and centers, authorized to promulgate commandwide policy.

Proponent and exception authority. The proponent for this regulation is the 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. The proponent may delegate this authority in writing, to a division chief with the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the

*This regulation supersedes TRADOC Regulation 10-5, dated 22 December 2005.

TRADOC Reg 10-5

expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters (HQ) to the policy proponent.

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, 3 Fenwick Road, Fort Monroe, VA 23651-1047.

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 Deputy Chief of Staff, G-3/5/7, ATTG-OP, 3 Fenwick Road, Fort Monroe, VA 23651-1067. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

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Summary of Change

TRADOC Regulation 10-5

U.S. Army Training and Doctrine Command

This rapid action revision, dated 18 December 2009-

- Updates TRADOC mission statement (chap 2).
- Updates TRADOC core competences, core functions, and key enablers (chap 2).
- Updates TRADOC organization titles to G-staff titles (chap 3).
- Updates mission, organization, and responsibilities of all TRADOC organizations.
- Updates information based on AR 5-22 (dated 6 Feb 09).
- Makes administrative changes (throughout).
- Changes the status of the U.S. Army Sergeants Major Academy.
- Changes the status of the Initial Military Training.
- Adds the Institute for Noncommissioned Officer Professional Development.
- Updates the movement of Army Training Support center under U.S. Army Combined Arms Center.
- Adds Chief Knowledge Officer.
- Adds center of excellence concept.
- Reflects changes from various governance forums.

Contents	Page
Chapter 1	7
Introduction	7
1-1. Purpose	7
1-2. References	7
1-3. Explanation of abbreviations and terms	7
1-4. Responsibilities	7
1-5. Scope	7
1-6. Policy	8
1-7. General organizational requirements	8
Chapter 2	8
Organization, Functions, and Designation of Responsibilities	8
2-1. Mission of TRADOC	8
2-2. Organization of TRADOC	8
2-3. Core competencies	10
2-4. Core functions	11
2-5. Key enablers	13
2-6. Command and control relationships	14
Chapter 3	17
Headquarters TRADOC	17
Section I	17
Organization of HQ TRADOC	17
3-1. Command group diagram	17
3-2. Command group	18
3-3. Deputy Commanding Generals	18
3-4. Personal staff	18
3-5. Deputy chiefs of staff	18
3-6. Special staff	19
3-7. FOAs	19
Section II	19
Headquarters TRADOC Command Group	19
3-8. Commanding General	19
3-9. Deputy Commanding General/Chief of Staff	20
3-10. Commander's Planning Group	20
3-11. Command Sergeant Major	21
3-12. Assistant Chief of Staff	21
3-13. Secretary of the General Staff	21
3-14. Congressional Activities Office	22
3-15. FORSCOM/TRADOC Liaison Office	22
Section III	23
Other DCGs	23
3-16. General responsibilities	23
3-17. Deputy Commanding General, Combined Arms	23
3-18. Deputy Commanding General, Futures	24
3-19. Deputy Commanding General, Initial Military Training	25
3-20. Deputy Commanding General, Army National Guard	25

3-21. Deputy Commanding General, U.S. Army Reserve	25
Section IV	26
TRADOC HQ Staff Management functions	26
3-22. TRADOC HQ staff functions.	26
Section V.....	26
Headquarters TRADOC Personal Staff	26
3-23. Chief of Public Affairs	27
3-24. Command Chaplain	27
3-25. Inspector General.....	28
3-26. Staff Judge Advocate.....	28
Section VI	29
Headquarters TRADOC Coordinating Staff.....	29
3-27. Deputy Chief of Staff, G-1/4	29
3-28. Deputy Chief of Staff, G-2	30
3-29. Deputy Chief of Staff, G-3/5/7	32
3-30. Deputy Chief of Staff, G-6 (C-4).....	33
3-31. Deputy Chief of Staff, G-8	34
Section VII	34
Headquarters TRADOC Special Staff	34
3-32. Command Equal Employment Opportunity Officer.....	34
3-33. Command Equal Opportunity Officer	35
3-34. Command Historian.....	35
3-35. Command Safety Officer	36
3-36. Command Surgeon	37
3-37. Internal Review and Audit Compliance	37
3-38. Quality Assurance (QA) Office	38
3-39. Chief Knowledge Officer	39
Chapter 4.....	40
Army Capabilities Integration Center	40
4-1. Mission of ARCIC.....	40
4-2. Organization of ARCIC.....	40
4-3. Lead responsibilities of ARCIC.....	40
4-4. Assist responsibilities of ARCIC.....	42
Chapter 5.....	42
U.S. Army Combined Arms Center	42
5-1. Mission of CAC.....	42
5-2. Organization of CAC.....	43
5-3. Lead responsibilities of CAC.....	43
5-4. Assist responsibilities of CAC.....	46
Chapter 6.....	47
U. S. Army Accessions Command.....	47
6-1. Mission of USAAC	47
6-2. Organization of USAAC	47
6-3. Lead responsibilities of USAAC	48
6-4. Assist responsibilities of USAAC	49
Chapter 7.....	49
7-1. Mission of IMT.....	49
7-2. Organization of IMT.....	49

7-3. Lead responsibilities of IMT.....	49
7-4. Assist responsibilities of IMT.....	50
Chapter 8.....	51
U.S. Army Combined Arms Support Command and the Sustainment Center of Excellence (SCoE).....	51
8-1. Mission of CASCOM and SCoE.....	51
8-2. Organization of CASCOM and SCoE.....	51
8-3. Lead responsibilities of CASCOM.....	51
8-4. Assist responsibilities of CASCOM.....	52
Chapter 9.....	54
U.S. Army War College.....	54
9-1. Mission of USAWC.....	55
9-2. Organization of USAWC.....	55
9-3. Lead responsibilities of USAWC.....	55
9-4. Assist responsibilities of USAWC.....	56
Chapter 10.....	56
TRADOC Analysis Center.....	56
10-1. Mission of TRAC.....	56
10-2. Organization of TRAC.....	56
10-3. Lead responsibilities of TRAC.....	56
10-4. Assist responsibilities of TRAC.....	57
Chapter 11.....	58
U.S. Army Aeronautical Services Agency.....	58
11-1. Mission of USAASA.....	58
11-2. Organization of USAASA.....	58
Chapter 12.....	56
Institute for NCO Professional Development.....	58
12-1. Mission of INCOPD.....	58
12-2. Organization of INCOPD.....	58
12-3. Lead responsibilities of INCOPD.....	58
12-4. Assist responsibilities of INCOPD.....	59
Chapter 13.....	57
U.S. Army Sergeants Major Academy.....	59
13-1. Mission of USASMA.....	59
13-2. Organization of USASMA.....	59
13-3. Lead responsibilities of USASMA.....	59
13-4. Assist responsibilities of USASMA.....	60
Chapter 14.....	61
Coordinating Instructions.....	61
14-1. Coordination and taskings.....	61
14-2. Supporting regulations.....	62
Appendix.....	60
Glossary.....	64
Table List	
Table 2-1. Core function and lead designations.....	15
Table 14-1. TRADOC 10-5 series regulations.....	62

Figure List

Figure 2-1. TRADOC	9
Figure 2-2. TRADOC enterprise approach	17
Figure 3-1. HQ TRADOC.....	17

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/Chief of Staff (DCG/CoS) will approve changes to this regulation and the supporting regulations.

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

(1) Serve as the lead for this regulation.

(2) 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 affect on resources to assist the DCS, G-3/5/7.

d. Headquarters TRADOC staff and commanders of TRADOC organizations. The staff and commanders will ensure that 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 semiannually and updates will occur as needed. This will ensure TRADOC maintains relevancy by remaining an agile, adaptive, and innovative organization.

1-5. Scope

a. This regulation focuses on the organization, functions, and responsibilities at the highest levels of TRADOC. It describes TRADOC's major organizational structure; core functions; major responsibilities for HQ TRADOC, major subordinate organizations (MSOs), field operating activities (FOAs), and special activities; and relationships between these organizations and their assigned responsibilities.

b. HQ TRADOC, U.S. Army Accessions Command (USAAC), U.S. Army Combined Arms Center (CAC), U.S. Army Combined Arms Support Command (CASCOM), Institute for Noncommissioned Officer Professional Development (INCOPD), U.S. Army War College (USAWC), Initial Military Training (IMT), Army Capabilities and Integration Center (ARCIC), and the TRADOC Analysis Center (TRAC) have separate supporting regulations (see [table 14-1](#)) to describe their organization's structure, core functions, major responsibilities for its subordinate organizations, and relationships between these organizations and their assigned responsibilities.

c. This capstone regulation and supporting regulations describe how TRADOC supports the functions assigned to the Department of the Army (DA) in Title 10, United States Code, and in Department of Defense (DOD) Directive 5100.1.

d. This regulation begins to develop the relationship of TRADOC as the co-lead for the Human Capital Enterprise (HCE) in the evolving Army enterprise construct.

1-6. Policy

a. Decentralize responsibility for missions and tasks to TRADOC MSOs, FOAs, and special activities to the maximum extent possible.

b. The HQ TRADOC staff exists to assist the Commanding General (CG), TRADOC in accomplishing the mission by providing staff management, planning, policy, procedures, funding and manpower, and coordination capabilities. The command group, special and personal staff elements provide professional and technical services and advice.

1-7. General organizational requirements

Each TRADOC organization structures units 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 TRADOC

TRADOC develops the Army's Soldier and civilian leaders, and designs, develops, and integrates capabilities, concepts, and doctrine in order to build a campaign-capable, expeditionary and versatile Army in support of joint warfighting commanders through Army Force Generation (ARFORGEN); supports the Army's HCE.

2-2. Organization of TRADOC

[TRADOC](#) is an Army command (ACOM) consisting of HQ TRADOC, five MSOs, and nine special activities. TRADOC empowers three-star general officers to manage assigned core competencies and act collaboratively to achieve organizational goals (see [figure 2-1](#)).

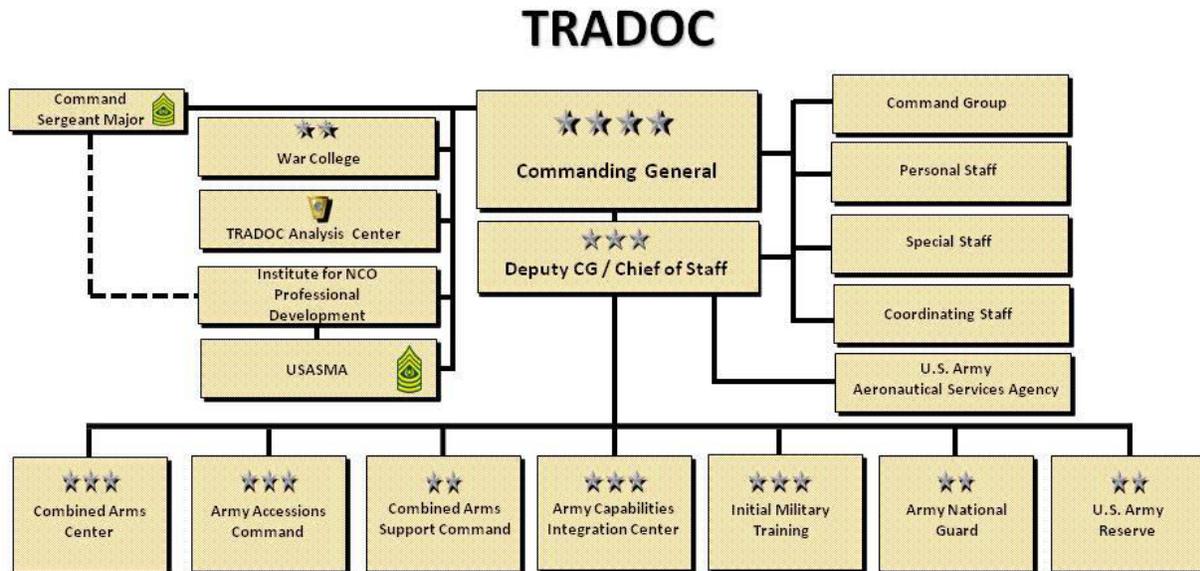


Figure 2-1. TRADOC organization

a. HQ TRADOC staff consists of a command group, personal staff, coordinating staff, and special staff, with several FOAs in support of the coordinating staff. Although established as a FOA, ARCIC is also an MSO and an integral part of the HQ TRADOC staff.

b. TRADOC MSOs are:

(1) [U.S. Army Accessions Command](#) (USAAC) (currently serving as a direct reporting unit (DRU) to HQDA).

(2) [U.S. Army Combined Arms Center](#) (CAC).

(3) [U.S. Army Combined Arms Support Command](#) (CASCOM).

(4) [Army Capabilities Integration Center](#) (ARCIC).

(5) Initial Military Training (IMT).

c. Because of the unique relationships between organizations within TRADOC resulting from core function leads, CG, CAC; CG, USAAC; DCG, IMT; and Director, ARCIC have the following additional authorities over the organizations which execute their assigned core functions:

(1) Advocate for and provide periodic priorities for allocation of resources.

(2) Conduct periodic discussions relative to priorities, future work plans, and progress reviews.

(3) Provide development and integration workload priorities.

d. TRADOC special activities:

(1) Directly reporting to HQ TRADOC:

- (a) [USAWC](#).
- (b) [TRAC](#).
- (c) [U.S. Army Aeronautical Services Agency \(USAASA\)](#).
- (d) INCOPD.
- (e) [USASMA](#).

(2) Directly reporting to an MSO:

- (a) [Defense Language Institute Foreign Language Center \(DLIFLC\)](#).
- (b) [Western Hemisphere Institute for Security Cooperation \(WHINSEC\)](#).
- (c) U.S. Army Warrant Officer Career College (USAWOCC).
- (d) U.S. Army Civilian University.

e. Additionally, the CG TRADOC and Assistant Secretary of the Army, Manpower and Reserve Affairs, lead the HCE which 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 Secretary of the Army on Armywide personnel issues and priorities that sustain readiness and preserve the all-volunteer force.

2-3. Core competencies

TRADOC accomplishes its mission by building and sustaining core competencies. TRADOC's core competencies represent commandwide capabilities created from the combined skills, knowledge, abilities, and behaviors of its Soldiers and civilians operating as individuals or members of teams. The command's mission determines these enduring qualities, built through many years of successfully meeting the Army's requirements, coupled with a process of continuous improvement and innovation. TRADOC's four core competencies and core competency leads are:

- a. Manage and execute the human resources (HR) lifecycle (lead – USAAC).
- b. Execute initial individual military training (lead – IMT).
- c. Prepare the Army to dominate in full spectrum operations (FSO) in the joint, interagency, intergovernmental, and multinational (JIIM) environment (lead – CAC).

- d. Develop and integrate capabilities (lead – ARCIC).

