

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

\*TRADOC Reg 10-5-1

20 July 2010

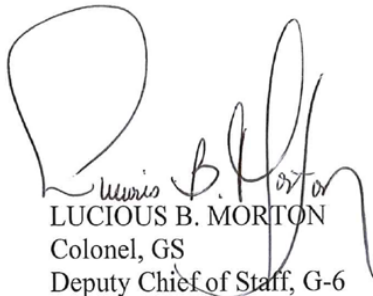
**Organization and Functions**  
**HEADQUARTERS, U.S. ARMY TRAINING AND DOCTRINE COMMAND**

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FOR THE COMMANDER:

OFFICIAL:

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**History.** This publication is a major revision. The portions affected by this revision are listed in the Summary of Change.

**Summary.** This regulation prescribes the organization, mission, and functions of the Headquarters (HQ), U.S. 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 (CoE), and decisions made within the context and under the construct of the TRADOC Campaign Plan (TCP). As TRADOC will continue to be an Army command in transition, this regulation follows the revision of TRADOC Regulation (TR) 10-5 (TRADOC's capstone organization and functions regulation) in discussing evolving organizational relationships associated with TRADOC Centers of Excellence, TRADOC Centers, and the Human Capital Enterprise.

**Applicability.** This regulation applies to all elements of HQ TRADOC.

**Proponent and exception authority.** The proponent (lead) for this regulation is the Deputy Chief of Staff, G-8. The lead has the authority to approve exceptions or waivers to this

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\*This regulation supersedes TRADOC Regulation 10-5-1, dated 24 January 2006.

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regulation that are consistent with controlling law and regulations. The lead may delegate this authority in writing to a division chief with the lead agency or its direct reporting unit or field operating agency, in the rank of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the 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 HQ to the policy lead.

**Army internal control process.** This regulation does not contain internal 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-8, ATRM-M, 5G North Gate Road, Fort Monroe, VA 23651-1048.

**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-8, ATRM-M, 5G North Gate Road, Fort Monroe, VA 23651-1048. 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 10-5-1

Organization and Functions, Headquarters, U.S. Army Training and Doctrine Command

This major revision, dated 20 July 2010—

- Updates the TRADOC mission statement.
- Updates TRADOC core competencies, core functions, and key enablers, based on TR 10-5.
- Updates mission, organization, and responsibilities of all HQ TRADOC staff elements, based on TR 10-5 and other approved changes.
- Updates TRADOC organization titles to G-staff titles, based on transition to a G-staff construct in FY 07.
- Aligns the multi-branch Centers of Excellence (CoE) under the TRADOC Deputy Commanding General/Chief of Staff (DCG/CoS).
- Adds the Chief Knowledge Officer to the special staff.

- Adds the Institute for Noncommissioned Officer Professional Development (INCOPD) as a special activity reporting directly to the CG, TRADOC.
  - Changes the status of the U.S. Army Sergeants Major Academy (USASMA) from alignment under Combined Arms Center (CAC) to alignment under HQ TRADOC.
  - Replaces the term MSC (major subordinate command) with MSO (major subordinate organization) throughout the document.
  - Changes the status of Initial Military Training (IMT), and expands the mission, organization, lead responsibilities, and assist responsibilities of the Deputy Commanding General, Initial Military Training (DCG, IMT).
  - Adds the Quality Assurance Office to the special staff.
  - Adds the Casemate Museum/TRADOC Headquarters Library under the Deputy Chief of Staff, G-1/4 for administrative control.
  - Replaces the Office of the Secretary of the General Staff (SGS) with the Command Group Actions Office (CGAO) within the command group.
  - Establishes the Executive Services Office (formerly the Executive Services Division within the Office of the Secretary of the General Staff) as a separate office under the command group.
  - Moves information technology support for the command group from the former SGS to the DCS, G-6.
  - Separately describes the functions of the TRADOC Assistant Chief of Staff (ACoS).
  - Separately describes the functions of the Command Equal Opportunity Officer within the special staff.
  - Makes administrative changes (throughout).
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## **Chapter 1**

### **Introduction**

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

This regulation defines and delineates the organization, functions, and responsibilities for Headquarters (HQ) United States Army Training and Doctrine Command (TRADOC).

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

[Appendix A](#) contains required and related publications and referenced forms.

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

The [glossary](#) contains and explains abbreviations and special terms used in this regulation.

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

- a. The DCG/CoS will approve changes to this regulation.
  - b. The Deputy Chief of Staff (DCS), G-8 will-
    - (1) Serve as the lead for this regulation.
    - (2) Advise and assist HQ TRADOC elements on organizational and functional alignment, standardization, format, and adequacy of statements of responsibilities and functions.
    - (3) Coordinate with DCS, G-3/5/7 for consistency with its TRADOC Regulation (TR) 10-5 (the command's capstone organization and functions regulation).
    - (4) Review and coordinate proposed changes and forward recommendations for approval to the DCG/CoS.
    - (5) Recommend changes to the DCG/CoS and process approved changes to HQ TRADOC Tables of Distribution and Allowances (TDA).
  - c. HQ, TRADOC elements will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Semiannually, each element will undertake a critical analysis and review of its structure, functions, and responsibilities. Updates will occur as needed to integrate these results and ensure HQ TRADOC remains an agile, adaptive, and innovative organization.
- #### **1-5. Scope**
- a. This regulation focuses on the organization, functions, and responsibilities of HQ TRADOC and how HQ TRADOC supports the missions and functions assigned to TRADOC.

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b. TR 10-5 is the capstone organization and functions regulation for TRADOC. The following organizations have or will have a separate supporting regulation that describes that organization's structure, functions, major responsibilities for its subordinate organizations, and relationships with other organizations: HQ TRADOC (TR 10-5-1), TRADOC Army Capabilities Integration Center (ARCIC) (TR 10-5-2), U.S. Army Accessions Command (USAAC) (TR 10-5-3), Combined Arms Center (CAC) (TR 10-5-4), Combined Arms Support Command (CASCOM) (TR 10-5-5), U.S. Army War College (USAWC) (TR 10-5-6), TRADOC Analysis Center (TRAC) (TR 10-5-7), DCG, Initial Military Training (IMT) (TR 10-5-8), and the Institute for Noncommissioned Officer (NCO) Professional Development (INCOPD) and U.S. Army Sergeants Major Academy (USASMA) (TR 10-5-9).

### **1-6. Policy**

a. This regulation assigns functions and responsibilities to the command group, personal staff, special staff, and coordinating staff offices (collectively referred to as HQ TRADOC elements). Further assignment within subordinate elements is the responsibility of the office chief concerned, subject to the provisions of paragraph 1-4.

b. Each HQ TRADOC element will structure itself to facilitate effective and efficient mission accomplishment. Office chiefs will organize their offices with the least number of elements, without layering of supervisory echelons, and with the least manpower required to carry out their responsibilities. Similar functions will be grouped and consolidated and functions or structures that are duplicated or fragmented or that do not support assigned missions will be eliminated. Elements will be structured with maximum span of control.

c. HQ TRADOC elements exist to assist the Commanding General (CG), TRADOC in accomplishing the mission by providing staff management, planning, and coordination capabilities. The command group, personal staff, and special staff elements also provide professional and technical services and advice.

d. The management style within HQ TRADOC will be characterized by use of action officers as subject matter experts (SMEs). Staff procedures will be designed to facilitate efficient action officer operations and interaction.

e. In all matters, HQ TRADOC elements act through the DCG/CoS, who acts on behalf of the CG, TRADOC.

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## **Chapter 2**

### **Mission and Organization**

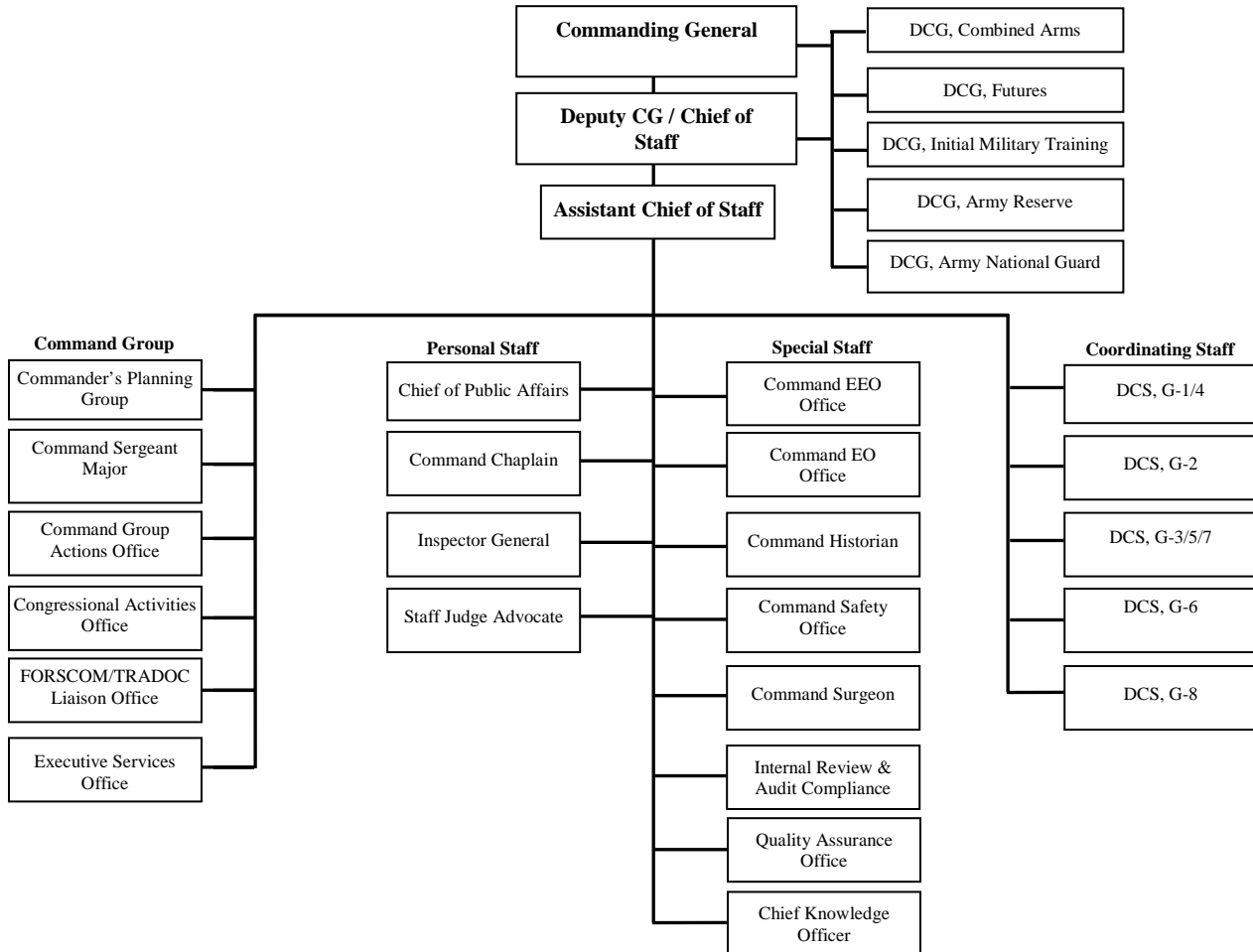
#### **2-1. Mission of TRADOC**

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 Human Capital Enterprise (HCE).



**2-2. Organization of HQ TRADOC**

HQ TRADOC consists of a command group, other DCGs, a personal staff, a special staff, and a coordinating staff with several field operating activities (FOAs) in support of the coordinating staff (see figure 2-1). Although established as an FOA, TRADOC ARCIC is an integral part of, and functions as an element of, HQ TRADOC.



**Figure 2-1. HQ TRADOC organization**

a. The command group consists of the:

- (1) CG.
- (2) DCG/CoS.
- (3) Assistant Chief of Staff (ACoS).
- (4) Commander's Planning Group (CPG).
- (5) Command Sergeant Major (CSM).

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- (6) Command Group Actions Office (CGAO).
  - (7) Congressional Activities Office (CAO).
  - (8) Forces Command (FORSCOM)/TRADOC Liaison Office (LNO).
  - (9) Executive Services Office (ESO).
- b. The five other DCGs are:
- (1) DCG, Combined Arms (CA).
  - (2) DCG, Futures.
  - (3) DCG, Initial Military Training (IMT).
  - (4) DCG, U.S. Army Reserve (USAR).
  - (5) DCG, Army National Guard (ARNG).
- c. The personal staff consists of the:
- (1) Chief of Public Affairs (CPA).
  - (2) Command Chaplain.
  - (3) Inspector General (IG).
  - (4) Staff Judge Advocate (SJA).
- d. The special staff consists of the:
- (1) Command Equal Employment Opportunity (EEO) Office.
  - (2) Command Equal Opportunity (EO) Office.
  - (3) Command Historian.
  - (4) Command Safety Office (CSO).
  - (5) Command Surgeon.
  - (6) Internal Review and Audit Compliance (IRAC).
  - (7) Quality Assurance Office (QAO).

- (8) Chief Knowledge Officer (CKO).
- e. The coordinating staff consists of:
  - (1) Deputy Chief of Staff (DCS), G-1/4 (Personnel and Logistics).
  - (2) DCS, G-2 (Intelligence).
  - (3) DCS, G-3/5/7 (Operations, Plans, and Training).
  - (4) DCS, G-6 (C4) (Command, Control, Communications, and Computers).
  - (5) DCS, G-8 (Resource Management).
- f. The FOAs that directly support HQ TRADOC are:
  - (1) ARCIC (see TR 10-5-2).
  - (2) Training Operations Management Activity (TOMA), a FOA aligned under DCS, G-3/5/7.
  - (3) Security Assistance Training Directorate (SATD), a FOA aligned under DCS, G-3/5/7.
- g. Special activities directly reporting to HQ TRADOC (but not part of HQ TRADOC) are:
  - (1) USAWC (see TR 10-5-6).
  - (2) TRAC (see TR 10-5-7).
  - (3) INCOPD and USASMA (see TR 10-5-9 (to be published)).
  - (4) U.S. Army Aeronautical Services Agency (see TR 10-5).
- h. Multi-branch CoEs aligned under the TRADOC DCG/CoS:
  - (1) Maneuver CoE (MCoE).
  - (2) Fires CoE (FCoE).
  - (3) Maneuver Support CoE (MSCoE).
  - (4) Sustainment CoE (SCoE).

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### 2-3. Command and control relationships

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

a. Lead and assist. 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. Definitions for lead and assist are in the glossary, as well as in TR 10-5.

b. Assignment of leads and assists with HQ TRADOC elements. TRADOC's 4 core competencies, 16 core functions, and 3 key enablers are identified in the tables below and defined in TR 10-5. Four HQ TRADOC elements have been designated as TRADOC leads for core functions or key enablers.

**Table 2-1**  
**TRADOC core competencies**

|   |
|---|
| <b>Core competency</b>  |
| Manage and execute the human resources (HR) lifecycle   |
| Execute initial individual military training  |
| Prepare the Army to dominate in full-spectrum operations (FSO) in a joint, interagency, intergovernmental, and multinational (JIIM) environment |
| Develop and integrate capabilities  |

**Table 2-2**  
**Core functions and lead designations**

| <b>Core function</b>       | <b>Lead</b> |
|----------------------------|-------------|
| 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       |

**Table 2-3**  
**Key enablers and HQ lead designations**

| <b>Key enabler</b>      | <b>HQ lead</b> |
|-------------------------|----------------|
| Knowledge Management    | CKO            |
| Capabilities Innovation | ARCIC          |
| Operational Environment | DCS, G-2       |

(1) The DCG, IMT has the lead for the core function: initial military training.

(2) ARCIC has the lead for three core functions - concept development, requirements determination, and capability integration, and for one key enabler - capabilities innovation. The TR 10-5-2 outlines ARCIC’s lead responsibilities in those areas.

(3) The CKO, part of the special staff, has the lead for one key enabler—knowledge management (KM).

(4) The DCS, G-2 is the lead for one key enabler—the operational environment (OE). The G-2’s responsibilities as lead for the OE are described in chapter 8 of this regulation.

**2-4. HQ TRADOC staff management functions**

The HQ TRADOC staff analyzes, assesses, provides staff management, and recommends for decision all matters 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, Department of Defense (DOD), DA, U.S. Joint Forces Command (JFCOM), and other external agencies and organizations.

a. The HQ TRADOC staff will ensure the coordination of doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) initiatives and functions between TRADOC organizations and external commands and organizations. Additionally, the staff will assist TRADOC centers, schools, and activities 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 major subordinate organizations (MSOs), centers, schools, activities, 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.

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### **Chapter 3 Command Group**

#### **3-1. Commanding General**

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.

#### **3-2. Deputy Commanding General/Chief of Staff**

Supervises the coordination and issuance of directives and instructions to ensure unity of action and compliance with the CG, TRADOC's guidance. Supervises and coordinates the activities of subordinate activities and HQ TRADOC elements, to include the multi-branch CoEs, in the accomplishment of goals and priorities specified by the CG, TRADOC. Advises the CG, TRADOC in functional areas (FA) to include administration, safety, EO, EEO, force modernization, force protection, force structure, installation management, interoperability, joint exercises, maintenance, operations, internal controls, human capital (personnel), planning, resource allocation, safety, security assistance, strategic communication, supply, and training. Specific responsibilities of the DCG/CoS-

- a. Directs the operation of the HQ TRADOC personal, special, and coordinating staffs and the command group. Directs and focuses the operations of the headquarters across doctrine, training developments, base operations support (BASOPS), and resources. Ensures effective coordination and relationships with other DOD and non-DOD agencies.
- b. Serves as installation commander for Fort Monroe, providing guidance to the garrison commander and staff.
- c. Directs the TRADOC EEO program and represents TRADOC in matters pertaining to union negotiations.
- d. Ensures that internal controls are sufficient within TRADOC and its FOAs to prevent or minimize the risk of waste, fraud, and abuse of government resources.
- e. Supervises long-range planning, organizational development, and program coordination and review for TRADOC.
- f. Serves as lead for TRADOC strategic communication initiatives by: defining the strategic communication environment; developing prioritized themes and messages in support of command priorities; identifying events and opportunities for focused TRADOC participation; and giving directive guidance to center and school commanders to support command priorities and achieve desired outcomes.
- g. Chairs the Executive Contract Approval Board (ECAB).

### **3-3. Assistant Chief of Staff**

Specific responsibilities of the ACoS-

- a. Serves as the principal assistant to the DCG/CoS and acts for the DCG/CoS within delegated authority and guidance concerning the operations and activities of HQ TRADOC.
- b. Ensures unity of action and compliance with general guidance to HQ TRADOC elements from the DCG/CoS or the CG, TRADOC.
- c. Promulgates administrative policies and guidance concerning staff procedures, staff management practices, and staff action control within HQ TRADOC.
- d. Allocates work to HQ TRADOC elements and subordinate commands as directed by the DCG/CoS or the CG, TRADOC.
- e. Provides substantive review of actions submitted by HQ TRADOC elements to the DCG/CoS or the CG, TRADOC.
- f. Advises the DCG/CoS on staff actions and actions having command impact.
- g. Plans selected TRADOC senior leader events led by the CG, TRADOC and the DCG/CoS.
- h. Classifies civilian positions in the command group.
- i. Supervises the Command Group Actions Office and the Executive Services Office.

### **3-4. 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 accomplishment of the CG's duties, priorities, and mission.

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

c. 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.

(2) Command group analysis. Provides independent and unconstrained analysis for the CG and the command group.

## **TRADOC Reg 10-5-1**

(3) 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.

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

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

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

### **3-5. Command Sergeant Major**

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

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

c. Functions.

(1) Advises the CG, TRADOC and the DCG/CoS on the core functions of TRADOC.

(2) Provides advice to the CG, TRADOC; the DCG/CoS; and HQ TRADOC elements on issues and concerns related to safety, force protection, personnel, and administration for all enlisted matters.

### **3-6. Command Group Actions Office**

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



b. Organization. The CGAO works directly for the Assistant Chief of Staff. The office of the CGA consists of two divisions: Staff Actions Division (SAD) and Administrative Support Division (ASD).

c. Functions.

(1) Tasks elements throughout TRADOC on nonoperational tasks generated by the CG, TRADOC or DCG/CoS. Maintains tasking continuity using the Command Action Tracking System.

(2) Maintains the standard for staff procedures throughout the command.

(3) Maintains situational awareness and verifies execution of all directives, orders, delegations, and instructions the commander issues to HQ TRADOC elements, MSOs, and centers, schools, and activities.

(4) Provides resources and support for operations, training, and professional development to all command group, personal staff, and special staff personnel.

(5) Ensures HQ TRADOC elements integrate and coordinate activities internally, vertically, and horizontally. Renders assistance as necessary to MSOs.

d. Staff Actions Division (SAD).

(1) Mission. Provides administrative support to the CG, TRADOC and DCG/CoS by tasking nonoperational taskers, and processing and tracking staff actions generated by and submitted to the CG and DCG/CoS. Serves as the principal administrative assistant and technical advisor on administrative policies to the DCG/CoS. Provides indirect support and guidance to the TRADOC centers, schools, and activities on administrative support and staff procedures.

(2) Organization. The SAD consists of a chief of staff actions, staff action control officers, and the Command Group Actions Center administrative support assistant.

(3) Functions.

(a) Reviews and analyzes all correspondence sent to the command group for administrative completeness, appropriate coordination, proper level of signature, and compliance with established policies.

(b) Manages and monitors flow of correspondence among the command group; coordinating, personal, and special staffs; and subordinate activities.

(c) Reviews relevant message traffic for distribution within the command group and to other HQ TRADOC elements.

## **TRADOC Reg 10-5-1**

(d) Processes, disseminates, and tracks to completion CG, TRADOC and DCG/CoS nonoperational tasks and congressional and White House inquiries.

(e) Provides administration, distribution, and mail support to the command group, personal staff, and special staff.

(f) Serves as lead for TR 1-11, Staff Procedures.

(g) Serves as lead for the Staff Officer Orientation Briefing, Staff Actions Training Session, Executive Officers Breakfast, Command Action Tracking System, and Staff Action Officer Resource Center.

(h) Manages TRADOC policy letters and delegations of authority generated by CG, TRADOC and DCG/CoS.

(i) Tasks and exercises quality control over readaheads generated by the office of the CG.

### **e. Administrative Support Division (ASD).**

(1) **Mission.** 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.

(2) **Organization.** The ASD consists of three sections: Human Resources and Security, Resource Management, and Logistics.

(3) **Functions.**

(a) Administers fiscal operations and budget for the command group and selected personal and special staff.

(b) Serves as government purchase card (GPC) billing official for up to seven cardholders.

(c) Manages .0012 Secretary of the Army contingency funds for the CG and serves as the command group .0012 official representation fund custodian.

(d) Executes, manages and oversees the Command Group/Special Staff Security Program consisting of information, personnel, physical, and operations security and force protection/antiterrorism (AT).

(e) Manages human resources in support of the command group and selected personal and special staff military and civilian employees. Maintains the TRADOC rating scheme consisting of military and civilian evaluation reports for CG, TRADOC and DCG/CoS. Prepares and submits all civilian personnel actions (recruitment, promotions, awards, etc.). Manages strength

management reports, tracking and processing of all awards, and in/out processing for all personnel within the command group and selected personal and special staff.

(f) Manages TDA manpower requirements, authorizations, and utilization for the command group and selected personal and special staff.

(g) Manages command group and selected personal and special staff logistical operations to include the entire contracts and procurement process as well as supply operations.

(h) Serves as command group and selected personal and special staff Internal Control Program (ICP) administrator responsible for preparation of the annual assurance statement.

(i) Serves as the command group and selected personal and special staff Agency Program Coordinator for the Government Travel Card (GTC) program.

(j) Serves as the command group and selected personal and special staff Defense Travel System (DTS) administrator.

### **3-7. Congressional Activities Office**

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

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

c. Functions.

(1) Congressional Activities Advisor. Serves as the primary advisor to TRADOC with regard to plans, policies, and procedures for TRADOC's congressional activities and responsibilities.

(2) Congressional Engagement. Responsible for coordination with Headquarters, Department of the Army (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.

## **TRADOC Reg 10-5-1**

### **3-8. FORSCOM/TRADOC Liaison Office**

a. Mission. The FORSCOM/TRADOC LNO provides HQ FORSCOM and HQ TRADOC resident Pentagon representation and liaison with DOD, the Joint Chiefs of Staff, HQDA, and other agencies within the national capital region (NCR).

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

c. 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 other liaison offices, HQDA, other Army commands, 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 (SES) personnel during travels to the NCR including assistance with transportation, parking, billeting, flights, access, security processing, classified storage, office and meeting space, congressional testimony, and computer and telecommunications access.

### **3-9. Executive Services Office**

(1) Mission. Provides all aspects of protocol support for TRADOC CG- and DCG/CoS-hosted events. Provides indirect support and guidance to the HQ TRADOC staff and centers, schools, and activities on protocol technical matters.

(2) Organization. The ESO consists of a single office and works directly for the Assistant Chief of Staff.

(3) Functions.

(a) Provides support for official international visits by individuals in the rank of general officer or equivalent. Monitors all other international visit requests for potential support. Prepares and distributes distinguished visitor (DV) forecasts, schedules, and final itineraries. Serves as administrator of the DV database to provide continual update of visitors to TRADOC and the installation.

(b) Coordinates escorts and drivers for major functions with DCS, G-3/5/7, as required.

(c) Provides protocol support for official luncheons, dinners, receptions, ceremonies, and events hosted by the CG, TRADOC and DCG/CoS.

(d) Manages, schedules, and monitors the command auditorium and conference room.

(e) Plans and provides protocol support for conferences hosted by the CG, TRADOC; DCG/CoS; and CSM in coordination with the TRADOC CPG.

(f) Provides vehicle and driver support for DV at 3-star level and above, and backup transportation for the CG, TRADOC and DCG/CoS. Coordinates billeting for DV at 3-star level and above.

(g) Coordinates with protocol offices at HQDA, DOD, JFCOM, other services, and Military District of Washington on protocol support. Advises and assists protocol offices of TRADOC centers, schools, and activities; garrison; and tenant units on protocol and etiquette procedures and policies.

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## **Chapter 4 Other Deputy Commanding Generals**

### **4-1. Introduction**

a. The DCG, CA; DCG, Futures; and DCG, IMT are each responsible for a major FA and are routinely tasked to represent TRADOC in external meetings, boards, forums, or events based on specific subject matter expertise. These DCG roles are oriented outside TRADOC. For actions internal to TRADOC, the senior leaders with these DCG roles revert to their CG or director role (TR 10-5-2, 10-5-3, and 10-5-4 discuss the mission, organization, and lead and assist responsibilities for ARCIC, USAAC, and CAC, respectively).

b. The DCG, ARNG and the DCG, USAR are senior leaders responsible for advising and assisting CG, TRADOC in matters related to Reserve Component (RC) issues.

### **4-2. Deputy Commanding General, Combined Arms**

a. Mission. 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. Organization. The DCG, CA is tri-hatted with responsibilities also as the CG, CAC, and the Commandant, Command and General Staff College.

c. Functions. The DCG, CA represents CG, TRADOC in the following capacities:

## **TRADOC Reg 10-5-1**

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

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

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

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

### **4-3. Deputy Commanding General, Futures**

a. Mission. 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. Organization. The DCG, Futures is dual-hatted with responsibilities also as the Director, ARCIC.

c. Functions. 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 (AR2B).

(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 Models 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 the Joint Staff, JFCOM, other services, Assistant Secretary of the Army (Acquisition, Logistics, and Technology), 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 (BOD).

(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)/Program Objective Memorandum (POM) build.

(11) Develops, approves, and manages force development and integration via the ARIC Campaign Plan.

(12) Supports CG, TRADOC in the design, development, and integration of force capability requirement for the Army.

#### **4-4. Deputy Commanding General, Initial Military Training**

a. Mission. DCG, IMT standardizes, reinvigorates, and evolves 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.

b. Organization. IMT consists of a HQ element and four subordinate commands: the Basic Combat Training Center of Excellence (BCTCoE), which directs all aspects of Basic Combat Training (BCT) at all Army Training Centers; the Directorate of Basic Combat Training, which develops, refines, and supports BCT across initial entry training (IET) through doctrine, education, research, and training support to ensure BCT is as effective 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 Training Command, which provides coordinating and special staff support for the Total Army School System (TASS). This organization will further evolve upon IMT full operational capability at Fort Jackson, SC in FY11.

c. Functions. The DCG, IMT is the lead for the TRADOC core function Initial Military Training. Sets IMT 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 IMT, and establishes and maintains Warrior Tasks and Battle Drills.

d. Other major responsibilities/tasks. The DCG, IMT-

(1) 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.