2-4. Core functions

TRADOC has 16 core functions. TRADOC must perform these core functions to fulfill its mission for the Army. Core functions are those critical major functions one or more organizations perform that accomplish TRADOC's mission. Core functions are derived, sustainable components integral to the core competencies. The core functions layout the foundation or blueprint for designing the organization and assigning roles and responsibilities. Core functions rest within the core competency they support. Descriptions of how organizations with lead responsibility execute their core functions can be found in each of their respective chapters.

a. Core competency: Manage and execute the HR lifecycle. USAAC is responsible, as the TRADOC lead for the HCE, for the following core functions which represent the HR lifecycle. Functions two through six are done collaboratively with HCE stakeholders:

(1) Core function # 1: Acquire (market, recruit access, retain). This function ensures the total Army is staffed with the correct grades and skills in numbers sufficient to satisfy force requirements through manpower management; accession, attrition, and retention management; and training scheduling.

(2) Core function # 2: Distribute. The function of assigning available Soldiers and civilians to positions based on Army requirements and priorities.

(3) Core function # 3: Sustain. How the Army attends to the well-being of its people. Includes programs directed specifically at the quality of life and the well-being of Soldiers, civilians, retirees, their families, and the employers of reserve component members.

(4) Core function # 4: Transition. Integrated function focused on assisting Soldiers, civilians, and their families through changes associated with moving among components and/or to the private sector.

(5) Core function #5: Structure. The HR portion of the Army's force development function where personnel requirements and authorizations are determined and documented. This includes the manpower management functions that determine requirements, obtain manpower, and allocate resources. The structure function provides the authorizations for the acquire and distribute functions.

(6) Core function #6: Develop (career management). Assist personnel in planning their careers through a sequence of events that range from accession, training (scheduling), classification, assignment, utilization, retention, and separation from service, and includes management of programs such as evaluation, promotion, and command selection systems.

- b. Core competency: Execute initial individual military training.

(1) Core function # 7: IMT. Set standards for and provide training in the competencies and behaviors needed to become a Soldier and subsequently to succeed as a member of an Army unit, contribute to unit mission accomplishment, and fight and win during FSO.

c. Core competency: Prepare the Army to dominate in FSO in a JIIM environment.

(1) Core function # 8: Leader development. The development of agile and adaptive Soldiers and civilians of units and organizations through selection, education, training, and experience, grounded in doctrine that dominates in FSO.

(2) Core function # 9: Lessons learned. The deliberate and systematic process of collecting and analyzing field data and disseminating, integrating, and archiving observations, insights, and lessons and tactics, techniques, and procedures (TTP) collected from FSO and training events. Refined information is shared with the JIIM community and integrated across the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) to sustain, enhance, or increase the Army's preparedness to conduct current and future operations.

(3) Core function # 10: Doctrine. Produce the body of knowledge on how the Army intends to operate as an integral part of a joint, interagency, intergovernmental, and/or multi-national force, including:

(a) How the Army views the nature of operations.

(b) Fundamentals by which Army forces conduct operations.

(c) Methods by which commanders exercise command and control.

(4) Core function # 11: Training development. Develop, integrate, resource, and synchronize policies, strategies, and priorities for management of training and education. Develop the Army's collective, individual, and self-development training and education requirements, products, and standards.

(5) Core function # 12: Training support. Encompasses the training and education information infrastructures, products, materiel, personnel, services, and facilities to enable execution of integrated training and education. Facilitates the development and sustainment of leader, Soldier, and Army civilian competence and enhances unit readiness across the institutional, operational, and self-development training domains in an integrated training and education environment.

(6) Core function # 13: Functional training. Training to qualify Soldiers and Army civilians for assignment to duty positions that require specific functional skills and knowledge.

d. Core competency: Develop and integrate capabilities.

(1) Core function # 14: Concepts development. Define ways and means of conducting operations by describing how operations will be conducted, identifying organizing principles, and establishing required capabilities across DOTMLPF. Concepts focus on solving military

problems associated with missions of the operational themes. Concepts provide focus for accelerated, deliberate, and future developments in support of achieving the Army's operational aim point.

(2) Core function # 15: Requirements determination. Assess required capabilities to identify gaps and develop DOTMLPF solutions against current and programmed requirements.

(3) Core function # 16: Capability integration. The continuing process to identify, assess, prioritize, synchronize, and communicate required capabilities across time, warfighting functions, DOTMLPF, resourcing, organizations, and operational themes.

2-5. Key enablers

There are functions within TRADOC that underpin the ability to execute two or more core functions. Multiple organizations or processes across TRADOC require these enablers in order to successfully accomplish core functions. TRADOC has three key enablers.

a. Key enabler # 1: Knowledge management (KM).

(1) Contribute to TRADOC and the Army transformation initiatives to meet core competencies, functions, and subfunctions.

(2) Focus TRADOC KM to enable the operating force by concentrating efforts through CoEs and their inherent relationships with operational formations.

(3) Empower commanders, leaders, staffs, Soldiers, and civilians through CoEs functional and multifunctional warfighters' forums.

(4) Harvest experience, lessons learned, and best practices by exchanging knowledge between and within the operating and generating forces.

(5) Encourage knowledge sharing and KM framework as a catalyst for training, education, leader development, and lifelong learning.

(6) Support development of a robust enterprise search capability that is responsive to the needs of the Army and capable of rapidly accessing knowledge content, products, and services.

(7) Integrate KM across DOTMLPF domains and to realize improvements to current and future business processes.

(8) Promote a collaborative culture throughout TRADOC and the Army through a persistent, reliable, and responsive knowledge sharing environment.

(9) Incorporate KM practices into ARFORGEN and Army, JIIM, and DOD transformation efforts.

b. Key enabler # 2: Capabilities innovation. Assess concepts and capabilities recommendations by leveraging the full range of learning methods to challenge assumptions,

investigate alternative approaches, and mitigate risk; lead from the edge to foster innovative thinking and adaptive solutions.

c. Key enabler # 3: Operational environment.

(1) Describes the composite of conditions, circumstances, and influences (to include culture and foreign perceptions) that affect employment of military forces and bear on the decisions of commanders.

(2) Depicts the challenging, adaptive global setting and complexities the U.S. military will encounter over the next 20 years and beyond, and provides the context for Army and joint experiments and training.

(3) Provides the essential foundation for developing concepts, requirement determination and experimentation; defines the threat environment for individual and collective training across the live, virtual, and constructive domains.

(4) Provides benchmark for comparing risk, effectiveness, and cost in potential DOTMLPF solutions and for testing materiel solutions to ensure efficiency and effectiveness.

2-6. Command and control relationships

TRADOC leverages a unique collection of command and control relationships to execute its mission.

a. TRADOC has designated lead and assist assignments to specify responsibilities and relationships among senior leaders and organizations. Designation of lead and assist assignments is the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks.

(1) Lead: The TRADOC organization having primary responsibility for a function, task, or role. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of planning, execution, and integration across all applicable DOTMLPF domains. The lead organization that receives assistance from other organization(s) or staff element(s) is responsible for ensuring the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

(a) Develop, coordinate, and recommend command policy.

(b) Develop, coordinate, and recommend command guidance.

(c) Develop, coordinate, and recommend taskings to execute specific missions and tasks or provide specific support.

(2) Lead assignments: Table 2-1 summarizes the lead assignments for TRADOC's 16 core functions.

Table 2-1
Core function and lead designations

Core Function	Lead
Acquire	USAAC
Distribute	USAAC
Sustain	USAAC
Transition	USAAC
Structure	USAAC
Develop	USAAC
IMT	IMT
Leader development	CAC
Lessons learned	CAC
Doctrine	CAC
Training development	CAC
Training support	CAC
Functional training	CAC
Concept development	ARCIC
Requirements determination	ARCIC
Capability integration	ARCIC

(3) Assist: TRADOC organizations or staff elements that provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization aids, complements, or sustains another organization and is responsible for providing the assistance the lead organization requires.

b. TRADOC additionally employs the following responsibilities to execute its mission.

(1) Staff management: The responsibilities of the staff to assist and coordinate lead 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.

(2) Army force modernization proponent system: The process of managing change within the Army. It is the strategic-level process for interaction between Headquarters, Department of the Army (HQDA) and force modernization proponents used to transform the Army. Only the HQDA DCS, G-3/5/7 can designate proponents. TRADOC will execute its proponent responsibilities as directed and will not assign proponents beyond those AR 5-22 designates. The two categories of Army proponents are:

(a) Force modernization proponent. The commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to DOTMLPF requirements for a particular function.

TRADOC Reg 10-5

(b) Branch proponent. The branch proponent is the commandant or the chief of a branch of the Army with training, leader development and education, and personnel responsibilities for their designated branch.

(3) Non-TRADOC proponents.

(a) TRADOC works with non-TRADOC proponents on DOTMLPF issues including requirements determination.

(b) TRADOC primarily interacts with the following non-TRADOC proponents:

- [Commander, U.S. Army Medical Department Center and School \(AMEDDC&S\).](#)
- [Commander/Commandant, The Judge Advocate General's Legal Center and School \(TJAGLCS\)](#)
- [CG, U.S. Army John F. Kennedy Special Warfare Center and School.](#)
- [CG, U.S. Army Space and Missile Defense Command.](#)
- [Director, Army Chief of Public Affairs Center.](#)

(4) CoE. TRADOC is organizing itself around the CoE construct which has not been fully implemented. The TRADOC CoE and TRADOC center definitions are as of publication date and may continue to evolve.

(a) Army CoE definition: A premier organization that creates the highest standards of achievement in an assigned sphere of expertise by generating synergy through effective and efficient combination and integration of functions while reinforcing unique requirements and capabilities.

(b) TRADOC CoE definition: Designated command or organization within an assigned area of expertise that-

- Delivers current warfighting requirements.
- Identifies future capabilities.
- Integrates assigned DOTMLPF dimensions.
- Presents resource-informed, outcomes-based recommendations to the TRADOC CG.

(c) TRADOC center definition: Designated command or organization within an assigned area of expertise that-

- Facilitates the exchange of thought and best practices.
- Informs and assists in the development and review of doctrine, training, and education.
- Informs concept development and experimentation to more effectively enable DOTMLPF integration across the Army.

(d) TRADOC CoEs types:

- Multi-Branch CoEs are maneuver, fires, maneuver support, and sustainment CoEs.
- Single-Branch CoEs are aviation, intelligence, and signal CoEs.

- Functional CoE is basic combat training (BCT) CoE.

(e) Figure 2-2 depicts the proposed implementation of an enterprise approach within TRADOC (pending approval).

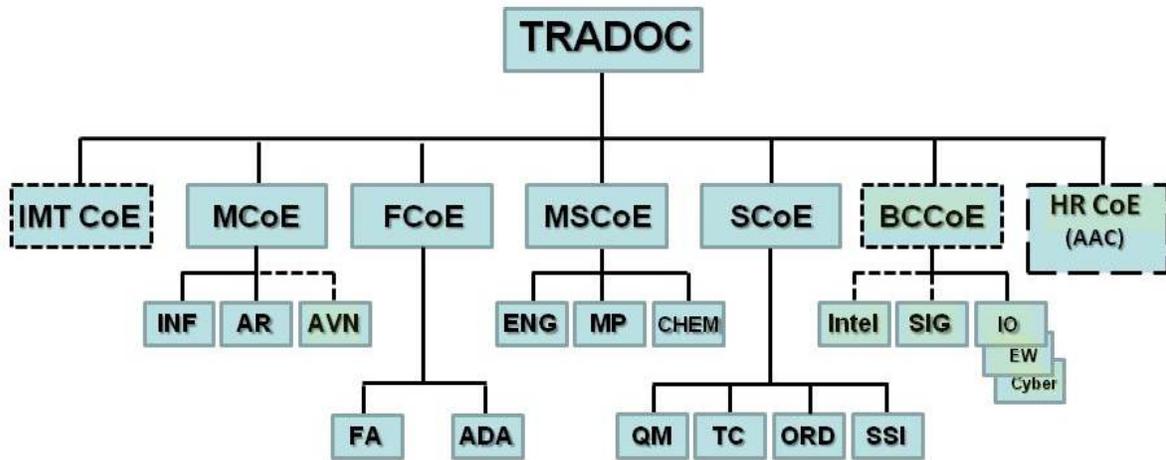


Figure 2-2. Proposed TRADOC enterprise approach

Chapter 3
Headquarters TRADOC

Section I
Organization of HQ TRADOC

3-1. Command group diagram

Figure 3-1 depicts HQ TRADOC.

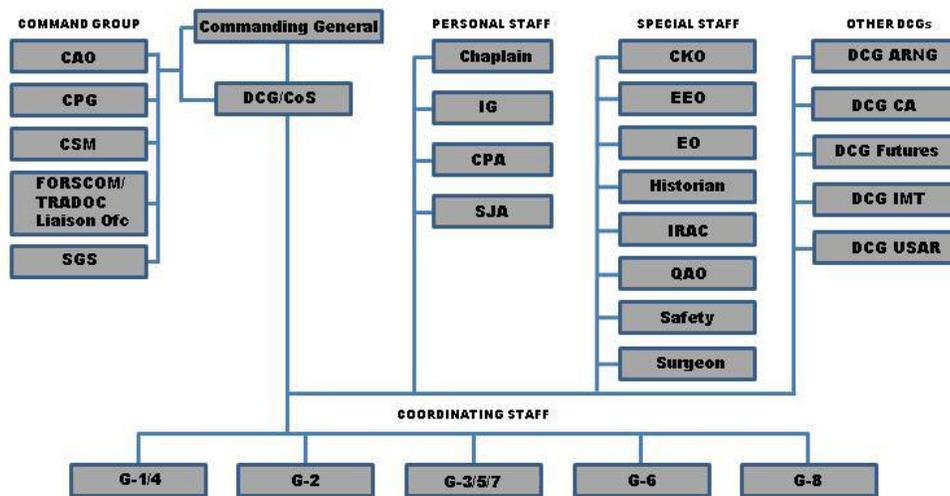


Figure 3-1. HQ TRADOC

3-2. Command group

The command group consists of:

- a. [Commanding General.](#)
- b. [Deputy Commanding General/Chief of Staff.](#)
- c. Assistant Chief of Staff.
- d. [Commander's Planning Group \(CPG\).](#)
- e. [Command Sergeant Major \(CSM\).](#)
- f. [Secretary of the General Staff \(SGS\).](#)
- g. [Congressional Activities Office \(CAO\).](#)
- h. U.S. Army Forces Command (FORSCOM)/TRADOC Liaison Office.

3-3. Deputy Commanding Generals

The five other DCGs are:

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

3-4. Personal staff

The personal staff consists of:

- a. [Chief of Public Affairs \(CPA\).](#)
- b. [Command Chaplain.](#)
- c. [Inspector General \(IG\).](#)
- d. [The Staff Judge Advocate \(SJA\).](#)

3-5. Deputy chiefs of staff

The coordinating staff consists of:

- a. [G-1/4 \(personnel and logistics\).](#)

- b. [G-2 \(intelligence\)](#).
- c. [G-3/5/7 \(operations, plans, and training\)](#).
- d. [G-6 \(command, control, communications, and computers\)](#).
- e. [G-8 \(resource management\)](#).

3-6. Special staff

The special staff consists of:

- a. Chief Knowledge Officer (CKO).
- b. [Command Equal Employment Opportunity \(EEO\) Officer](#).
- c. Command Equal Opportunity (EO) Officer.
- d. [Command Historian](#).
- e. [Command Safety Officer \(CSO\)](#).
- f. [Command Surgeon](#).
- g. [Internal Review and Audit Compliance \(IRAC\) Officer](#).
- h. [Quality Assurance Office \(QAO\)](#).

3-7. FOAs

The FOAs that directly support HQ TRADOC are:

- a. ARCIC.
- b. [Training Operations Management Activity](#).
- c. [Security Assistance and Training Field Activity](#).

Section II

Headquarters TRADOC Command Group

3-8. Commanding General

The CG, TRADOC is responsible for ensuring that TRADOC recruits, trains, and educates the Army's Soldiers; develops military and civilian leaders; supports training in units; develops doctrine; establishes standards; and builds the future Army. Army designated responsible official for leader development and co-lead for HCE.

3-9. Deputy Commanding General/Chief of Staff

The DCG/CoS directs, focuses, and synchronizes the daily operations of staff across doctrine, training, and service and infrastructure support and resources. Multi-branch CoEs are aligned under 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, EO, and EEO.

3-10. Commander's Planning Group

a. Mission. Provides support as CG, TRADOC requests; coordinates, synchronizes, and executes strategic engagement and communication for the CG; synchronizes efforts of numerous supporting agencies to proactively develop communication strategies designed to gain advocacy for TRADOC and Army priorities, programs, and initiatives; assists in developing the CG's themes, narratives, and messages in support of TRADOC priorities along with means of delivery in order to inform and resonate with target audiences; assists the CG in executing a comprehensive engagement strategy by synchronizing events through long range calendar planning enabling him to accomplish his duties, priorities, and mission.

b. Organization. The CPG works directly for the CG 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 within TRADOC.

(2) Command group analysis. Serves as an independent and unconstrained analysis tool for the CG/command group.

(3) Strategic communication execution. Delivers key messages for the CG to select internal and external audiences in order to (IOT) better inform them on the efforts of TRADOC in support of ARFORGEN.

(4) Event preparation. 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.

(5) Strategic communication planning. Directs the development, documentation, and update of the strategic communication planning process and integrate with the TRADOC campaign plan.

(6) Strategic communication liaison. Directs and ensures concerted action and cooperation with TRADOC partners.

3-11. Command Sergeant Major

The TRADOC CSM serves as the commander's advisor on all enlisted matters. He provides direction and oversight of the Noncommissioned Officer Education System (NCOES) across the Army; provides direction to the INCOPD and USASMA on noncommissioned officer (NCO) development priorities, policies and programs; and serves as the NCO subject matter expert for the Army Leader Development Enterprise. He is the senior enlisted trainer responsible for the leader development of tactically and technically proficient Soldiers and NCOs. He 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 feedback on programs and policies impacting enlisted Soldiers.

3-12. Assistant Chief of Staff

Advisor and principal assistant to the DCG/CoS TRADOC. Responsible for 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 SGS, the TRADOC CAO, the QAO and the IRAC office to enhance support to the DCG/CoS and the staff. Programs and executes the command group budget.

3-13. Secretary of the General Staff

a. Mission. The SGS coordinates command group operations and is the key advisor for the command group for administration, staff action management, and protocol activities. The SGS is an integral element in the CG's engagement activities and a critical link to the field for the dissemination of information. The SGS manages and administers the budget, travel, security, logistical, and information technology (IT) support, and HR management for the CG, the DCG/CoS, and the personal and special staff.

b. Organization. The SGS works directly for the Assistant Chief of Staff. The office of the SGS consists of four divisions: Staff Actions Division; Executive Services Division; Administrative Support Division; and Information Systems Division.

c. Major functions.

(1) Staff actions management. Provides administrative support to the TRADOC CG and DCG/CoS by tasking all nonoperational taskers, coordinating, and tracking all staff actions generated by the CG and DCG/CoS; 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.

(2) Executive services support. Provides all aspects of protocol support for CG and DCG/CoS hosted events. Provides indirect support and guidance to the TRADOC staff and subordinate commands and organizations on protocol technical matters.

(3) 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,

budget, manpower, travel, records management, and logistics services. Manages 0012 Secretary of the Army contingency funds for the CG.

(4) Information systems support. Provides information systems and wireless communications management for the command group and selected personal and special staff.

3-14. Congressional Activities Office

a. Mission. Provides comprehensive and relevant analysis of congressional and legislative activities of interest which impact HQ TRADOC. Propose and facilitate key stakeholder interface with Congress to effectively communicate the Army story. Provides counsel on and serves as the HQ TRADOC subject matter expert for all routine and special interest congressional actions and inquiries.

b. Organization. The CAO consists of a single office located at HQ TRADOC with a network of liaisons at TRADOC schools and centers.

c. Major functions.

(1) Congressional activities advisor. Serves as the primary advisor to TRADOC command 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.

3-15. FORSCOM/TRADOC Liaison Office

a. Mission. The Chief (Liaison Officer) of the FORSCOM/TRADOC Liaison Office represents HQ TRADOC for administrative actions or requests for information from the staffs of HQDA and other government officials located in the Military District of Washington.

b. Organization. The FORSCOM/TRADOC Liaison Office consists of a single office located at the Pentagon. The office includes the liaison officer, FORSCOM section, and TRADOC section.

c. Major functions.

(1) As necessary, initiates coordination and facilitates negotiations with appropriate civil and military authorities in DOD, the Joint Staff, and HQDA on requirements supporting TRADOC activities.

(2) Supports TRADOC elements, as required, in the coordination with HQDA staff on matters related to TRADOC Soldiers, civilians, and family members.

(3) Coordinates common issues, actions, and initiatives with the other liaison offices, HQDA, other ACOMs, DRUs, Army service component commands (ASCCs) and other services to ensure taskings and support requirements that affect TRADOC receive proper disposition.

(4) Supports visiting TRADOC general officers and Senior Executive Service personnel during their travels to Military District of Washington including assistance with transportation, parking, billeting, flights, access, security processing, classified storage, office and meeting space, congressional testimony, and computer and telecommunications access.

Section III

Other DCGs

3-16. General responsibilities

DCG, Combined Arms; DCG, Futures; and, DCG, IMT are three other TRADOC DCGs. In their DCG roles, they routinely represent TRADOC in external meetings, boards, forums, or events based on assigned core functions. Chapters 4 and 5 discuss the mission, organization, and lead and assist responsibilities for the ARCIC and CAC, respectively. DCG, USAR and DCG, ARNG are responsible for advising and assisting CG, TRADOC in matters related to reserve component (RC) issues.

3-17. Deputy Commanding General, Combined Arms

a. Represents CG, TRADOC in the exercise of TRADOC's core competency to prepare the Army to dominate FSO in a JIIM environment through the core functions of leader development, 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.

(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, Army CTC Huddle.

(3) Serves as the senior TRADOC representative on the Battle Command (BC) General Officer Steering Committee (GOSC).

(4) Serves as the senior TRADOC representative to the WHINSEC Board of Visitors.

3-18. Deputy Commanding General, Futures

a. Represents CG, TRADOC in the exercise of TRADOC responsibilities to design, develop, and integrate all aspects of the force into the joint force, from concept to capability development.

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

(1) 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.

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

(3) Serves as the senior TRADOC representative on the Army Model and Simulation GOSC.

(4) Represents TRADOC at the Space and Missile Defense Senior Advisory Group.

(5) Serves as the senior architecture officer for operational architectures in coordination with (ICW) the Joint Staff, U.S. Joint Forces Command (USJFCOM), other services, Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA (ALT)) and HQDA.

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

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

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

(9) Serves as the TRADOC lead for building partnerships. 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) Serves as the TRADOC representative in the equipping program evaluation group/ (PEG)/POM build.

c. Develops, approves, and manages force development and integration via the ARCIC Campaign Plan (ArCP).

3-19. Deputy Commanding General, Initial Military Training

Represents CG, TRADOC in the exercise of TRADOC's core competency to conduct Initial Military Training. DCG, IMT sets the standards for and provides training in the competencies and behaviors needed to become a Soldier and subsequently to succeed as a member of an Army unit, contribute to unit mission accomplishment, and fight and win during FSO.

3-20. Deputy Commanding General, Army National Guard

a. Mission. The DCG ARNG serves as ARNG integrator across DOTMLPF programs, TRADOC initiatives, and the Army's mission areas. Assists the command in assuring unity of effort between HQDA, Director Army National Guard (DARNG), and TRADOC.

b. Organization. The office of the DCG, ARNG.

c. Major responsibilities.

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

(2) Provides advice and assistance on policies and leadership decisions affecting the ARNG.

(3) Coordinates TRADOC actions that involve the ARNG.

(4) Liaison to DARNG for manning, training, and force structure related actions/initiatives.

(5) Manages the ARNG Title 10 Active Guard Reserve Program throughout TRADOC.

(6) Participates in development and refinement of The Army School System related to transformation and ARFORGEN.

3-21. Deputy Commanding General, U.S. Army Reserve

a. Mission. Be a training force multiplier. Ensure the U.S. Army Reserve (USAR) is an active participant in the development of emerging DOTMLPF.

b. Organization. The office of the DCG, USAR.

c. Major responsibilities.

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

(2) Provides advice and assistance on policies and leadership decisions affecting the USAR.

TRADOC Reg 10-5

(3) Coordinates TRADOC actions that involve Office of the Chief of the Army Reserve, U.S. Army Reserve Command (USARC), and HR Command for USAR issues.

(4) Ensures Army Reserve capabilities are integrated into Army and joint transformation.

(5) Manages all active Guard Reserve, USAR, and Title 10 manning issues throughout TRADOC.

(6) Monitors the utilization and training of the reserve institutional training divisions within TRADOC.

(7) Participates in development and refinement of The Army School System related training strategies.

Section IV

TRADOC HQ Staff Management functions

3-22. TRADOC HQ staff functions.

HQ TRADOC staff analyzes, assesses, provides staff management and recommends for decision all activities affecting policy, command guidance, developmental processes, and implementation/execution processes to support the command in meeting its mission. HQ TRADOC staff facilitates the coordination and dissemination of strategic operational concepts and plans, doctrine, and training to Congress, DOD, DA, USJFCOM, and other external agencies and organizations.

a. The HQ TRADOC staff will ensure the coordination of DOTMLPF initiatives and functions between TRADOC organizations and external commands and organizations. Additionally, the staff will assist TRADOC subordinate organizations in the execution of command initiatives which support TRADOC's 16 core functions and 3 key enablers.

b. Staff management responsibilities are a broader set of tasks and functions that complement the lead, assist, and major responsibilities this regulation assigns to each organization. Because of the HQ TRADOC staff's unique position, it is the only organizational entity capable of looking across the MSOs, centers, schools, and other HQ elements to ensure effective integration and synchronization of TRADOC's efforts.

c. After a lead organization gets approval for command policy or guidance, the HQ TRADOC staff becomes responsible for promulgating that policy or guidance across TRADOC and to appropriate external organizations and agencies as part of their staff management role. Additionally, the HQ TRADOC staff is responsible for monitoring compliance in those tasks, processes, or functions where they have assist or major responsibilities and subject matter expertise to determine if execution of the approved policy or guidance meets CG, TRADOC intent and priorities.

Section V

Headquarters TRADOC Personal Staff

3-23. Chief of Public Affairs

a. Mission. TRADOC Public Affairs mission is to demonstrate TRADOC building balance and versatility through leader development; IMT; support to ARFORGEN; future capabilities integration; Army training strategy; HCE, thereby helping to create a campaign quality force.

b. Organization. The CPA consists of a single office with support staff. The office is organized around the public affairs core 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 facilitation. Facilitates media operations.

(3) Information strategies. Establishes and maintains commandwide news service.

(4) Community outreach. Develops and executes community outreach initiatives and programs. Includes operational control of the TRADOC Band.

(5) Public affairs planning. Generates and implements strategic, operational, and tactical public affairs planning in support of the Commander, TRADOC and the CPG.

(6) Public Affairs training. Provides public affairs training.

3-24. Command Chaplain

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

b. Organization. The Command Chaplain consists of a single office with support staff.

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 (OCCH). Conduit for OCCH guidance and policy within TRADOC and subordinates.

(5) Executive Chief of Chaplains initiatives. Army lead for initiatives in support of the Chief of Chaplains Strategic Campaign Plan.

3-25. Inspector General

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 is broken down into an assistance and investigations branch and an inspections branch.

c. Major functions.

(1) Inspections. Tailored 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. The IG 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. He also conducts investigative inquiries which are informal fact-finding examination 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). Army systems, processes, and procedures; standards of behavior/appearance.

3-26. Staff Judge Advocate

a. Mission. Provides legal support to the CG, DCGs, CoS 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 (BRAC), 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 the United States.

b. Organization. The SJA accomplishes its mission through one consolidated legal office with different divisions and offices located on the installation. The consolidated SJA office consists of the SJA, HQ TRADOC; and the Post Judge Advocate, U.S. Army Garrison, Fort Monroe. The office of the SJA consists of four divisions: Executive/ Administrative Division, Administrative Law Division, Military Law Division, and the Contract and Fiscal Law Division.

c. Major functions.

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

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

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

Section VI

Headquarters TRADOC Coordinating Staff

3-27. Deputy Chief of Staff, G-1/4

a. Mission. Provides support and advice on military and civilian personnel, logistics, engineering, environmental, BRAC, 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 operational/administrative control over the following special staffs; EEO officer; EO officer; historian; safety; surgeon.

c. Major functions.

(1) Personnel readiness management. Manages the distribution of Soldiers and the acquisition/development of civilians to 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 HR functions, policies, programs, and systems. Coordinates programs which directly influence Soldier well-being.

(4) Analyze/evaluate civilian HR management programs. Analyze/evaluate command civilian HR management program through data, reports, and on-site assessment.

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

(6) Logistics operations and plans. Provides overall supply support to TRADOC units, manages and evaluates both equipment readiness and maintenance, manages transportation services, manages TRADOC's requirements for Logistics Enterprise Standard Army

Management Information Systems, and provide surveillance of Ammunition Quality Assurance program.

(7) Provides engineering and environmental services in support of TRADOC Commander, headquarters, and staff.

(8) Synchronizes transformation of CoEs/BRAC. TRADOC staff lead for BRAC planning.

(9) Advocate and lead for base operations support and policy issues, Army and TRADOC transformation initiatives, Soldier family readiness programs and well-being.

3-28. Deputy Chief of Staff, G-2

a Mission. An innovative, learning, and enabling enterprise that examines national security challenges, defines operational environments, challenges solutions, and expands perspectives in order to enable the HCE to select, organize, train, and equip our Army to conduct FSO today and tomorrow in accordance with the ARFORGEN process.

b. Organization. The G2 consists of 18 directorates. Nine directorates are located at Fort Monroe (Plans & Operations, Analysis & Production, ISR Integration, Training/Operational Force (OPFOR), Security, Devil's Advocate, Weather, Army Cultural & Foreign Language Strategy, and Army Modernization Red Team); two in Newport News, Virginia (Joint Training Counter-IED Operations Integration Center, and Human Terrain Systems); one in Washington D.C. (Signatures); and six are located at Fort Leavenworth, Kansas (Wargaming & Experimentation, Models & Simulations Operational Environment Battle Lab, Foreign Military Studies Office, Threats, University of Foreign Military and Cultural Studies, and the Joint Reserve Intelligence Center), all of which fall under TRADOC Intelligence Support Activity.

c. Major functions.