## **TRADOC Reg 10-5-1**

- (3) Acts as lead for IMT common core tasks.
  - (4) Exercises operational control (OPCON) authority of RC organizations when supporting IMT.
  - (5) Under the authority of the CG, TRADOC, directs investigations, inspections, and assessments within IMT.
  - (6) Sets precommissioning training core tasks requirements for U.S. Army Reserve Command (USARC); National Guard Bureau (NGB); U.S. Army Cadet Command (USACC) (Reserve Officer Training Course (ROTC)); Deputy Commandant, Officer Candidate School (OCS); Warrant Officer Candidate School; and U.S. Military Academy (USMA). Ensures linkage and standards between Basic Officer Leaders Course.
  - (7) Directs pilot projects and surveys within IMT.
  - (8) Serves as senior rater for IMT Brigade Commanders (minus ROTC Brigades, OCS, USMA).
  - (9) Revises, updates, and incorporates warrior tasks and battle drills.
  - (10) Conducts 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 facility funding strategies and strategic policies, priorities, and implementing instructions with HQ TRADOC.
  - (14) Reviews all IMT programs of instruction (POI) for inclusion of mandated training.
  - (15) Tracks and reconciles higher headquarters IMT issues and requests.
  - (16) Reviews and recommends changes to the IMT TDA structure to HQ TRADOC.
  - (17) Conducts accreditation evaluation of major subordinate command (MSO) core functions as part of quad-component TRADOC Accreditation Team.
- e. DCG, IMT has the following assist responsibilities for these core functions:
- (1) Leader development. Assists CAC by developing and coordinating precommissioning, immediate post-commissioning, and IMT cadre training; developing, coordinating, and synchronizing enlisted and officer training, as appropriate; and identifying capabilities and development of requirements for future leader development needs.



(2) 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.

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

#### **4-5. Deputy Commanding General, U.S. Army Reserve**

a. Mission. As a training force multiplier, ensures the USAR is an active participant in the development of emerging DOTMLPF.

b. Organization. The office of the DCG, USAR consists of a single office.

c. Functions.

(1) Serves as the senior Army Reserve (AR) advisor to the CG, TRADOC for all Reserve matters. Provides CG, TRADOC with 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.

(3) Coordinates TRADOC actions that involve HQDA, Office of the Chief of the Army Reserve (OCAR), USARC, and U.S. Army Human Resources Command (HRC), NGB, and other agencies as required.

(4) Ensures USAR equities and capabilities are integrated into Army and joint transformation initiatives.

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

(a) Liaisons with USAR full time support and agencies concerning AGR management throughout TRADOC.

(b) Monitors and advises TRADOC on AR force structure actions and TDA management.

(6) Liaisons with TRADOC and OCAR/USARC for AR units that are OPCON/tactical control to TRADOC. Monitors the utilization and training of the reserve institutional training divisions within TRADOC.

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

## **TRADOC Reg 10-5-1**

(8) Monitors TRADOC policy and programs that impact USAR units and personnel. Serves as USAR representative on select TRADOC committees, workshops, panels, process action teams (PAT), and/or other entities to address RC integration issues in enlisted training, doctrine, and developments.

(9) Executes budget management and fiscal responsibility for funding support to TRADOC USAR mission.

### **4-6. Deputy Commanding General, Army National Guard**

a. Mission. Serves as the ARNG integrator across DOTMLPF domains, TRADOC initiatives, and the Army mission areas. Assists HQ TRADOC in assuring unity of effort among HQDA, NGB, and TRADOC.

b. Organization. The Office of the DCG, ARNG consists of a single office.

c. Functions.

(1) Serves as the senior ARNG representative in TRADOC. Monitors and makes recommendations to TRADOC on actions affecting the ARNG in the areas of training, doctrine, force design, equipment modernization, and leader development.

(2) Serves as ARNG integrator across DOTMLPF domains for unit collective training programs and for institutional training programs for officer, warrant officer, and enlisted career fields.

(3) Facilitates the open exchange of information among HQDA, NGB, USARC, TRADOC, and FORSCOM for TRADOC-related matters pertaining to the ARNG.

(4) Manages the TRADOC ARNG AGR Program in coordination with the Staff Management Office in the ARNG Personnel Directorate of the NGB.

(5) Serves as the TRADOC ARNG SME for personnel policy, programs, and initiatives.

(6) Serves as human resources manager for ARNG personnel supporting TRADOC in any status: AGR, active duty operational support (ADOS), or mobilized.

(a) Serves as liaison with the ARNG Staff Management Office concerning AGR personnel within TRADOC to include reassignments, career progression, and position management. Serves as custodian for personnel database of all TRADOC ARNG AGR personnel.

(b) Advises the TRADOC DCG/CoS on reassignment and management of Title 10 AGR personnel within TRADOC. Monitors military education and promotion of TRADOC ARNG AGR personnel at TRADOC activities.

(c) Manages personnel action processes to include promotion packet submission, tour continuation board, orders generation process, mobilization and release from active duty procedures, and tracking TRADOC-assigned ARNG Soldiers serving on ADOS - coordinating with NGB, HRC, and the Mobilization Augmentation Command.

(d) Manages TRADOC ARNG TDA billets.

(e) Manages ARNG ADOS program TRADOC-wide to include budget projections and distributions.

(7) Represents ARNG interests by assisting the ARNG and TRADOC in evaluation and management of ARNG Soldiers attending BCT, advanced individual training (AIT), and NCO academies.

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

(9) Monitors TRADOC policy and programs that impact the ARNG units and personnel. Serves as ARNG representative on select HQ TRADOC committees, workshops, panels, PATs, and/or other entities to address RC integration issues in enlisted training, doctrine, and developments.

(10) Manages ARNG-funded temporary duty (TDY) program for senior ARNG advisors at TRADOC training centers.

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## **Chapter 5**

### **Personal Staff**

#### **5-1. 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 concept, and HCE, thereby helping to create a campaign quality force.

b. Organization. The Office of the CPA consists of a single office with support staff. Plans, Policy, and Management, Public Communications, Web Operations, Visual Information, and Administration.

c. Functions.

(1) Serves as principal advisor to the CG, TRADOC and HQ staff in execution of Title 10 public affairs responsibilities.

(2) Serves as lead for development of strategic media relations and community outreach plans and products in support of the TCP, organizational priorities, and desired outcomes.

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(3) Provides professional and technical expertise to the CG, TRADOC and HQ TRADOC elements for public affairs strategic plans and policy, web content operations, media operations, media training, community strategic outreach, and public affairs program review and evaluation. Provides operational control of The U.S. Continental Army Band (TUSCAB).

(4) Provides staff management of public affairs activities at TRADOC centers, schools, and activities.

(5) Serves as program director for the public affairs Operations and Maintenance, Army (OMA) P43 account.

(6) Serves as the TRADOC career program manager (CPM) for all TRADOC civilian employees assigned to the Public Affairs and Communications Media career program (CP) 22.

(7) Assists CG and DCG/CoS in achieving TRADOC strategic communication initiatives by developing command group media engagement and community outreach plans and products to support TRADOC strategic communication plan. Participates in all aspects of TRADOC strategic communication processes.

(8) Encourages commandwide involvement in an aggressive, proactive TRADOC culture of engagement with the public and the media.

### **d. Plans, Policy, and Management Section.**

(1) Develops public affairs plans and marketing strategies that support the TCP, Army, and TRADOC programs and initiatives, issues, and events. Tracks strategic initiatives to ensure public affairs integration into communication efforts.

(2) Serves as a CPA coordinator and representative to HQ TRADOC working groups and tiger teams.

(3) Provides public affairs review, analysis, and coordination of TRADOC policies; operation orders; mobilization, exercise, and contingency plans; studies; and decisions staffed within HQ TRADOC. Provides TRADOC input to HQDA public affairs studies, plans, policies, and doctrine.

(4) Provides public affairs plans, policy, and guidance on TRADOC issues to HQ TRADOC elements and supporting public affairs officers. Coordinates support with Installation Management Command (IMCOM) and regional Public Affairs Offices (PAO), as required.

(5) Develops methodologies and analytical tools to document and evaluate the overall effectiveness of public affairs plans and guidance in meeting TRADOC communications goals.

(6) Develops and coordinates professional media training for TRADOC senior leadership, as requested, and professional development and training for command public affairs and strategic communication officers.

(7) Keeps pace with current trends and emerging technologies in communications strategies to ensure continuous relevance with new Army public affairs doctrine and joint initiatives.

(8) Administers Army public affairs funds allocated to TRADOC and the CPA portion of the HQ TRADOC command group account.

(9) Provides technical and administrative program management support to the TRADOC CPM in executing public affairs CP 22 responsibilities. Facilitates Army Public Affairs intern training and management for the HQ.

e. Public Communications Section.

(1) Develops and executes tactical, operational, and strategic external media and community engagement strategies to support TRADOC activities and initiatives.

(2) Provides policy and precedence guidance on media relations and community strategic outreach matters to HQ TRADOC elements and TRADOC activities.

(3) Works directly with members of local, regional, national, and international media to arrange SME interviews, engagements with senior leaders, and on-site visits to training and experimentation sites. Provides statistical data, responses to queries, and background information on Army and TRADOC programs, initiatives, and activities.

(4) Keeps the command group and other HQ TRADOC elements informed of significant news and community strategic outreach events.

(5) Reviews all manuscripts and news articles prepared for TRADOC release on the missions and functions of TRADOC for comprehensiveness, accuracy, and policy implications.

(6) Serves as HQ TRADOC lead for contact with civilian organizations at local, regional, and national levels. Evaluates requests for HQ TRADOC Soldier and civilian speakers at engagements of private and civilian organizations.

(7) Evaluates and coordinates requests for participation of TRADOC personnel, special units, bands, equipment, and displays in support of community strategic outreach activities throughout TRADOC. Develops concepts and coordinates arrangements for HQ TRADOC participation in special events such as Memorial Day, Armed Forces Day, Army Birthday, and others.

(8) Serves as HQ TRADOC lead for the Joint Civilian Orientation Conference conducted by the Office of the Secretary of Defense.

(9) Manages utilization of TUSCAB. Coordinates development of marketing strategies and products to promote performances and target market expansion. Coordinates scheduling of

## **TRADOC Reg 10-5-1**

appearances and concerts and formulation of ideas for musical shows to commemorate special events.

### **f. Web Operations Section.**

(1) Develops and implements public affairs internal information strategies to support TRADOC missions, programs, and initiatives. Maintains the Public Affairs Web pages and topical TRADOC Web pages.

(2) Produces, publishes, and disseminates information to multiple audiences: TRADOC News Service (HQ TRADOC's official news source), TRADOC In-depth (video-based feature stories), and TRADOC This Week (executive summary of TRADOC-in-the-news stories).

(3) Manages the TRADOC public Web program and serves as the TRADOC corporate Web site's content manager. Develops, produces, and analyzes HQ TRADOC Web content. Approves new content for posting on the Web site. Provides TRADOC policy for Web publishing, in coordination with DCS, G-6 and SJA. Advises installation PAOs on their responsibilities as Web site content managers.

(4) Develops, executes, and manages the command's social media program.

(5) Serves as point of contact (POC) for submissions to the Army Keith L. Ware Awards Program.

### **g. Visual Information (VI) Section.**

(1) Produces print products to support CG, TRADOC and command programs and initiatives, such as TRADOC Focus booklets, TRADOC folders, and TRADOC posters.

(2) Manages public affairs digital imagery and maintains TRADOC Flickr photo pages and VI photos and graphics Web pages.

(3) Maintains library of photos and images for use in TRADOC publications.

### **h. Administration Section.**

(1) Reviews and assists in managing the public affairs manpower account for officer and enlisted personnel assigned to the public affairs FA 46 in HQ TRADOC and at TRADOC activities. Advises HQ TRADOC on FA 46 annual staffing, training, and officer distribution plan requirements.

(2) Provides administrative support for the CPA, public affairs staff, and TUSCAB senior staff. This includes functions such as CPA travel, awards preparation and coordination, conference coordination, document quality control, and Dialogic Communicator. Assists in property book/hand receipt management and office security and safety.

## 5-2. Command Chaplain

a. Mission. Provides comprehensive religious staff support to TRADOC. Trains, resources, and equips TRADOC unit ministry teams (UMT).

b. Organization. The Office of the Chaplain consists of a single office.

c. Functions.

(1) Establishes goals, objectives, standards, and priorities for all aspects of chaplain and chaplain assistant personnel management in TRADOC. Provides chaplains and chaplain assistants with direct technical supervision, and reviews and manages their force structure. Establishes, maintains, and executes chaplaincy mobilization and contingency plans across TRADOC.

(2) Manages, in coordination with the HQDA Office of the Chief of Chaplains (OCCH), seven major FAs related to providing religious support: chaplain personnel management, chaplain force structure management, chaplain resource management, chaplaincy training, chaplain mobilization, chaplaincy operations and tasking, and chaplain assistant integration.

(3) Advises the CG, TRADOC on religious, moral, and ethical matters within TRADOC.

(4) Implements a comprehensive religious program at all levels of TRADOC that advises UMTs and commanders on religious requirements and practices. Responsible for the technical supervision and implementation of the religious program, from the Army Command (ACOM) level down to TRADOC centers, schools, and activities.

(5) Establishes chaplaincy policy and plans to ensure that technical supervision is provided to the UMTs of TRADOC centers, schools, and activities.

(6) Establishes chaplain goals and objectives annually and develops chaplaincy standards with subordinate commands.

(7) Defines and establishes chaplain mission statements for TRADOC.

(8) Coordinates with the OCCH, HRC, and TRADOC centers, schools, and activities for chaplain personnel assignments in accordance with the OCCH's assignment strategy.

(9) Promotes, implements, and participates in the OCCH's recruitment program.

(10) Plans, conducts, monitors, evaluates, and supports the professional development and sustainment training of chaplains and chaplain assistants within TRADOC. Determines criteria for UMT training plans.

(11) Assists in execution of the Army suicide prevention campaign plan within TRADOC by training TRADOC's chaplains and chaplain assistants in suicide prevention.

## **TRADOC Reg 10-5-1**

(12) Assists commanders in the implementation of the Army's Well-Being Program throughout TRADOC.

### **5-3. 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 two branches: Assistance and Investigations Branch and an Inspections Branch.

c. Functions.

(1) Provides assistance and conducts inspections and investigations for all of TRADOC.

(a) Collects, analyzes, and maintains assistance, inquiries, and investigation case data and inspection results.

(b) Teaches and trains, as needed, on Army systems, processes, and procedures to include Army inspections.

(c) Performs follow-up inspections as needed.

(d) Advises the CG, TRADOC and HQ TRADOC staff on command issues and inspection policies.

(e) Advises the CG, TRADOC on the effectiveness of the Organizational Inspection Program.

(f) Coordinates required IG actions with other appropriate ACOMs, DA Inspector General (DAIG), and DOD Inspector General (DODIG).

(g) Coordinates inspection results with HQ TRADOC elements and other appropriate commands or agencies.

(2) Provides staff management of subordinate IG offices including monitoring of sensitive cases and quality control of inspections, inquiries, and/or investigations.

(3) Augments DAIG and DODIG technical inspection teams within TRADOC.

(4) Conducts wartime or emergency operations as directed by the CG, TRADOC.

(5) Reviews internal control requirements and ensures that internal control policies, standards, and requirements have been effectively implemented within the organization and considered during all IG inspections.



#### 5-4. Staff Judge Advocate

a. Mission. Provides legal support to the CG, DCGs, CoS, and all staff elements 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, Soldiers 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 and budget for delivery of efficient legal services and activities throughout the U.S.

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 HQ TRADOC SJA and the Post Judge Advocate (PJA), 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 Contract and Fiscal Law Division.

c. Functions. The SJA, HQ TRADOC, provides legal advice to the CG, TRADOC, HQ TRADOC command group and other HQ TRADOC elements. The SJA exercises technical channel supervision of subordinate TRADOC legal offices supporting subordinate TRADOC commands, centers, schools, and activities.

(1) Executive/Administrative Division.

(a) Provides advice and guidance to the HQ TRADOC command group and other HQ TRADOC elements.

(b) Provides guidance, support, and technical supervision of subordinate TRADOC legal offices.

(c) Provides support to the Office of The Judge Advocate General (OTJAG) in implementing the OTJAG policy guidance throughout TRADOC.

(d) Leads and manages the consolidated Office of the SJA.

(e) Serves as lead for TR 27-2, TR 27-3, and TR 27-4.

(2) Administrative Law Division. Advises HQ TRADOC and staff, subordinate TRADOC commands, centers, schools, and activities regarding various administrative law issues including:

(a) Government ethics.

(b) Installation law issues (includes mission-related issues arising while conducting training or other responsibilities such as proper use of personnel and equipment resources).

## **TRADOC Reg 10-5-1**

(c) Environmental law issues (including BRAC issues; installation restoration program; fines and penalties; fees and taxes; compliance with Federal, state, regional, and local laws and regulations; administrative proceedings; and agreements and settlements).

(d) Civilian personnel and labor law matters (including EEO complaints, Merit Systems Protection Board litigation, Civilian Personnel Litigation, Federal Labor Relations Authority, and Federal Services Impasse Panel issues, and other matters related to civilian personnel and employment).

(e) Intellectual property law issues (including copyright, trademark, and social media).

(f) Travel and transportation legal issues (including accompanying spouse travel, invitational travel authorizations, and military air flight requests).

(3) Military Law Division. Provides legal support to HQ TRADOC elements, subordinate TRADOC commands, centers, schools, and activities in the areas of Soldiers' law, intelligence law, and legal training. This includes Judge Advocate General Corps doctrine, ethics, military justice, homosexual conduct policy, IMT policy, operational law doctrine, domestic operations, and government information practices such as Privacy Act and Freedom of Information Act (FOIA).

(4) Contract and Fiscal Law Division. Advises HQ TRADOC and staff, subordinate TRADOC commands, centers, schools, and activities on all aspects of the award and administration of government contracts, grants and cooperative agreements, and other transactions. Also advises on fiscal law matters, to include the obligation and use of operational funds. Provides hands-on legal counsel to the TRADOC DCS, G-8.

(a) Serves as legal advisor for TRADOC contract actions staffed in accordance with the TR 5-14, Acquisition Management and Oversight.

(b) Provides input and represents TRADOC interests to the Army Office of General Counsel, HQDA, and to the OTJAG Contract and Fiscal Law Division as they formulate contract and fiscal law policy. Provides a HQ TRADOC representative to HQDA-directed panels and working groups to ensure contract and fiscal policy can be applied at the ACOM and installation level in a fair and equitable manner.

(c) Advises on all TRADOC competitive sourcing and insourcing actions.

(d) Advises on acquisition ethics issues, to include addressing conflicts of interest and issues associated with contractors in the workplace.

(e) Advises on procurement fraud matters.

(f) Provides advice to the CGAO ESO and the TRADOC International Army Programs Directorate (IAPD) on the use of official representation funds.

(g) Advises on the handling and proper disposition of FOIA requests for procurement-related documents and documents related to the conduct of competitive sourcing studies, as applicable.

(h) Advises HQ TRADOC elements and installation counsel on the use of non-appropriated funds and the operation of the Morale, Welfare, and Recreation (MWR) Program.

d. PJA, U.S. Army Garrison. Provides legal advice to the Commander, U.S. Army Garrison, Fort Monroe, and the subordinate staff. Delivery of legal services includes military justice, military and administrative law, contract and fiscal law, and management of the Special Assistant United States Attorney Program. Provides client services for Soldiers, DOD civilian employees, retirees, and Family members to include legal assistance, claims, and personal income tax preparation assistance and electronic filing.

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## **Chapter 6 Special Staff**

### **6-1. Command Equal Employment Opportunity Office**

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 is under the TRADOC DCS, G-1/4 for operational and administrative control.

c. Functions.

(1) Recommends commandwide policy and guidance for TRADOC's EEO Program.

(2) Ensures compliance with all Federal statutes and Army regulations governing EEO and EEO Commission management directives.

(3) Advises TRADOC leaders, managers, and supervisors to ensure compliance and incorporation of EEO principles into all their personnel management practices.

(4) Monitors and analyzes EEO complaints. Provides recommendations for customers with issues concerning discrimination complaints and analyzes complaints quarterly to ensure processing is in compliance with published guidelines. Reviews processing timelines, bases, issues, costs, and settlements for informal and formal complaints. Reviews alternative dispute resolution program to ensure compliance with regulatory guidance. Processes conflict of interest complaints when required.

## **TRADOC Reg 10-5-1**

(5) Conducts EEO program evaluations of HQ TRADOC elements and centers, schools, and activities to determine effectiveness of the overall EEO Program. Includes executing a civilian-focused climate survey; developing results of statistical profiles; examining complaints; conducting sensing sessions; interviewing and meeting with managers, supervisors, and employees; and providing feedback to leaders.

(6) Provides EEO training for HQ TRADOC. Ensures compliance of EEO training requirements for all TRADOC civilians and military supervisors of civilians.

(7) Reviews the following special emphasis programs to determine potential barriers affecting low participation rates, based on in-depth analysis: Black Employment Program, Federal Women's Program, Asian/Pacific Islander Employment Program, Native American/Alaskan Native Employment Program, and Disabled Veterans Affirmative Action Program. Identifies, reviews, and analyzes potential barriers affecting low participation rates of individuals with targeted disabilities.

(8) Completes all EEO reporting requirements, to include the following: EEO Program Annual Status Report, 462 Report, Disabled Veterans Affirmative Action Program Plan, and Annual Hispanic Employment Report.

(9) Executes a Minority College Relations Program for TRADOC.

(10) Solicits annual nominations for various EEO and Civil Rights awards.

### **6-2. Command Equal Opportunity Office**

a. Mission. The TRADOC EO Officer serves as the command advisor for all EO matters for Soldiers and Family members, monitors the command'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 command EO office consists of a single office. The command EO office is under the TRADOC, DCS, G-1/4 for operational and administrative control.

c. Functions.

(1) Manages the CG, TRADOC EO Program. Assists in the development, implementation, and interpretation of EO policies and programs. Articulates DOD and Army policies concerning EO. Reviews and consolidates quarterly narrative and statistical reports from centers, schools, and activities.

(2) Ensures EO staff assistance visits to TRADOC centers, schools, and activities are completed and feedback is provided.

(3) Compiles, analyzes, and briefs EO data, making recommendations for program improvements in development of EO action plans. Assists with EO training, attends EO conferences, and plans ethnic and special observances.

(4) Develops, executes, and manages a budget to help ensure that the EO program is properly resourced.

(5) Monitors and validates the EO advisor manning structures for all subordinate commands.

(6) Coordinates TRADOC participation in HQDA-supported EO recognition programs including the National Association for the Advancement of Colored People–Roy Wilkins Renown Award, the Federal Asian/Pacific American Council Meritorious Service Award, the National Image Meritorious Service Award, the League of United Latin American Citizens Meritorious Service Award, the Federally Employed Women National Award, and the TRADOC Equal Opportunity Advisor of the Year Program.

(7) Identifies unlawful discriminatory practices affecting Soldiers and Family members, initiates corrective actions, and provides follow-up and feedback throughout problem resolution.

(8) Serves as lead for TR 600-11, Equal Opportunity Action Plan.

### **6-3. Command Historian**

a. Mission. Provides staff management of the TRADOC Military History Program’s field history activities, field history offices, and field museums.

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 museums and historical property, field history, historical archives, and research historians. The Command Historian is under the TRADOC DCS, G-1/4 for operational and administrative control.

c. Functions.

(1) Provides staff management of the TRADOC Military History Program, which includes collection, interpretation, and instruction of military history and heritage throughout TRADOC.

(2) Advises the CG, TRADOC and the DCG/CoS on the responsibilities of TRADOC within the Army Historical Program. Develops policies and procedures for the TRADOC Military History Program based on the CG, TRADOC’s expressed intent. Implements historical policy within HQ TRADOC.

(3) Advises commanders and commandants of TRADOC centers, schools, and activities on the TRADOC Military History Program and provides staff management of program execution.

## **TRADOC Reg 10-5-1**

(4) Develops policies and procedures for instruction in military history and the use of military history simulations in support of recruiting, Soldier training and education, and professional and leader development.

(5) Develops policies and procedures for the use of museums to support military history instruction, doctrine and weapons development, recruiting, Soldier training and education, and professional and leader development.

(6) Develops policies and procedures to ensure the collection and interpretation of historical property and archives throughout TRADOC. Identifies, collects, preserves, arranges, and describes historical documents in all media pertinent to TRADOC missions.

(7) Develops and publishes historical analyses of contemporary military problems gained from research into the historical evolution of DOTMLPF and other topics relevant to TRADOC's mission and the command's role in JIIM activities, FSO, the HCE, and ARFORGEN.

(8) Researches, writes, and publishes the organizational history of TRADOC.

(9) Supervises the development of Army staff ride doctrine.

(10) Assists HQDA and DCS, G-8 in planning and distribution of budgetary resources for museums in TRADOC. Assists in executing the DA Museum Certification Program in TRADOC.

(11) Manages the DA Military History Certification Program in TRADOC.

(12) Assists with planning, exhibitry, and programming for the National Museum of the U.S. Army.

(13) Answers inquiries from TRADOC elements, HQDA, other government agencies, and the general public.

(14) Conducts oral history interviews.

(15) Serves as lead for TR 350-13, TR 690-4, and TR 870-1.

### **6-4. Command Safety Office**

a. Mission. Serves as the principal advisor on safety and occupational health and risk management to the CG, TRADOC and the Director, ARCIC. Coordinates with Army safety staff (including the U.S. Army Combat Readiness Center/Safety Center and the Army Safety Office), other safety offices, and Federal agencies to ensure compliance with applicable laws, Federal codes, and regulations. Supports TRADOC centers, schools, and activities in the application and integration of safety, risk management, and system safety principles and requirements into training, capability development, and operational aspects of mission areas.

b. Organization. The CSO consists of a single office organized under DCS, G-1/4 for administrative support and operational control.

c. Functions. The CSO's five major functions cross, support, are built around, and address all 16 TRADOC core functions.

(1) Safety program management. Plans, organizes, directs and evaluates the safety and occupational health program for TRADOC.

(a) Exercises staff management of subordinate command safety programs.

(b) Develops TRADOC safety and risk management doctrine, policy, and guidance in coordination with other services.

(c) Provides review and recommendations for doctrine to facilitate effective integration of safety and risk management.

(d) Develops recommendations and facilitates implementation of safety programs, policies, and initiatives to effect program improvements.

(e) Maintains oversight of the TRADOC Army Readiness Assessment Program.

(f) Supports TRADOC Federal Employees' Compensation Act initiatives and actions.

(g) Coordinates, prepares, and executes the semiannual CG's Executive Safety Council.

(h) Serves as lead for TR 385-2, TRADOC Safety Program, and Field Manual (FM)

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

(a) Develops and administers safety and risk management training.

(b) Develops and administers the TRADOC Safety Awards Program.

(c) Develops, publishes, and disseminates, as appropriate, lessons learned and best practices based on analysis, findings, and recommendations from safety evaluations and after-action-reviews.

(d) Provides staff management of the integration of risk management into all branch school products to include leader development and education courses and training.

(e) Provides staff management of general safety instruction in training and education processes.

## **TRADOC Reg 10-5-1**

(f) Incorporates safety standards in field manuals, training circulars, and other documents.

(g) Participates in working groups and council meetings to incorporate safe operating standards (Force Protection Working Group, Continuity of Operations Working Group, Pandemic Working Group, Army Traffic Safety Training Working Group, Army Radiation Safety Council, Army Chemical Surety Council, and others).

(3) Inspection, survey, and assessments. Conducts safety and occupational health inspections, surveys, and assessments.

(a) Assesses, interprets, and evaluates the posture of the command safety program in terms of compliance with safety and occupational health laws, standards, regulations, and policies promulgated by higher headquarters for application to TRADOC missions and functions.

(b) Reviews and evaluates all TRADOC safety programs in support of the command's mission annually.

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

(d) Monitors the incorporation of risk management into training support documentation (training support plans and packages, lesson plans, and publications supporting training).

(e) Assesses integration of safety and risk management criteria into TRADOC and other staff evaluation and assessment programs (IMT quick-looks, Quality Assurance (QA) accreditation visits, Aviation Resource Management Surveys).