(1) Intelligence readiness. The defining of full spectrum threats and forecasting future threats and dangers resulting in a broad understanding of the operational environment (OE) for TRADOC and the Army.

(2) Intelligence tasks. Actions taken to facilitate the understanding of the current, future, and joint operational environment; provide intelligence support to force protection; recommend priority intelligence requirements (PIRs).

(3) Intelligence support to current operations. Conducts intelligence analysis and production to support the intelligence requirements of the TRADOC Commander and other consumers; provide daily and weekly written products and briefings; support emergency operation center operations; based on CG TRADOC priority intelligence requirements, coordinates and conducts information requirements with external intelligence agencies; produce products and special studies to support the Overseas Contingency Operation for TRADOC subordinate commands to include lessons learned to update the OE in support of the Army and joint community.

(4) Intelligence support to concepts, experiments, wargames, and force development. Provides intelligence analysis and support for concept development, scenarios development, experimentation, wargames, and force development; produces studies, analysis, and other documentation to support Army understanding of the OE and threats for near, mid, and far timeframes; coordinates with external intelligence agencies, departments, industry, and academia to adequately understand and replicate the OE and threats in training, concept, and requirements development; coordinates/accomplishes threat models and simulations (M&S), virtual and constructive model prototyping, and selected co-development to portray the OE in Army M&S across all Army M&S domains (training, education, and military operations (TEMO)); advanced concepts and requirements (ACR); and research, development, and engineering to emulate the threat using trained personnel and M&S to challenge the experiment and test parameters and objectives.

(5) Intelligence support to training. Provides intelligence support to training for USAAC, CAC, and others for initial, functional, leader development and education, and collective training for the OE, threats, and cultural awareness; validates contemporary OE and threat representation in the development and maintenance of live, virtual, constructive training, M&S, exercise development (collective training), and as directed - mission rehearsal exercises; for the DA G2, serves as the Army lead for the OPFOR program.

(6) Intelligence management functions. As the senior intelligence officer, performs regulatory requirements and other duties as directed; supervises the TRADOC-U.S. Air Force Weather Office; provides the Army, DOD, and other government customers a world class research and assessment capability on regional and security issues through open sources and directed engagement with foreign military and security specialists. The Foreign Military Studies Office leads studies, education, and training programs in support of joint open source intelligence (OSINT) efforts; exercises responsibility of the Intelligence Oversight Program; in conjunction with U.S. Army Infantry Center, develops and conducts programs for the development of OSINT doctrine and best practices and conducts OSINT training; manages Foreign Language Training for TRADOC (Total Army Language Program); manages the Defense Civilian Intelligence Personnel System (CP 35) for TRADOC.

(7) ISR integration. Coordinates, integrates and deconflicts TRADOC and Army ISR concepts and capabilities to include coordination with USJFCOM, United States Strategic Command, other service and U.S. national intelligence agencies. Researches, develops, and characterizes current and future threat signatures, patterns, and processes for application in the development of ISR concepts, systems, doctrine, force design, and training development and in support of all M&S efforts; coordinates with USJFCOM and other agencies to integrate Army ISR and battlespace awareness concepts into experimentation, concepts, and development; advises TRADOC MSOs and HQDA on the development of bridging strategies between current and future ISR capabilities.

(8) Security and counter intelligence. Provides the intelligence support needed for the successful execution of the command's force protection, operational security, and intelligence oversight compliance; manages the special security office/joint worldwide intelligence communication system programs and staff management of information and personnel security programs; provides, through the Army Research and Technology Protection Center-TRADOC,

guidance for protecting the Army's future warfighting technologies; manages the TRADOC Foreign Disclosure Program to ensure implementation of the National Disclosure Policy; coordinates counterintelligence activities for TRADOC.

(9) Red Teaming. Serves as TRADOC lead for the development of the red teaming concept; as TRADOC lead, develops and recommends DOTMLPF actions to implement Red Teaming and increases awareness of this capability across the Army; develops and conducts education and training for personnel assigned Red Team duties to include supporting joint, other services, DOD and other agencies; manages the Devil's Advocate Office and provides support to TRADOC staff and MSOs; as directed in support of MSOs, provides Red Teaming support on focused areas.

(10) Culture and foreign language. Serves as TRADOC lead for increasing culture and foreign language capability within the Army.

(11) Joint Training Counter-IED Integration Center (JTCOIC). Provides input to policy, regulations, and other documentation and produces products to support cultural awareness for TRADOC centers and schools and for the operational Army; develops, manages, and supports the Human Terrain System; serves as the designated official responsible for establishing and operating the JTCOIC; develops and executes an implementing plan and provides management and oversight; establishes and maintains operational, intelligence, and training databases; provides JTCOIC support to CTC training; provides JTCOIC support to reachback training; provides JTCOIC support to modeling and simulation and gaming community; provides JTCOIC support to institutional training.

3-29. Deputy Chief of Staff, G-3/5/7

a. Mission. The DCS G-3/5/7 develops, integrates, and manages training operations and requirements, concepts, policies, plans, and directs operations continuously across TRADOC in support of CG TRADOC, ARFORGEN and the HCE in order to build a campaign-capable, expeditionary and versatile Army in support of the Joint Warfighting Commander.

b. Organization. The G-3/5/7 consists of 12 directorates. The directorates are Joint Force Training, Security Assistance Training (FOA), Generating Force Training, RC Training Integration, Training Operations Management Activity (FOA), Command Provost Marshal, Command Priorities and Integration, Analysis and Evaluation, G-7 Advanced Concepts, G-33 Current Operations, G-35 Future Operations, and G-5 Deliberate Plans.

c. Major functions.

(1) Manage training operations. Manage training operations to include effectively integrating and synchronizing the implementation of command training programs.

(2) Operations and readiness. Lead command operations, mobilizations, and readiness. Integrates and synchronizes operations across TRADOC and manages readiness of the training base.

(3) Develops and recommend priorities. Analyzes, integrates, and synchronizes command requirements and solutions; recommends command priorities to ensure subordinate organizations of TRADOC staff can perform their operational and training missions.

(4) Staff planning and staff management. Provides staff management for the TRADOC Antiterrorism, TRADOC Physical Security, TRADOC Chemical Surety, and TRADOC Critical Infrastructure Risk Management.

(5) Support to ARFORGEN. Develops and recommends policy and procedures to better support ARFORGEN.

(6) Review and develop strategy. Leads the development of strategies for TRADOC and the review of strategies by higher headquarters.

(7) Formulate TRADOC plans. Develops plans that enable TRADOC to support the Army.

(8) Training and leader development experimentation, research and studies. Assists ARCIC to support advancements in training and leadership and education through participation in TRADOC experimentation, research and studies, and science and technology processes.

3-30. Deputy Chief of Staff, G-6 (C-4)

a. Mission. The TRADOC DCS, G-6 (C4) is the senior advisor to CG, TRADOC for all IT and information management (IM) matters necessary for the execution of TRADOC's mission. The G-6 develops TRADOC-wide IT and IM plans, policies, and procedures and its enterprise architecture. In addition, the G-6 executes C-4-specific directives from 9th Signal Command (NETCOM) to promote TRADOC's integration into the evolving Global Network Enterprise Construct. The G-6 provides staff management for the development, acquisition, integration, operation, and sustainment of IT, IM, and applications, systems, and services for TRADOC.

b. Organization. The DCS, G-6 (C4) consists of the [G-6](#), [Deputy G-6](#), an administrative office and four directorates. The directorates are [Information Integration](#), [Operations](#), [Systems Integration](#), and [Information Assurance](#).

c. Major functions.

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

(2) Information assurance. Provides staff management for TRADOC's information assurance program.

(3) Information integration. Provides staff management for integration of the use of information in all TRADOC processes and activities.

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

3-31. Deputy Chief of Staff, 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, and TRADOC's command and staff on finance, resource, and management matters.

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

c. Major functions.

(1) Resource management. Serves as the principal management and financial advisor to CG TRADOC; assists MSOs 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.

Section VII

Headquarters TRADOC Special Staff

3-32. Command Equal Employment Opportunity Officer

a. Mission. The TRADOC EEO Officer serves as the command advisor for all EEO matters, and ensures all applicants and TRADOC civilian employees can succeed in an environment free from race, color, national origin, religious, gender, age, or disability discrimination. Provides advice, support, education, and training to TRADOC leadership and civilian employees with regard to EEO and diversity principles.

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

c. Major functions.

(1) Advise. Serves as TRADOC's principal advisor on all EEO and diversity matters.

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

(3) Execute. Increase the diversity of the civilian workforce. Educates leadership and workforce to reduce the number of discrimination complaints. Completes annual reporting requirements within established timelines.

3-33. Command Equal Opportunity Officer

a. Mission. The TRADOC EO Officer serves as the command advisor for all EO matters for military personnel and family members, monitors the installation's EO climate, provides advice and information on unlawful discrimination and sexual harassment, conducts EO representative training, coordinates for and allocates resources, and conducts staff management of TRADOC's EO program.

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

c. Major functions.

(1) Execute EO program. Provides EO and fair treatment for military personnel and family members without regard to race, color, gender, religion, national origin, and provides an environment free of unlawful discrimination and offensive behavior.

(2) Creates and sustains effective units by identifying, eliminating, preventing, and working to overcome unlawful discriminating treatment as it affects the recruitment, training, assignment, utilization, promotion, retention, and separation of military personnel.

3-34. Command Historian

a. Mission. The TRADOC military historian serves as the command advisor for all history matters. The TRADOC military history 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 documents, and emphasizes the human dimension of the profession of arms and the military art.

b. Organization. The command historian's office consists of a single office. The command historian supervises the TRADOC military history office, which includes program managers for TRADOC-wide field history, museums and historical property, historical archives, and research historians. The command historian is under the TRADOC G-1/4 for operational/administrative control.

c. Major functions.

TRADOC Reg 10-5

(1) Advises the commander on historical matters. Advises CG TRADOC on mission, policy, instructional, 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) Develops baseline curriculum standards. Develops baseline curriculum standards for instruction and professional development in military history and heritage in TRADOC.

(4) Provides historical services to TRADOC HQ.

3-35. Command Safety Officer

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

(1) Provide 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.

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

(3) Department of the Army lead for risk management integration. Integrates risk management into military operations/training, doctrine, training, leader development, and combat developments.

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

c. **Major functions.**

(1) **Safety program management.** Serves as the principal advisor, technical consultant, and coordinator on safety and composite risk management to the CG, TRADOC; Director, ARCIC; and CG, USAAC. Coordinates with the Army safety staff (U.S. and Federal agencies) to ensure compliance with applicable laws, federal codes, and regulations. Supports TRADOC MSOs, 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.

3-36. Command Surgeon

a. Mission. The TRADOC 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 and accessions process. 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 operational/administrative control.

c. Major functions.

(1) Army recruiting and accession. Provides support for the Army recruitment medical screening criteria.

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

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

(4) Medical integration. Provides support to develop and integrate current and future capabilities process.

3-37. Internal Review and Audit Compliance

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 consists of a single office with staff support.

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) Liaison with external audit organizations. Serves as the principal office for liaison with external audit organizations including United States Government Accountability Office, Department of Defense Office of the Inspector General, and United States Army Audit Agency.

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

3-38. Quality Assurance (QA) Office

a. Mission. Executes QA program that ensures the development of the Army's Soldier and civilian leaders as well as design, development, and integration of capabilities, concepts, and doctrine in order to build a campaign-capable, expeditionary, and versatile Army in support of joint warfighting commanders through ARFORGEN.

b. Organization. The HQ TRADOC QA office is a special staff element consisting of a director and three divisions: Plans and Operations Division, Program Management and Accreditation Division, and RC/Noncommissioned Officers Academy Accreditation Division.

c. Major functions.

(1) Executive agent for the Army quality assurance program. As a special staff HQ TRADOC office, serves as the executive agent for the development and management of the Army's quality assurance program.

(2) Establishes a TRADOC QA program that supports CG, TRADOC; MSO commanders; and the TRADOC Campaign Plan.

(3) Develop the policies, procedures, objectives, and governance 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 MSO development of accreditation standards that measure core functions.

(4) Represents Department of the Army as the lead 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 TRADOC; DCG, IMT, ARCIC, CAC, and USAAC staffs as appropriate on accreditation visits.

(5) Exercises staff management of the center/school QAOs to ensure implementation of core functions: internal and external evaluations, conduct of self-assessment, accreditation of all functionally aligned RC training battalions.

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

(7) Army QA program training and support. Provide Army QA program evaluator training and education, certification, evaluation tools and products, Army QA program AKO and SharePoint sites.

3-39. Chief Knowledge Officer

a. Mission. The TRADOC CKO office core purpose is to “Establish a culture to create, organize, apply, and transfer knowledge to enable the operating and generating forces.” The TRADOC CKO office, with the responsibility for ACOM knowledge management enterprise governance, provides staff management to support the overarching TRADOC KM strategy. This office serves as a pivotal coordination and communication body to organize and align KM initiatives across the TRADOC enterprise to successfully build KM capabilities by rationalizing, synchronizing, and implementing KM initiatives within the enterprise.

b. Organization. The CKO consists of a single office with support staff.

c. Major functions.

(1) Plan, program and support implementing KM strategies. Contributes to TRADOC and the Army transformation initiatives to meet its core competencies, functions, and subfunctions. The TRADOC KM strategic plan provides a framework for the TRADOC CKO office to support development of local KM implementation plans as a part of implementing TRADOC’s overall KM strategy.

(2) Develops ACOM KM concept/strategic plan for implementation/integration. Focuses TRADOC KM to enable the operating force by concentrating efforts through CoEs and their inherent relationships with operational formations. Encourages knowledge sharing and knowledge management framework as a catalyst for training, education, leader development, and lifelong learning.

(3) Support ready access to knowledge content, products, and services. Supports development of a robust enterprise search capability and information integration across the enterprise that is responsive to the needs of the Army, and capable of rapidly accessing knowledge content, products, and services.

(4) Integration to improve business processes. Integrates KM across TRADOC to realize improvements to current and future business processes by identifying and addressing insular communication, unnecessary duplications, and redundancies within the enterprise and by leveraging knowledge sharing capabilities.

(5) Promote a collaborative culture. Promotes a collaborative culture throughout TRADOC and the Army through a persistent, reliable, and responsive knowledge sharing environment. Harvest experience, lessons learned and best practices by exchanging knowledge between, and within, the operating and generating forces.

(6) Incorporate KM practices into transformation initiatives. Incorporates KM practices into ARFORGEN and Army, JIIM, and DOD transformation initiatives and efforts (for example, people, process, content, and technology pillars) by providing support into MSO and CoE core competencies, functions, and subfunctions. The TRADOC CKO's office supports the development of local KM implementation plans and guiding documents with the MSOs, CoEs, and subordinate organizations, which contributes to TRADOC and the Army's transformation initiatives.

Chapter 4

Army Capabilities Integration Center

4-1. Mission of ARCIC

ARCIC leads the development and integration of force capabilities across the DOTMLPF (resource informed, integration focused and outcome based (RIO)) for the Army within a JIIM environment to support the Joint Force Commander through ARFORGEN.

4-2. Organization of ARCIC

The ARCIC consists of eight directorates and the ARCIC Staff (G1 through 8). The directorates are: Concept Development and Learning; Requirements Integration; Future Force Integration; Assessment, Architecture and Battle Command; Architecture Integration and Management; International Army Program; ARCIC (Forward), located in the National Capital Region; and Force Design, located at Fort Leavenworth.

4-3. Lead responsibilities of ARCIC

The ARCIC has the following lead responsibilities:

a. Core functions:

(1) Concept development. Leads Army concept development and supports HQDA in Joint Operations Concepts (JOpsC) development through TRADOC and non-TRADOC centers and schools; develops and manages the Army concept framework; directs, manages, and synchronizes concept development; and ensures the integration of joint land force capabilities in the development of JOpsC family of concepts ICW HQDA G-3/5, the Joint Staff J-7, USJFCOM, and combatant commands.

(2) Requirements determination. Develops, coordinates, and recommends policy, guidance, and provides direction to execute the Joint Capabilities Integration and Development System (JCIDS) and manages its implementation and execution within TRADOC. Integrates DOTMLPF (RIO) developments to support required capabilities. Coordinates, synchronizes, and integrates Army capabilities developments with other ACOMs, the combatant commands, the Joint Staff, and other service developments for accelerated and deliberate capabilities.

(3) Capability integration. Designs and manages the integration construct to ensure the full range of solutions across all domains of DOTMLPF (RIO) will interoperate in a manner consistent with the appropriate concepts and are fielded in a timely manner for the highest priorities throughout the Army.

b. Key enabler: Capabilities innovation. Explore and support innovative methods within all capability development processes. The functions included in this key enabler are:

(1) Modeling and simulation. Directs and focuses M&S efforts in TRADOC to support core competencies, core functions, and lines of operation. Performs cross domain coordination and integration across M&S domains, research, development and acquisition (RDA), TEMO, and ACR. Promotes a collaborative M&S culture throughout TRADOC and the Army to increase interoperability and reuse and to reduce redundancies.

(2) Studies and analysis. Manages the TRADOC Studies and Analysis Program (TSAP).

(3) Experimentation. Develops, coordinates, prioritizes, and directs execution of experimentation through TRADOC and non-TRADOC centers and schools in accordance with (IAW) joint and Army guidance. Synchronizes and integrates Army experimentation with joint experimentation ICW HQDA, G-3/5/7. Coordinates experimentation and experimentation support across TRADOC with external agencies. Plans and coordinates Army participation in joint wargames ICW USJFCOM J-9.

(4) Operational architecture development and integration. Supports the CG, TRADOC's role as the Army's operational architect; provides guidance and direction for development, integration, validation, and maintenance of architectures in support of approved concepts; acts as the TRADOC lead for managing the integration of data related projects.

(5) Science and technology. Informs the Army S&T community of warfighter needs. Validates Army S&T investments by participation in the Army S&T process. Conducts technology reconnaissance to assist spiral developments.

c. Other major responsibilities/tasks:

(1) The ARCIC will provide staff management of concept development, requirements determination, and capabilities integration; as well as for the following major functions: future force integration, force design, capability assessment, cyberspace, international Army programs, and human dimension.

(2) Director, ARCIC will execute appropriate authority over the Capability Development and Integration Directorates.

(3) DOTMLPF (RIO) integration. The ARCIC is responsible for DOTMLPF (RIO) integration across the Army.

(4) Future force integration. Serves as the TRADOC lead for the evaluation of Army brigade combat team's incremental capability packages, and enabling/assisting army test and evaluation command in train – evaluate – test activities that enable Army modernization.

(5) Force design. Serves as the TRADOC lead for JCIDS-derived organizational solutions and their input into the TAA process; develops and provides guidance and formulates plans, policy, priorities, and procedures for execution of TRADOC force design goals and objectives; conducts the force design update process for the Army; and determines TRADOC requirements.

(6) Capability assessment. Assesses and orders the common required capabilities framework, prioritizes DOTMLPF (RIO) solutions and initiatives, assesses organization operational risk, prioritizes organizational and functional capability gaps, and assesses gap solution strategies and developmental priorities to provide a common, capabilities-based, analytical reference to support ARFORGEN, the Army program objective memorandum (POM), and the capabilities development community with resource-informed, integration-focused and outcome-based recommendations.

(7) International activities. Manages TRADOC international activities to synchronize the exchange of DOTMLPF (RIO) information with allies and friends.

(8) Reliability, availability and maintainability (RAM) engineering. Serves as the TRADOC lead for the management and implementation of the RAM engineering development and assessment effort for all TRADOC capability developments proponents.

4-4. Assist responsibilities of ARCIC

The ARCIC has the following assist responsibilities:

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

(1) Electronic warfare & IO. Assists CAC in the design, development, and integration of electronic warfare, cyberspace operations, and IO DOTMLPF (RIO) solutions sets (key actions and responsibilities) for TRADOC and the related communities of interest. Assists the synchronization and development of these capability requirements across the Joint, DOD, interagency and coalition communities.

(2) Assists TRADOC DCG/CofS in the development, coordination, and implementation of the future force aspects of the TRADOC strategic communications plan.

Chapter 5

U.S. Army Combined Arms Center

5-1. Mission of CAC

The CAC designs, integrates and implements leader development and the Army leader development program; executes BC CoE and proponent responsibilities; develops and integrates

doctrine; and supports and integrates Army training and education across all cohorts in support of ARFORGEN in order to dominate in FSO in a JIIM environment.

5-2. Organization of CAC

The CAC consists of a HQ element and five major organizational elements: CAC-Training; CAC-Knowledge; CAC-Capabilities Development; CAC-Leader Development and Education; and Army Civilian University. The following centers and schools are aligned with CAC; U.S. Army Aviation Center; U.S. Army Intelligence Center and School and Fort Huachuca; U.S. Army Signal Center; warrant officer career center; DLIFLC; WHINSEC.

5-3. Lead responsibilities of CAC

The CAC has the following lead responsibilities:

a. Core functions:

(1) Leader development. 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 leader development and education with DOD objectives for Joint Professional Military Education (JPME). Assesses, recommends, and executes programs for the Officer Education System (OES) and Civilian Education System (CES), and develops the joint mindset within all Army personnel, synchronizing Army leader development and education with DOD objectives for JPME.

(2) Lessons learned. Using embedded lessons learned analysts with deployed units, CTCs, corps, divisions, schools, and CoE facilitates realtime sharing of lessons learned information across the Army and JIIM communities. Performs detailed DOTMLPF analysis on available data and works with individual leaders, Soldiers, unit staffs, ACOMs, and the HQDA staff to identify key Army issues and assists in developing both near-term and long-term solutions. Conducts liaison in support of the Army's input to the JCIDS process and represents Army lessons learned activities within the JIIM community.

(3) Training development. Manages training requirements identification and resource allocation and supports training development for Army collective training to train units and leaders to conduct the full range of military operations in the contemporary operational environment. Develops all facets of support to combined arms training, to include combined arms and collective training strategies, constructive and virtual training simulations, simulations that support RDA, ACR, and TEMO communities, live, virtual, and constructive training environments, and unit training management. In support of CG, TRADOC and HQDA DCS, G-3/5/7, manages the CTC program (BC Training Program, Joint Readiness Training Center, National Training Center, Combat Maneuver Training Center, and exportable training capabilities), to include requirements, resourcing, policy, and standardization. Executes the BCT program. Develops and sustains the homestation master plan for training capabilities and enablers, and the CTC master plan, in support of the Army Training Strategy. Conducts joint air-ground training. Develops training support to assist BC/battle staff readiness requirements in the three training domains.

(4) Doctrine. Develops (researches, writes, coordinates, and produces) Army doctrine for all echelons division and above; integrates specified joint, multinational, and multi-service doctrine; and integrates (ensures consistency of terms, presentation, and TTP) Army doctrine for all echelons. Writes Army doctrine that transcends across all echelons (command and control, tactics, etc.). Provides historic analysis and open forums for the exchange and debate of ideas that contribute to doctrine development.

(5) Training support. Manages the training support system enterprise for HQ TRADOC in coordination with HQDA (policy and guidance), the ACOMs and ASCCs (requirements), and Installation Management Command (IMCOM) (execution). Identifies, integrates, synchronizes, and recommends priorities of training support requirements for the Army. Manages the CTC program in support of operational Army force readiness, to include requirements, resourcing, policy, and standardization. The CAC-Training, Army Training Support Center, provides CG, CAC the staff support for enabling training support.

(6) Functional training. Manages processes to execute training courses for individuals that require additional skills and qualifications for job performance, which includes analyzing new training requirements due to organizational design and equipment or system changes.

b. Other major responsibilities/tasks:

(1) Battle Command Center of Excellence (BC CoE). As directed by the CG TRADOC on 16 October 2009, CAC will execute responsibilities as the BC CoE to integrate BC-related proponent responsibilities. Working with all Centers of Excellence and stakeholder organizations, CAC integrates development of education, training, and combined arms solutions for battle command (including C4, Cyber, Electronic Warfare, IO, & ISR). CAC's BC focus is the fielding of integrated capability, capacity, and competency solutions to the force that enable commanders to optimally exercise the art and science of battle command. Responsible for Battle Command training strategy. CAC, with extensive support from a broad community of practice, formulates BC doctrine, designs BC force structure, develops BC training support capabilities, supports the Operating and Generating Forces efforts to integrate BC best practices as an element of training and education, implements BC leader development strategies, develops BC-related capabilities, and maintains the Battle Command Knowledge System.

(a) BC CoE Mission. BC CoE integrates and synchronizes all Centers of Excellence and stakeholder organizations on issues related to Battle Command in order to provide the Army fully prepared leaders and integrated capabilities across all aspects of DOTMLPF.

(b) BC CoE Authorities. The BC CoE will have the authority to set BC capability development priorities, recommend BC resourcing, assign lead/assist organizations, and exercise direct liaison authorized with organizations external to TRADOC. BC-related taskings and products will flow through CAC G3 (ICW TRADOC G3/5/7), and BC-related products and responses will be integrated as designated by CAC prior to submission through ARCIC to HQ TRADOC.

(c) BC CoE core responsibilities. The BC CoE responsibilities include :

- Providing a BC vision/strategic roadmap to guide stakeholder capability development efforts.
- Developing integrated DOTMLPF BC capabilities that are synchronized to support the Joint Force Commander through ARFORGEN.
- Integrating C2, ISR, intelligence, signal, and other areas (for example, cyberspace, electronic warfare, and IO) through collaboration by all appropriate agencies.
- Developing BC concepts, determining requirements, and conducting experimentation by leveraging existing Capabilities Development Integration Directorate (CDID) structures and recommending resource-informed BC solutions to ARCIC.
- Leading or directing BC-related operational assessments and accelerated capability development efforts.
- Providing BC-related doctrine collection, analysis, and integration of lessons learned by leveraging stakeholder CDIDs.
- Providing BC-related leader development and professional military and civilian education by leveraging existing leader development and command team enterprise.
- Providing BC-related training and training support (institutional, operational, and self development) by leveraging the existing training enterprise.
- As assigned by AR 5-22, executing force modernization proponent functions.

(2) LandWarNet warfighter mission area. Integrates and synchronizes warfighting capabilities within TRADOC. Provides the co-chair for the LandWarNet Board of Directors with Director, ARCIC.

(3) Personnel recovery (PR). Reviews, prepares, integrates, and synchronizes PR into Army and joint doctrinal publications; integrates PR capabilities into organizations; develops and integrates PR education into the professional military education system including DOD civilians and contractors; assesses and identifies materiel requirements to support PR; assesses, recommends, and certifies facilities including modified survival, evasion, resistance, and escape training facilities; and assesses and develops PR simulations to support training of commanders and staff, units, and individuals.

(4) Unit combined arms training strategies. Lead for the Combined Arms Training Strategy (CATS) Program. Manages CATS policy, requirements, and resources TRADOC-wide. Manages CATS functionality in Digital Training Management System, Unit Training Management System, and Automated Systems Approach to Training.

(5) Warrior Ethos. Develops Warrior Ethos definition and standards in order to incorporate them into the Army culture through the DOTMLPF domains.

(6) IO. Develops and documents IO DOTMLPF requirements, manages personnel lifecycles for IO officers, and coordinates and teaches the IO qualification course.

(7) Army modular force. Coordinates and integrates modular force-related DOTMLPF issues in support of Army transformation efforts.

(8) Network integration. Ensures full integration of BC, intelligence, and sustainment federation of networks to leverage and enable interdependent network centric warfare within the JIIM environment.

(9) Electronic warfare. Provides synchronization, integration, coordination, and decision authority for requirements determination for electronic warfare DOTMLPF requirements for the Army ICW ARCIC.

(10) Training support system (TSS) enterprise. The TSS enterprise responsible official for administration, validation, and integration of the TSS Program requirements and provides guidance, direction, and staff management for the preparation of the TSS master plan.

(11) FSO and security force assistance. As the designated Army force modernization proponents for these two areas, integrates Army DOTMLPF efforts in support of FSO and security force assistance capabilities and supports integration of TRADOC international activities.

(12) Army operational KM. Execute force management proponent responsibilities in accordance with AR 5-22 relative to DOTMLPF integration for Army operational KM. Ensure DOTMLPF actions are coordinated with ACOMs, ASCCs, DRUs, FOAs, the HQDA staff, and others as required.

(13) OES and CES Common Core Training and Education. Develop, approves and manages common core training and education requirements within OES and CES.

(14) Army Leader Development. Manage and drive implementation of the Army Leader Development Program and maintain the Army Leader Development Strategy to educate, train, and provide experiences to progressively develop leaders to prevail in FSO in a 21st century security environment and to lead the Army Enterprise.

5-4. Assist responsibilities of CAC

The CAC has the following assist responsibilities:

a. Core functions:

(1) IMT. Assists IMT synchronize its efforts in support of the Army leader development enterprise.

(2) Concept development. Assists ARCIC and proponents in developing concepts or concept capability plans (CCPs) IAW the ArCP.

(3) Requirements determination. Assists ARCIC in determining doctrine, leader development and education, and collective training implications during the JCIDS analysis of Army concepts and CCPs. Assists ARCIC in assessing capabilities to identify BC gaps and develop integrated BC DOTMLPF requirements to resolve or mitigate those gaps. Conducts JCIDS analysis of concepts and CCPs. Develops JCIDS capability documents.

(4) Capability integration. Assists ARCIC by supporting development of the Army experimentation plan and ArCP of learning to include recommending priorities. Conducts and supports experiments IAW the ArCP. Assists ARCIC in exploring innovative methods of operation and conducts BC experiments to substantiate the effects of proposed warfighting capabilities. Assists ARCIC with Army DOTMLPF integration responsibilities by supporting integration activities for the doctrine, training, and leader development domains in addition to their assigned proponent responsibilities.

b. Key enablers: Capabilities innovation. Assists ARCIC in developing, integrating, validating, and maintaining capabilities innovation within CAC core functional areas.

c. Other major responsibilities/tasks:

(1) Organizational design. Assists ARCIC with design of organizations for divisions, corps, and units of employment.