(f) Assesses and evaluates training programs to ensure integration of safety and risk management into planning, execution, and after-action reviews.

(g) Assesses required capabilities to identify gaps and develops DOTMLPF solutions against current and programmed requirements.

(h) Establishes and maintains Armywide branch-specific safety oversight and communications required to gather and disseminate branch-specific information on current tactics, techniques, and procedures (TTP) (accidents, near-miss events, and emerging trends).

(4) Accident reporting and investigations. Develops and implements an aggressive accident prevention strategy to provide Soldiers a safe training environment that facilitates their transition from civilian to military life.

(a) Performs accident reporting, investigation, and records management.

(b) Administers an accident notification and reporting program for TRADOC to ensure timely and accurate notification, investigation, and reporting of accidents.



(c) Investigates and carefully analyzes accident information provided by Safety Directors from TRADOC centers and schools to identify potential sources of future accidents, and to develop and implement countermeasures.

(d) Tailors the safety program to the existing OE and updates the program as required by accident experience, lessons learned, and best practices.

(5) Hazard analysis and countermeasure development. Collects, reviews, and analyzes data from various sources (accident records, inspections, and surveys) to identify trends, systemic deficiencies, and profiles for use in establishing program initiatives and priorities.

(a) Assists ARCIC by managing the TRADOC Systems Safety Engineering Program and serves as the primary technical advisor in integrating safety and risk management as part of concept developments.

(b) Reviews, assesses, and validates Joint Capabilities Integration and Development System (JCIDS) documents for safety requirements and recommends safety requirements for integration into DOTMLPF solutions.

(c) Provides a representative to the System Safety Working Group and integrated concept teams.

(d) Provides a voting member (representing the combat developer) on the Army Fuse Safety Review Board.

(e) Monitors and analyzes safety trends in fielded systems.

## **6-5. 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 health care. 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 DCS, G-1/4 for operational and administrative control.

c. **Functions.**

(1) **Army recruiting and accessions.** Provides support for the Army recruitment medical screening criteria. The command surgeon assists USAAC by accomplishing the following:

## **TRADOC Reg 10-5-1**

(a) Coordinates with Military Entrance Processing Command for the medical screening of applicants for accession to ensure the quality of Army recruits and decrease attrition in IMT.

(b) Recommends and monitors research intended to improve the accessions process and decrease attrition due to conditions which existed prior to service and preventable training injuries.

(c) Ensures a high quality, standards-based medical accessions process.

(2) IMT and leader development. Provides support to IMT and unit training, and leader development and education. The command surgeon assists DCG, IMT and CAC by accomplishing the following:

(a) Monitors training and training support packages for the conduct of practical and realistic individual, collective, and leader medical training for IMT, drill sergeant schools, and leader courses.

(b) Monitors initial military medical training to ensure it is high quality, practical, realistic, and can be applied in an austere combined arms environment.

(c) Recommends and facilitates training base medical research to improve Soldier performance in training and combat.

(d) Ensures Army training center reception battalions conduct IET medical in-processing.

(e) Develops and coordinates programs that ensure individual medical readiness for IMT Soldiers.

(f) Coordinates with the Office of the Surgeon General for health policies and issues. Coordinates with U.S. Army Medical Command (MEDCOM), FORSCOM, NGB, and OCAR for medical training and force development.

(3) Health and welfare of the command.

(a) Coordinates and implements TRADOC programs for the prevention, surveillance, and treatment of disease and injury within TRADOC. Monitors incidence rates of preventable illnesses and injuries across TRADOC to include the training base and recommends measures to counteract negative trends.

(b) Lead for TR 350-29, Prevention of Heat and Cold Casualties.

(c) Coordinates with supporting TRADOC organizations' medical treatment facilities to ensure quality, timely, and accessible health care for TRADOC personnel and Family members.

(d) Monitors the medical and administrative milestones for medical evaluation board completion at each installation.

(e) Formulates the TRADOC position on health matters for presentation to other ACOMs and HQDA.

(f) Supports the Army's implementation of the Army Campaign Plan (ACP) for Health Promotion, Risk Reduction, and Suicide Prevention.

(g) Coordinates Warrior Transition Care Program initiatives for the command.

(4) Medical integration. Provides support to develop and integrate current and future capabilities processes. The command surgeon assists ARCIC by accomplishing the following:

(a) Develops medical personnel, equipment, and unit requirements to ensure incorporation throughout the JCIDS process to maintain a healthy force.

(b) Coordinates with MEDCOM and the Army Medical Department Center and School to develop personnel, equipment, and unit requirements for the future force.

(c) Performs analyses of the medical force structure required to support TRADOC centers, schools, and activities.

#### **6-6. Internal Review and Audit Compliance**

a. Mission. Supports the TRADOC leadership and TRADOC organizations to improve accountability and compliance in the execution of their missions. Reviews the execution of internal controls to ensure efficient and effective operational business practices.

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

c. Functions.

(1) Serves as the CG, TRADOC's principal advisor on all audit matters. Serviced population includes all of TRADOC, including matrix support to USAAC.

(2) Directs, manages, and executes a full range of internal review evaluation services to support TRADOC leadership and TRADOC organizations.

(a) Advises TRADOC on program compliance, initiatives that increase efficiencies and effectiveness in executing missions, and elimination of fraud, waste, and abuse.

(b) Develops and executes an annual internal review plan that is flexible to allow for high priority, unprogrammed work.

(c) Conducts formal internal reviews when the CG, TRADOC or another customer requires a broad, comprehensive evaluation of an activity's effectiveness, efficiency, or financial position, or the results being achieved by a command function or program.

## **TRADOC Reg 10-5-1**

(d) Conducts quick response reviews for time-sensitive issues in all functional areas. Provides services such as studies, analyses, information gathering, cost analyses, internal control reviews, and various other consulting services.

(3) Reviews the execution of internal controls to ensure efficient and effective operational business practices.

(a) During the normal course of internal reviews, evaluates the effectiveness of internal controls, the adequacy of internal control evaluations, and actions taken to correct material weaknesses. Advises commanders and staff on significant internal control weaknesses identified.

(b) Reviews HQ TRADOC's annual statement of assurance and provides an assessment of its thoroughness and validity. Ensures that weaknesses identified through internal reviews and external audits are considered during preparation of the CG, TRADOC's annual assurance statement.

(c) Provides technical advice, assistance, and consultation to unit managers within TRADOC, as necessary.

(4) Serves as the CG, TRADOC's principal officer for liaison with external audit organizations including Government Accountability Office (GAO), DODIG, and U.S. Army Audit Agency (USAAA).

(a) Arranges entrance conferences, discussions, and exit conferences with external audit organizations and the appropriate organization officials.

(b) Provides advice to the command group and operating managers on release of information.

(c) Keeps commanders and senior managers, whose operations are audited, informed on the status of ongoing audits, including audit objectives, operating plans, and time schedules.

(d) Processes draft findings and recommendations, draft reports, and final reports. Mediates the resolution of disagreements between command and/or management and the auditors relative to audit results, as needed.

(e) Ensures that TRADOC replies to draft findings and recommendations, and draft reports are reviewed for accuracy, adequacy, and responsiveness; have been properly coordinated with responsible TRADOC elements; and meet assigned suspense dates.

(5) Establishes and maintains a recommendation tracking system and an effective follow-up system on both internal review and external audit and investigative reports.

(a) Conducts follow-up reviews to verify implementation of agreed-to recommendations to determine if corrective actions are effective.

(b) Provides commanders within TRADOC and their staffs with periodic reports on the status of corrective actions.

(6) Develops, issues, and implements TRADOC-wide internal review policy and program guidance.

(7) Reviews and develops the HQ TRADOC position on all audit or internal review issues directed to TRADOC. Provides a HQ TRADOC representative at ACOM- and HQDA-level meetings dealing with internal review or audit matters.

(8) Prepares IRAC program metrics, identifies trends, and makes program adjustments.

## **6-7. Quality Assurance Office**

a. Mission. Executes QA Program that ensures the development of the Army's Soldier and civilian leaders as well as 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 ARFORGEN.

b. Organization. The QAO, a special staff element, consists of a director and three divisions: Plans and Operations Division, Program Management/Accreditation Division, and RC/Noncommissioned Officer Academy (NCOA) Accreditation Division.

c. Functions.

(1) Serves as lead for the development and management of the Army Quality Assurance Program and the principal advisor to the CG and DCGs on quality assurance issues and initiatives.

(2) Leads a TRADOC QA program that supports CG, TRADOC and the TCP. Provides CG, TRADOC and HQDA G-3/7 an objective assessment of the status of Army learning institution accreditations, HHI resolution, and trends. Provides annual reports to Army G-3/7 Training on the status of these accreditations and on the percentage of tasks trained to standard or learning outcomes as assessed via course external evaluations, as required.

(3) Manages 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 and school QA offices and elements, and managing development of Army accreditation standards that measure core functions across the DOTMLPF domains.

(4) Performs as the lead DA accrediting organization for all Army training and education institutions (TRADOC CoEs/schools, non-TRADOC schools/colleges, Multifunctional Training Brigades/Units (MFTBs/MFTUs), NCOAs, USAR TASS training brigades, and ARNG regional training institutions (RTIs) (with the exception of the USMA). Responsibilities include planning, organizing, coordinating, scheduling, and leading teams of evaluators from TRADOC: DCG, IMT; ARCIC; CAC; and USAAC staffs as appropriate on accreditation visits.

## **TRADOC Reg 10-5-1**

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

(6) Manages the identification and resolution of accreditation HHIs for both the active Army (AA) and RC evaluated institutions. Conducts quarterly action officer video-teleconferences (VTCs) and annual Councils of Colonels (COC). Briefs DCG/CoS, TRADOC at least annually on status of HHI resolution with support of HQ, TRADOC and MSO staffs.

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

### **d. Plans and Operation Division.**

(1) Mission. Manages QA resources and manpower requirements and allocations across TRADOC. Manages coordination and scheduling of TRADOC and non-TRADOC accreditation visits. Manages administration of the QA office, to include QA program contracts, information sources, technical support for all accreditation correspondence and documentation, and tasks.

(2) Organization. This division consists of a single office.

(3) Functions.

(a) Executes staff management of QA program funding including budget requirements and manpower allocations for the QA program across TRADOC.

(b) Executes staff management of QA program funding requirements and narratives for the POM through DCS, G-8.

(c) Manages QA program contracts.

(d) Reviews and manages all incoming and outgoing tasks.

(e) Manages various QA information sources, including CG's dashboard, SharePoint, AKO, Battle Command Knowledge System, and TRADOC QA Web sites supporting the QA program, as well as accreditation documentation and job aids. Develops and fields the Army QA Program newsletter.

(f) Manages accreditation visits, including development of letters of notification, conduct of pre-visit VTCs, and posting of all individual and CG, TRADOC-approved reports on SharePoint.

(g) Exercises staff management of TRADOC and selected non-TRADOC accreditation visit schedules for consolidated teams made up of staff from HQ TRADOC; USAAC; CAC; DCG, IMT; and ARCIC, as appropriate.

(h) Provides staff management support for all TRADOC, non-TRADOC and RC accreditation correspondence and documentation for technical accuracy.

e. Program Management/Accreditation Division.

(1) Mission. The division supports TRADOC accreditation visits as evaluators; manages and leads select non-TRADOC school accreditation visits; provides a HQ TRADOC advocate for each TRADOC CoE/school and non-TRADOC school; provides program oversight of TRADOC and non-TRADOC master evaluation plans and internal and external evaluation reports; manages the resolution of TRADOC and non-TRADOC CoE/school higher headquarters issues (HHI) identified during accreditation visits; conducts special studies as required; provides guidance to the TRADOC staff on conduct of accreditation and development of accreditation standards and reports; trains all Army QA evaluators; manages accreditation reports; and develops selected 350-70-series pamphlets.

(2) Organization. This division consists of a single office.

(3) Functions.

(a) Evaluates select accreditation standards as part of the accreditation team visits to TRADOC CoEs/schools. Prepares individual accreditation standard reports and compiles quad-chapter consolidated CoE/school report for CG approval, to include reports for Governance, CAC, DCG-IMT, ARCIC, and USAAC, as appropriate.

(b) Leads accreditation of assigned non-TRADOC Army training and education institutions. Prepares individual accreditation standard reports and compiles quad-chapter consolidated school reports for CG approval.

(c) Conducts special studies as directed by the CG/DCG/CoS.

(d) Reviews Army and TRADOC policy and guidance, as appropriate, for QA implications.

(e) Manages Army QA Program evaluator training and education, job aids, and training products.

(f) Assists Army learning institutions in meeting accreditation standards and becoming Learning Institutions of Excellence.

(g) Identifies and shares best practices and efficiencies across the Army's learning institutions.

(h) Performs staff support to center/school QAOs to ensure efficient and effective operational quality assurance business practices, including conducting internal and external evaluations and self-assessments.

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(i) Manages identification and resolution of accreditation related HHI for TRADOC and non-TRADOC learning institutions. Identifies lead and assist agencies, chairs quarterly action officer VTCs, and coordinates annual COC and briefings for the DCG/CoS.

(j) Develops QA-related 350-70 series pamphlets: evaluation, validation, and assessment.

### **f. The RC/NCOA Accreditation Division.**

(1) **Mission.** Leads all Army NCOA accreditations (including active Army, ARNG and USAR NCOAs) as well as multifunction training brigade/units and regional training institutions accreditations, manages RC accreditation policy, manages the resolution of RC HHI identified during accreditation visits, and supports TRADOC accreditation team's evaluation of NCOAs.

(2) **Organization.** This division consists of a single office.

(3) **Functions.**

(a) Performs staff management of the RC accreditation policies, procedures, and objectives.

(b) Represents DA as the lead accrediting organization for MFTBs, MFTUs, ARNG RTIs, and NCOAs (NCOAs include TRADOC, non-TRADOC, USAR, ARNG, and FORSCOM). This effort includes planning, organizing, coordinating, scheduling, and leading teams of action officer evaluators from TRADOC CoEs and school staffs as appropriate. Involves evaluation of Governance and test control of accreditation standards for NCOAs outside of TRADOC and evaluation of the conduct of training and training support standards at TRADOC NCOAs. Prepares individual accreditation standard reports and compiles consolidated unit report for CG approval.

(c) Evaluates selected governance standards and test controls at TRADOC NCOAs. Prepares individual evaluator accreditation standard reports.

(d) Performs staff support to NCOAs to ensure efficient and effective operational quality assurance business practices (such as, conduct of internal evaluations and self-assessments).

(e) Analyzes accreditation results as required to identify trends in the production, processes, and procedures used by NCOAs and RC institutions; determines root cause for the trends; and recommends solutions, as appropriate.

(f) Functions as a staff advocate assisting AA/RC NCOAs, MFTBs/MFTUs, and RTIs in meeting accreditation standards and becoming Learning Institutions of Excellence.

(g) Manages the resolution of HHI identified during RC/NCOA accreditation visits.



## 6-8. Chief Knowledge Officer

a. Mission. Establishes a culture to create, organize, apply, and transfer knowledge to enable the Operating and Generating Forces. Provides staff management to support the TRADOC KM Strategy Initiatives execution and governance for TRADOC. Coordinates the KM program to help change the way we identify and enable knowledge flow, making TRADOC and the Army more flexible and adaptive to current and future conditions.

b. Organization. The CKO consists of a single office.

c. Functions.

(1) Conducts quarterly TRADOC Knowledge Management Council (TKMC) meetings to aid in the collaborative creation, modification, and implementation of KM processes, governance, and cultural changes across the TRADOC. Collaborates with TKMC members to evolve the KM strategy.

(2) Evolves TRADOC KM strategic plan for implementation and integration to include strategies that encourage knowledge sharing as a catalyst for training, education, leader development, and lifelong learning. Develops the KM business model and metrics plan that supports the KM strategic plan to execute the process of collecting metrics and identifying trends to demonstrate the effective outcomes of implementing the KM Strategic Initiatives.

(3) Maintains situational awareness of knowledge content that is available across the DOTMLPF. Continues to research access capabilities allowing rapid access and search capability to information in federated repositories across the enterprise that is responsive to the needs of the Army, capable of rapidly accessing knowledge content, products, and services.

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

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

(6) Incorporates KM practices into ARFORGEN and Army, JIIM, and DOD transformation initiatives and efforts by providing support to core competencies, functions, and subfunctions. Supports the development of local KM implementation plans and guiding documents which contribute to TRADOC and Army transformation initiatives.

(7) Lead for the KM key enabler and manages it across line of operations in support of the TCP.

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(8) Serves as business information systems and architecture lead in support of the Army Enterprise Initiative under the direction of the DA Enterprise Task Force/Office of Business Transformation.

(9) Serves as TRADOC's data steward and guides functional data managers.

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### Chapter 7

#### Deputy Chief of Staff, G-1/4

##### 7-1. Mission of the Deputy Chief of Staff, G-1/4

Provides support and advice on military and civilian personnel, logistics, engineering, environmental, BRAC, integration of base support programs, Surgeon, History, Equal Employment Opportunity, and Equal Opportunity.

##### 7-2. Organization of the Deputy Chief of Staff, G-1/4

The DCS, G-1/4 consists of the Executive Office, Sergeant Major (SGM) and five directorates (Adjutant General (AG), Civilian Personnel, Engineer, Integration, and Logistics), BRAC office, and five special staff offices OPCON/ADCON (see [figure 7-1](#)). Also, the Casemate Museum/TRADOC HQ library is under the TRADOC DCS, G-1/4 for administrative control.

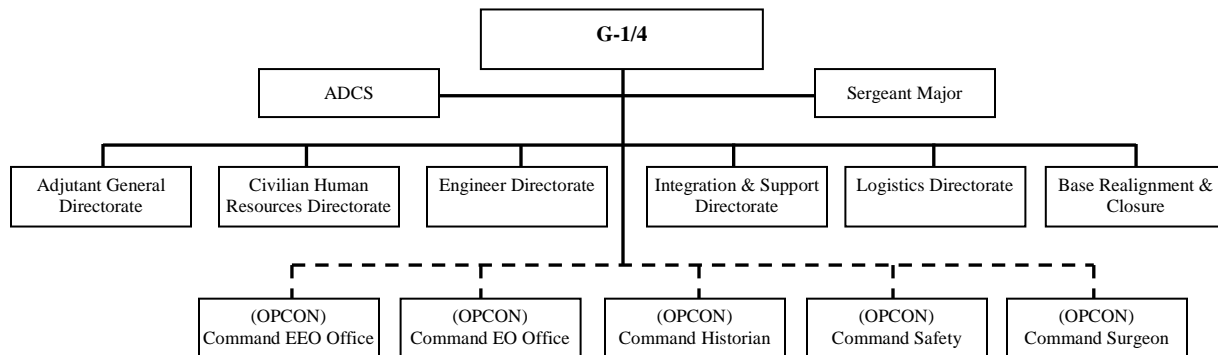


Figure 7-1. DCS, G-1/4 organization

##### 7-3. Functions of the Deputy Chief of Staff, G-1/4

Serves as the senior advisor to CG, TRADOC on military and civilian personnel, logistics, engineering, environmental, BRAC, and integration of base support programs. Serves as the TRADOC lead for family programs. Supports EEO, EO, Historian, Safety, and Surgeon programs. The DCS, G-1/4 develops policy, recommends priorities, and manages resources to support TRADOC mission-specific functions.

##### 7-4. Adjutant General Directorate

a. Mission. Provides Soldier management and guidance for the CG, TRADOC. Supports commanders, staff, and Soldiers of TRADOC organizations by executing personnel programs and support functions, monitoring personnel readiness, and managing military strength. Provides

staff management of the TRADOC EO program and retention support to TRADOC's organizations.

b. Organization. The AG Directorate consists of three divisions: Military Personnel Support Division (MPSD), Readiness Distribution Analysis Division (RDAD), and Operations and Command Support Division (OPS&CSD). The TRADOC Retention office also falls under the AG Directorate for management.

c. Functions.

(1) The Military Personnel Support Division (MPSD).

(a) Serves as the DCS, G-1/4 mobilization planner and directorate integrator for all mobilization, Army Mobilization and Operations Planning and Execution Systems (AMOPES), and TRADOC Mobilization and Operations Planning and Execution System (TMOPES) actions.

(b) Manages TRADOC's individual mobilization augmentee and drilling individual mobilization augmentee programs and provides policy and guidance to TRADOC centers, schools, and activities. Coordinates temporary tours of active duty.

(c) Serves as lead for processes and policies pertaining to Soldier readiness processing for TRADOC units and activities.

(d) Manages TRADOC officer eliminations. Provides administrative review, secures legal review, obtains CG, TRADOC decision, and is the conduit between TRADOC centers, schools, and activities and HRC.

(e) Provides guidance on and manages the TRADOC Soldier Voting Assistance Program and the TRADOC Postal Personal Mail Program.

(f) Provides guidance on Army Reserve personnel regulations and policies such as awards, efficiency reports, promotions, and identification cards.

(g) Manages Army gift offers for TRADOC centers, schools, and activities. Provides administrative review of gift offers for completeness, obtains SJA and engineer (building or other permanent structure) approval, and makes recommendations to HQDA concerning acceptance.

(h) Manages the Salutes and Honors Program for TRADOC centers, schools, and activities. Develops and provides TRADOC policy guidance, and interprets Army policy for military funeral honors and related functions such as funeral honors teams, uniforms, flags, and travel. Approves cannon salutes to officers and officials of four-star or equivalent grade.

(i) Manages the Heraldry Program for TRADOC centers, schools, and activities. Provides policy guidance and administrative review of heraldry requests to ensure completeness, appropriateness, and makes recommendations on request approval.

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(j) Manages the Memorial Program for TRADOC centers, schools, and activities. Provides policy and administrative guidance for actions requiring HQDA or Secretary of the Army approval.

(k) Manages the TRADOC Military Awards Program. Serves as lead for TR 672-6, Military Coins.

(l) Manages TRADOC's International TDY Travel Program for HQ TRADOC and TRADOC centers, schools, and activities.

(m) Manages the Student Travel Program for TRADOC.

(n) Provides guidance pertaining to the officer, enlisted, and academic evaluation reporting systems as required for TRADOC centers, schools, and activities.

(o) Manages and administers the Entrance National Agency Check Program for TRADOC centers, schools, and activities. Verifies waiver eligibility, provides waiver control numbers, consolidates monthly reports, and maintains historical data.

(p) Serves as lead for a broad range of military orders functions and policy for invitational travel orders, North Atlantic Treaty Organization (NATO) orders, award orders, and unit orders. Researches, develops, prepares, and coordinates the publishing of orders.

(q) Manages and administers the TRADOC Sergeant Audie Murphy Club. Serves as lead for TR 600-14, TRADOC Sergeant Audie Murphy Club.

(r) Reviews and integrates policy and regulatory guidance on application for and processing of OCS and warrant officers (WO) candidate applications and waivers.

(s) Provides Soldier services policy and guidance in support of IMT for issues such as tattoo policy, assignments, and military occupational specialties (MOS) reclassifications and renegotiations.

(t) Provides Soldier services policy and guidance in support of TRADOC Soldiers with regard to AR 600-series Soldier-related subjects. Subjects include permissive parachute jumping, TRADOC Leave and Pass Program (such as special leave accrual requests), Weight Control Program, and guidance on the wear of the Army uniform for permanent party and IMT Soldiers.

(u) Monitors and manages TRADOC centers, schools, and activities nondeployable personnel program and reports quarterly statistics to HQDA G-1.

(v) Manages military personnel (MILPER) systems integration by providing technical direction to TRADOC centers, schools, and activities. Monitors and integrates program

management support for Electronic Military Personnel Office. Serves as TRADOC systems administrator for personnel tempo and Integrated Personnel Pay System-Army.

(w) Serves as TRADOC CPM for CP 50, Military Personnel Management.

(x) Serves as lead for TR 600-15, Command Devolution.

(2) Readiness Distribution Analysis Division (RDAD).

(a) Monitors personnel accounting, strength reporting, and database management at TRADOC centers, schools, and activities and recommends procedural changes to improve processes.

(b) Receives, processes, analyzes, and responds to personnel readiness data received during the TRADOC Status Report (TSR) process. Provides feedback on officer and enlisted readiness issues raised by commanders and school commandants during the TSR process through preparation and dissemination of issue sheets.

(c) Works with other HQ TRADOC elements on a variety of issues which have an impact on TRADOC's MILPER strength; for example, Officer Restructuring Initiative, Officer Personnel Management System XXI, DA Master Priority List, and BRAC. Additionally, manages TRADOC personnel programs that are congressionally mandated (such as Ranger Training Brigade staffing and the AA/RC Program) and programs of special interest to the TRADOC leadership.

(d) Manages the detail of senior officers and NCOs as TRADOC members on HQDA promotion and selection boards, as directed by DA Secretariat.

(e) Serves as TRADOC lead for all matters pertaining to MILPER strength issues to include, when required, selective early retirement, reduction in force (RIF), and early retirement programs.

(f) Serves as lead for officer distribution (both commissioned and WO) and strength accountability in TRADOC to include the management of TRADOC's officer requisition validation in cooperation with HRC. Conducts analyses in conjunction with the TSR and works shortage issues with TRADOC's centers, schools, activities, and HRC.

(g) Coordinates the brigade and battalion level command and TRADOC capabilities manager (TCM) slates for TRADOC, and monitors these positions within TRADOC.

(h) Monitors the strength posture of several key positions within TRADOC to include small group leaders, TRADOC instructors, and observer/controllers at the CTCs.

(i) Provides guidance and monitors the Chief of Staff, Army-directed personnel annual inventory for TRADOC centers, schools, and activities.

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(j) Maintains documentation and management of the Joint Duty Assignment List (JDAL) positions for which TRADOC has lead and serves as TRADOC lead in matters of JDAL policy.

(k) Receives, updates, and distributes Armywide general officer (GO) personnel roster. Develops, updates, and maintains GO roster for TRADOC GOs. In coordination with senior TRADOC leadership, researches and prepares recommendations for GO membership on HQDA promotion and selection boards.

(l) Monitors enlisted personnel strength for all TRADOC centers, schools, and activities. Assists DCS, G-3/5/7 in the management of the training resources arbitration panel (TRAP) process.

(m) Manages the assignment of drill sergeants to include consolidating and analyzing monthly drill sergeant data, attrition data, and misconduct data. Serves as the conduit for this data among TRADOC centers, schools, and activities, HQ TRADOC elements, HRC, and HQDA.

(n) Manages selected personnel actions for Soldiers assigned to TRADOC (examples include: low cost move, extension, deletion, deferment, and stabilization).

(o) Manages officers in the grades of colonel and below assigned to HQ TRADOC elements and selected field activities to include requisitioning, assignment, and tasking for selected additional duties (such as court martial, AR 15-6 investigations, and survivor assistance).

(p) Processes promotion and selection lists and assorted personnel actions (such as extension and stabilization requests for MILPER assigned to HQ TRADOC).

(q) Manages enlisted manning for HQ TRADOC.

(r) Acts as lead for enlisted personnel strength accountability in TRADOC to include monitoring enlisted personnel assigned strength, receiving and processing monthly personnel data inputs to the RDAD internally-developed military strength systems and databases; analyzing shortages; and coordinating with TRADOC centers, schools, and activities' strength managers and HRC. Prepares quarterly consolidated analysis of TRADOC overall IMT personnel posture (both officer and enlisted) at the center, school, and activity level. Identifies potential problems requiring higher HQ attention as well as areas requiring ACOM-level and below attention.

(3) Operations and Command Support Division (OPS&CSD).

(a) Provides technical training inspections and assistance visits to TRADOC U.S. Army bands. Monitors band personnel management and ensures compliance with prescribed HQDA and TRADOC budget guidance.

(b) Provides a team member for IMT assistance visits to assess the human resource support provided to the TRADOC student trainee population.

(c) Conducts AG staff assistance visits to evaluate installation human resource support processes and provide technical assistance to TRADOC centers, schools, and activities in coordination with the IMT visits.

(4) TRADOC Retention Office.

(a) Analyzes TRADOC personnel readiness for signs that will impede the retention effort and reports findings to the DCS, G-1/4; TRADOC CSM; and CG, TRADOC for review.

(b) Assigns retention objectives based on a fair share mission to installations and activities.

(c) Maintains, publishes, and monitors statistical reports and projects retention accomplishments based on present and historical analysis.

(d) Reconciles reports to ensure the proper agency is given credit for reenlistments.

(e) Conducts annual staff assistance, site visits, and inspections as required.