(2) Future warfare studies. Assists ARCIC by supporting Army Title 10 wargames and other service programs.

(3) Science and technology. Assists ARCIC by supporting advanced concept technology demonstrations and advanced technology demonstrations.

(4) Spiral development. Assists ARCIC by supporting capabilities gap analysis.

(5) Studies and analysis. Assists ARCIC by supporting development of TSAP.

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

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

(8) Modeling and simulation. Assist ARCIC by identifying and prioritizing M&S requirements, identifying M&S gaps, and participating in M&S governance activities.

Chapter 6

U. S. Army Accessions Command

6-1. Mission of USAAC

USAAC recruits qualified volunteers and initiates training them in the Warrior Ethos, transforming each civilian into a Soldier/leader, prepared for IMT in support of ARFORGEN.

6-2. Organization of USAAC

The USAAC consists of a HQ element and three subordinate commands: U.S. Army Recruiting Command, U.S. Army Cadet Command, and the U.S. Army Accessions Support Brigade.

6-3. Lead responsibilities of USAAC

The USAAC has the following lead responsibilities. USAAC is responsible, as the TRADOC lead for the HCE, for the following core functions which represent the HR lifecycle. Functions two through six are done collaboratively with HCE stakeholders.

a. Core function:

(1) Acquire (market, recruit access, retain). Executes Army's goals of recruiting and accessing officers and enlisted Soldiers to staff the total Army with the correct grades and skills in numbers sufficient to satisfy force requirements from first contact to entry into IMT.

(2) Distribute. As the HCE lead for TRADOC, coordinates with HQDA G1 for managing and coordinating initiatives for assigning available Soldiers and civilians to positions based on Army requirements and priorities that align with the ARFORGEN cycle. Ensures the right person with the right skills is at the right place at the right time.

(3) Sustain. As the HCE lead for TRADOC, coordinates with HQDA G1 for maintaining Army programs that will sustain a high quality volunteer force through innovative and effective enterprise solutions that attends to the well-being of its Soldiers, civilians, retirees, and their families.

(4) Transition. As the HCE lead for TRADOC, coordinates with the Army G1 and the HR command to ensure eligible Soldiers, civilians, and their families are provided a world-class transition and job assistance though changes associated with moving among components and/or to the private sector.

(5) Structure. As the HCE lead for TRADOC, coordinates with HQDA for ensuring a human capital approach is included in the HR portion of the Army's force development function where personnel requirements and authorizations are determined and documented to meet the total Army current demand.

(6) Develop (career management). As the HCE lead for TRADOC, ensures the Human Capital Strategy fully supports Army leader development strategy. Provides assistance to personnel from first handshake and continues as they plan their careers through a sequence of events that range from accession, training (scheduling), classification, assignment, utilization, retention, and separation from service and includes management of programs such as evaluation, promotion and command selection systems.

b. Other major responsibilities/tasks:

(1) Serves as TRADOC lead for the HCE and guides the development of human capital strategies and implementing the Human Capital Campaign Plan.

(2) Establishes and oversees an enterprise working group to achieve the objectives of the Human Capital Strategy.

(3) Establish the Army's HR Center of Excellence.

- (4) Serves as executive agent for U.S. Military Entrance Processing Command.

6-4. Assist responsibilities of USAAC

The USAAC has the following assist responsibilities:

- a. Core functions: Leader development. Assists Army Leader Development Enterprise by developing and coordinating precommissioning and cadre training; developing, coordinating, and synchronizing enlisted and officer training, as appropriate; and identifying capabilities and development of requirements for future leader development needs.
- b. Other major responsibilities/tasks: None.

Chapter 7

IMT

7-1. Mission of IMT

DCG, IMT will standardize, reinvigorate and evolve training for initial entry Soldiers and recently commissioned junior officers in order to support a more efficient and effective ARFORGEN while providing Soldiers and leaders who can immediately contribute to their first unit of assignment.

7-2. Organization of IMT

IMT consists of a HQ element and four subordinate commands: the Basic Combat Training Center of Excellence, which directs all aspects of BCT at all Army Training Centers; the Directorate of Basic Combat Training, which develops, refines, and supports BCT across IET through doctrine, education, research, and training support to ensure BCT is as effective and as possible; the 108th Training Command, which serves as the Army's sole USAR IET force provider to support and expand the TRADOC training base; and the 80th Total Army School System (TASS), which provides coordinating and special staff support for the TASS.

7-3. Lead responsibilities of IMT

IMT has the following lead responsibilities:

- a. Core function: IMT. Sets standards for and oversees training in the competencies (knowledge, skills, abilities, attributes) and behaviors needed to become a Soldier and subsequently to succeed as a member of an Army unit, contribute to unit mission accomplishment and fight and win during FSO. DCG IMT is the lead for common core initial military training; establishes and maintains Warrior Tasks and Battle Drills.
- b. IMT includes BCT, OSUT, AIT, Basic Officer Leader Course, Warrior Transition Course, AIT Platoon Sergeant Course, Drill Sergeant School, and associated cadre training. IET consists of the portions of IMT that pertain to enlisted Soldiers – BCT, OSUT, and AIT.
- c. Other major responsibilities/tasks:

TRADOC Reg 10-5

- (1) DCG, IMT exercises direct supervision, management and oversight for policy, priorities, and resource prioritization of all matters pertaining to IMT.
- (2) Establishes, approves, and publishes all IMT policy, strategy and waivers.
- (3) Lead for IMT common core tasks.
- (4) Exercises OPCON authority of RC organizations when supporting IMT.
- (5) Under the authority of the CG TRADOC, directs investigations, inspections, accreditations, assessments within IMT.
- (6) Precommissioning training core tasks set by DCG-IMT and executed by USARC, National Guard Bureau, USACC (Reserve Officer Training Course (ROTC), Deputy Commandant, Officer Candidate School (OCS), warrant officer candidate) and USMA. (Ensure linkage/standards between Basic Officer Leader Courses.)
- (7) Directs pilots and surveys within IMT.
- (8) DCG, IMT senior rates select IMT Brigade Commanders (minus ROTC Brigades, OCS, USMA).
- (9) Revises, updates, and incorporates warrior tasks and battle drills into IMT.
- (10) Conduct research and experimentation analysis to improve performance in IMT.
- (11) Tracks and assesses equipment fielding and individual equipment requirements in IMT.
- (12) Ensures IMT processes and training support ARFORGEN requirements.
- (13) Coordinates IMT facilities funding strategies and strategic policies, priorities, and implementing instructions with HQ TRADOC.
- (14) Reviews all IMT program of instructions for inclusion of mandated training.
- (15) Tracks and reconciles higher headquarters IMT issues/requests.
- (16) Reviews and recommends changes to the IMT tables of distribution and allowances structure to HQ TRADOC.

7-4. Assist responsibilities of IMT

IMT has the following assist responsibilities:

- (1) Core functions:

- (a) Leader development. Assists CAC by developing and coordinating precommissioning and cadre training; developing, coordinating, and synchronizing enlisted and officer training, as

appropriate; and identifying capabilities and development of requirements for future leader development needs.

(b) **Functional training.** Assists CAC with the synchronization of post-IMT functional training and in the identification of capabilities and development of requirements for future functional training needs.

(c) **Requirements determination.** Assists ARCIC in determining IMT implications during analysis of Army concepts and concept capability plans.

(2) **Key enablers:** None.

Chapter 8

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

8-1. Mission of CASCOM and SCoE

CASCOM and SCoE provide training and leader development, and develop concepts, doctrine, organizations, lifelong learning, and materiel solutions, to provide sustainment to a campaign quality Army with joint and expeditionary capabilities.

8-2. Organization of CASCOM and SCoE

a. CASCOM designates the command, with its' assigned units, command responsibilities, resources, and the command's broader responsibilities to support Army, Joint, interagency, and multinational requirements and programs. The SCoE reflects the BRAC enabled co-location and consolidation of many sustainment functions and activities at one location to create a TRADOC multi-branch CoE.

b. CASCOM consists of a headquarters, three assigned schools, one institute, and one university. The assigned organizations are: Quartermaster School; Ordnance School; the Transportation School; the Soldier Support Institute including the Adjutant General School, the Finance School, the Recruiting and Retention School, and the Army School of Music; and the Army Logistics University.

8-3. Lead responsibilities of CASCOM

CASCOM has the following lead responsibilities:

a. **Core functions:** None. CASCOM is not TRADOC lead for any of the 16 TRADOC core functions, but is the TRADOC lead for the sustainment dimension of many core functions. Examples include functional training, leader development and education, training support, doctrine, concepts, experimentation, requirements determination, and capability integration.

b. **Other major responsibilities/tasks:**

(1) The CASCOM/SCoE Commander is responsible for sustainment related force modernization proponentcy, integrating and synchronizing sustainment DOTMLPF capabilities and requirements. This includes integrating DOTMLPF efforts with one TRADOC center and school (Chaplain Center and School) and two non-TRADOC centers and schools (AMEDDC&S and TJAGLCS).

(2) CASCOM's broad responsibilities include execution of DA level programs (for example, excellence awards, civilian career management), Army and Joint training (for example, FA 49 (ORSA) ICW DAG8, and FA51 (Acquisition) ICW ASA (ALT), Joint Culinary and Mortuary Affairs), and to enable Army executive agency sustainment related execution (for example, mortuary affairs, overland transportation support).

(3) ICW the broader Army/Joint community, designs, develops, and integrates the sustainment warfighting function into warfighting requirements in the JIIM environment to ensure expeditionary, sustainable joint-nested capabilities are achieved for the combatant command; fosters innovation in sustainment; and leads change for the future sustainment force.

(4) Provides vision, priorities, and guidance to assigned organizations. Develops comprehensive, integrated, and effective sustainment solutions for the Army through coordination with Army Materiel Command, AMEDDC&S, The TJAGLCS Chaplain Center and School, and CASCOM subordinate activities.

(5) Serves as Army lead for sustainment transformation, to include Sustainment Enterprise Systems such as the Single Army Logistics Enterprise. Collaborates with HQDA DCS, G-4, Army Materiel Command, ARCIC, and CAC to produce agile, comprehensive, and effective sustainment policies, doctrine, organizations, and equipment and information management systems. This includes the documentation of Army Enterprise Systems Integration Program capabilities that provide information to Army tactical units and organizations.

(6) Serves as Army lead for the deployment/redeployment process. Identifies and develops corresponding policies, concepts, doctrine, training, and conducts experiments, analyses, and studies to enhance the deployment and redeployment of Army forces. Collaborates with DA Staff, TRADOC, FORSCOM, IMCOM, and U.S. Transportation Command, U.S. Joint Forces Command, Defense Logistics Agency, other services, and the Office of the Secretary of Defense to develop and implement joint, integrated end-to-end distribution processes.

(7) Serves as executive agent for HQDA G-4 in the design, development, and execution of career management programs and policies for civilian logisticians Armywide. Collaborates with joint activities, DOD agencies, other services, HQDA staff, industry, and academia in support of these career management efforts.

8-4. Assist responsibilities of CASCOM

CASCOM has the following assist responsibilities:

a. Core functions:

(1) IMT. Assists IMT by providing training for Soldiers at CASCOM branch proponents and schools. Develops sustainment-related IMT instruction for TRADOC's centers and schools.

- (2) Leader development. Assists CAC by conducting sustainment leader development courses. Sets standards and ensures execution to standard for sustainment-related individual training. Executes the training for Career Program 32 interns.
- (3) Lessons learned. Assists CAC by evaluating and integrating sustainment lessons learned in training and products for all TRADOC centers and schools. Integrates other lessons learned into training at CASCOM branch proponents and schools.
- (4) Doctrine. Assists CAC by developing sustainment doctrine and providing sustainment-related input for other doctrine development.
- (5) Training development. Assists CAC by providing individual and collective sustainment training programs and products for sustainment Soldiers, crews, teams, staffs, and units.
- (6) Training support. Assists CAC by providing training support capabilities at CASCOM branch proponents and schools. Enables sustainment training in units and at other centers and schools.
- (7) Functional training. Provides position or specialty training at CASCOM branch proponents and schools ICW CAC. Sets standards and ensures execution to standard for sustainment-related individual training, including individual training in all units, for those skills and tasks inherent in the functional training core function. Trains recruiters for the Army ICW USAAC; operational research and systems analysts ICW HQDAG8 and TRAC; and Army acquisition professionals ICW ASA (ALT).
- (8) Concept development. Assists ARCIC with Army concept development and supports joint concept development through TRADOC and non-TRADOC centers and schools. Ensures the integration of land force sustainment capabilities in the development of joint operating, functional, and integrating concepts ICW ARCIC, and joint partners.
- (9) Requirements determination. Assists ARCIC in execution of the JCIDS by managing implementation and execution within CASCOM. Coordinates, synchronizes, and integrates Army sustainment capabilities developments (to include automation and development of sustainment planning data on behalf of Army G4) with other ACOMs, the combatant commands, the Joint Staff, and other service development agencies ICW ARCIC across DOTMLPF.
- (10) Capabilities integration. Assists ARCIC in managing integration to ensure sustainment solutions across all domains of DOTMLPF (RIO) will interoperate in a manner consistent with the appropriate concepts. Assists in the development of required capabilities by performing logistics supportability and system training assessments ensuring materiel systems are supportable at fielding and throughout the lifecycle. Supports ARCIC during system developmental testing as the maintainer, maintainer trainer, and battle damage assessment repair and battlefield recovery lead.

b. Key enablers:

(1) KM. Assist TRADOC by providing KM for the sustainment warfighting function.

(2) Capabilities innovation. Assists ARCIC in developing, integrating, validating, and maintaining capabilities innovation in the sustainment areas. Assists ARCIC by developing, coordinating, prioritizing, and directing execution of sustainment experimentation through TRADOC and non-TRADOC centers and schools. Synchronizes and integrates Army sustainment experimentation with ARCIC and plans and coordinates Army participation in joint sustainment experiments.

c. Other major responsibilities/tasks:

(1) BC. Experiments with BC initiatives ICW ARCIC and CAC; provides standardized BC sustainment support system capabilities throughout the Army; identifies sustainment gaps and develops integrated capabilities that allow transition from the BC sustainment support system to joint logistics command and control; develops and implements a migration strategy in order to facilitate interoperability and enhance sustainment capabilities; and integrates and standardizes sustainment tactical operation center capabilities.

(2) The Army modular force. Coordinates and integrates with CAC and joint partners on modular force-related DOTMLPF issues in support of Army sustainment transformation efforts, which includes modular designs for corps and divisions, brigade combat teams, support brigades, theater sustainment commands, and interface with the national sustainment base.

(3) Network integration. Assists CAC and signal center to ensure full integration of sustainment and sustainment federation of networks with BC, the Single Army Logistics Enterprise, and LandWarNet to leverage and enable interdependent network centric operations within the JIIM environment. Supports Army sustainment units by performing combat development processes for CSS Automated Information Systems Interface and Very Small Aperture Terminal satellite communication systems.

(4) International engagement. ICW ARCIC and CAC, leads in the development and exchange of sustainment concepts, doctrine, and lessons learned with allies and friends in order to sustain, enhance, or increase the Army's preparedness to conduct current and future operations in a JIIM environment. Major activities include participation in Army and TRADOC Staff Talks, participation in NATO and American/British/Canadian/Australian doctrinal workgroups, execution of tasked Agreed to Actions, handling of requests for information/assistance, and allied relationship building.

(5) Conducts research, publishes, and maintains museum exhibits and other presentations to influence thought with regard to the role of sustainment in military operations both past and future.

9-1. Mission of USAWC

USAWC prepares selected military, civilian, and international leaders for the responsibilities of strategic leadership in a joint, interagency, intergovernmental, and multinational environment.

- a. Educates current and future leaders on the development and employment of landpower.
- b. Supports the operational and institutional force.
- c. Conducts research and publishes to inform thought on national security and military strategy.
- d. Supports the Army's strategic communication efforts.

9-2. Organization of USAWC

The USAWC consists of the command group, International Fellows Program, HQ USAWC staff, College, Strategic Studies Institute, Center for Strategic Leadership, U.S. Army Heritage and Education Center, Army Physical Fitness Research Institute, Peacekeeping and Stability Operations Institute, and Chief Information Office.

9-3. Lead responsibilities of USAWC

The USAWC has the following lead responsibilities:

- a. Core functions: None.
- b. Other major responsibilities/tasks:
 - (1) Serves as the U.S. Army's strategic analysis and research center for the assessment and development of strategic thought to support employment of land power and publishes research products to promulgate its analysis.
 - (2) Conducts strategic communications programs and exercises, seminars, and simulations to support its research and analysis, the Army's senior leaders, combatant commanders, and interagency organizations that benefit the U.S. Army and the nation.
 - (3) Educates a broad audience on the history and heritage of the Army by acquiring, preserving, and making available historical records, materials, and artifacts focused on research, education, and interpretation.
 - (4) Provides assessments, intervention, and education to selected military, civilian, and international leaders to enhance their mental and physical readiness to meet the responsibilities of strategic leadership in a JIIM environment.
 - (5) Serves as the U.S. Army's CoE for stability and peace operations at the strategic and operational levels in order to improve military, civilian agency, international, and multinational capabilities and execution.

9-4. Assist responsibilities of USAWC

The USAWC has the following assist responsibilities:

a. Core functions:

(1) Leader development. Assists in leader development and education and educates and develops current and future leaders (senior Army, Navy, Air Force, Marine, DOD civilians, and international officers) on strategic leadership and the development and strategic employment of land power in a JIIM environment.

(2) Doctrine. Assists in the production and revision of doctrine by providing technical review for all Army operational and strategic level doctrine on peace and stability operations.

b. Other major responsibilities/tasks: Provides assessments, intervention, and education that are linked to professional military education at the USAWC and Command and General Staff College to enhance mental and physical readiness and promote increased understanding of the complex interplay between leadership, health, and fitness for students, staff, and faculty.

Chapter 10

TRADOC Analysis Center

10-1. 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 unaligned with TRADOC proponents. TRAC provides centralized leadership and management of analysis for combat, training, and doctrinal developments. TRAC conducts studies and analyses for TRADOC and HQDA; 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; provides analytical support to ARCIC, CoEs, and schools; directs research related to methods, models, 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.

10-2. 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.

10-3. Lead responsibilities of TRAC

TRAC has the following lead responsibilities:

a. Core functions: None.

b. Other major responsibilities/tasks:

- (1) Conducts the studies that inform key decisions made by TRADOC, Army, and Joint leaders.
- (2) Leads 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 and modeling.

10-4. Assist responsibilities of TRAC

TRAC has the following assist responsibilities:

a. Core functions:

(1) IMT, functional training, and training support. Assists TRADOC DCS, G-3/5/7; Director, ARCIC; CAC; and DCG, IMT, by conducting analysis supporting the TRADOC Training Effectiveness Analysis Program. Performs analysis to underpin requirements for training aids, devices, simulators, and simulations ; assesses the application of new training or training delivery systems; supports Army field exercises, trials, and experiments; and conducts analysis of alternatives of training programs.

(2) Leader development. Director, TRAC is to serve as the TRADOC Civilian Career Program Manager for DA engineers and scientists (nonconstruction) and advises the operations research and systems analysis officer proponent.

(3) Doctrine. Assist CG, CAC by conducting studies of emerging and changing doctrine.

(4) Concept development. Assist Director, ARCIC by conducting analyses of Army future force concepts and CCPs, develop scenarios that depict future force operations IAW emerging concepts and CCPs; conduct analyses of major TRADOC experiments IAW the ArCP and support experimentation with database management, scenario development, simulations, and certification of analytic results.

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

b. Key enablers:

(1) Capabilities innovation. Assist Director, ARCIC by conducting studies and analyses that inform decisionmakers about operational architectures; develop, configuration manage, and apply verified and validated M&S; identifying and prioritizing M&S requirements; identifying M&S gaps; and participating in M&S governance activities.

(2) Operational environment. Assist TRADOC DCS, G-2 by developing and maintaining TRADOC standard scenarios ICW Director, ARCIC to ensure accurate representation of the operational environment.

c. Other major responsibilities/tasks. Maintains liaison and information exchange with national and international research and technical organizations.

Chapter 11

U.S. Army Aeronautical Services Agency

11-1. Mission of USAASA

The Commander, USAASA serves as the HQDA DCS, G-3/5/7 responsible official for Airspace, Aeronautical Information, Air Traffic Control, Notice to Airmen and Flight Procedures Policy; serves as the Assistant Secretary of the Army for Installations and Environment Responsible Official for joint-civil use of Army airfields and heliports; is the designated Army staff functional proponent for Army airfields and heliports and HQDA DCS, G-2 responsible official for aviation weather policy; represents HQDA at the national and international level for airspace and aeronautical matters; provides HQDA representation to the Federal Aviation Administration's national headquarters, service areas, and regional headquarters; and provides aeronautical services to Army forces worldwide.

11-2. Organization of USAASA

USAASA consists of a Commander, Director, Policy Plans and Programs, Administration/Resource/Security Branch, Airspace Branch, Airfields Branch, Transformation and Initiatives Branch, Operations Branch, and seven regional field offices.

Chapter 12

Institute for NCO Professional Development

12-1. Mission of INCOPD

Provides direction and oversight of the NCOES across the Army; integrates all actions and activities related to NCO leader development into the Army leader development strategy; and serve as the NCO subject matter experts for the Army leader development enterprise.

12-2. 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, USASMA is aligned under INCOPD.

12-3. Lead responsibilities of INCOPD

The INCOPD has the following lead responsibilities:

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

(1) Serves as the principal advisor to the Army leader development enterprise on NCO development.

(2) Lead agent for the NCO Development Program. As a special activity HQ TRADOC office, serves as the lead agent for the development and management of the NCO development program. INCOPD monitors the quality of NCO development products and courses, including mobile training teams, to ensure the NCO leader development program meets the intent of the Army's leader development strategy and is progressive and sequential across an NCO's career; synchronizes and coordinates HQDA and TRADOC policy related to NCO development; provides Soldiers with more efficient and effective ways to monitor their development; develops and communicates NCO leader development themes and messages to the Army; serves as lead for all NCO cohort initiatives; and serves as an integrating element for all directed NCO leader development requirements from HQDA, TRADOC, and CAC.

(3) Serves as the TRADOC lead for the Army career tracker.

12-4. Assist responsibilities of INCOPD

The INCOPD has the following assist responsibilities:

- a. Core functions: Provides assist to CAC on leader development.
- b. Other major responsibilities/tasks: None.

Chapter 13

U.S. Army Sergeants Major Academy

13-1. Mission of USASMA

The mission of the United States Army Sergeants Major Academy is to, "develop agile and adaptive Noncommissioned Officers and Soldiers through Professional Military Education opportunities that meet the challenges of full spectrum operations in an era of persistent conflict."

13-2. Organization of USASMA

USASMA consists of the command group, led by a command sergeant major, HQ USASMA staff, academic faculty and staff, Museum of the NCO, the NCO Journal, and various NCO academies. Additionally, it hosts facilities and supports research and studies conducted by the Army Research Institute, Army Physical Fitness Research Institute, and Combined Arms Center.

13-3. Lead responsibilities of USASMA

USASMA has the following lead responsibilities:

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

(1) NCO Education System. Assesses, recommends, designs, develops, and executes programs for NCO development and education through a systematic, synchronized, and

integrated plan which provides the enlisted force with a comprehensive, single point-of-entry portal for engaging in both professional military development and accredited higher education.

(2) Lead for the development of FM 7-21.13 (The Soldier's Guide) and FM 7-22.7 (The NCO Guide).

(3) Assesses, recommends, designs, develops, and executes programs for functional training through a systematic, synchronized, and integrated plan which provides the enlisted force with a comprehensive, single point-of-entry portal for battle staff skills and first sergeant skills training and education.

(4) NCO structured and guided self-development. Assesses, recommends, designs, develops, and executes programs for structured and guided self-development.

(5) Lead for Warrior Leader Course, Advanced Leaders Course-Common Core, and Sergeant Major Course.

(6) Conducts strategic communications programs, exercises, seminars and other activities to support inquiry and analysis benefiting Army leadership, combatant commanders, other Federal agencies, and interagency and multinational entities.

(7) Conducts research and publishes articles, monographs, and other presentations in support of The Center for Military History and other Army and governmental agencies and academic institutions.

(8) Museum. Collects, preserves, exhibits, and interprets historically significant property related to the history of the of the United States Army NCO from 1775 to present. The Museum supports military training and education, conducts research, stimulates esprit de corps and morale, and informs the public of the NCOs' service to the nation.

(9) NCO journal. Provides a forum for the open exchange of ideas and information, to support training, education, and development of the NCO Corps and to foster a closer bond among its members. Journal is produced monthly containing senior Officer and NCO leader columns; letters to the editor; historical articles; book reviews; feature articles on self development, skill, knowledge, attitudes, NCOES; as well as articles tasked through Sergeant Major of the Army consisting of ACOMs, service schools, NCO Academies, and CTCs.

13-4. Assist responsibilities of USASMA

The USASMA has the following assist responsibilities:

a. Core functions:

(1) Doctrine. Assists CAC in developing, reviewing, and recommending revisions to Army doctrine with regard to the role and responsibilities of the NCO and Soldier.

(2) Leader development. Provides assist to INCOPD on leader development.

b. Other major responsibilities/tasks: None.

Chapter 14

Coordinating Instructions

14-1. Coordination and taskings

This section provides guidance on coordination and taskings.

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

b. Taskings.

(1) The tasking authorities in TRADOC are the SGS (on behalf of the CG, DCG/CoS, and CPG) and the TRADOC G-3/5/7.

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

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

(4) Send all operational and organizational taskings that agencies external to TRADOC develop to the TRADOC G-3/5/7 for processing, synchronization, dissemination, and tracking to completion. Similarly, send taskings developed internally within TRADOC, except those the SGS processes, as described in subparagraph (3) above, to the TRADOC G-3/5/7.

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

(a) Taskings originating from outside TRADOC.

(b) Taskings external to originator's organization; for example, from one TRADOC MSO to another; from a TRADOC MSO to the HQ TRADOC staff; from the HQ TRADOC staff to a MSO; from a TRADOC MSO, 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.

TRADOC Reg 10-5

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.

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) and memorandums of understanding (MOU).

(1) MOA. MOAs between outside organizations and TRADOC organizations will be approved by the DCG/CoS to ensure HQ TRADOC is part of the coordination or decision process for these types of arrangements.

(2) MOU. Except for significant policy agreements, approval authority for MOUs is designated to TRADOC MSOs; Commandants; TRADOC Schools; TRADOC Directors; TRADOC DCGs; Personal and Special Staff Officers; and FOAs. The TRADOC SJA will review all MOUs prior to approval by the designated HQ TRADOC staff elements.

14-2. Supporting regulations

Table 14-1 lists this regulation's supporting regulations.

Table 14-1
TRADOC 10-5 series regulations

Supporting Regulation	Organization
TRADOC Regulation 10-5-1	TRADOC G-8
TRADOC Regulation 10-5-2	ARCIC
TRADOC Regulation 10-5-3	USAAC
TRADOC Regulation 10-5-4	CAC
TRADOC Regulation 10-5-5	CASCOM
TRADOC Regulation 10-5-6	USAWC
TRADOC Regulation 10-5-7	TRAC
TRADOC Regulation 10-5-8	IMT
TRADOC Regulation 10-5-9	INCOPD

Appendix References

Section I Required Publications

AR 5-22
The Army Force Modernization Proponent System

DODD 5100.1

Functions of the Department of Defense and Its Major Components

TRADOC Regulation 1-11
Staff Procedures

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

AR 11-7
Internal Review Program

AR 20-1
Inspector General Activities and Procedures

AR 25-1
Army Knowledge Management and Information Technology

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
Materiel Requirements

AR 71-11
Total Army Analysis (TAA)

AR 71-32
Force Development and Documentation – Consolidated Policies

TRADOC Reg 10-5

AR 350-1
Army Training and Leader Development

AR 350-50
Combat Training Center Program

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 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) 3170.01E
Joint Capabilities Integration and Development System

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3010.02A
Joint Operations Concepts Development Process

CJCSI 3180.01
Joint Requirements Oversight Council (JROC) Programmatic Processes for Joint
Experimentation and Joint Resource Change Recommendations

CJCS Manual 3170.01B
Operation of the Joint Capabilities Integration and Development System

FM 7-21.13
The Soldier's Guide

FM 7-22.7
The NCO Guide

DA PAM 385-10
Army Safety Program

DODD 5101.1
DoD Executive Agent

Field Manual 7-0
Training for full Spectrum Operations

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

Joint Publication 3-05
Doctrine for Joint Special Operations

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

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

TRADOC Regulation 870-1
TRADOC Military History Program

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

Section III
Prescribed Forms

This section contains no entries.