(f) Provides guidance and develops, coordinates, and conducts professional development training for leaders and career counselors targeted to the needs of the command.

(g) Conducts and participates in retention program conferences and seminars designed to enhance the program.

(h) Coordinates and conducts the TRADOC Career Counselor of the Year Board.

(i) Coordinates retention matters among installations, activities, and the HQDA Retention Office.

(j) Provides guidance and advises installations and activities on issues pertaining to eligibility, attrition management, and reclassification centered on all aspects of the Retention Program.

(k) Implements and supports the transition program to ensure personnel are advised of the opportunities of affiliation with the RCs.

#### **7-5. Civilian Human Resources Directorate**

a. Mission. Develops comprehensive human resource strategies that support the TRADOC mission by providing quality advice, assistance, evaluation, and analyses to develop and sustain the civilian work force.

b. Organization. The Civilian Human Resources Directorate consists of two functional teams: Human Resources Programs, and Strategic Planning and Evaluation.

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### **c. Functions.**

(1) Implements a comprehensive civilian human resource management program throughout TRADOC.

(a) Provides advice and assistance to HQ TRADOC elements on civilian human resource management matters.

(b) Coordinates the civilian human resource management program with decisions and actions in other program areas to ensure adequate and effective civilian human resource programs and services.

(c) Provides advice and assistance to TRADOC senior mission and organization commanders in the administration of TRADOC's Civilian Human Resource Management Program.

(d) Arranges for local civilian human resource management servicing for all TRADOC centers, schools, and activities.

(e) Monitors the effectiveness of both Civilian Personnel Advisory Centers and Civilian Personnel Operations Centers in filling TRADOC positions. Coordinates with both to ensure timely and quality service is provided.

(f) Represents TRADOC's interests to HQDA and assists in developing new or revised Army policies and programs.

(g) Coordinates civilian personnel actions with, and obtains necessary approvals from, government agencies (within and outside DA) and coordinates actions with nongovernmental groups in support of Army and TRADOC programs and policies. This includes clearance and approval for external agencies to implement required personnel management programs such as Title 10.

(2) Conducts planning and evaluation of TRADOC civilian personnel programs.

(a) Manages the Civilian Human Resource Management Evaluation Program. Analyzes and evaluates command civilian human resource management, gives on-site advice and assistance, conducts surveys, provides feedback and follow-up, and makes an annual assessment of TRADOC's program.

(b) Participates as a team member and TRADOC liaison with the Civilian Personnel Evaluation Agency in conducting civilian personnel servicing reviews of TRADOC activities.

(c) Develops strategic objectives which support TRADOC mission requirements.

(3) Provides advice and assistance to HQ TRADOC managers regarding planning of work force changes, regionalization, realignments, base closures, and civilian workforce impacts.



(a) Obtains necessary authorities and develops strategies to accomplish workforce reductions such as RIF, Voluntary Early Retirement Authority, and Voluntary Separation Incentive Pay.

(b) Proposes realistic initiatives such as consolidation, partnership, and retraining to deal with civilian human resource restructuring.

(4) Performs career management functions.

(a) Manages the overall civilian career management and career intern programs for TRADOC to include the management of resourcing, hiring, training, and placement of interns. Serves as principal advisor to TRADOC commanders on civilian career management.

(b) Serves as the TRADOC CPM for CP 10, Civilian Human Resources Administration.

(5) Manages TRADOC Labor and Management Employee Relations Program.

(a) Serves as TRADOC lead for civilian performance evaluation programs.

(b) Serves as TRADOC lead for conduct, discipline, and adverse action programs for civilians.

(c) Serves as TRADOC lead for developing hours of work and tours of duty policy and guidance, to include alternative work schedules and telework programs. Serves as lead for TR 600-18, TRADOC Guidance for the Department of Defense Telework Policy.

(d) Serves as TRADOC lead for policy and guidance for leave administration programs including annual leave, sick leave, military leave, leave without pay, absence without leave, Family Friendly Leave Act, Family Medical Leave Act, leave transfer, and leave for bone marrow transplant or organ donations.

(e) Prepares HQ TRADOC decisions on employee grievances processed under the DA grievance procedure.

(f) Processes civilian awards requiring HQ TRADOC or higher level approval. Serves as lead for TRADOC supplement to AR 672-20. Serves as executive secretary to the TRADOC Incentive Awards Review Board.

(6) Provides advice and assistance to the TRADOC command group and TRADOC SES members on all civilian human resource matters related to the SES Program.

(7) Manages civilian human resource mobilization planning and policy.

(8) Serves as TRADOC lead for the Worker's Compensation Program.

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(9) Provides administrative management for civilian leader development opportunities for TRADOC to include nominations for the Civilian Education System (CES) courses and Senior Service Colleges.

(10) Civilian Health and Resiliency Program (CHRP). Serves as facilitator and administrator of the CHRP, a HQ TRADOC initiative which promotes the overall well-being and resiliency of local civilian employees.

### **7-6. Engineer Directorate**

a. Mission. Provides policy and guidance in the areas of environmental programs and facility standards, construction, utilization, and improvements.

b. Organization. The Engineer Directorate consists of two divisions: Engineer Planning and Environmental.

c. Functions.

(1) Serves as the principal advisor to CG, TRADOC and TRADOC centers, schools, and activities on all engineering and environmental programs issues. Also, serves as functional representative for Installation Status Report Part III for the environmental area.

(2) Serves as TRADOC lead for Army training facility standards (including classrooms and barracks) and provides engineering support to Interservice Training Review Organization (ITRO). Provides facility assessment for studies involving Army training.

(3) Exercises staff management of TRADOC IMT barracks utilization, improvements, and construction program. Provides staff management of the administration, asset management, and operation of IET barracks. Serves as TRADOC lead for construction and modernization, and provides policy guidance for the management and utilization of all IET barracks. Develops IET barracks assets management and funding methodology.

(4) Monitors utilization, management, diversions, and conversions of TRADOC's unaccompanied personnel housing assets to support the TRADOC training mission.

(5) Exercises staff responsibility for TRADOC mission unique military construction, Army (MCA). Develops facilities impact and construction required to support realignments and special studies. Provides facilities information and analysis of proposed BRAC actions.

(6) Coordinates Engineer Directorate organization and planning for mobilization and contingency operations. Provides engineer representatives to the TRADOC emergency operations center (EOC).

(7) Maintains coordination with IMCOM regions for training facility requirements and usage including requirement adjustments during training surges.

(8) Coordinates TRADOC infrastructure requirements and priorities with TRADOC DCS, G-6; IMCOM; Army Contracting Command; and Network Enterprise Technology Command (NETCOM).

(9) Manages the TRADOC-wide environmental program. Provides environmental program management, technical direction, and support services for organization, training, policy, operation, and administration. Reviews capability development documents (CDD) for inclusion of applicable environmental considerations. Manages the TRADOC conservation program with emphasis on threatened and endangered species impacts on mission.

(10) Manages the TRADOC National Environmental Policy Act (NEPA) program. Reviews and provides technical support for preparation of environmental analysis and documentation for major actions having the potential to significantly affect the environment where a TRADOC school or activity is the lead.

(11) Serves as TRADOC representative (to include partnering) on NEPA issues with HQDA, IMCOM, IMCOM regions, other DA and DOD service components, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, and other Federal, state, and local regulatory agencies.

(12) Provides TRADOC voting representative on Pillar (Compliance, Conservation, and Pollution Prevention) Technology Teams and provides input to Army research and development initiatives.

(13) In TRADOC's core function of requirements determination, assists ARCIC in determining facilities implications during the JCIDS analysis of Army concepts and the development of required capabilities. Identifies, plans, and coordinates changes required from these implications.

#### **7-7. Integration Directorate**

a. Mission. Coordinates with IMCOM for base operations and support, MWR, and family programs. Serves as TRADOC lead for family support and the Well-Being Program.

b. Organization. The Integration Directorate consists of two teams: Program Integration and Family/Well-Being.

c. Functions. The directorate accomplishes these integration functions:

(1) Represents TRADOC interests to HQDA activities to include: HQDA G-1; Assistant Chief of Staff for Installation Management (ACSIM); IMCOM; and the Family and Morale, Welfare and Recreation Command.

(2) As TRADOC lead for family programs, conducts VTCs and briefings with senior leadership and family readiness support assistants/family readiness group leaders, manages the

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annual TRADOC Army Family Action Plan (AFAP) conference, and participates in the HQDA worldwide AFAP conference.

(3) Coordinates between HQ TRADOC and HQ IMCOM and/or ACSIM on issues pertaining to installation management. Monitors services provided by common levels of support (CLS), Installation Status Report, and Army baseline services. Informs TRADOC staff of changes and prepares reports and recommendations for TRADOC senior leaders. Prepares senior leadership for Soldier, Family Readiness Executive Committee and BOD sessions held semiannually on base operations issues.

(4) Conducts analyses and develops an understanding of CLS in order to inform the command on issues related to mission support.

(5) Understands, communicates, and advocates base support requirements for TRADOC centers, schools, and activities. Coordinates with TRADOC senior mission commanders to identify impact on TRADOC missions, Soldiers, and families. Coordinates issues among TRADOC, IMCOM, and other non-TRADOC organizations. Analyzes school and activity input and prepares recommendations to TRADOC senior leaders.

(6) Integrates cross-functional issues to achieve a DCS, G-1/4 position. Convenes a quarterly BASOPS review committee to improve training support. Participates in IMCOM POM development, provides analysis capability for stakeholder perspective and inputs/coordinates with TRADOC G-staff. Works with IMCOM to determine garrison support that is not covered or is in dispute when raised by centers or schools. Manages DCS, G-1/4 input to Net Unit Status Report for Readiness, TRADOC transformation initiatives, and TRADOC Campaign Plan initiatives.

(7) Assists DCS, G-8 in reviewing BASOPS-related interservice support agreements and memoranda of agreement/understanding (MOA/MOU) between TRADOC activities and other military and non-military commands, services, agencies, and activities.

(8) Participates in the POM, Mission and Resources Board (MRB), and TRADOC budget guidance reviews representing DCS, G-1/4. Provides program analysis support for the POM/MRB on issues requiring prioritization concerning personnel, engineering, and logistics. Integrates DCS, G-1/4 policy/guidance into the TRADOC Budget Guidance (TBG) narrative.

(9) Serves as lead for DCS, G-1/4 staff assisting in reviews such as concept plans, stationing packages, reduction actions, force structure changes, insourcing initiatives, in identifying related resource impacts.

(10) As TRADOC lead for the Army Well-Being Program, provides guidance, evaluation, and technical assistance to TRADOC in implementing programs pertaining to Soldier and family services. Advises the CG, TRADOC concerning services, programs, and resources oriented on improving the health, welfare, and morale of Soldiers, civilian employees, and Family members of TRADOC. Participates in HQDA COCs and prepares senior leadership for GOSCs. Prepares

senior leadership for Soldier, Family Readiness Executive Committee and BOD sessions held semiannually on family/well-being issues.

(11) Provides input to Army-Air Force Exchange Service and Army Emergency Relief. Prepares senior leadership for BODs.

(12) Monitors TRADOC risk reduction serious incident report (SIR) data in coordination with the CSO, Surgeon's Office, and Chaplain's Office.

## **7-8. Logistics Directorate**

a. Mission. Develops policy, recommends priorities, and assists in managing resources to meet TRADOC logistics support requirements necessary to recruit, train, and educate the Army's Soldiers.

b. Organization. The Logistics Directorate consists of two divisions: Logistics Management (with the operations and services team and supply and equipment management team) and Logistics Readiness (with the maintenance team and logistics integration team).

c. Logistics Management Division Functions.

(1) Operations and services.

(a) Exercises staff management of TRADOC supply and maintenance policy, operations, transportation, services, and equipment management. Provides input to the command operating budget and justifies the need for additional manpower and funding to support logistics requirements.

(b) Serves as the TRADOC CPM for the supply management and transportation management CPs.

(c) Promotes and manages the Army Deployment Excellence Award Program and other TRADOC-level awards in the logistics field.

(d) Manages reporting requirements for the USAR in the areas of equipment on hand and equipment readiness. Approves the identification of equipment pacing items and equipment required to be reported. Provides guidance and status of actions to TRADOC commanders.

(e) Performs staff management of IMCOM transportation services support to TRADOC centers, schools, and activities to include the movement of materiel, personnel movements, personal property shipment, and personal property storage programs.

(f) Oversees the acquisition and management of non-tactical vehicles (NTVs) in TRADOC. Approves or disapproves requests for long-term commercial lease vehicles not to exceed 12 months to fill TDA shortages when U.S. General Services Administration-leased NTVs cannot meet mission requirements.

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(g) Serves as CG, TRADOC's advisor on all matters relating to food service provided to TRADOC permanent party and IET Soldiers. Provides TRADOC representation at the Army Food Program BODs.

(h) Manages, coordinates, and administers the Command Logistics Review Program. Ensures the TRADOC centers, schools, and activities maintain proper supply discipline and are in compliance with regulatory requirements.

(i) Serves as Level III Fuel Card Program Manager for TRADOC.

(j) Validates and packages premium class travel requests for TRADOC leadership consideration and forwards to DOD travel office as required. Submits reports on premium class travel for TRADOC using DOD travel tool Web site.

(2) Supply and equipment management.

(a) Manages TRADOC Equipment Loan Program and coordinates with HQDA and Army Materiel Command (AMC) for loans of equipment to TRADOC centers, schools, and activities.

(b) Provides guidance to TRADOC centers, schools, and activities in matters of supply policy to include stockage, item management, property accountability, reports of survey, command supply discipline, fuel, and velocity management.

(c) Provides staff management of clothing initial issue points. Acts as Army clothing manager for IET Soldiers. Manages HQDA-directed changes to Army clothing bag. Provides policy, procedures, and guidance to training centers on all matters pertaining to Army clothing. Coordinates with Defense Logistics Agency on clothing matters.

(d) Coordinates with HQDA, Soldier and Biological Chemical Command, Project Manager Soldier, TCM Soldier, and TRADOC centers, schools, and activities on organizational clothing and individual equipment (OCIE) requirements and modernization. Manages training mission OCIE stockage requirements.

(e) Manages tactical equipment assets and cross-levels excess equipment among TRADOC centers, schools, and activities to ensure optimum utilization to meet the training mission.

(f) Coordinates with HQDA, AMC, and other TRADOC offices to identify and obtain required tactical equipment to meet the increased mission requirements as a result of TRAPs and other Army-mandated training decisions.

(g) Serves as HQ TRADOC lead for all matters dealing with documented Class II and VII tactical equipment management. Conducts equipment on-hand validation with Logistics Support Activity, HQDA, and AMC.

(h) Coordinates, processes, and manages all force modernization and new equipment fielding actions to TRADOC units.

(i) Provides staff management of weapons pools and consolidated equipment pools at TRADOC centers and schools.

(j) Serves as TRADOC lead for the Distribution Management Program in support of TRADOC schools.

(k) Manages the Command Supply Discipline Program for TRADOC.

(l) Promotes and manages Army Supply Excellence Award Program for TRADOC.

d. Logistics Readiness Division Functions.

(1) Maintenance.

(a) Manages TRADOC's Equipment Maintenance Program by monitoring the fleet management expansion with AMC and ensures TRADOC's monthly equipment readiness reporting to DA is accomplished accurately and on time.

(b) Monitors Commander's net unit status (NetUSR) and provides feedback to resolve equipment maintenance issues impacting Soldier training.

(c) Distributes and monitors the compliance of all equipment safety messages ensuring TRADOC's equipment is safe for training.

(d) Functions as the ACOM POC for management of all Army maintenance programs (Army oil analysis program, chemical agent resistant coating paint, warranty, corrosion prevention, maintenance work order, and battery program).

(e) Acts as the ACOM POC for integrated logistical infrastructure.

(f) Assists schools in obtaining high priority critical parts which can adversely affect the training mission.

(g) Manages One Time Repair and Special Repair Authority programs to ensure depot-level part repairs are performed in accordance with Army regulations. Validates the repairs via the DOD Depot Maintenance Workloads Report (50/50 Report).

(h) Reviews material fielding plans to ensure new equipment maintenance responsibilities are considered and included in future operations.

(i) Provides input to Armywide staffing and review of Army regulations and key documents.

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(j) Promotes and manages Army Award for Maintenance Excellence Program.

(k) Conducts staff assistance visits to TRADOC schools and supports IMT and accreditation programs.

(l) Serves as the TRADOC CPM for the maintenance management CPs.

(2) Logistics Integration.

(a) Standard Army Management Information Systems (STAMIS) and Department of Defense Activity Address Code (DODAAC) management.

- Manages the fielding of logistics STAMIS for operational units in TRADOC centers, schools, and activities by requirements determination; system design work groups; and system testing. Conducts logistics STAMIS site surveys, and arranges for, and participates in, system training and deployment.
- Provides automation sustainment support to TRADOC centers, schools, and activities through customer assistance and configuration control for future system change package development and deployment.

(b) Acts as the TRADOC SME in the development of business rules and design of the future enterprise logistics automation.

(c) Assists DCS, G-3/5/7 TOMA in the management of all training ammunition stocks for TRADOC. Manages the ammunition program for TRADOC.

(d) Coordinates with HQDA; Joint Munitions Command; Armament, Munitions, and Chemical Command; Defense Ammunition Center; IMCOM; TRADOC centers, schools, and activities; and other services to ensure ammunition quality assurance and explosives safety are fully implemented within TRADOC.

(e) Coordinates with DCS, G-3/5/7 TOMA to provide policy and guidance to schools on nonstandard ammunition required to meet the training mission (such as nonlethal, paintball, and environmentally safe ammunition).

(f) Acts as the TRADOC DODAAC coordinator. Approves additions, changes, or deletions of DODAACs prior to logistics support activity (LOGSA) updates.

(g) Conducts DODAAC review and annual reconciliation of TRADOC units with the LOGSA data warehouse.

### **7-9. Base Realignment and Closure**

- a. Mission. Synchronizes TRADOC efforts in support of BRAC 2005.



- b. Organization. The BRAC office consists of a single office.
- c. Functions.

(1) Partners with HQDA, IMCOM, and HQ TRADOC staff and TRADOC centers, schools, and activities ensuring BRAC actions are executed in accordance with established timelines.

(2) Supports both Army and TRADOC Transformation.

(3) Gains efficiencies and reduces costs during BRAC implementation.

(4) Captures and shares BRAC lessons learned.

(5) Ensures timely flow of BRAC execution information to the Command Group.

(6) Advocates on behalf of TRADOC centers, schools, and activities.

#### **7-10. Casemate Museum**

a. Mission. The Casemate Director is the principal advisor to the command relating to Casemate operations.

b. Organization. The museum consists of a single office with the Museum Director being responsible for the daily management of the museum.

- c. Functions.

(1) Control and ensure accountability of all Army historical artifacts and art placed within the custody and care of the museum.

(2) Develop and maintain technical research collection of artifacts used by branch, unit, or installation as appropriate.

(3) Exhibit and interpret U.S. Army history and accomplishments.

(4) Identify, assess, triage, register, catalog, and preserve historical artifacts on display or in storage.

(5) Develop educational training programs and support training functions (that is, groups, special programs, etc.).

(6) Inspect and account for all historical property to include historical static displays on the installation.

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(7) Accomplish logistics requirements; for example, safety, security, receiving, storage, inventory, move, issue, turn-in, package, and shipment of artifacts.

(8) Operate gift shop in accordance with appropriate authorization.

### **7-11. TRADOC Headquarters Library**

a. Mission. The TRADOC HQ library is a comprehensive facility whose mission is to provide academic, technical, combat development, and doctrinal research support to the TRADOC HQ staff, subordinate units co-located with TRADOC HQ, and other authorized users.

b. Organization. The TRADOC HQ library consists of a single operational facility. The library is under the TRADOC DCS, G-1/4 for operational and administrative control.

c. Functions.

(1) Responds to TRADOC HQ research and reference requirements in an effective, authoritative, and timely manner.

(2) Houses and maintains well-balanced collections of print and electronic books, documents, periodicals, databases and audiovisual materials. Special emphasize on the fields of warfighting, Army and DOD operations, military sciences, doctrine, technology, education, leadership, and management.

(3) Actively acquires materials to meet current and emerging knowledge requirements with authoritative resources and services.

(4) Exploits technology to provide responsive and effective information delivery. The Integrated Library System automates all facets of information access, including identifying, locating, and circulating materials. Onsite equipment and wireless services facilitate customer information access and delivery.

(5) Provides on-going customer training in the use of library resources and services.

(6) Creates bibliographies and other tools on-demand to meet research requirements. Other services include interlibrary loan, document delivery, and copyright support.

(7) Provides guidance and support for library matters to management and participates with civilian and other DOD libraries to enable resource sharing and virtual reference services.

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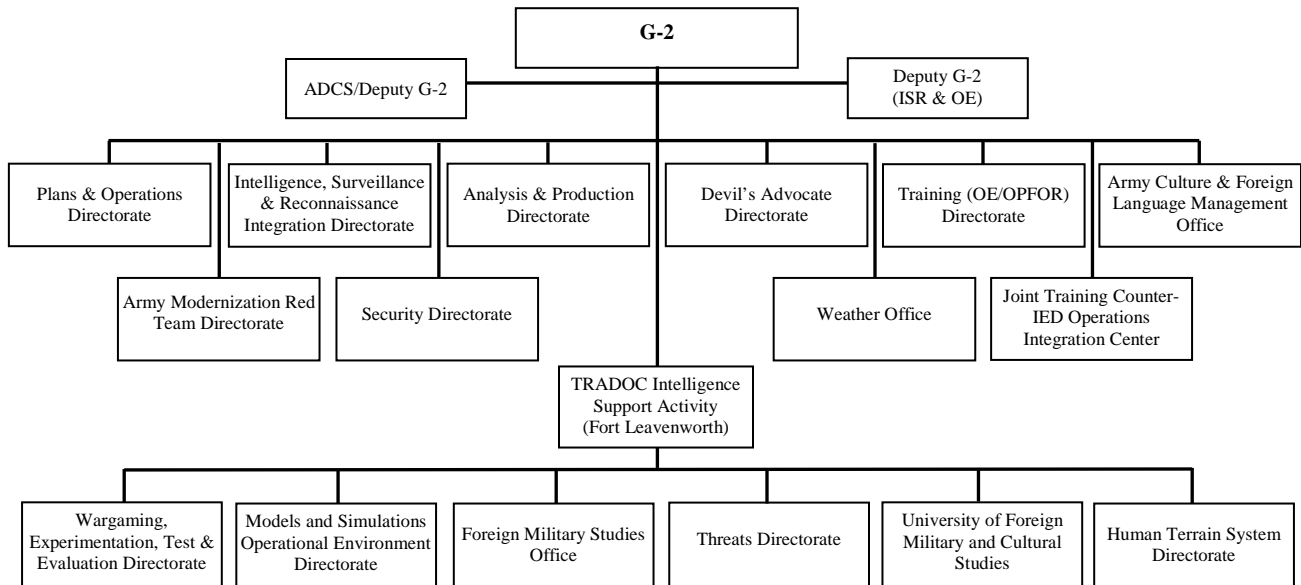
**Chapter 8**  
**Deputy Chief of Staff, G-2**

**8-1. Mission of the Deputy Chief of Staff, G-2**

An innovative, learning, and enabling enterprise that examines national security challenges, defines OEs, 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.

**8-2. Organization of the Deputy Chief of Staff, G-2**

The TRADOC DCS, G-2 consists of 17 directorates: Nine directorates are located at Fort Monroe (Plans and Operations; Intelligence, Surveillance, and Reconnaissance (ISR) Integration Directorate (Top Officials (TOPOFF) and Signatures); Analysis and Production Directorate; Devil’s Advocate Directorate; Training (OE/OPFOR) Directorate; Army Culture and Foreign Language Management Office (ACFLMO); Army Modernization Red Team (AMRT) Directorate; Security Directorate; and Staff Weather Office); one in Newport News, Virginia (Joint Training Counter-IED Operations Integration Center (JTCOIC)); and six are located at Fort Leavenworth, Kansas, under the supervision of the TRADOC Intelligence Support Activity (TRISA) (Wargaming, Experimentation, Test, and Evaluation Directorate (WETED); Models and Simulations Operational Environment Directorate (M&SOE); Foreign Military Studies Office (FMSO); Threats Directorate; University of Foreign Military and Cultural Studies (UFMCS); and Human Terrain System (HTS) Directorate) (see [figure 8-1](#)).



**Figure 8-1. DCS, G-2 organization**

**8-3. Functions of the Deputy Chief of Staff, G-2**

- a. Serves as the TRADOC senior intelligence officer.

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- b. Serves as TRADOC lead for the OE. The OE is a key driver of all TRADOC core competencies, lines of operation, and functions.
- c. Serves as TRADOC lead for the Scenario Board of Governors, which coordinates, synchronizes, and oversees the development, maintenance, and use of TRADOC OE scenarios used in leader development, concepts, capability design, and training support.
- d. Training Brain. Serves as TRADOC lead for providing a relevant and rigorous data domain for training, leader development, and concept and capability development in integrated and interactive live, virtual, constructive, and gaming environments.
- e. Implements the Army culture and foreign language strategy for the Army.
- f. Performs staff management for all aspects of ISR integration efforts within TRADOC.
- g. Leads TRADOC foreign studies effort to include the culture, OE, and military dimensions.
- h. Develops the concept for the UFMCS; establishes and operates the program to provide the associated education, lessons learned, and operational reachback across the Army and joint community.
- i. Manages the Defense Civilian Intelligence Personnel System (CP 35) for TRADOC.
- j. Manages the Devil's Advocate Office and provides support to TRADOC staff and MSOs.
- k. Leads command security management program for TRADOC including programming, developing and implementing policy, and management of security execution. Provides the TRADOC command security manager.
- l. Serves as lead for TR 381-1.
- m. Provides guidance for protecting the Army's future warfighting technologies through the Army Research and Technology Protection Center – TRADOC.
- n. Provides oversight of the Army Modernization Red Team.
- o. Supervises the TRADOC-U.S. Air Force (USAF) Weather Office.
- p. Provides the Army, DOD, and other government customers research and assessment capability on regional and security issues through open sources and directed engagement with foreign military and security specialists.
- q. Exercises responsibility of the Intelligence Oversight Program.

r. Develops and conducts programs in conjunction with U.S. Army Intelligence Center of Excellence (USAICOE), for the development of open source intelligence (OSINT) doctrine and best practices and conducts OSINT training.

s. Manages foreign language training for TRADOC (TALP).

t. Provides intelligence support to training for all TRADOC MSOs, CoEs, schools, and Army CTCs for initial, functional, leader development and education, and collective training for the OE, threats, and cultural awareness.

u. Validates the contemporary OE and threat representation in the development and maintenance of live, virtual, constructive training, modeling and simulations (M&S), exercise development (collective training), and mission rehearsal exercises.

v. Serves, in support of HQDA G-2, as the responsible official for the OPFOR program and AR 350-2.

w. Supports the doctrinal development of the OE through the review, edit, and publishing of field manuals, training circulars, and student texts.

#### **8-4. Plans and Operations Directorate**

a. Mission. Plans, directs, and executes program support to TRADOC DCS, G-2; provides mission expertise to support development of an executable budget in alignment with HQDA, TRADOC, and DCS, G-2 priorities; provides oversight of contracts, budget, and personnel to assist TRADOC intelligence training in support of deployed brigade, division, and corps operations in theater.

b. Organization. The Plans and Operations Directorate consists of a single office.

c. Functions.

(1) Coordinates directly with senior staff and commanders at Joint Chiefs of Staff; United States Central Command; Undersecretary of Defense for Intelligence; Director, Joint IED Defeat Organization (JIEDDO); HQDA; HQ TRADOC; TRADOC centers, schools, and activities; and other commands and services for matters related to requirements for DCS, G-2-specific management of financial resources; human resources; acquisition and contracting management; operations; plans; programs; and facilities management.

(2) Serves as principal advisor and SME to the DCS, G-2; direct reporting units; and other subordinate activities on a wide range of issues related to the G-2 organization and its operation.

(3) Evaluates mutual effects and interrelationships between program goals, accomplishments, budgetary resources, and policies.

(4) Coordinates with TRADOC organizations, joint agencies, and HQDA to support execution of G-2 special programs/projects.

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(5) Develops responses to senior level national intelligence personnel and Congressional Intelligence Committee staff inquiries.

(6) Advises senior leadership of the status of G-2 initiatives.

(7) Reviews administrative and operational actions to ascertain compatibility with DOD, Army, and command policy and consistency with parallel actions taken by the ACOM that are factually, technically, and administratively accurate.

(8) Coordinates with DCS, G-8 on budget and acquisition management support of DCS, G-2 mission requirements.

(9) Serves as SME to DCS, G-8 for development and input of the TRADOC G-2 POM requirements, including the Military Intelligence Program.

(10) Coordinates development of resource management data for intelligence initiatives with HQ TRADOC staff and TRADOC centers, schools, and activities.

(11) Serves as acquisition management officer on all G-2 specific contract requirements.

(12) Plans, develops, and executes program and policy management for analysis of contracted requirements with impacts to current or projected TRADOC-wide doctrine, concepts, and strategic planning supported by the DCS, G-2.

(13) Develops Master Acquisition Requirements Plan for DCS, G-2.

(14) In coordination with DCS, G-8, provides guidance and technical assistance to HQDA, TRADOC centers, schools, and activities; other government organizations; and industry leaders on use of intelligence-specific commercial contracts.

(15) Approves G-2 strategic and operational plans, policies, programs, and procedures relative to human resources.

(16) For DCS, G-2 or intelligence functions, coordinates with DCS, G-1/4 and DCS, G-8 to provide civilian personnel advice and assistance in areas of planning, policy development, work methods and procedures, personnel utilization, organizational structure, distribution of assignments, and delegation of authority with the objective of improving managerial effectiveness within the G-2.

(17) Serves as principal advisor and special assistant to the TRADOC CPM for Intel CP 35.

### **8-5. Intelligence, Surveillance, and Reconnaissance (ISR) Integration Directorate**

a. Mission. Coordinates, integrates, and deconflicts ISR concepts and capabilities with the joint community, other services, elements of the intelligence community, the CSAs, coalition and

alliance partners, and other elements of the government. Researches, develops, and characterizes current and future threat signatures, patterns, and processes derived from the OE for application to the development of ISR concepts, systems, doctrine, force design, and training development and in support of M&S efforts. Coordinates with JFCOM and other organizations to integrate Army ISR and battlespace awareness concepts into experimentation, concepts, and development. Advises TRADOC and HQDA on the development of bridging strategies between current and future ISR capabilities. Manages the ISR TOPOFF mobile training team (MTT) to fill training gaps in deploying units' understanding of ISR system capabilities, planning, and employment. Advances Army ISR conceptual thinking and assesses ISR performance within current, emerging, and future OEs.

b. Organization. The ISR Integration Directorate consists of two offices, an ISR office in HQ TRADOC—focused on policy, concepts, assessments, and experimentation—and an ISR TOPOFF office that is co-located with the JTCOIC.

c. Functions.

(1) Reviews and participates in the development of all TRADOC, Army, and joint ISR concepts or programs.

(2) Conducts analyses and comparative assessments of service, joint, and Army ISR concepts to identify and resolve gaps and seams critical to effective, integrated performance of service and joint ISR capabilities.

(3) Coordinates with JFCOM and its components to integrate Army ISR and battlespace awareness concepts into joint experimentation, concepts, and developments. Coordinates ISR- and battlespace awareness-related participation by TRADOC and Army organizations in JFCOM events.

(4) Coordinates with intelligence agencies, as well as other services, to ensure the future force ISR system will function effectively in the complex OE as postulated. Conducts studies to define implications of OE assessments on ISR programs and requirements.

(5) 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. Assesses the implications of these signatures, patterns, and processes on ISR capabilities and systems.

(6) Serves, in coordination and collaboration with ARCIC, as the TRADOC battlespace awareness and ISR focal point for the coordination, planning, and integration of joint, service, and Army ISR capabilities and concepts. Serves as the principal ISR technical advisor to DCS, G-2 and ARCIC.

(7) Informs TRADOC, joint, and other service modeling and simulation activities which support training, experimentation, testing, developments, and concepts of the OE challenges to ISR systems and capabilities.

## **TRADOC Reg 10-5-1**

(8) Organizes and coordinates ISR support to and integration with Army and joint experiments, war games, and concept development.

(9) Coordinates, integrates, and deconflicts ISR concepts and capabilities. Coordinates with the joint community, other services, the intelligence community and the CSAs.

(10) Advises TRADOC MSOs and HQDA on the development of bridging strategies between current and future ISR capabilities.

(11) Manages the ISR TOPOFF MTT.

### **8-6. Analysis and Production Directorate**

a. Mission. Analyzes, validates, publishes, and maintains OE products in support of Army and TRADOC leader, training, concept, and capability development programs.

b. Organization. The Analysis & Production Directorate consists of two divisions: Force Design and Requirements, and Emerging Threats and Future Concepts.

c. Functions.

(1) Conducts intelligence analysis and production to support the intelligence requirements of the TRADOC Commander and other consumers.

(2) Develops, updates, and publishes the TRADOC OE, in coordination with the intelligence community, joint agencies, other services, TRISA, JTCOIC, and other interested parties.

(3) Leads and conducts studies and conferences to define the scope and context of the OE and describe its characteristics.

(4) Designs, coordinates, and applies the OE, including the threat, for all futures activities including concept development, doctrine development, and capabilities and system development.

(5) Validates, in coordination with the Scenario Board of Governors, futures scenarios (less TRADOC standard development scenarios), environments, threats, and threat capabilities used throughout TRADOC for all conceptual and developmental work, especially experiments and related exploratory efforts.

(6) Manages the "Red Franchise," including OE and threat emulation, during Unified Quest and other future wargames and simulations to evaluate and stress warfighting concepts, force designs, operational plans, and battlefield effectiveness.



(7) Coordinates with the Joint and Army Staffs; Defense Intelligence Agency (DIA); national, joint, and service intelligence production agencies; as well as other parts of the national intelligence community, to ensure approved threat and OE support for acquisition programs.

(8) Writes, coordinates, recommends approval, and maintains system threat assessments and system threat assessment reports (STAR) in support of acquisition category (ACAT I) and II acquisition programs through Milestone B.

(9) Prepares, reviews, and coordinates threat statements and OE conditions for initial capabilities documents (ICD), CDD, and capability production documents (CPD). Approves threat statements in ICDs and CDDs for ACAT III systems; recommends approval of threat statements for ACAT I and II ICDs and CDDs.

(10) Supports acquisition spiral development and other rapid fielding initiatives.

(11) Establishes and acts as the chair of STAR and other threat coordination groups required by DOD directive and Army regulation.

(12) Provides HQ TRADOC with a broad-spectrum intelligence analysis collection, management, and dissemination capability in support of the CG, TRADOC and TRADOC G-2 enterprises.

(13) Develops and submits the intelligence situation for the HQ TRADOC Daily Situation Report and the AMOPES.

(14) Provides DCS, G-2 and TRADOC senior leaders updates on the latest worldwide tactical and technical developments and trends for development of programs, concepts, training, and materiel requirements.

(15) Facilitates an understanding of OE through constant evaluation, collaboration with recognized expert (inside and outside DOD), and targeted educational outreach efforts.

(16) Provides intelligence support to force protection in conjunction with the EOC, Criminal Investigations Command, and other law enforcement or intelligence organizations as required.

(17) Recommends priority intelligence requirements for CG, TRADOC approval.

(18) Provides written intelligence products and briefings as required.

#### **8-7. Devil's Advocate Directorate**

a. Mission. Conducts critical reviews of concepts, other written products, organizational designs, and processes and independent analyses to support strategic initiatives or other high priority tasks.

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b. Organization. The Devil's Advocate Directorate consists of a single office.

c. Functions.

(1) Conducts critical reviews of concepts, publications, change proposals, plans, implementing directives, and the designs of experiments and wargames.

(2) Conducts organizational assessments.

(3) Conducts independent fact gathering and analysis.

(4) Supports strategic initiatives of the senior TRADOC leadership.

(5) Maintains a coordination office to manage a network of associated SMEs from within the government and DOD, as well as scientific, academic, industry, and international communities.

(6) Provides alternative views/perspectives through the red teaming process.

### **8-8. Training (OE/OPFOR) Directorate**

a. Mission. Manages, modernizes, and validates the application of the OE/OPFOR program to ensure OE condition-setting complexities are integrated in live, virtual, constructive - gaming (LVC-G) domains in all Army FSO training and education venues to drive unit and leader development, within JIIM environments, and as part of the ARFORGEN; validates OE/OPFOR integration into institutional education programs and exercises; and represents Army OE/OPFOR equities within the Army's and JFCOM's training transformation (T2) process.

b. Organization. The DCS, G-2 Training (OE/OPFOR) Directorate consists of two divisions: OE/OPFOR Accreditation/Validation Division and OE/OPFOR Modernization Division.

c. Functions.

(1) Maintains, updates, and staffs AR 350-2 (Opposing Forces Program) and assists in the revision of AR 350-50 (Combat Training Center Program).

(2) Develops, maintains, and revises the Army OE Master Plan (OEMP) annually and revises biannually in synchronization with the POM cycle.

(3) Represents the TRADOC DCS, G-2 as a voting member of the CTC COC and non-voting member of the homestation training (HST) COC.

(4) Coordinates contemporary operating environment (COE) and OPFOR conferences and forums to evaluate current and future COE and OPFOR requirements for training environments, promotes critical analysis, provides leader education and feedback, and promulgates appropriate COE and OPFOR doctrine.

(5) OE/OPFOR Accreditation/Validation Division functions:

(a) Serves as DCS, G-2 lead for the TRADOC QA program.

(b) Validates the OE and OPFOR replication for all Army collective training programs by planning, coordinating, executing, and authoring written reports in concert with AR 350-2-required OE/OPFOR accreditations of Army CTCs in accordance with AR 350-50.

(c) Develops and refines Annex B (COE and OPFOR) of the TRADOC Accreditation Action Plan for the CTC program.

(d) Develops and staffs OE/OPFOR QA standards as part of the command inspection program.

(e) Prepares annual OE/OPFOR trends report for the TRADOC Commander and CAC.

(6) OE/OPFOR Modernization Division functions:

(a) Coordinates OE/OPFOR modernization initiatives with the HQDA DCS, G-3/5/7 and CAC's Combat Training Center Directorate to ensure realism and consistency of OE portrayal across all simulation domains (live-virtual-constructive).

(b) Validates OE/OPFOR training system requirements, capabilities, characteristics, and applications for all Army training activities.

(c) Maintains and revises OE/OPFOR chapters and enclosures of the CTC and HST master plans (MP) in coordination with TRISA-threats.

(d) Coordinates the requirements, funding, development, and implementation process for OE/OPFOR training modernization as presented by TRISA-threats.

(e) Presents OE/OPFOR requirements to the CTC and HST COCs to validate resources needed to develop, field, and sustain modernization initiatives.

(f) Represents Army in the JFCOM led T2 effort supporting the Joint National Training Capability (JNTC) OE/OPFOR pillar technical process action team in coordination with the National Simulation Center.

(g) Validates and assists in the Army (DAMO-TRC) and JFCOM T2 accreditation and resource requirements process for Army-nominated OE and OPFOR JNTC initiatives and unfunded requirements.

(h) Assists Army Training Support Center in the development, technical definition, and refinement of training support requirements for OPFOR training aids, devices, simulators, and simulations to include all aspects including LVC-G of the integrated training environment.

**8-9. Army Culture and Foreign Language Management Office (ACFLMO)**

a. Mission. Leads the Army Culture and Foreign Language Enterprise through implementation and joint service coordination of the Army Culture and Foreign Language Strategy (ACFLS).

b. Organization. The ACFLMO consists of a single office.

c. Functions.

(1) Serves as the culture and foreign language lead for ACFLS career development and predeployment pathways for the force.

(2) Implements the key elements of the ACFLS and continuously improves all aspects of culture and foreign language education and training capabilities.

(3) Coordinates with other services and agencies to determine opportunities to collaborate on culture and foreign language initiatives.

**8-10. Army Modernization Red Team (AMRT) Directorate**

a. Mission. Conducts independent critical reviews, critical analyses, problem framing/identification, and special studies of concepts, objectives, requirements, capabilities, organizations, and experiments in the context of the current and future OEs.

b. Organization. The AMRT consists of a single office.

c. Functions.

(1) Conducts independent critical reviews to identify potential DOTMLPF weaknesses, vulnerabilities, gaps, and disconnects and to challenge the assumptions, hypotheses, objectives, milestones, and premises being used in concepts, capabilities, experiments, organizations, and requirements.

(2) Conducts independent critical analyses to identify and frame problems, identify alternative perspectives, and alternative courses of action to resolve emerging problems or issues resulting from modernization efforts.

(3) Provides an independent review to ensure accurate portrayal of the OE, adversarial perspectives, and future operational capabilities in experimentation, wargames, and concept development activities.

(4) Maintains a repository of Army modernization studies and analyses.

## 8-11. Security Directorate

a. Mission. Coordinates all aspects of TRADOC's security, intelligence management, North Atlantic Treaty Organization (NATO) sub-registry, special security office (SSO), sensitive compartmented information (SCI) facilities physical security requirements, antiterrorist threat assessments for very important person travel, foreign disclosure, and technology protection to include counterintelligence measures in support of homeland defense, technical security, and threats to automation. Ensures adequate resources, guidance, and training are available at each subordinate command to implement effective command security.

b. Organization. The directorate consists of six sections: Office of the Director; SSO, Information and Personnel Security, Foreign Disclosure, Technology Protection, Technical Security, and Information Technology.

c. Functions.

(1) Serves as TRADOC's command security manager in accordance with AR 380-5.

(a) Manages the SCI programs throughout TRADOC, to include the SSO/Joint Worldwide Intelligence Communications System programs.

(b) Coordinates for resources to man and equip security programs throughout TRADOC.

(c) Evaluates SCI management programs of subordinate organizations and represents the special security FA within the TRADOC command inspection program.

(d) Serves as the TRADOC program manager for the information security, personnel security, and NATO programs. Serves as the functional proponent for the HQ TRADOC NATO Secret Subregistry.

(e) Provides, through HQDA G-2's Army Research Technology Protection Center-TRADOC (ARTPC-TRADOC), effective protection of critical program information and guidance for identifying and protecting the Army's warfighting technologies across the DOTMLPF.

(f) Manages the TRADOC's Industrial Security Program.

(g) Manages the TRADOC Foreign Disclosure Program.

(h) Manages and conducts command inspections of the TRADOC communications security (COMSEC) accounts. Supports Communications Security Logistics Activity audits of TRADOC COMSEC accounts. Manages and reports TRADOC participation in the DA Cryptographic Access Program annually.

(i) Ensures implementation of the DOD Information Security System policy and the DOD Intelligence Information System Computer Security Program.

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(j) Manages the Command Technical Security Program.

(k) Provides intelligence support for successful execution of TRADOC force protection, operational security, and intelligence oversight compliance.

(l) Coordinates counterintelligence activities for TRADOC.

### **8-12. Weather Office**

a. Mission. Serves as the staff meteorological authority on Army weather operations, training, and doctrine to support TRADOC.

b. Organization. The Weather Office consists of one USAF meteorologist.

c. Functions.

(1) Interfaces with HQ USAF weather staff concerning policy, procedures, resources, programs, and plans.

(2) Assists HQ USAF and HQDA DCS, G-2 to develop and modify operational- and tactical-level weather support structure based on Army requirements.

(3) Sets priorities and coordinates activities of USAF staff weather officers assigned to TRADOC installations.

(4) Assists USAICoE in writing, maintaining, and staffing Army doctrine for Army weather support. Ensures consistency among Army, Air Force, and joint weather doctrine describing weather support to the Army.

(5) Assists in the planning, development, and fielding of standard Army equipment for use by USAF weather personnel supporting Army operations.

(6) Collects budget and resource inputs to the Army report to the Office of the Federal Coordinator for Meteorology for the Annual Federal Plan for Meteorological Services and Supporting Research.

(7) Provides USAICoE recommendations to the battlefield weather course's POIs.

(8) Assists USAICoE to identify weather requirements and coordinates the development of solutions using TRADOC and/or USAF methodologies.

(9) Monitors USAF weather equipment acquisition programs; leader training programs; and policy/TTP development to ensure consistency with Army weather support doctrine.

(10) Monitors the processing of weather requirements from TRADOC schools and centers, Medical Command, and Army Corps of Engineers and collaborates with HQDA and USAF to recommend solutions.

(11) Assists USAICoE in evaluating and identifying deficiencies in Army doctrine pertaining to weather, weather impacts, weather operations, and weather services, or the effectiveness of weather support.

(12) Assists USAICoE in the analysis of weather support DOTMLPF requirements for the Army.

(13) Assists Army Research Lab to ensure a viable weather effects rules collection program exists to support operational decision aid development and Army M&S efforts.

(14) Ensures Fort Rucker's aviation CoE weather support requirements are met.

(15) Oversees CAC staff weather office support for Division- and Corps-level Battle Command and Training Program exercises.

(16) Represents the TRADOC DCS, G-2 at meetings of the Army/USAF weather support synchronization COC.

(17) Coordinates with USAF Air Combat Command on operational weather support to TRADOC installations.

### **8-13. Joint Training Counter-IED Operations Integration Center (JTCOIC)**

a. Mission. Enables education and training of military leaders, enhances the readiness and skills of units, and facilitates the rapid development and integration of military capabilities using the complex context and challenges of the 21st Century as outlined in the OE.

b. Organization. The JTCOIC consists of five sections: HQ/OP/IT; Leader Development; Modeling, Simulation, and Gaming; Comprehensive Look Team; and Training Brain.

c. Functions.

(1) Director, JTCOIC serves as the designated official responsible for operations of the JTCOIC.

(2) Leader development and institutional support. In support of the CoEs, provides the Central Training Database/Brain to replicate the complexities of the OE in educational and training venues. In coordination with service training commands, JFCOM, and Special Operations Command (SOCOM), integrates Counter-IED Operations Integration Center (COIC) applications into service, COCOM, and Coalition education and mission command training programs.

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(a) Supports CoE, joint, and service exercises. In coordination with JIEDDO, JFCOM, services, FORSCOM, TRADOC, CoEs, and CTCs, JTCOIC provides current, relevant, and structured enablers in support of scenario development, exercise scripting (network thread injects), COIC tools training, staff mentoring, and exercise support data.

(b) Enables reach-back training. Provides; in coordination with JIEDDO, services, FORSCOM, and JFCOM; support to reach-back training and the use of reach-back capabilities and opportunity for training the use and efficacy of other reach-back efforts. The JTCOIC provides focused MTT in support of the joint community, service schools, and operational forces.

(3) Modeling, simulation, and gaming (MS&G) and assessment support. Acts, in coordination with Army Training TCMs (LVC Training Environment, LVC-G, Distributed Learning, and TPO OneSAF), as a "Skunk Works" for MS&G and for infusion and integration of data into MS&G efforts. Delivers rapid responses to change through JTCOIC's Systems Integration and Modeling and Simulation (SIMS) capability. JTCOIC SIMS replicates events for inclusion in the Army's individual and collective training and evaluates potential DOTMLPF solutions for deploying and deployed forces.

(4) Comprehensive Look Team (CLT) predeployment OE support. Provides OE analytical support to CoEs and predeploying units. CLT analysts support training units to identify trends/patterns/situational awareness. These patterns are then described in detail to the requestor/units.

(5) Training Brain. Converts (bends) months of real-world intelligence and operations reports into a usable framework for scenario-based training.

(6) Strategic plans and innovative solutions. Engages government, industry, and academic partners to collaboratively analyze emerging threats and create innovative solutions.

(7) Signatures Program. Provides information about rapidly changing enemy tactics, TTP, threat personnel, and processes. Translates S&T research into immediately usable knowledge for deploying units.

(8) Capability integration and experimentation. Integrates and collaborates with ARCIC, CAC, IMT, and MSCoE to research and assess DOTMLPF solutions for generating and operating force problems.

(9) Wargaming and adversary assessments. Replicates current and anticipated future enemy TTPs. Develops and provides adversary assessments of current TTP, local populace reaction and considerations, and critical review of blue-force training and operations.

### **8-14. TRADOC Intelligence Support Activity (TRISA)**

a. Mission. Provides enterprise OE support to TRADOC, the Army and the nation. Fosters collaboration to improve productivity through synthesis of TRADOC G-2 capabilities resident at Fort Leavenworth and selected elements at Fort Monroe.



b. Organization. TRISA consists of six directorates/offices: Wargaming, Experimentation, Test, and Evaluation Directorate; Models and Simulations Operational Environment Directorate; Foreign Military Studies Office; Threats Directorate; University of Foreign Military and Cultural Studies; and Human Terrain System Directorate.

c. Functions.

(1) Provides personnel and financial management for the TRADOC DCS, G-2 directorates assigned to Fort Leavenworth.

(2) Prioritizes the work effort for DCS, G-2 directorates assigned to TRISA.

(3) Provides advice and assistance to TRADOC senior leaders on the application of the OE and other intelligence policies and procedures.

### **8-15. Wargaming, Experimentation, Test, and Evaluation Directorate (WETED)**

a. Mission. Represents the threat and the OE in experiments, wargame events, concept development venues, and test and evaluation events.

b. Organization. The WETED consists of a single office.

c. Functions.

(1) Selects, trains, educates, and manages a cadre of independent operational and tactical threat experts. Threat experts represent the OE and adversary to competitively challenge the Blue Force in all TRADOC wargames, experiments, leader development venues, and concept formulation programs.

(2) Provides threat and OE assessments of Blue Force capabilities, operational concepts, systems, and organization designs.

(3) Reviews, certifies, and documents threat representations, scenario assumptions, red players, and adequacy of models, simulations, and work-arounds in replicating the OE during the conduct of TRADOC-led wargames, studies, analytical venues, and experiments.

(4) Provides intelligence analysis and support for concept development, scenarios development, experimentation, wargames, and force development.

(5) Produces studies, analyses, and other documentation to support Army understanding of OE and threats for near-, mid-, and far-timeframes.

(6) Coordinates with external intelligence agencies, departments, industry, and academia to adequately understand and replicate the OE and threats in training, concept, and requirements development.

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(7) Provides oversight of threat support to test and evaluation across TRADOC Threat Managers at CoE for Threat Test Support Package (TTSP) approval.

(8) Provides oversight of threat input to the Test and Evaluation Master Plan across TRADOC threat managers at CoE proponent programs.

(9) Monitors all aspects of threat test coordination, planning, documentation, and approval of COE content in TTSP for all test and evaluation operational events requiring a validated threat. Participates in validation working groups for all threat simulators, simulations, and targets to be utilized in Army tests.

(10) Coordinates with the National Ground Intelligence Center, the other service intelligence production agencies, and DIA for threat science and technology intelligence and general military intelligence information for TTSP documentation and associated threat simulators, threat simulations, threat instrumentation data, and threat targets used in test and evaluation events.

(11) Provides threat test support for Army-led joint programs.

(12) Chairs threat working groups for test coordination of threat requirements and portrayal.

(13) Participates in Army Test and Evaluation Command (ATEC) Threat Accreditation Working Group for threat equipment used in tests which require approved threat portrayals.

(14) Serves as lead threat developer for TRADOC programs for development and portrayal which require Threat Computer Network Operations in Operational Tests.

(15) Participates in all test integrated product teams (IPTs) and working group IPTs in support of ATEC and program managers.

(16) Provides threat support for test and evaluation across the LVC applications.

### **8-16. Models and Simulations Operational Environment (M&S OE) Directorate**

a. Mission. Develops capabilities and material of OE-related models, simulations, and simulators within the LVC-G environments across all Army M&S domains; provides support to Army and joint exercises, experiments, and directed studies as part of the larger Army and joint M&S enterprise; and collects and validates culture data to develop human, social, and cultural behavior models and databases.

b. Organization. This directorate consists of a single office.

c. Functions.

(1) Studies, develops, and maintains the OE; manages OE replication and design for Army and joint-Army co-sponsored training, wargames, and experiments.

(2) Supports Battle Lab Collaborative Secure Environment experimentation and provides OPFOR/threat compositions for ground maneuver simulations and political, economic, and cultural data/databases for nonlethal models.

(3) Participates in JFCOM-sponsored exercises and experiments and partners with other services to develop joint capabilities.

(4) Conducts feasibility studies/pilot projects to determine M&S applications in support of operational use cases and nominates candidates for rapid development including gaming solutions. Supports prototype development of candidate models and simulation to support operational requirements.

(5) Coordinates/accomplishes threat 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.

**8-17. Foreign Military Studies Office (FMSO)**

a. Mission. Provides TRADOC, HCE, DOD, and other government customers a research capability on the foreign perspective of understudied and unconsidered aspects of the OE through open sources and directed engagement with foreign military and security specialists.

b. Organization. The FMSO consists of four divisions: Research and Publication, Joint Reserve Intelligence Center-Leavenworth (JRIC-L) Site Management, Counter IED Operations Integration Center Comprehensive Look Team-Leavenworth (COIC CLT-L), and Analytical Support.

c. Functions.

(1) Serves as TRADOC lead for open source research of foreign and understudied perspectives of OE.

(2) Researches and publishes unclassified studies in the form of books, articles, special papers, military education courses, electronic journals, and geospatial products for the Army's Soldier and civilian leader development across the HCE.

(3) Collaborates with U.S. civilian and government organizations and agencies, and U.S. and foreign academia and militaries in the study of OE.

(4) Supports Army and DOD programs and leader development initiatives. Teaches Army and joint military courses. Provides best-practices consultation, instruction related to open source and Army language and culture training, and support to scenario-based exercises.

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Responds to inquiries from TRADOC OE developers, COCOM, Army and DOD staff, and others in the intelligence community and U.S. government.

### **8-18. Threats Directorate**

a. Mission. Studies, designs, applies and certifies contemporary to mid-term OEs and threats (or OPFOR) in order to apply realistic and challenging conditions that drive all Army training, education, and leader, doctrine, and capabilities development.

b. Organization. The Threat Directorate consists of two divisions: Contemporary Operational Environment and Threat Integration Division (CTID), and the Capabilities Development Scenario and Studies Division (CDSSD).

c. Functions.

(1) Contemporary Operational Environment and Threat Integration Division (CTID).

(a) Serves as Army lead for designing, documenting, and integrating threat (or OPFOR) and OE conditions in support of all Army training, education, and leader development programs. Reviews, analyzes, and provides recommendations for the integration COE/OE and its critical variables into training, education, and leader development events.

(b) Produces and updates FM and Training Circular 7-100 series Army manuals, Worldwide Equipment Guide, Exercise Design, and other OE and OPFOR products.

(c) Develops and maintains a repository of OE and OPFOR information regarding organization, tactics, doctrine, and materiel for training, and prescribes methodologies for developing current and predictive assessments of the OE to support leader development, training and education (LDTE) throughout the Army.

(d) Prepares training support packages and design curricula. Executes OE training programs for cadre, scenario writers, observer controllers, course developers, and OPFOR.

(e) Supports doctrinal development of OE and OPFOR through the review, edit, development, and publication of FMs, TCs, and student texts for use of the OE concept.

(f) Produces operational environment assessments (OEA) for specific environments under study to include threat handbooks and emerging TTPs.

(g) Reviews regulations, pamphlets, and circulars that contain, or should contain, references to OE or the COE. Reviews lesson plans and related materials to ensure OE integration.

(h) Develops baseline requirements for, and conducts periodic reviews of, the OE/OPFOR pillar of the OEMP and conducts periodic reviews of the OE/OPFOR pillar within the CTC and HST Master Plan.

(i) Conducts MTT visits to train LDTE cadre.

(j) Provides OE/OPFOR guidance and support such as threat equipment data verification and surrogate systems data to support Army training programs.

(k) Researches, authors, and publishes TRADOC G-2 handbooks, training support packages, and related intelligence material to describe foreign terrorism threats to the U.S. that serve as OE training conditions for all Army IMT, functional training, collective training, and LDTE.

(l) Integrates and coordinates current and mid-term threats terrorism analyses into the Army lessons learned process in conjunction with the Center for Army Lessons Learned. Maintains a CTID threats terrorism data repository of historical and contemporary threats and enemy terrorism information and assessments.

(m) Responds to requests for information from U.S. generating and operating forces on OE, threats, terrorism, and OPFOR issues.

(n) Serves as the approval authority for all OE conditions for scenarios used in training. Ensures all data used in OPFOR training, simulation, and other activities, including training scenarios and OE variable replication, is reviewed and validated.

(o) Collects, analyzes, and archives threat videos for use in Army training and products through the Global Video Exploitation program.

(2) Capabilities Development Scenario and Studies Division.