Section IV
Referenced Forms

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

Glossary

Section I Abbreviations

ACOM	Army command
ACR	advanced concepts requirements
ADCON	administrative control
AIEP	Army Ideas for Excellence Program
AIT	advanced individual training
ALC-CC	
AMA	analysis of materiel/nonmateriel approaches
AR	Army regulation
ARCIC	Army Capabilities Integration Center
ArCP	ARCIC campaign plan
ARFORGEN	Army Force Generation
AMEDDC&S	Army Medical Department Center and School
ARNG	Army National Guard
ASA (ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
ASCC	Army service component commands
BC	battle command
BCT	basic combat training
BRAC	base realignment and closure
CAC	U.S. Army Combined Arms Center
CAO	Congressional Activities Office
CASCOM	U.S. Army Combined Arms Support Command
CATS	combined arms training strategy
CBA	capabilities-based assessment
CCP	concept capability plan
CDD	capability development document
CDID	Capabilities Development Integration Directorate
CES	Civilian Education System
CG	commanding general
CKO	chief knowledge officer
CoE	center of excellence
CPA	chief of public affairs
CPD	capability production document
CPG	Commander's planning group
CSM	Command Sergeant Major
CSO	Command Safety Office
CTC	combat training center
DA	Department of the Army
DARNG	Director Army National Guard
DCG/CoS	Deputy Commanding General/Chief of Staff

DCG, USAR	Deputy Commanding General, United States Army Reserve
DCG, ARNG	Deputy Commanding General, Army National Guard
DCG, CA	Deputy Commanding General, Combined Arms
DCG, IMT	Deputy Commanding General, Initial Military Training
DCR	DOTMLPF change recommendation
DCS	Deputy Chief of Staff
DLIFLC	Defense Language Institute Foreign Language Center
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DOTMLPF(RIO)	doctrine, organization, training, materiel, leadership and education, personnel, and facilities (resource informed, integration focused and outcome based)
DRU	direct reporting unit
EEO	equal employment opportunity
EO	equal opportunity
FAA	functional area analysis
FNA	functional needs analysis
FOA	field operating activity
FORSCOM	U.S. Army Forces Command
FSA	functional solution analysis
FSO	full spectrum operations
GOSC	general officer steering committee
HCE	human capital enterprise
HR	human resources
HQ	headquarters
HQDA	Headquarters, Department of the Army
IAW	in accordance with
ICD	initial capabilities document
ICW	in coordination with
IET	initial entry training
IG	inspector general
IM	information management
IMCOM	Installation Management Command
IMT	initial military training
INCOPD	Institute for Noncommissioned Officer Professional Development
IO	information operations
IOT	in order to
IRAC	internal review and audit compliance
ISR	intelligence, surveillance, and reconnaissance
IT	information technology
OES	Officer Education System
JCIDS	Joint Capabilities Integration and Development System
JPME	Joint Professional Military Education
JOpsC	joint operations concepts
JIIM	joint, interagency, intergovernmental, and multinational
JTCOIC	Joint Training Counter-IED Integration Center

TRADOC Reg 10-5

KM	knowledge management
M&S	modeling and simulations
MOA	memorandums of agreement
MOU	memorandums of understanding
MSO	major subordinate organization
NCO	noncommissioned officer
NCOES	Noncommissioned Officer Education System
OCCH	Office of the Chief of Chaplains
OCONUS	outside the continental United States
OCS	Officer Candidate School
OE	operational environment
OPFOR	operational force
OSINT	open source intelligence
OSUT	one station unit training
PEG	program evaluation group
POM	program objective memorandum
PR	personnel recovery
QA	quality assurance
QAO	quality assurance office
RAM	reliability, availability and maintainability
RC	reserve component
RDA	research, development, and acquisition
ROTC	Reserve Officer Training Course
S&T	science and technology
SA	Secretary of the Army
SGS	Secretary of the General Staff
SJA	Staff Judge Advocate
TAA	total Army analysis
TASS	Total Army School System
TCP	TRADOC campaign plan
TEMO	training, exercises, and military operations
TJAGLCS	The Judge Advocate General's Legal Center and School
TRAC	TRADOC Analysis Center
TRADOC	U.S. Army Training and Doctrine Command
TSAP	TRADOC Studies and Analysis Program
TSS	training support system
TTP	tactics, techniques, and procedures
USAAC	U.S. Army Accessions Command
USAASA	U.S. Army Aeronautical Services Agency
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USASMA	U.S. Army Sergeants Major Academy
USAWC	U.S. Army War College
USAWOCC	U.S. Army Warrant Officer Career College
USJFCOM	U.S. Joint Forces Command
WHINSEC	Western Hemisphere Institute for Security Cooperation

Section II

Terms

accountability

A component of leadership and describes the actions the position is accountable for in achieving outcomes or results. Accountability for performance is given to specific organizations or individuals who have sufficient authority to accomplish goals. Accountability is realized in metrics, standards, and processes for measuring them. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

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. (Joint Pub 1-02)

analysis of materiel/nonmateriel approaches (AMA)

The AMA collates the information obtained during the FAA, the FNA, the ideas for nonmateriel approaches (DOTMLPF analysis), and the ideas for materiel approaches to determine the best materiel approach or combination of approaches to provide the desired capability or capabilities. (CJCSM 3170.01B)

architecture

A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. (JP 3-05)

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. (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.

assist

TRADOC organizations or staff elements that provide augmentation or other support to a lead for a function, task, or role.

authority

A component of leadership that describes who has been given authority for what (limits) to do. It is created by explicit language either in writing or orally. Authority is a force for achieving desired outcomes. It empowers the position to make decisions and is vested in the organizational position, accepted by subordinate organizations and flows down vertically. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

capabilities-based assessment

The CBA is the JCIDS analysis process that includes four phases: the functional area analysis, the functional needs analysis, the functional solution analysis, and the post independent analysis. The results of the CBA are used to develop a joint capabilities document or initial capabilities document. (CJCSM 3170.01B)

capability

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, initial capabilities document, or a joint DCR. In the case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the CDD and the CPD. (CJCSI 3170.01E)

capability development document

A document that captures the information necessary to develop a proposed program(s), normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable and technically mature capability. (CJCSI 3170.01E)

capability documents

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

capability gaps

The inability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. The gap may be the result of no existing capability or lack of proficiency or sufficiency in existing capability. (CJCSI 3170.01E)

capability production document

A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

circulars

Command circulars contain material that is directive or informational, is transitory, or needs publishing only once. Circulars expire 2 years from the date of issue or earlier.

concept

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

concept capability plan

The application of elements of operational joint and Army concepts to selected mission, enemy, terrain and weather, time, troops available, and civilian conditions. It is typically more illustrative and descriptive than a concept and more focused in purpose.

contemporary operating environment

A generalized assessment of any adversary's strategies, capabilities, and TTP that may be used to engage U.S. forces. A catalog of reasonable, feasible, and credible enemies in conjunction with the significant nonmilitary environmental variables to challenge unit training objectives and drive leader development.

coordination

Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work.

core function

Core functions are those critical major functions one or more organizations perform that accomplish TRADOC's mission. Core functions are derived, sustainable components integral to the core competencies. The core functions layout the foundation or blueprint for designing the organization and assigning roles and responsibilities. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

Devil's Advocate

An independent process or methodology to critically challenge concepts, doctrine, organizational designs, and technical capabilities. Where feasible, subject matter experts from within the government, DOD, scientific, academic, industry, and international communities are integrated into the process to increase the rigor, depth, and quality of the analysis and findings.

domain agent

Modeling and simulations domain agents support domain managers by gathering requirements, ensuring user requirements are understood and supported, and managing the domain review and approval process. Domain agents are responsible for developing and maintaining a database of investment information for their assigned models and simulations. They provide updates to the central investment database when the Army Modeling and Simulation Office requests, and manages the execution of approved investments. (AR 5-11)

domain manager

HQDA designates a manager for each M&S domain. Domain managers coordinate M&S activities and develop and maintain supporting plans for their domains, to include domain management plans and domain investment plans. (AR 5-11)

DOTMLPF change recommendation

A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

executive agent

The head of a DOD component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DOD Components. (DODD 5101.1)

field operating activity

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

functional area analysis

The FAA is the first step of the JCIDS CBA. It identifies the operational tasks, conditions, and standards needed to achieve military objectives. It uses the national strategies, joint/Army concepts, the Unified Joint Task List and the Army Universal Task List, and the anticipated range of broad capabilities that adversaries might employ as input. Its output is a list of capabilities their associated tasks and attributes to be reviewed in the follow-on FNA. The FAA includes cross-capability analysis and cross-system analysis in identifying the operational task, conditions, and standards. (CJCSM 3170.01B)

functional needs analysis

The FNA is the second step of the JCIDS CBA. It assesses the ability of the current and programmed joint and/or Army capabilities to accomplish the tasks, under the full range of operating conditions and to the designated standards that the FAA identified. Using the tasks identified in the FAA as primary input, the FNA produces as output a list of capability gaps that require solutions and indicates the timeframe in which those solutions are needed. (CJCSM 3170.01B)

functional solution analysis

The FSA is the third step of the JCIDS CBA. The FSA is an operationally based assessment of potential DOTMLPF and policy approaches to solving (or mitigating) one or more of the capability gaps identified in the FNA. The gaps identified in the FNA are inputs to the FSA; its outputs are potential solutions to resolve identified capability gaps. In considering these approaches, the following order of priority is used: changes to existing DOTMLPF and/or policy approach; product improvements to existing materiel or facilities alone; adoption of interagency or foreign materiel approaches that limited nonmateriel DOTMLPF and/or policy consequences; and finally, new materiel starts. The FSA is composed of three substeps: ideas for nonmateriel approaches (DOTMLPF analysis), ideas for materiel approaches, and the analysis of materiel/nonmateriel approaches (AMA). (CJCSM 3170.01B)

future operating environment

A forecast of the logical end state of the trends developed in the contemporary operating environment as they affect the employment of U.S., its allies, and joint forces. Provides the basis for comparing concepts and developing requirements for future joint forces. Considers “wild card” or unanticipated events or developments that may not be apparent in the contemporary operating environment in the context of potential adversaries. Time period is the far end of the defense planning guidance.

The Human Capital Enterprise

Led by Assistant Secretary of the Army, Manpower and Reserve Affairs and Commanding General, TRADOC is key to winning the fight and preserving the all-volunteer Army. The HCE oversees the entire lifecycle of Soldiers and Army civilian (and Families) from accession into the Army through transition from the Army and thus supports execution of Army Force Generation (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 Secretary of the

Army on Armywide personnel issues and priorities that sustain readiness and preserve the all-volunteer force.

ideas for nonmateriel approaches (DOTMLPF analysis)

As the first substep in the FSA, the DOTMLPF analysis determines whether a nonmateriel approach or an integrated DOTMLPF and/or policy approach can fill the capability gaps identified in the FNA. Nonmateriel approaches include changes in DOTLPPF. If the analysis determines that the capability gap can be partially addressed by an integrated DOTMLPF and/or policy approaches, the proponent will assess them in conjunction with the potential materiel approaches. If this approach is recommended, the proponent will develop a DCR in addition to required CDDs or CPDs. If the analysis determines that the capability gap can be completely addressed by a nonmateriel approach, the proponent will develop a DCR in lieu of completing the ICD. (CJCSM 3170.01B)

initial capabilities document

Documents the need for a materiel approach or an approach that is a combination of materiel and nonmateriel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the functional area, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and nonmateriel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

institutional training

Institutional training and education courses qualify leaders for service in the Army, and provide them with the basic knowledge and skills needed to perform the duty position requirements of future operational assignments. Institutional training and education usually precede a new level of operational assignment. In each case, the institutional training base is the foundation upon which individuals develop their maximum potential. (AR 350-1)

joint capabilities document

The JCD identifies a set of capabilities that support a defined mission area utilizing associated family of joint future concepts, concept of operations, or Unified Command Plan-assigned missions. The capabilities are identified by analyzing what is required across all functional areas to accomplish the mission. The gaps or redundancies are then identified by comparing the capability needs to the capabilities provided by existing or planned systems. The JCD will be used as a baseline for one or more FSAs leading to the appropriate ICD or DCR, but cannot be used for the development of a CDD or CPD. The JCD will be updated as changes are made to the supported family of joint future concepts, concept of operations, or assigned missions. (CJCSM 3170.01B)

key enabler

A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more organizations can perform this function. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

major subordinate organization

An organization directly subordinate to HQ TRADOC and specifically designated by the TRADOC Commanding General.

manage

To exercise formal, delegated authority to direct or monitor the activity of others in executing an aspect of the organizational mission or the appropriate use of resources (personnel, funds, materiel, facilities, information, time, or others). Managing implies a degree of independent action or responsibility broader than staff management but does not conflict with the essential functions of the lead organization (developing, coordinating, and recommending policy, guidance, and taskings/tasks).

memorandum

Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; patterns of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded.

modeling and simulation

A “model” is a mathematical, logical, physical, or procedural representation of some real or ideal system, and “modeling” is the process of developing a model. A “simulation” is the implementation of a model in executable form or the execution of a model over time. Taken together, “modeling and simulation” or M&S refers to the broad discipline of creating, implementing, understanding, and using models and simulations.

M&S facilitates early identification and reduction of the risks associated with complex system acquisition programs; helps to better understand what kinds of system requirements and architectures are feasible and affordable given various programmatic and technological constraints; and provides insight into how to better manage system engineering efforts so as to improve the overall likelihood of a successful acquisition effort. (AR 5-11)

operational architecture

Portrays an operational warfighting concept. A description (often graphical) of the operational elements, assigned tasks, and information flows required to accomplish or support a warfighting function. It defines the type of information, the frequency of exchange, and what tasks these information exchanges supports.

operational control

Operational control is the authority to perform those functions of command over subordinate organizations involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control should be exercised through the commanders of subordinate organizations. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

operational environment

The operational environment is defined as the “composite of conditions, circumstances, and influences that affect employment of military forces 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 1-02)

pamphlet

Command pamphlets are permanent instructional or informational publications that apply commandwide. Pamphlets are not directive. They provide guidance and information needed to carry out policies and procedures established by regulations. Forms established by pamphlets are for optional use only.

plan

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming.

policy

A high-level overall plan embracing the general goals and acceptable procedures of an organization in light of given conditions to guide and determine present and future decisions.

program

An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements.

regulation

Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs or which support or better define command guidance derived from ARs and DOD directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms.

red teaming

A function executed by trained, educated, and practiced team members that provides commanders an independent capability to challenge plans, operations, and capabilities in the context of the operational environment and from our partners' and adversary's perspectives.

requirement

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

responsibility

The obligation to carry forward an assigned task to a successful conclusion. With responsibility goes authority to direct and take the necessary action to ensure success. A component of leadership and describes what has been given responsibility to do and includes identifying and

prioritizing activities within the line of operation; close scrutiny, analysis, and verification of standards; development of metrics and the process for measuring them; establishment of practices for the periodic review of each competency; and identifying resource options for consideration of senior leaders. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

staff management

The responsibilities of the staff to assist and coordinate lead 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.

strategic communications

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the organization develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command wide unity of effort. Effective strategic communication not only serves TRADOC, but must support the Army and the joint communities in their strategic communications efforts.

strategic engagement

Interaction with stakeholders who potentially affect the ability of the joint community, the Army, or TRADOC to accomplish their strategic goals or mission. Interaction includes deliberate communications activities with specific, concise, unifying, and consistent themes and messages, targeted at a specific stakeholder in a planned environment, using a designated messenger, that support a broader strategic communications plan.

strategic planning

The comprehensive process of an organization setting goals, developing strategies, and outlining tasks and schedules to accomplish its assigned mission within allocated resources.

supplement

Supplements contain policies, responsibilities, and administrative procedures required to implement ARs. It is the only medium authorized to provide subordinate commanders additional instructions to implement an AR. Supplements do not supersede, change, or rescind any portion of an AR.

system

The combination of the components and subelements which function together as an entity to accomplish a given objective. A system includes the hardware and all other required items, such as facilities, personnel, data, test measuring and diagnostic equipment, and training equipment.

user representative

The command or activity charged with the responsibility to ensure that combat and training developments are responsive to Army operational needs.