(a) Leads the development and validation of all capabilities development (CD) scenarios. Develops and certifies all OEs, threats, and associated threat capabilities used throughout TRADOC for all developmental work in CD studies, analyses, and experimentation.

(b) Designs, applies, and certifies the OE and threat for all TRADOC CD studies, analyses of alternatives, and other CD analyses and related CD M&S applications in support of the TRADOC CD mission.

(c) Validates threat system capabilities, characteristics, and applications (or surrogating) for all CD M&S and related analytical work. Refines, recommends, and approves validated workarounds for M&S threat portrayal in support of TRADOC CD M&S activities.

(d) Employs threat experts to represent adversary commanders in the development of TRADOC standard scenarios and scenarios underpinning CD studies, analyses of alternatives, and other CD analyses.

(e) Coordinates with HQDA, the service intelligence agencies, and DIA for review, input, and validation of threat and threat data products.

**8-19. University of Foreign Military and Cultural Studies (UFMCS)**

a. Mission. Develops, manages, and executes programs for concept formulation, doctrine, organizational design, education, training, and application of red teaming, open source intelligence, and intelligence analyst (civilian) initial entry education.

b. Organization. The UFMCS is organized into three colleges: College of Red Teaming, Open Source Intelligence College, and the Intelligence Analyst Development College.

c. Functions. Develops concepts, doctrine, training and leader development programs, and TTP for red teaming and collection of open source intelligence in support of concepts, strategies, technologies, plans, operations, and execution in operational and institutional venues.

(1) College of Red Teaming.

(a) Serves as the TRADOC lead for red teaming and recommends red team structure and design for current and future organizations. Represents red team functions in all concept and developmental efforts, prescribes and manages career development programs for red team leaders, and coordinates for the inclusion of red teaming processes in joint and Army doctrine.

(b) Develops training and educational programs, curriculum, and objectives for red team training in all NCOES and Officer Education System (OES) programs to ensure leaders have the ability to properly utilize red teams assigned to or supporting their units.

(c) Organizes, conducts, and manages training and education programs for red team leaders, practitioners, and members. Develops and conducts specialized, tailored, or custom training programs in support of mission requirements for joint forces, the Army, other services, and other agencies.

(d) Provides reach-back capability to a core of red team practitioners and SMEs for units in the field by serving as a clearinghouse for RFIs and assistance related to red teaming.

(e) Facilitates and conducts research to determine best practices in red teaming and develops lessons learned from red teams operating in the field or in institutional venues.

(2) Open Source Intelligence College.

(a) Serves as the TRADOC lead for open source intelligence and recommends open source intelligence structure and design for current and future organizations. Represents open source intelligence functions in all concept and developmental efforts, prescribes and manages career development programs for open source intelligence analysts, and coordinates for the inclusion of open source intelligence processes in joint and Army doctrine.

(b) Develops and updates open source intelligence doctrine and publications; defines and evaluates open source intelligence processes and methodology.

(c) Teaches research and development techniques, methodologies, collection strategies, and related processes. Documents TTPs for collection, analysis, and dissemination of open source intelligence.

(3) Intelligence Analyst Development College.

(a) Serves as the TRADOC lead for the Civilian Intelligence Analyst Education Program; recommends structure and design for current and future civilian intelligence analyst education organizations. Represents civilian intelligence analysts education functions in all concept and developmental efforts and prescribes and manages career development programs for civilian intelligence analysts.

(b) Conducts on-campus intelligence analyst education program courses and conducts off-campus paid summer hire educational and work experience programs resulting in the awarding of a Certificate of Intelligence Analyst.

(c) Develops a training and education curriculum approved for academic credit by universities and reviewed by the intelligence community to ensure their needs are met in the training of future civilian intelligence analysts.

**8-20. Human Terrain System (HTS) Directorate**

a. Mission. Recruits, trains, deploys, and supports a dedicated, embedded social science capability; conducts operationally relevant research and analysis; and develops and maintains a socio-cultural knowledge base, in order to enable culturally astute decision-making, enhance operational effectiveness, and preserve and share socio-cultural institutional knowledge.

b. Organization. The HTS is a single project office collocated with the Joint Training Counter-IED Operations Integration Center.

c. Functions.

(1) Provides social science support to the theater HQ.

(2) Provides deployed HTS project management support to all teams in theater.

(3) Coordinates and manages the social science research and analysis capability.

(4) Provides commanders with relevant, socio-cultural information and knowledge, and the dedicated expertise to integrate that understanding into their military decisionmaking process.

(5) Establishes and maintains a Human Terrain Knowledge Center that supports DOTMLPF and socio-cultural awareness across TRADOC, Army, joint services, COCOMs, and DOD.

**Chapter 9**

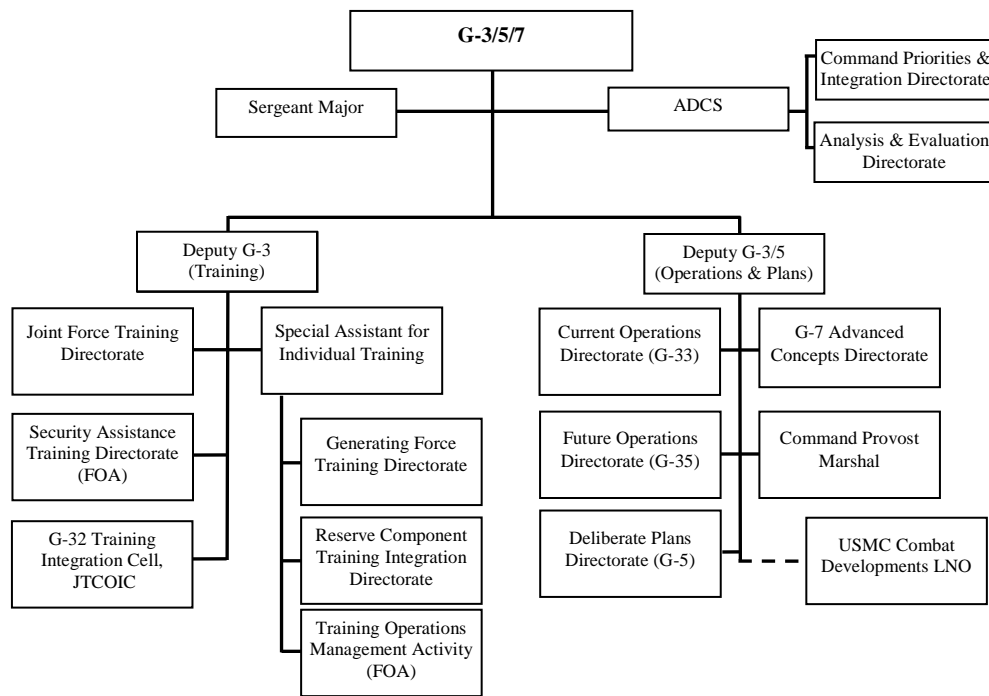
**Deputy Chief of Staff, G-3/5/7**

**9-1. Mission of the Deputy Chief of Staff, G-3/5/7**

The DCS, G-3/5/7 develops, integrates, and manages training operations and requirements, concepts, policies, and 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.

**9-2. Organization of the Deputy Chief of Staff, G-3/5/7**

The DCS, G-3/5/7 consists of an Executive Office, 2 deputy-led organizations (Deputy G-3 (Training) and Deputy G-3/5 (Operations and Plans)), 12 directorates, and 1 cell. They are Command Priorities and Integration Directorate, Analysis and Evaluation Directorate, Joint Force Training Directorate, Security Assistance Training Directorate (FOA), Generating Force Training Directorate, Reserve Component Training Integration Directorate, Training Operations Management Activity (TOMA) (FOA), G-32 Training Integration Cell (JTCOIC), G-33 Current Operations Directorate, G-35 Future Operations Directorate, G-5 Deliberate Plans Directorate, G-7 Advanced Concepts Directorate, and Command Provost Marshal Directorate ([see figure 9-1](#)).



**Figure 9-1. DCS, G-3/5/7 organization**

**9-3. Functions of the Deputy Chief of Staff, G-3/5/7**

- a. Manages training operations. Manages training operations to include effectively integrating and synchronizing the implementation of command training programs.



- b. Operations and readiness. Leads command operations, mobilizations, and readiness. Integrates and synchronizes operations across TRADOC and manages readiness of the training base.
- c. Develops and recommends priorities. Analyzes, integrates, and synchronizes command requirements and solutions; recommends command priorities to ensure subordinate organizations of TRADOC can perform their operational and training missions.
- d. Staff planning and staff management. Provides staff management for the TRADOC Antiterrorism, TRADOC Physical Security, TRADOC Chemical Surety, and TRADOC Critical Infrastructure Risk Management.
- e. Support to ARFORGEN. Develops and recommends policy and procedures to better support ARFORGEN.
- f. Reviews and develops strategy. Leads the development of strategies for TRADOC and the review of strategies by higher headquarters.
- g. Formulates TRADOC plans. Develops plans that enable TRADOC to support the Army.
- h. Training and leader development experimentation, research and studies. Assists ARCIC to support advancements in training, leadership, and education through participation in TRADOC experimentation, research and studies, and science and technology processes.

#### **9-4. Executive Office**

- a. Mission. Provides organizational leadership for the DCS, G-3/5/7.
- b. Organization. The Executive Office consists of six elements and two LNOs: the DCS, G-3/5/7 Office, the Assistant Deputy Chief of Staff (ADCS) G-3/5/7 Office, the Deputy to the ADCS, G-3/5/7, the Deputy Assistant Deputy Chief of Staff G-3/5/7 (DADCS G-3/5/7), the DCS, G-3/5/7 Sergeant Major (SGM), and an administrative office. The two LNOs are JFCOM Joint Integration Directorate (JID) and U.S. Army FORSCOM LNO.
- c. Functions:
  - (1) The DCS, G-3/5/7 functions as the TRADOC G-3 in the areas of training, operations, readiness, and plans. The DCS, G-3/5/7 is the TRADOC lead for personnel proponentcy and serves as the TRADOC Force Protection (FP) Officer and the TRADOC Command Surety Officer. The DCS, G-3/5/7 has staff management responsibility for actions addressed at the TENCAP general officer's steering committee (TGOSC) and attends the TGOSC as an advisor to the DCG, CA during this forum.
  - (2) The ADCS, G-3/5/7 acts for and represents the G-3/5/7 as required; manages the training base to include expansion and mobilization. Serves as the Army representative for the

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ITRO and the Army Functional Chief's Representative (FCR) for CP 32, Training and Warfighting Developers.

(3) The Deputy to the ADCS, G-3/5/7; manages special projects; serves as the Deputy FCR for CP 32; and manages DCS, G-3/5/7 budgets, information management (IM), automation, and civilian personnel.

(4) The Deputy Assistant to the DCS, G-3/5/7 manages all tasking requirements for the G-3/5/7 staff and the G-3/5/7 administrative office and Soldiers.

(5) The DCS, G-3/5/7 SGM provides advice and recommendations on enlisted initial entry and NCO leader development policies and actions to the DCS, G-3/5/7; coordinates policy implementation among HQDA staff, other ACOMs, MSOs, and the INCOPD; and advises both the TRADOC CSM and INCOPD on future NCO leader development and NCOES implications resulting from Army strategic plans.

(6) The DCS, G-3/5/7 administrative office provides direct support for Soldiers actions, personnel security, property accountability, and the acquisition of supplies; serves as the G-3/5/7 DTS Administrator and Travel Card Agency Program Coordinator; provides correspondence and suspense management, along with personnel management for G-3/5/7.

(7) The TRADOC JID, embedded at JFCOM, integrates and coordinates with JFCOM; synchronizes relevant activities and issues with JFCOM and coordinates with HQDA, FORSCOM, and other services to facilitate support for key JFCOM initiatives. The JID includes the Senior Army LNO to JFCOM and SMEs embedded in key JFCOM directorates (J7 Joint Training, J8 Joint Capabilities Developments, J9 Joint Concepts Developments and Experimentation, Joint Center for Operational Analysis, and Joint Systems Integration Command).

### **9-5. Command Priorities and Integration Directorate (CPID)**

a. Mission. Receives, analyzes, integrates, and synchronizes command requirements and resources in accordance with CG, TRADOC priorities.

b. Organization. CPID consists of a single office.

c. Functions.

(1) Interfaces with HQDA G-3/5/7 as the central POC for integration of all TRADOC programs in accordance with CG, TRADOC priorities.

(2) Operationalizes the CG, TRADOC command priorities.

(3) Analyzes and validates mission/program requirements from across TRADOC.

(4) Coordinates requirements that span organizations internal and external to TRADOC.

(5) Prioritizes and integrates TRADOC requirements consistent with CG, TRADOC priorities for a variety of programs including Concept Plans, COCOM Integrated Priority Listing, administrative ADOS, POM, current year mission gaps, and other requirements.

(6) Provides a command-approved recommendation for resource allocation to support the most critical requirements.

(7) Co-chairs the TRADOC MRB.

(8) Monitors a requirement's progression from identification through resolution.

#### **9-6. Analysis and Evaluation Directorate (A&ED)**

a. Mission. Provides operations research and program analysis and evaluation, to include individual training, leader development, HCE, ARFORGEN, and education programs. Assists in policy development, staff management, and resource coordination.

b. Organization. The A&ED consists of the Operation Analysis and Evaluation Division, the Strategic Analysis and Evaluation Division, and the Programs Division.

c. Functions.

(1) Provides analysis, integration, and prioritization of resources.

(2) Develops the TRADOC training center assessment (TTCA) presentation, delivered to the Vice Chief of Staff, Army. Coordinates presentation development and validation to ensure strategic communication of TRADOC leadership's message.

(3) Manages and staffs the TRADOC Core Competency Assessment.

(4) Collects, evaluates, and analyzes data for HQDA Strategic Readiness Update (SRU). Prepare TRADOC senior leaders for SRU VTCs.

(5) Prepares, collects, and analyzes TRADOC input to the Institutional Training Readiness Report for submission to Congress.

(6) Analyzes TRADOC attrition data for trends and report findings to DCS, G-3/5/7; USAAC; DCG, IMT; and HQDA G-1.

(7) Analyzes TRADOC trainee, transient, holdee, and student data for trends and report findings to DCS, G-3/5/7, USAAC, DCG-IMT, and HQDA DCS, G-1.

(8) Conducts specialized studies and/or analyses by direction of the DCS, G-3/5/7 and the ADCS, G-3/5/7.

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(9) Coordinates DCS, G-3/5/7 resource issues and monitors resource priorities for DCS, G-3/5/7.

(10) Assists, in coordination with DCS, G-8, in managing Army Management Headquarters Activity (AMHA) account for DCS, G-3/5/7.

(11) Assists in managing contract support within DCS, G-3/5/7.

(12) Coordinates and develops the DCS, G-3/5/7 position on GAO, USAAA, IG, and TRADOC IRAC audits and inspections.

(13) Administers the ICP within DCS, G-3/5/7.

(14) Coordinates DCS, G-3/5/7 input to productivity improvement programs.

### **9-7. Deputy G-3 (Training)**

a. Mission. The Deputy G-3 (Training) is dual-hatted as the ADCS, G-3/5/7.

b. Organization. The Deputy G-3 (Training) consists of the following organizations: Special Assistant for Individual Training, Joint Force Training Directorate (JFTD), Security Assistance Training Directorate (SATD) (FOA), Generating Force Training Directorate (JFTD), RC Training Integration Directorate (RCTID), TOMA, and G-32 Training Integration Cell, (JTCOIC).

c. Functions.

(1) The Special Assistant for Individual Training. Provides expert advice to the Deputy G-3 (Training) and monitors, plans, and coordinates the operations for Generating Force training, RC training integration, and training operations management activities. The primary focus of this position is to develop, integrate, and transform TRADOC individual training to support the Army.

(2) Joint Force Training Directorate (JFTD).

(a) Mission. The Joint Force Training Directorate serves as the HQ TRADOC lead for coordinating and integrating solutions to JIIM training issues of significance to TRADOC and the Army.

(b) Organization. The directorate has two divisions: Joint Training Division (JTD) and Joint Air-Ground Operations (JAGO) Division.

(c) Functions.

- Performs ACOM-level analyses, coordination, staffing, and synchronization of solutions to JIIM training issues.

- Participates in JFCOM training and technology initiatives.
- Participates in Army and joint initiatives to enhance JIIM training.
- Participates in Army and joint doctrinal writing and review.
- Serves as HQ, TRADOC lead for coordination with JIEDDO.
- Performs ACOM-level JIIM gap mitigation in support of MSOs.
- Represents HQ TRADOC and prepares TRADOC leadership for participation in various Army, multiservice, and JIIM training forums.
- Serves as G-3/5/7 lead in joint intelligence forums; synchronizes activities of the G-2 and G-3/5/7.
- Serves as co-chair for joint intelligence, surveillance, reconnaissance (JISR) tiger team.
- Tracks OE issues.
- Performs ACOM-level integration of JAGO.

(3) Security Assistance Training Directorate (SATD) (FOA).

(a) Mission. Functions as the Army program manager within the U.S. Army Security Assistance Enterprise (ASA/ALT-AMC-TRADOC) for U.S. Government-authorized and DOD-executed Security Assistance Training Programs (SATP) that provide Army-managed training to approved countries and international military students in continental United States (CONUS) and OCONUS in support of COCOM, Army Service Component Commands (ASCC), and HQDA security cooperation objectives.

(b) Organization. SATD consists of two directorate-level FOAs: the SATFA and the Security Assistance Training Management Organization (SATMO). The Director, SATD is dual-hatted as the Director, SATFA and provides the CG, TRADOC (as designated Army security assistance training (SAT) implementing activity (IA)) and DCS, G-3/5/7 direction of the Army SATP.

- SATFA at HQ TRADOC manages the Army CONUS-executed SAT program in accordance with AR 12-15, and manages all SATP cases and financial management requirements as directed by HQDA.
- SATMO at Fort Bragg, North Carolina, manages the Army OCONUS-executed SAT program in accordance with AR 12-7 and is provided organizational administration and logistical support by SOCOM John F. Kennedy Special Warfare Center and School.
- SATFA and SATMO are TRADOC TDA-authorized organizations whose organizational and workload requirements are totally funded by the foreign military sales (FMS) administrative fund and by Title 22 foreign military financing (FMF) program administrative funds.

(c) Functions of SATD.

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- Represents TRADOC on Army SATP matters within the Army Security Assistance Enterprise. Functions as overall Army program manager for the Army SATP.
- Serves as the primary TRADOC SAT policy and program execution advisor to the DCS, G-3/5/7 and CG, TRADOC for Army-managed SAT requirements.
- Prepares, coordinates, and manages TRADOC FMS and FMF administrative funds' 2-year operating budgets and POM requirements submissions for TRADOC to the ASA(ALT).
- Coordinates Army SATP requirements with the COCOMs, Defense Security Cooperation Agency (DSCA), ASCCs, HQDA, other military departments, U.S Government security assistance organizations, foreign embassies and attaches, and Army-managed CONUS institutional training activities to include TRADOC centers and schools.
- Assists ARCIC by coordinating with IAPD on all TRADOC SATP execution in support of the Army International Activities Plan and TRADOC's supporting International Activities Plan.
- Serves as the TRADOC representative at security assistance forums that produce Army SAT requirements.
- Advises and provides direct support to the senior SAT specialist at ASA(ALT).

### (d) Functions of SATFA.

- Prepares, coordinates, and manages TRADOC-approved military articles and services list courses and administrative information for approved countries and international military students. Coordinates with TRADOC DCS, G-2 and HQDA on disclosure determinations for all Army training requested by approved foreign countries.
- Assists centers, schools, and activities, ACOMs, and selected DOD and commercial activities executing SAT to ensure compliance with AR 12-15 to ensure life cycle support of international military students, and execution of the DOD U.S. Field Studies Program. Provides staff assistance for International Military Student Offices at Army and selected DOD schools and training activities. Plans, develops, and executes training programs and mission materials for center and school IMSOs.
- Serves as TRADOC lead for centralized case and financial management across all security assistance programs for Army-managed SAT execution as directed by HQDA and AR 12-1.
- Monitors compliance of FMS training case legal requirements between Army training activities and participating countries. Coordinates preparation and complete life cycle management of FMS, FMF and pseudo training cases (to include training lines in AMC-managed material cases) from preletter of request through case closure, inclusive of all IT systems requirements with DSCA, HQDA, AMC/U.S. Army Security Assistance Command, and approved countries.
- Maintains validated database interfaces (both manual and automated) between the Defense Security Assistance Management System (DSAMS) and Army Training Requirements and Resources System (ATRRS) to include Army training class

schedules and quota allocations for international training requirements. Coordinates with HQDA and TOMA for all Army-managed SATP requirements within Army Training Requirements Analysis System (TRAS) processes (structure and manning decision review (SMDR), TRAP, and training execution) to meet COCOM-, ASCC-, and HQDA-stated security cooperation objectives.

- Represents Army SAT for DSCA-directed IT initiatives to include the joint DSAMS-Training Module (TM). Maintains a database of Army-managed SATP execution to respond to U.S. government agency-approved requests for information. Coordinates with HQDA and DSCA for all Army-managed, SATP-unique, IT system requirements and execution (data, applications, and interfaces).

(e) Functions of SATMO.

- Advises and coordinates, in accordance with AR 12-7, with DSCA, COCOMs, ACOMs, HQDA, and other military departments, on the capabilities, availability, suitability, and resourcing of COCOM-validated and HQDA-approved Army OCONUS SAT-funded security assistance teams tasked to TRADOC for mission execution.
- Functions as the Army lead for personnel, supplies, equipment, and training support materiel in support of SAT-funded OCONUS team requirements. Includes the identification, requisitioning, packing, crating, and shipping of materials, equipment, and life support items to sustain deploying teams.
- Provides personnel actions and finance support to OCONUS team members assigned to TRADOC on permanent change of station (PCS) security assistance teams. Coordinates with HRC, in coordination with TRADOC DCS, G-1/4, for the management and resourcing of the TRADOC OCONUS team TDA for PCS SAT-funded team Soldiers.
- Manages the curriculum and execution of the Security Assistance Training Team Orientation Course for deploying security assistance team members.
- Serves as HQ TRADOC POC for all contracting matters in support of SAT-funded OCONUS teams, to include requirement approval and contract oversight.

(4) G-32, Training Integration Cell, Joint Training Counter-IED Operations Integration Center (JTCOIC).

(a) Mission. Facilitates integration of JTCOIC products and capabilities into training and education courses developed and conducted by TRADOC centers, schools, and activities to enhance the linkage and synchronization between JTCOIC training products and capabilities and IT as defined by command priorities and G-3/5/7 training management initiatives.

(b) Organization. The cell consists of action desks aligned with JTCOIC functions: institutional training/education, training brain/integrated training environment, and modeling/simulations and applications.

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### (c) Functions.

- Provides central G-3/5/7 coordinating point for information and action for development, deployment, and use of JTCOIC products in support of ARFORGEN.
- Enhances and promotes early linkage and synchronization of JTCOIC products and capabilities with G-3/5/7 training management initiatives, directives, command priorities and TRADOC proponent and staff leads.
- Provides consultation and advice on matters related to the implementation, use, and benefit from JTCOIC products/capabilities within TRADOC centers and schools.
- Facilitates synchronization and communication among TRADOC internal and external stakeholders involved in programs, projects, and actions related to integration of JTCOIC products into TRADOC centers and schools.
- In coordination with JTCOIC, assesses and measures implementation of JTCOIC products and capabilities and coordinates with stakeholders and facilitates corrective action.

### (5) Generating Force Training Directorate (GFTD).

(a) Mission. Provides ACOM-level staff support for the Army's leader development and education programs; functional training; aviation training, operations, and standardization; interservice training; training and education development; and personnel development systems to support ARFORGEN and meet the intent of the CG, TRADOC.

(b) Organization. GFTD consists of six elements: Aviation Division, Strategies and Policies Division, Interservice Training Office, Training Development Staff Management Division, Personnel Development Division, and the Professional Military Education (PME) Group. The PME Group has three components: Officer/Warrant Officer Education System Division, Civilian Education System Division, and the Education System Integration Division.

### (c) Functions.

- Manages ACOM-level staff coordination, synchronization, and integration of the Army's leader development and education programs: OES, NCOES, and CES, to include civilian functional training.
- Reviews, assesses, coordinates, and recommends individual training and education-related products, initiatives, policies to TRADOC senior leaders.
- Serves as lead for TR 350-10, Institutional Leader Training and Education.
- Assists CAC with planning, coordinating, and executing the Army Leader Development Strategy, Army Training Strategy, and quarterly Prepare the Army forums.



- Supports MSOs by participating in conferences, symposiums, orientations, joint and foreign staff talks and providing information on individual training, PME, and leader and personnel development programs, policies, initiatives, and issues.
- Issues TRADOC guidance for the annual German Army Individual Development and Advancement Phase Program.
- Leads the General Douglas MacArthur Leadership Award nomination process within TRADOC and coordinates the general officer review board.
- Serves as TRADOC lead for Army ITRO and Army interservice training. Coordinates interservice training strategies and resource requirements with training proponents and other services (including the U.S. Coast Guard and Healthcare Interservice Training Office), and monitors implementation in TRADOC schools.
- Develops and monitors guidance, policies, procedures, and responsibilities relating to the management and conduct of interservice training at TRADOC and other service schools in AIT and functional training. Assists MSOs and schools in resolving ITRO-related issues.
- Provides the Army member of the ITRO Deputy Executive Board and the ITRO Steering Committee; provides the ITRO Secretariat Service lead every 4th year.
- Provides the facilitator and hosts ITRO studies directed by the ITRO Executive Board and Deputy Executive Board.
- Provides Army input to AR 351-9, Interservice Training.
- Manages ITRO analysis of funding and manpower standards.
- Provides ACOM-level staff management, analysis, policy synchronization and development for two DOD Institutes: WHINSEC and the Defense Language Institute Foreign Language Center (DLIFLC).
- Provides ACOM-level staff management of aviation training programs, to include unmanned aerial vehicles and systems.
- Provides staff management of TRADOC air traffic activities including flying hours, aircraft distribution, aviation standardization, and air traffic and airspace mission areas.
- Provides SME support for aviation training and simulation requirements, aviation transformation, and aviation training support.
- Conducts aviation resource management surveys to ensure schools are in compliance with regulations and policy.
- Provides ACOM-level staff management of individual tasks, systems approach to training (SAT), common core training, and faculty development program.
- Serves as lead for TR 350-70, Army Training and Education Development (ATED): Management, Processes, and Products, including associated TRADOC 350-70 series of pamphlets.
- Represents TRADOC on the Officer Personnel Management System and Enlisted Personnel Management System COCs. Prepares senior leadership for the 2- and 3-Star GOSC in accordance with AR 600-3.

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- Provides HQ TRADOC staff management and integration for military occupational classification and structure proposals within the context of DOTMLPF in accordance with AR 611-1 and DA Pam 611-21.
- Coordinates, monitors, and assists development of Army Soldiers management policies and guidance.
- Assists ARCIC with analyzing personnel domain implications in force design assessments and updates.
- Assists USAAC and DCG, IMT with Soldier personnel quality issues and development of officer accessions and WO appointment policies.
- Assists DA G-1 and HRC by collecting, performing QA on, obtaining TRADOC CSM approval for, and submitting to HQDA and USAREC, TRADOC and non-TRADOC force modernization, branch, and career management field proponent guidance used by E-7 and E-8 promotion boards and training and E-9 selection boards. Collates and disseminates review and analysis reports following each board.
- Manages the command and key billets centralized selection list for TRADOC.
- Collects, performs QA on, staffs, and obtains CG, TRADOC approval of branch and FA requests for designating, or requesting changes to COL and LTC commands and key billets as centralized selection list positions.
- Collects, performs QA on, staffs, and obtains CG, TRADOC approval of branch and FA proponent slating guidance for COL and LTC centralized selection list.
- Assists HQDA G-1 and HRC with development of career and professional development models in coordination with INCOPD (DA Pam 600-25).
- Provides ACOM-level staff management of ATED. Serves as HQ-level lead for training and education effectiveness studies.
- Manages, coordinates, produces, updates, and enforces Armywide training and education development policy and guidance established in TRADOC 350-70 series pamphlets.
- Provides policy, guidance, management oversight, and functional lead of the DA-level Training and Doctrine Development and QA Management Workload program. Develops input to Army POM for the institutional Army's training and education development program.
- Serves as functional lead for coordinating Army-wide training and education automation systems ensuring connectivity to DA systems.
- Serves as the course manager for the Army Senior Training and Education Managers' Course and Army Training and Education Developers' Middle Manager Course.
- Provides oversight and approval of policy and procedures for the staff and faculty development program in coordination with CAC.
- Manages the Army-wide Instructor of the Year program.
- Serves as lead for TR 95-1, Flight Operations.

- Provides oversight, policy, and guidance for TRADOC libraries that are consistent with that of DA. Serves as TRADOC CPM for CP 34 librarians and librarian interns.
- Promotes best practices in the acquisition, storage, and dissemination of information.
- Represents TRADOC on the Army library steering committee with Federal library agencies.
- Serves as the lead for the TRADOC and academic libraries link on AKO providing subject matter expertise, overseeing selection of content, recommending revisions, and designating responsibility for maintenance and accuracy.
- Develops standards and evaluates TRADOC libraries to meet QA program guidelines.
- Provides a forum for the free interchange of ideas, information, and technology related to the ATED program and conducts the annual ATED program summit.
- Provides oversight of Army Education Advisory Committee (AEAC) subcommittees, USAWC Board of Visitors, Command and General Staff College Board of Visitors, ROTC Subcommittee, Distance Learning/Training Technology Applications Subcommittee, and the DLIFLC Board of Visitors. The AEAC provides independent advice and recommendations to the Secretary of the Army and the Chief of Staff, Army in matters pertaining to the U.S. Army's educational programs.

(6) Reserve Component Training Integration Directorate (RCTID).

(a) Mission. Improves the Army's RC personnel and training readiness by recommending allocation of resources and recommending changes to policy, processes, and programs.

(b) Organization. The directorate has two divisions: Programs Division and Operations Division.

(c) Functions.

- Serves as the SME for RC training and organization; promotes collaboration between TRADOC and the RC to resolve individual training and readiness concerns; supports TRADOC QA offices in conduct of RC accreditation mission; participates in individual and institutional training forums; executes the One Army School System (OASS).
- Analyzes individual and institutional training trends impacting readiness; resources and manages TASS Readiness Reporting System; manages information programs which improve RC readiness; coordinates with TOMA and proponent schools to correct course information in ATRRS; coordinates The Army Training System Courseware compliance with TRADOC and proponent schools; manages TASS Course Currency Report; monitors accreditation standards, efficiencies, execution and results; analyzes TASS balance relating to current and future force structure and leads rebalance efforts as required in support of OASS.
- Coordinates, analyzes, and oversees the execution of TASS. Develops, staffs, and recommends training processes; coordinates requests for RC resources to support ARFORGEN; coordinates resolution of HHI resulting from RC accreditation; assists

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with the application of the Army Distributed Learning Program courseware for RC courses.

- Coordinates and synchronizes training policies between TRADOC, NGB, USARC, and proponent schools; initiates, reviews, monitors, and coordinates updates to TASS training policies in AR 350-1 and TR 350-70; acts as lead for TR 350-18; maintains, guides, and empowers RC collaborative SMEs; manages the Title XI budget.
- Coordinates the TRADOC Annual Reserve Component General Officer Conference; prepares TRADOC Senior Leadership attendance to the Army Reserve Forces Policy Committee; plans, coordinates and executes TRADOC semiannual Training Coordination Council Workshop.
- Develops policies, processes, and programs for TASS (TR 350-18) and coordinates/facilitates TRADOC RC training initiatives.
- Plans, coordinates, and integrates RC training issues relating to TASS including TRAPs, pre-SMDR data collection, and AA training requirements.
- Serves as TRADOC lead for USAR Training Command (TASS) Training Management and Policies (TR 140-3).

### (7) Training Operations Management Activity (TOMA) (FOA).

(a) Mission. Plans, coordinates, and oversees the documenting, programming, scheduling, logistics management, and training management operations for U.S. Army courses conducted in TRADOC during peacetime and mobilization. Develops the mobilization (MOB) Army Program of Individual Training (ARPRINT) for expansion of the institutional training base during mobilization. Coordinates the division's institutional training (DIV (IT)) augmentation mission. Serves as the TRADOC lead for ARFORGEN synchronization of MTT to support unit resetting under the ARFORGEN model. Serves as TRADOC lead for joint sourcing training oversight (JSTO), concerning all TRADOC training issues for sister services supporting Army missions.

(b) Organization. The directorate has three divisions: Programs, Operations, and Training Base Augmentation.

### (c) Functions.

- Exercises staff responsibility for planning, programming, and management of training accessions and students into the training base in coordination with HQDA, the TRADOC staff, CAC, USAAC, IMCOM, and TRADOC schools.
- Serves as TRADOC lead for the SMDR. In coordination with HQDA; the HQ TRADOC staff; CAC; USAAC; DCG, IMT; and TRADOC schools, manages SMDR to balance training capacity and training requirements in preparation of the ARPRINT. Synchronizes enterprise-level standardization for resources associated with the development of, and adjustments to the ARPRINT.
- Serves as quota manager for all TRADOC courses of instruction (1,700+) as well as for Army civilian training requirements in USAF training and U.S. Army CONUS training

requirements in Global Command and Control System courses in coordination with HQDA, the TRADOC staff, CAC, USAAC, and DCG-IMT.

- Validates BCT and OSUT company structure requirements based on ARPRINT-derived training requirements; coordinates the validation of course requirements for dollars, personnel (instructors and support), ammunition, equipment, and facilities. Manages course growth for CG, TRADOC (in coordination with HQDA; the TRADOC staff; CAC; USAAC; DCG, IMT; and TRADOC schools).
- Coordinates and synchronizes changes to the annual training program for the TRAP process.
- Serves as the TRADOC lead for the ATRRS.
- [Suspended until conclusion of wartime footing] Designs, directs, and evaluates mobilization training base expansion (TBE) exercises and reception battalion mobilization exercises in coordination with HQDA, the TRADOC staff, FORSCOM, USARC, the NGB, and TRADOC schools.
- Establishes planning alignments for AR and ARNG training organizations with TRADOC schools and Army training centers for mobilization training base expansion support; coordinates with FORSCOM to reflect mobilization support alignments in the Army command and control database.
- Coordinates required Army Reserve DIV (IT) support of TRADOC peacetime operations (IET, ROTC and TBE exercises) in coordination with USAAC; the HQ TRADOC staff; FORSCOM; USARC; DCG, IMT; and TRADOC schools.
- Develops and maintains sections of the TMOPES that deal with training base expansion policy and operations.
- Serves as HQDA's executing agent for development of the annual operating budget ARPRINT.
- Serves as TRADOC lead for TRAS. Ensures coordination, synchronization, and smooth implementation of new and revised training programs, manages TRAS documents, and provides input to the development of automated information systems supporting TRAS.
- Manages ammunition for TRADOC training. Monitors the status of training ammunition and prioritizes the distribution to TRADOC schools based on availability and Army needs. Conducts operator training for Training Ammunition Management Information System-Redesigned (in coordination with HQDA, the HQ TRADOC staff, CAC, USAAC, and DCG-IMT).
- Coordinates the G-3/5/7 portion of the TRADOC MCA, and unspecified minor MCA list. Monitors status of TRADOC training facility projects and provides executable analyses, assessments, coordination, input, output, and recommendations for training facilities. Coordinates solutions for training facility constraints (in coordination with HQDA, the HQ TRADOC staff, CAC, USAAC, and DCG-IMT).
- Monitors training equipment requirements, distribution, and execution. Coordinates priorities for the distribution/redistribution of new and displaced training equipment; provides executable analyses, assessments, and recommendations for training

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equipment; coordinates solutions for training equipment constraints (in coordination with HQDA, the HQ TRADOC staff, CAC, USAAC, and DCG-IMT).

- Reviews requirements documents for training ammunition, equipment, and facility implications in allowances materiel fielding documents (in coordination with HQDA, the HQ TRADOC staff, CAC, USAAC, and DCG-IMT).
- Synchronizes training requirements and schedules in support of ARFORGEN; develops and maintains ARFORGEN plans that support expansion of institutional training mission. Manages plans and resource requirements in support of training base expansion and multicomponent, multiservice ARFORGEN training support. Serves as co-lead with HQDA for the ARFORGEN IT Workgroup; manages ARFORGEN RESET/Train Assistance Team (ARTAT) and TRADOC Schools Technician Pilot Program. Serves as lead for MTT support to units resetting under ARFORGEN.
- Integrates IT resources in coordination with G-8, G-1/4, and G-6.
- Develops and recommends policy to provide IT to support units resetting under ARFORGEN.
- Plans and coordinates ARFORGEN ARTAT requirements with HQDA, ACOMs, and ASCCs and synchronizes TRADOC resources/capabilities to execute NCOES MTTs in support of resetting units.
- Serves as TRADOC lead for TR 350-8, Ammunition.
- Coordinates with the Air Force, Navy, Marine Corps, and Coast Guard concerning all TRADOC training requirements.
- Coordinates with FORSCOM for all JSTO TRAPs. Works closely with TRADOC schools and quota managers on securing school quotas for JSTO emerging training requirements.
- Coordinates with HQDA G-3 concerning any school classes that must be prioritized to accommodate sister service members that are deploying.

### **9-8. Deputy G-3/5 (Operations and Plans)**

The Deputy G-3/5 (Operations and Plans) consists of the following five directorates and one LNO organization: Current Operations (G-33), Future Operations (G-35), Deliberate Plans (G-5), G-7/Advanced Concepts, Command Provost Marshal, and the Marine Corps Combat Developments Command LNO.

#### **a. Current Operations (G-33).**

(1) **Mission.** Provides commandwide support and oversight of current operations to maintain situational awareness and ensures timely and accurate command and control reporting.

(2) **Organization.** The directorate has seven elements: Operations Division, Tasking Division, Mobilization Division, Readiness Division, Chemical Surety Division, Special Actions Division, and TRADOC Operations Center.

(3) Functions.

(a) Prepares, coordinates, authenticates, publishes, and distributes orders, including fragmentary orders (FRAGO) and warning orders (WARNO), and products involving contributions from other staff sections.

(b) Provides command leadership with situational awareness of global affairs through daily operation summaries (OPSUMs) and keeps DA informed of TRADOC actions through a daily SITREP. Coordinates and manages the TRADOC continuity of operations (COOP) program and the crisis action team. Develops and manages the Command operations security (OPSEC) program through the Command OPSEC plan and TRADOC accreditation visits to schools/CoE. Coordinates TRADOC support to COCOM; acts as the focal point for monitoring TCP execution, including FRAGO/OPORD preparation. Serves as the office of primary responsibility for emergency management oversight. Manages TRADOC compliance with the following treaties: Chemical Weapons Treaty, Intermediate Nuclear Forces Treaty, Open Skies Treaty, Global Exchange of Military Information/ Transparency in Armaments, Strategic Arms Reduction Talks, and the Certain Conventional Weapons Treaty. Coordinates TRADOC activities involving special events, such as the National Boy Scout Jamboree, Joint Service Open House, and Public Service Recognition Week.

(c) Manages, analyzes, and processes all internal, external, and individual augmentation tasking requests received on behalf of CG, TRADOC; serves as central tasking authority for TRADOC G-3 to subordinate HQs and HQ TRADOC staff; serves as lead for TR 500-2, Tasking and Individual Augmentation Management.

(d) Processes voluntary and involuntary, unit and individual, MOB actions in support of TRADOC and maintains accountability of RC Soldiers supporting contingency missions TRADOC-wide. Serves as Army's executing agent for CONUS replacement center operations; acts as lead for the TMOPES.

(e) Leads and synchronizes all TRADOC readiness reporting efforts; manages monthly net unit status report (NetUSR) providing the senior leadership with data/analysis on TRADOC readiness, and reporting TRADOC readiness to HQDA. Coordinates readiness reporting policy and regulatory matters. Operates TRADOC Flight Operations Office, coordinating military air requirements for HQ TRADOC, and exercising operational control of the TRADOC Flight Detachment (Fort Eustis).

(f) Provides command oversight and program management of the TRADOC Chemical Surety Program.

(g) Manages the TRADOC Senior Officer Orientation Program and coordinates orientations for newly assigned officers (TR 1-9). Manages the TRADOC Enterprise Calendar and Master Planning Calendar.

(h) Manages the TRADOC EOC to provide communications support and situational awareness of TRADOC and worldwide military operations to leadership. Serves as lead for TR

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1-8 (TRADOC Operation Reporting). Facilitates communications between TRADOC Senior leaders, HQDA leadership, TRADOC senior commanders, installations, schools, centers and other Army commands. Processes operations reports, SIR and suspicious activity reports (SAR), and notifies TRADOC leadership, Army North, and HQDA. Maintains contact information on TRADOC CG, DCG, DCG G-3/5/7 and other key staff members and maintains the daily Key Leader Status Report. Prepares and distributes the Daily Events Summary, including SIRs and OPREPs. Monitors the Automated Message Handling System, Web-based Army Messaging System, and Secure Internet Protocol Router Network (SIPRNET) and Non-secure Internet Protocol Router Network (NIPRNET) traffic addressed, and of interest, to TRADOC leadership.

### **b. Future Operations and Plans Directorate (G-35).**

(1) Mission. Develops, manages, and implements operational and functional plans in support of the training base, specifically, the ACP, TCP, and TRADOC support to the ARFORGEN synchronization process.

(2) Organization. The directorate consists of one division; LNOs from CAC; ARCIC; DCG, IMT; and USAAC; and G-staff planners.

#### **(3) Functions.**

(a) Serves as TRADOC lead for the ACP, TCP, TRADOC Synchronization Meeting, and ARFORGEN.

(b) Develops and synchronizes plans across multiple functional areas. Maintains situational awareness of planning in functional areas that could have a potential commandwide impact. Transitions plans at the appropriate time to the G-33.

(c) Executes CG hosted events such as the TRADOC Senior Leader Conference and the Former TRADOC Commander's Conference.

(d) Executes TRADOC synchronization meetings and TCP governance forums.

(e) Receives, validates, and integrates BRAC plans with respect to IT in support of the BRAC Office.

### **c. Deliberate Plans Directorate (G-5).**

(1) Mission. The G-5 develops plans and strategies for TRADOC; and reviews plans, strategies, and concepts from higher headquarters and other organizations for the development of plans that enable TRADOC to support the Army.

(2) Organization. Deliberate Plans Directorate (G-5) consists of two offices: Deliberate Plans and an HCE coordination cell.



(3) Functions.

(a) Conducts mid- to long-range planning for the command.

(b) Develops strategies for TRADOC and higher headquarters.

(c) Analyzes higher headquarters strategic documents to maintain situational awareness, to understand the impact on the command, and to provide suggested improvements or changes to higher headquarters.

(d) Develops a coordinated TRADOC response to strategic documents.

(e) Analyzes the strategic environment for trends and issues that affect TRADOC support to the national security mission.

(f) Formulates policy and guidance for TRADOC strategies.

(g) Ensures strategic guidance and plans from higher headquarters and other commands take TRADOC interests, requirements, and objectives into consideration. Provides input to higher headquarters plans and develops supporting plans.

(h) Transitions plans at the appropriate time to G-35 Future Ops and/or G-33 Current OPs.

(i) Performs contingency planning for the command.

(4) HCE coordination cell functions.

(a) Manages the flow of information through the HCE governance structure.

(b) Tracks working group progress and new initiatives for the TRADOC portion of the HCE.

(c) Serves as the entry point for inquiries and requests from the Office of Business Transformation, other core enterprises, and any other organizations that may need to interact with the HCE as it pertains to TRADOC-led initiatives.

(d) Ensures the TRADOC staff is aware of HCE events and ongoing initiatives.

(e) In coordination with ASA manpower and reserve affairs, HQDA G-1, develops enterprise solutions for the HCE, schedules governance meetings for HCE forums (HCE Executive Board and the HCE Steering Committee), prepares TRADOC senior leaders for the HCE forums and other core enterprise forums, assists in organizing the efforts associated with the HCE Campaign Plan, coordinates initiatives with other core enterprises, and attends COC and action officer-level working groups to address HCE concerns.

d. G-7 Advanced Concepts Directorate.

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(1) Mission. Facilitates the integration of training, leadership, and education (TL) into the capabilities development processes to ensure DOTMLPF solutions fully reflect the human dimension and provides staff assistance to ARCIC for the TL domains in the areas of concepts, S&T research and studies, and training strategies for the future force and rapidly fielded current force capabilities.

(2) Organization. The directorate has two divisions: Systems and Research and Studies.

(3) Functions.

(a) Assists ARCIC on training and leader development issues and initiatives related to their DOTMLPF integration mission; facilitates involvement across command through taskings and coordination with proponents to support training and leader development integration into the capabilities development process.

(b) Provides G-3/5/7 staff review and input on training and leader development aspects of capabilities development documents to include joint and Army concepts, strategies, plans, and policies.

(c) Provides HQs level staff management of new systems training to ensure policy, training strategies, and resourcing are coordinated and synchronized.

(d) Provides HQs level staff management of training capabilities and assists ARCIC and CAC with integration of training strategies and plans consistent with a system of systems training approach.

(e) Provides HQs level assistance to ARCIC in coordinating training strategies, assignment of leads, and identification of resource implications to support rapidly-fielded capabilities; monitors ongoing rapid fielding initiatives to identify potential training base implications.

(f) Serves as G-3/5/7 lead for Quarterly Futures Review (QFR). Serves as member of the ARCIC QFR COC.

(g) Serves as G-3/5/7 lead for issues and actions related to M&S, gaming, distributed learning, and KM issues and actions.

(h) Provides HQ level assistance to ARCIC in the review of all training and leader development JCIDS documents.

(i) Provides HQ level staff management of the Army Capstone Concept, Army Training Concept, Army Training Strategy, and subsequent action plans.

(j) Provides HQ level staff management of proponent-led training modernization initiatives (such as, Ground School XXI, BCT Modernization Training Strategy, Soldier as a System).

(k) Provides HQ level staff management for ACP and TCP decision points related to systems training and training modernization issues and initiatives.

(l) Monitors training and leader development issues and coordinates actions with appropriate agencies as G-3/5/7 lead for HQDA AR2B.

(m) Provides HQ level staff management for long-range (to the year 2025) Army training and leader development technology capability requirements; manages the development of long-range training and leader development concepts and vision documents (such as, Training and Leader Development S&T White Paper, Army Learning Concept).

(n) Serves as training and leader development domain lead for S&T in support of ARCIC by synchronizing and consolidating commandwide input and representing the training and leader development community in S&T forums.

(o) Serves as HQ lead for interface with training and leader development research agencies (such as, Research and Development Engineering Command-Simulation and Training Technology Center (RDECOM-STTC), ICT, Defense Advanced Research Projects Agency (DARPA), Army Research Institute (ARI)). Serves as training and leader development representative to the Army-DARPA Senior Advisory Group quarterly meetings.

(p) Collects and consolidates commandwide input to training and leader development chapter of TR 525-66, Force Operating Capabilities. Develops training and leader development S&T priorities and shortfalls in support of Warfighter Outcomes. Facilitates S&T agency coordination with command SMEs. Monitors TL S&T research and facilitates transition of emerging TL S&T capabilities to the Army.

(q) Serves as G-3/5/7 lead for issues and actions related to ARCIC's Campaign of Learning, Capabilities Needs Analysis, experimentation, and studies and provides training and leader development participation in these processes.

(r) Serve as HQ level assist to ARCIC in the management of the training and leader development related Warfighter Challenges as part of the Campaign of Learning and as an assist to CAC who serves as lead for those Warfighter Challenges.

(s) Identifies, assesses, and shares emerging insights from Army and joint training studies, experiments, and S&T research.

(t) Manages the commandwide Training Studies Program and serves as HQ lead to interface with training and leader development study agencies (TRAC, RAND, ARI).

(u) Provides HQ level staff management for all training and leader development actions and initiatives related to the Human Dimension Concept; serves as the G-3/5/7 representative to integrated concept teams.

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(v) Serves as HQ lead for the Institute for Creative Technologies; provides a member to the Technical Advisory Board and provides support for G-3/5 as the TRADOC senior member of the Executive Advisory Board.

(w) Facilitates the integration of the results of training and leader development experimentation, S&T, research, and studies into current commandwide programs.

(x) Manages G-3/5/7 internal survey program.

### **e. Command Provost Marshal Directorate (CPMD).**

(1) **Mission.** Executes the TRADOC FP mission, including the AT program, Domestic Terrorism and Criminal Threat Intelligence, Physical Security (PS) program, Law Enforcement program, and Military Working Dog (MWD) program. Develops guidance for mission-related management decision evaluation packages (MDEP). Recommends and facilitates employment and deployment of TRADOC modified table of organization and equipment (MTOE) Military Police (Law and Order) detachments and MWD assets.

(2) **Organization.** The directorate has two divisions: military police (MP) and force protection (FP).

(3) **Functions.**

(a) Leads the operational execution of the Command MTOE MP (Law and Order) detachments, AT, Domestic Terrorism and Criminal Threat Intelligence, PS, LE, and MWD programs.

(b) Develops policy, establishes plans, and executes Army AT program; develops TRADOC FP OPORD; develops TR 525-13 (Force Protection); advises CG, TRADOC and G3 (TRADOC FP Officer) on the operational execution of the TRADOC FP mission.

(c) Serves as HQ TRADOC AT Officer; plans and executes the AT Working Group and AT Executive Committee.

(d) Conducts AT and PS Operational Assessments of TRADOC centers, schools, and activities; coordinates Joint Staff Integrated Vulnerability Assessments, HQDA and USARNORTH assessments of TRADOC; develops, establishes, and implements the TRADOC Core Vulnerability Assessment Program.

(e) Develops, establishes, and implements the TRADOC Domestic Terrorism and Criminal Threat Intelligence Program; develops, establishes, and implements the TRADOC SAR process.

(f) Collects, analyzes, and disseminates Domestic Terrorism and Criminal Threat Information; prepares TRADOC Annual Terrorist Threat Assessment, Quarterly Threat

Statements, Weekly Threat Summaries, and time-sensitive Threat Bulletins; plans and executes the HQ TRADOC Threat Working Group.

(g) Develops, establishes, and implements the TRADOC PS Program; serves as TRADOC PS Officer; manages PS portion of the HQ TRADOC Chemical Surety Program; serves as a member of the HQ TRADOC Chemical Surety Board; represents TRADOC on the HQDA PS Review Board and on the HQDA PS Equipment Action Group.

(h) Integrates and synchronizes detainee operations (DO) effort across the DOTMLPF domain in accordance with HQ TRADOC's supporting plan to DO; represents TRADOC on the HQDA Senior Detainee Operations Oversight Council.

(i) Monitors manning, force structure, equipping, employment/deployment, and training of TRADOC MPs. Develops TR 672-7 (Brigadier General David H. Stem Award). Acts as MWD Program Manager for all MWD teams assigned to TRADOC; manages TRADOC quotas for AT, PS, and MP-specific training courses; implements the HQDA SIR system.

(j) Serves as program director for five MDEP accounts; Antiterrorism (VTER), Provost Marshal (QLPR), Physical Security (QPSM), Critical Infrastructure Risk Management (CIRM), and MTOE units (WEAD); validates and prioritizes TRADOC Force Protection resource requirements to HQDA G3.

(k) Develops, implements, and manages TRADOC CIRM program.

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## **Chapter 10**

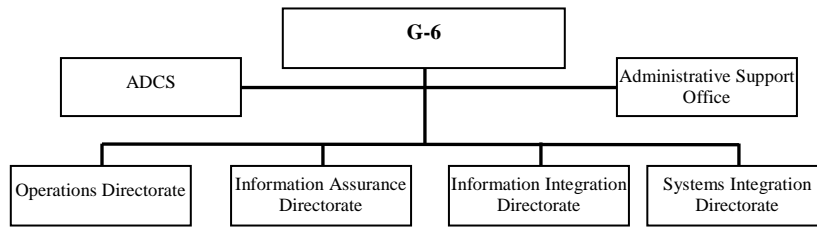
### **Deputy Chief of Staff, G-6 (C4)**

#### **10-1. Mission of the Deputy Chief of Staff, G-6**

The TRADOC DCS, G-6 (C4) (command, control, communications, and computers) is the senior advisor to CG, TRADOC for all IT and IM matters necessary for the execution of the TRADOC mission. The G-6 develops TRADOC-wide IT and IM plans, policies, and procedures and its enterprise architecture. In addition, the G-6 executes C4-specific directives from 9<sup>th</sup> 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.

#### **10-2. Organization of the Deputy Chief of Staff, G-6**

The DCS, G-6 (C4) consists of the G-6, Deputy G-6, an Administrative Support Office, and four directorates. The directorates are Operations, Information Integration, Information Assurance, and Systems Integration(see [figure. 10-1](#)).



**Figure 10-1. DCS, G-6 organization**

**10-3. Functions of the Deputy Chief of Staff, G-6**

G-6 functions support all TRADOC core functions and key enablers.

- a. Manages TRADOC enterprise collaborative environment, integration (internal and external), and maintenance.
- b. Executes IM/IT capital planning, investment, and portfolio management.
- c. Manages governance processes to include developing and enforcing IM/IT strategy, plans, and policy.
- d. Manages TRADOC information assurance (IA) and information systems security programs.
- e. Manages the TRADOC Administrative Publications Program.
- f. Manages the TRADOC Records Management Program. Appoints TRADOC Records Administrator and FOIA, Privacy Act (PA), and Management Information Control officers.
- g. Serves as the TRADOC FOIA/PA Initial Denial Authority.
- h. Serves as the TRADOC webmaster.
- i. Serves as the TRADOC voting member on the Army Chief Information Officer (CIO) Executive Board.
- j. Conducts technology assessments and assists with IT-enabled process improvement.
- k. Serves as lead for TR 25-1, TR 25-35, TP 25-53, TRADOC Supplement 25-2, and TRADOC Memorandum 1-2.
- l. Manages IM/IT projects that affect TRADOC-wide operations.
- m. Develops partnering relationships with branch and functional proponents on IT-related initiatives to ensure architectural compliance, technical feasibility, and information structure integration.

- n. Serves as TRADOC voting representative at selected Army IT Boards.
- o. Manages and coordinates TRADOC IM/IT requirements with NETCOM.
- p. Manages IT services for the TRADOC command group, personal staff, and special staff.

**10-4. Assistant DCS, G-6**

- a. Develops, integrates, and manages program execution and policy enforcement for assigned G-6 missions.
- b. Manages day-to-day G-6 operations and serves as G-6 tasking authority to G-6 directorates and personnel.
- c. Reviews, manages, analyzes, and provides guidance, advice, and recommendations for all G-6 personnel and resource management actions.
- d. Supervises G-6's administrative support personnel.
- e. Serves as the TRADOC CPM for Information Technology Management CP 34.
- f. Administers the G-6 ICP.

**10-5. Administrative Support Office (ASO)**

- a. Mission. Provides direct support to and assists the members of the staff by providing management services in the areas of security, human resources management, budget, manpower, travel, records management, and logistics services.
- b. Organization. The ASO consists of a single office.
- c. Functions.
  - (1) Reviews, manages, analyzes, and provides advice and recommendations for G-6 personnel and resource management actions.
  - (2) Serves as the G-6 GPC billing official for assigned cardholders.
  - (3) Executes, manages, and oversees the G-6 programs for information, personnel, PS, OPSEC, and FP/AT.
  - (4) Manages the G-6 military and civilian evaluation reports and rating schemes. Prepares and submits personnel actions to include hiring actions, promotions, and tracking of awards.
  - (5) Manages G-6 TDA manpower requirements, authorizations, and utilization.

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- (6) Manages G-6 logistical operations to include procurement and facility maintenance.
- (7) Prepares the G-6 annual assurance statement.
- (8) Coordinates the GTC Program for G-6.
- (9) Serves as the G-6 DTS administrator.

### **10-6. Operations Directorate**

a. Mission. Provides staff management to TRADOC activities on the use of IT, including wired and wireless devices, networks, video teleconferencing, and telephony. Coordinates implementation of commandwide IT initiatives.

b. Organization. The Operations Directorate consists of a single office.

c. Functions.

(1) C4 management. Plans, coordinates, and manages use of network services (VTC, internet, e-mail, messaging), networking technologies (wide area networks, local area networks), and telephony (land mobile radios and telephones). Performs duties required for HQ TRADOC EOC operations. Coordinates the resolution of C4 issues affecting execution of TRADOC missions.

(2) Information management/IT service and requirements integration. Coordinates TRADOC IM/IT requirements with NETCOM. Coordinates resolution of issues related to employment of centrally-fielded automated systems and the provisioning and delivery of IT services to meet TRADOC mission needs from external providers (such as NETCOM, 7<sup>th</sup> Signal Command, and local Network Enterprise Center).

(3) HQ TRADOC IMO. Provides staff management for all IT-related programs, issues, and initiatives supporting HQ TRADOC. Works with staff activity IMO and information security officers to achieve integrated IT support and solutions among HQ TRADOC elements. Assists in project management for IT-related initiatives at the HQ. Identifies resourcing required to support enhanced and mission specific service and program delivery.

(4) HQ TRADOC command group support. Provides management oversight, advice, planning, and funding coordination of all IM/IT requirements for the command group, personal staff, and special staff.

### **10-7. Information Assurance (IA) Directorate**

a. Mission. Provides staff management to TRADOC activities on the secure use of IT.

b. Organization. IA Directorate consists of a single office.



c. Functions.

(1) IA Program Manager. Develops, executes, and manages TRADOC's IA program. Serves as the command's primary point of contact for all IA-related actions. Develops TRADOC policies and procedures regarding IA.

(2) Certification and accreditation. Monitors and assists subordinate activities with security certification, accreditation, and networkiness of TRADOC unique systems.

(3) Policy enforcement. Manages the implementation of the Army Computer Emergency Response Team advisory tasks and other DOD and DA directives.

(4) Resource management. Programs, manages, executes, and reports MDEPs MS4X and MX5T resource requirements.

(5) Training and certification. Ensures all IA personnel receive the necessary training and complete required certification to carry out their duties.

(6) Support to other programs. Provides information and personnel resources to support the command's Information Operations Condition, Operations Security, and Force Protection programs.

**10-8. Information Integration Directorate**

a. Mission. Develops and maintains TRADOC enterprise collaboration environment. Identifies and incorporates information technology solutions to improve business processes and increase efficiency across TRADOC. Responsible for development and implementation of policy to ensure compliance with The Federal Records Act, Freedom of Information Act, The Privacy Act, Administrative Procedure Act, and Executive Order 12958. Responsible for preparing, publishing, and managing TRADOC administrative publications and forms.

b. Organization. The Information Integration Directorate consists of one office.

c. Functions.

(1) Collaboration environments. Develops and manages a TRADOC-wide collaboration environment and strategy. Ensures TRADOC collaboration environment is consistent with specified systems and requirements at the DOD, joint, and DA level. Provides a TRADOC member to the AKO Configuration Control Board. Manages TRADOC presence on AKO. In conjunction with CKO, integrates TRADOC domain taxonomies.

(2) Mission-specific applications. Maintains TRADOC mission-specific servers, applications, and databases.

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(3) TRADOC Webmaster. Develops and enforces policy and procedures for TRADOC Web sites. Serves as TRADOC Webmaster. Designs TRADOC Web site in accordance with DOD, Army, and TRADOC policies and standards.

(4) TRADOC Records Administrator. Manages TRADOC Records Management Program to include: recordkeeping, office symbols, abbreviations, brevity codes, acronyms, management information control, publishing in the Federal Register, EO 12958 declassification, and other major records management subprograms as identified in AR 25-1, chapter 8. Approves TRADOC office symbols in accordance with AR 25-59, paragraph 4e. Ensures the adequacy of documentation, maintenance, and disposition of official records. Coordinates periodic records management program evaluations for HQ TRADOC, centers, schools, and activities. Serves as lead for TP 25-53.

(5) TRADOC FOIA/PA program management. Issues policy, provides technical advice, establishes procedural guidance, and coordinates with the staff judge advocate, OPSEC and public affairs officials, as necessary, for FOIA requests and PA-related incidents. Acts as lead for personally identifiable information breach reporting in accordance with TR 1-8.

(6) TRADOC Publications Control Officer. Reviews, coordinates, manages, and executes TRADOC administrative publications and forms programs. Manages life cycle of publications and forms, edits official publications for consistency and clarity with Army and TRADOC publishing conventions, and prepares for posting on official Web sites. Serves as lead for TR 25-35.

(7) TRADOC Data Board. Participates as voting member on TRADOC Data Board as Functional Data Owner. Supports TRADOC CKO as technical consultant.

### **10-9. Systems Integration Directorate**

a. Mission. Develops TRADOC policies and procedures regarding IM/IT to implement DOD, DA, and TRADOC objectives. Develops and enforces the TRADOC IM/IT Strategic Plan and the IT Capital Planning and Investment Management Program. Provides staff management of contracting and acquisition of IT assets and services.

b. Organization. The Systems Integration Directorate consists of a single office.

c. Functions.

(1) Capital planning and investment management. Develops and executes the IT capital planning process to provide efficient and effective prioritization of IM/IT needs throughout TRADOC. Participates in workgroups sponsored by DCS, G-8 in support of the TBG and Appropriation TRADOC Budget Guidance (ATBG). Develops and coordinates development of IT spending plans for TRADOC's other procurement, Army (OPA) appropriation. Executes CIO-managed funds such as long haul communication and IA funding.

(2) Information technology governance. Develops and monitors IT governance structures to ensure transparency and value of IT-related programs and assets. Maintains the portfolio of IT-based systems and assets, and coordinates approvals and milestone reviews with HQ TRADOC elements regarding high-visibility IT projects.

(3) Acquisition oversight. Reviews IT-related contracts and acquisition vehicles to ensure consistency with command policies and security and architecture standards. Develops and executes procedures for approving IM/IT acquisitions and services.

(4) Policy and reporting. Develops and integrates regulations, pamphlets, and other publications governing implementation of IM/IT.

(5) Integration. Identifies impacts and develops TRADOC positions on DOD, DA, and NETCOM policies and programs related to IM/IT. Coordinates with TRADOC activities and external organizations to ensure integration of TRADOC IM/IT requirements, policies, and standards.

(6) System and Technical Architectures. Oversees TRADOC compliance with system and technical architecture policies, plans, and standards which guide acquisition, development, and employment of IT systems within the ACOM.

## Chapter 11

### Deputy Chief of Staff, G-8

#### 11-1. Mission of the Deputy Chief of Staff, G-8

Formulates, allocates, administers, and validates requirements, and monitors the utilization of TRADOC resources (funding, manpower, and equipment) to execute TRADOC missions. The DCS, G-8 also serves as the principal management and financial advisor to CG, TRADOC; assists MSO commanders 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.

#### 11-2. Organization of the Deputy Chief of Staff, G-8

The DCS, G-8 consists of five directorates: Planning, Analysis, and Evaluation (PAED); Budget (BUD); Manpower and Force Analysis (MFAD); Finance and Accounting (FAD); and Management (MD) ([see figure 11-1](#)).

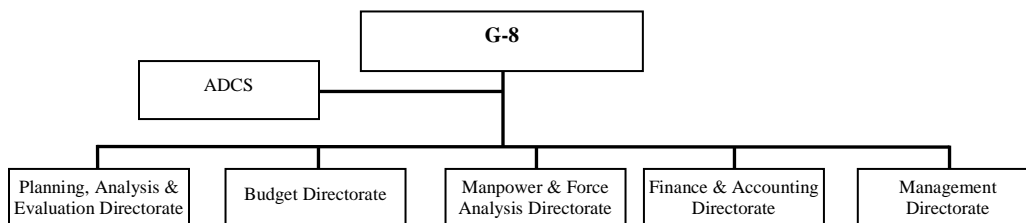


Figure 11-1. DCS, G-8 organization

## **TRADOC Reg 10-5-1**

### **11-3. Functions of the Deputy Chief of Staff, G-8**

Although not designated as a lead or assist for any of TRADOC's core functions or key enablers, DCS, G-8's resource management functions support all the core functions and key enablers.

### **11-4. Planning, Analysis, and Evaluation Directorate (PAED)**

a. Mission. Provides planning, programming, program analysis, cost factoring, cost study and analysis, and evaluation capabilities to achieve TRADOC resource management goals and objectives.

b. Organization. The PAED consists of three divisions: Strategic Planning and Integration, Training Programs, and Cost and Modeling.

c. Functions.

(1) Strategic Planning and Integration Division.

(a) Prepares, justifies, and provides to HQDA DCS, G-8 the TRADOC input to the POM and Program Budget Review (PBR). Assists in developing and coordinating the POM and PBR submission, and intercommand transfers for all appropriations.

(b) Prepares, justifies, and provides support to HQDA for the budget estimate submission (BES), Justification Book, and program budget guidance (PBG) in all appropriations.

(c) Develops and coordinates MDEP briefs to HQDA for training support, intelligence programs, combat developments, and advanced warfighting experiments programs. Works with appropriate functional managers to ensure that TRADOC requirements are recognized by the HQDA PEG.

(d) Reviews and recommends TRADOC priorities for all resource requirements across the Future Years Defense Program. Ensures CAC, CASCOM, IMT, and ARCIC priorities are considered in the POM and PBR process.

(e) Coordinates, integrates, and submits to HQDA various data requirements and program and budget displays as directed by the Resource Formulation Guidance (RFG) issued each year by HQDA.

(f) Develops, staffs, and coordinates intercommand transfer of resources between TRADOC and other Army commands and agencies.

(g) Prepares and presents POM briefings for TRADOC senior leaders; IMT; CAC; CASCOM; ARCIC; DCS, G-8; and various senior leaders internal and external to TRADOC.

(h) Develops, reviews, validates, and forwards TRADOC nontraining resource requirements and justification to various HQDA staff elements (primarily HQDA DCS G-1 and

G-8), as needed, for all phases of the planning, programming, and budget formulation process with HQDA.

(i) Reviews Defense Planning Guidance (DPG), The Army Plan (TAP), Defense Priority List, DA Priority List, and the Army Programming Guidance Memorandum to ensure TRADOC's nontraining requirements have sufficient Army priority. Conducts analysis of DA PBG.

(j) Develops and submits TRADOC joint requirements to JFCOM for the integrated priority list.

(k) Provides program analysis support for the POM to HQ TRADOC elements and subordinate activities as required.

(l) Integrates all POM and PBR resource requirements, decisions, and funding levels within DCS, G-8.

(m) Reviews, analyzes, and provides HQDA operational assessments of all program budget decision packages affecting TRADOC.

(2) Training Programs Division. Performs work similar to the Strategic Planning and Integration Division but focused exclusively on training (such as, IMT, functional training, aviation training, etc.).

(a) Prepares and coordinates program data and justification for POM and PBR for all training programs within TRADOC.

(b) Develops and coordinates non-CTC training MDEP briefs to HQDA DCS, G-3/5/7. Works with TRADOC DCS, G-3/5/7 and CAC to ensure that TRADOC's training requirements are recognized by the PEGs.

(c) Based on resource input from POM data calls, reviews and recommends training resource priorities for school and activity requirements to DCS, G-3/5/7. Coordinates with IMT, CAC, and CASCOM as required.

(d) Prepares various training data requirements and program and budget displays for submission to HQDA as directed by the RFG.

(e) Prepares and presents POM briefings (training focused) for DCS, G-8 and various senior leaders internal and external to TRADOC.

(f) Develops, reviews, validates, and forwards TRADOC training resource requirements and justification to various HQDA staff elements (primarily HQDA DCS, G-3/5/7) as needed for all phases of the planning, programming, budgeting, and execution (PPBE) system.

## **TRADOC Reg 10-5-1**

(g) Reviews DPG, TAP, Defense Priority List, DA Priority List and the Army Programming Guidance Memorandum to ensure TRADOC's training requirements have sufficient Army priority. Conducts analysis of DA PBG. Reviews and comments on all STRAPs for resource implications.

(h) Represents DCS, G-8 at the Training and Leader Development GOSC.

(i) Performs program analysis review of the Institutional Training Resource Model (ITRM) training resource requirements. Provides HQDA DCS, G-3/5/7 updated information within ITRM in support of the POM.

(j) Provides program analysis support to HQ TRADOC elements and subordinate activities as required.

(3) Cost and Modeling Division.

(a) Monitors and analyzes TRADOC cost factors. Works to ensure HQDA cost factors established for TRADOC accurately reflect operational costs associated with the operation and maintenance of TRADOC equipment in accordance with DCS, G-3/5/7, DCS, G-1/4, TRADOC MSOs, and TRADOC centers, schools, and activities.

(b) Serves as the DCS, G-8 lead and represents TRADOC on all ITRO studies involving costing. Serves as Chairman of the ITRO cost analysis committee.

(c) Develops, updates, and sustains ITRM in support of all cycles and phases of the PPBE system within TRADOC. Provides TRADOC centers, schools, and activities ITRM assistance and support as needed. Provides HQDA DCS, G-3/5/7 updated information within ITRM in support of the POM.

(d) Conducts reviews and issues guidance on economic and cost benefit analyses to TRADOC. Develops and publishes TRADOC cost estimating relationships, manpower estimating relationships, and standard average salaries for TRADOC program elements. Publishes standard personnel and nonpersonnel inflation factors.

(e) Serves as lead for TR 11-5.

(f) Updates and maintains the course cost model.

(g) Provides cost analysis support to HQ TRADOC staff and subordinate activities as required.

### **11-5. Budget Directorate (BUD)**

a. Mission. Provides budget policy management, analysis, and services to TRADOC CoE and HQ TRADOC staff elements to ensure maximum mission effectiveness, balance across functions, and responsible fiscal stewardship.

b. Organization. The Budget Directorate consists of five divisions: Budget Integration, Training, Strategic and Mission Enablers, Schools, and HQ Activities.

c. Functions of Budget Directorate.

(1) Budget Integration Division.

(a) Manages fund control and distribution for all appropriations.

(b) Develops and implements budget operating policies, processes, and management practices.

(c) Develops and promulgates the TBG, ATBG, and yearend closeout guidance cover letter and narrative.

(d) Integrates metrics and budget displays for the mid-year review with HQDA.

(e) Tracks OMA appropriation status, and documents and analyzes defense authorization and appropriation bills to establish budget baselines and execution plans.

(f) Coordinates with Army Budget Office and Congressional Liaison Office on funding issues, briefings, and congressional inquiries.

(g) Provides system administration for the TBG, Web-based TRADOC Automated Schedules (WebTAS), Resource Management Tool, and Program Budget Accounting System to include system access control and table maintenance. Coordinates programming for G-8 financial systems and query tools used for fund control and allocation, analysis, management information, and reporting. Trains budget and other G-8 personnel, as required, on automated systems.

(h) Assists on and coordinates special projects, studies, audits, and mobilization exercise requirements.

(i) Develops civilian pay average salary and prepares the annual civilian pay program by school/Army Management Structure Code/MDEP for the annual TBG.

(j) Serves as the lead for the quarterly G-8 VTC with school RMs working with other G-8 directorates to provide quarterly updates to TRADOC CoE on dollars and manpower.

(k) Develops monthly execution analysis and briefing for the budget update to G-8 leadership.

(l) Performs query and analysis of financial systems to provide daily status of funds and budgetary information for a variety of briefings, information papers, and charts to other G-8 personnel.

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### (2) Training Division.

(a) Formulates TRADOC training budget guidance for Initial, Combat Skills, Aviation Training, and Leader Development.

(b) Advises and provides courses of action to the Budget Director and the DCS, G-8 on fiscal management of TRADOC's training programs.

(c) Coordinates with HQDA G-3 and CoE on training programs.

(d) Analyzes HQDA PBG and Appropriation Funding Guidance as it pertains to training.

(e) Serves as HQ TRADOC program and resource advocate and liaison for TRADOC CoE institutional training programs.

(f) Serves as the G-8 lead on HQDA TRAP. Analyzes requests and defends validated costs. Participates in HQDA COC and HQDA Budget Review Process.

(g) Provides G-8 input for the TTCA.

(h) Serves as the TRADOC G-8 lead for BRAC program. Develops funding justification and maintains oversight on all funding issues.

(i) Analyzes ITRO requirements to validate cost and determine funding responsibility.

(j) Leads development of initial fiscal year guidance for the TRADOC Budget Guidance.

### (3) Strategic and Mission Enablers Division.

(a) Formulates TRADOC combat capabilities development; training support; training development; DCS, G-1/4; DCS, G-2; DCS, G-6; CTC; and overseas contingency operations (OCO) programs.

(b) Advises and provides courses of action to TRADOC CoE for combat capabilities development, training support, training development, G-1/4, G-2, G-6, CTC, and OCO programs.

(c) Coordinates with HQDA on budgeting issues related to combat capabilities development, training support, training development, G-1/4, G-2, G-6, CTC, and OCO programs.

(d) Conducts analysis of the PBG and congressional legislation on designated programs.

(e) Prepares, justifies, and provides to HQDA the BES schedules and exhibits for POM submission, for OPA, and research, development, test, and evaluation (RDT&E) funds.



(f) Maintains fund control for the RDT&E and OPA Programs.

(g) Leads development of ATBG based on HQDA funding letter upon passage of Defense Appropriation.

(4) Schools Division.

(a) Serves as the resources advocate and liaison for TRADOC CoE.

(b) Reviews and analyzes budget submissions, funding requirements, execution, and issues from TRADOC CoE.

(c) Monitors CoE execution through management of allotment and the annual funding program.

(d) Responds to issues and analysis of unfinanced requirements and funding shortfalls.

(e) Serves as lead for TRADOC yearend closeout. Ensures all CoE fully execute their annual funding program.

(f) Serves as the DCS, G-8 lead for managing the NetUSR and responds to CoE issues.

(g) Prepares G-8 information papers, fact sheets, and orientation briefs for incoming TRADOC commandants.

(5) HQ Activities Division.

(a) Serves as the budget office for TRADOC's headquarters operating funds and USASMA.

(b) Provides operating-level budget formulation, justification, presentation, and automated systems administration and execution services for HQ TRADOC staff and USASMA.

(c) Maintains fund control and distributes funding to HQ TRADOC staff and USASMA elements for civilian pay, supplies, contracts, rentals, equipment, and travel.

(d) Provides resource management policy and guidance to HQ TRADOC staff and USASMA.

(e) Ensures HQ TRADOC staff and USASMA unfinanced requirements are in the appropriate TRADOC databases with pertinent descriptions and justifications.

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### **11-6. Manpower and Force Analysis Directorate (MFAD)**

a. Mission. Manages TRADOC force structure, manpower (military and civilian), and equipment requirements determination programs. In addition, provides technical and program guidance as the army command CPM for the Manpower and Force Management, CP 26.

b. Organization. The MFAD consists of a Lean Six Sigma Cell and four divisions: Force Development (FDD), Force Structure (FSD), Force Modeling (FMD), and Force Requirements (FRD).

c. Functions.

(1) The FDD:

(a) Coordinates between HQ TRADOC and the Army Staff on manpower questions, policy, and guidance such as the TRADOC Command Plan policy and the Army Structure message.

(b) Serves as lead for TRADOC in TAA as it pertains to the determination of institutional requirements and Army programming process for TDA generating forces and selected MTOE units. Monitors TAA process and other programming processes (POM, integrated priority lists, functional area analyses, and the Army Command Plan process) for specific TRADOC actions related to other command actions and decisions. Also coordinates with ARCIC's Force Design Division for the operating force and associated support requirement efforts for which it is the lead.

(c) Leads the MFAD effort with HQDA DCS, G-3/5/7 and G-1; HRC, DCS, G-3/5/7; IMT; CAC; CASCOM; and TRADOC centers, schools, and activities in the SMDR and TAA to establish and validate Army training requirements.

(d) Applies manpower requirements determination models and manpower staffing standards. Updates the manpower program with results of annual TRADOC Review of Manpower and changes in workload, missions, priorities, and resource levels.

(e) Receives and distributes military and civilian manpower authorizations to subordinate activities.

(f) Prepares, justifies, and provides manpower management information to HQDA to support PPBE processes.

(g) Serves as lead for reviewing and processing concept plans for proposed changes in TRADOC organizational structures and identifying related resource impacts.

(h) Reviews and validates manpower requests submitted to HQ TRADOC in support of the TRAP process.

(i) Manages and monitors high interest special manpower issues requiring intensive management to include: AMHA ceiling, stovepipe liaison officers, directed military over-strength, external audits and manpower impact of insourcing. FDD provides input to manpower-related issues addressed in the monthly NetUSR.

(j) Prepares and processes permanent orders pertaining to the designation, classification, and change in status of units. Updates unit identification codes in the Defense Readiness Reporting System – Army/Force Registration System to reflect changes.

(2) The FSD:

(a) Coordinates among HQDA/TRADOC and MSOs (to include subordinate schools/activities) on manpower management and equipment documentation processes and issues.

(b) Provides manpower and equipment analysis services and guidance to subordinate schools/activities to include direct civilian overhire authority and contract man-year equivalents.

(c) Provides guidance, management, maintenance, and review of TDAs/mobilization TDAs/augmentation TDA for all TRADOC organizations.

(d) Serves as the directorate's POC for executing force structure actions and manpower initiatives that impact the size and composition of TRADOC manpower, and for Activity Oversight and Trend Analysis (Smart Books) briefs.

(e) In concert with FDD, assists HQ TRADOC elements with review of concept plans. Executes force structure actions and manpower management initiatives that affect the size and composition of TRADOC manpower.

(f) In concert with Management Directorate, assists HQ TRADOC elements with review of insourcing packages and Panel for Documentation of Contractors.

(3) The FRD:

(a) Coordinates with HQDA, including HQDA DCS, G-1, Assistant Secretary of the Army (Manpower and Reserve Affairs), U.S. Army Manpower Analysis Agency (USAMAA), and U.S. Army Force Management Support Agency on manpower and equipment requirements programs.

(b) Determines criteria for structure and manpower requirements. Develops and maintains manpower requirements determination models to include: Functional program estimating equations, manpower staffing standards system, organizational criteria, single-point criteria, manpower surveys, manpower staffing guides, and other criteria.

## **TRADOC Reg 10-5-1**

(c) Reviews POIs to validate instructor contact hours in support of IMT, CAC, CASCOM, and DCS, G-3/5/7 to determine minimum number of manpower requirements for approved POI training conducted by the command.

(d) Conducts equipment surveys to validate TRADOC and subordinate activities' equipment requirements. Presents results to the HQDA TDA Unit Equipment Review and Validation Board for approval.

(e) Represents TRADOC and the Army for ITRO manpower subcommittees to determine instructor manpower requirements for interservice training programs.

(f) Provides services and support to HQ TRADOC and Army subordinate organizations regarding manpower requirements determination. Support includes manpower guidance for conducting workload-based manpower studies and process analysis.

(g) Conducts contract requirement reviews for acquisition management and oversight (AMO) to determine if the contract is a valid mission requirement and the most cost effective method to accomplish the mission.

### **(4) The FMD:**

(a) Plans and coordinates manpower studies, develops work center descriptions with functional proponents, identifies potential workload factors and prepares study/measurement plans.

(b) Collects and measures workload data, conducts workshops and data calls, and interviews SMEs. Surveys applicable work centers onsite.

(c) Performs data analysis using statistical tools and decision criteria. Selects appropriate statistical model and identifies additives/subtractives/exclusions.

(d) Prepares and staffs model documentation, addresses reclaims, achieves USAMAA approval.

(e) Assists with initial applications of new approved manpower models and performs long term maintenance.

(f) Provides manpower functional systems to HQ TRADOC staff and field manpower processes.

(g) Manages TRADOC Online and Knowledge on Demand information systems.

(h) Develops automated solutions to manpower data issues.

**11-7. Finance and Accounting Directorate (FAD)**

a. Mission. Provides finance and accounting policy interpretation and technical guidance, and coordinates financial systems development/support to HQ TRADOC and TRADOC subordinate activities that ensures compliance with statutory policy and promotes the efficient use of resources and fiscal stewardship. Serves as Liaison with Defense Finance and Accounting Service (DFAS) and HQDA for TRADOC customers.

b. Organization. The FAD consists of two divisions: Accounting Services Division (ASD) and Financial Services Division (FSD).

c. Functions.

(1) Accounting Services Division.

(a) Provides policy, guidance, and assistance in the resolution of accounting (procedures and system) issues. Ensures policies comply with congressional, DOD, HQDA, and CG, TRADOC intent. Serves as lead for developing and maintaining TR 37-4.

(b) Manages fund control and distribution for TRADOC's prior/expired year funding.

(c) Conducts analyses of processes, programs, and systems (such as Joint Reconciliation Program, Prompt Payment Act, and Prior Year Deobligations) to ensure efficient fund usage and to free up dollars in order to further TRADOC priorities.

(d) Coordinates with DFAS and the Assistant Secretary of the Army (Financial Management and Comptroller) Financial Operations Office for Army directives and initiatives relating to policy, analysis, system issues, and fiscal yearend closeout activities.

(e) Advises TRADOC commanders and HQ TRADOC staff principals on provisions mandated by the Anti-Deficiency Act (ADA) relating to fund control responsibilities. Assists in the adjudication of potential ADA violations and evaluation of incidents where fund allowance ceilings may have been exceeded.

(f) Oversees and manages TRADOC's ICP. Develops and provides guidance, information, and training to TRADOC centers, schools, activities and HQ TRADOC staff elements. Analyzes and disseminates HQDA and TRADOC program requirements and policy. Develops and coordinates the submission of TRADOC's Annual Statement of Assurance to HQDA.

(g) Coordinates and assists in development, testing, and fielding of automated standard finance and accounting systems and changes.

(h) Performs managerial review and analysis of TRADOC financial reports.

## **TRADOC Reg 10-5-1**

(i) Integrates directives of the Chief, Financial Officer Act, Government Performance and Results Act of 1992, Government Management Results Act, and the Federal Managers' Financial Integrity Act into TRADOC resource management programs.

(2) Financial Services Division.

(a) Provides policy, guidance, and assistance in the resolution of finance (military pay, travel entitlements, civilian pay, and vendor pay) issues. Serves as lead for developing and maintaining TR 37-2 and TR 37-3. Ensures policies comply with congressional, DOD, HQDA, and CG, TRADOC intent.

(b) Conducts analyses of processes, programs, and systems (such as the Defense Travel System, Government Travel Card Delinquency and Rebate Program, and GPC) to ensure efficient fund usage and to free up dollars in order to further TRADOC priorities.

(c) Manages TRADOC's Government Travel Charge Card Program by providing guidance, monitoring performance against the Army's standard, and issuing approval authorizations to agency program coordinators throughout TRADOC.

(d) Ensures effective use of the DTS and assists in the resolution of problems involving the DTS within TRADOC centers, schools, and activities.

(e) Provides staff management of TRADOC's GPC delinquencies and vendor pay issues by monitoring, collecting, and reporting TRADOC's monthly performance against the Army's standard.

(f) Assists the U.S. Army Financial Management School by participating in staffing of finance issues related to training, doctrine, and combat development.

### **11-8. Management Directorate (MD)**

a. Mission. Improves TRADOC's use of resources by managing productivity and efficiency programs; provides acquisition management and oversight; conducts management studies and analyses; provides management consulting; provides advisory and support services to the command; and leads DCS, G-8 strategic planning.

b. Organization. MD consists of two divisions: Acquisition Management and Oversight Division (AMOD) and Studies and Programs Division (SPD).

c. Functions.

(1) AMOD.

(a) Serves as TRADOC lead for policies and procedures relating to acquisition management and oversight.

- (b) Provides consulting services for acquisition-related issues.
  - (c) Serves as the lead for developing and maintaining the policies reflected in TR 5-14, AMO.
  - (d) Conducts TRADOC-wide AMO training, as required.
  - (e) Conducts Administrative Contract Review Boards for HQ TRADOC activities and activities reporting directly to HQ TRADOC in accordance with the policies set forth in TR 5-14.
  - (f) Orchestrates ECAB for HQ TRADOC activities and activities reporting directly to HQ TRADOC in accordance with the policies set forth in TR 5-14.
  - (g) Oversees reporting for HQ TRADOC and HQDA acquisition-related reporting requirements.
- (2) SPD.
- (a) Analyzes organizational missions, mission assignments, and TRADOC relationships. Serves as TRADOC lead for developing and maintaining TR 10-5-1.
  - (b) Serves as TRADOC lead for policy and guidance, review and processing, and submission to HQDA of all insourcing applications to convert contractor man-year equivalent positions to Department of Army civilians.
  - (c) Serves as TRADOC lead for reviewing and processing stationing packages for realignments, reduction actions, force structure changes and initiatives (including unit moves), and identifying related resource impacts to TRADOC in accordance with AR 5-10, Stationing. Coordinates with IMCOM for base operations support and resource impacts.
  - (d) Serves as TRADOC lead for mission MOA, MOU, and support agreements. Provides administrative policy and guidance, and assists TRADOC organizations in development, review, and staffing. Reviews resource impacts and maintains repositories of MOA, MOU, and support agreements.
  - (e) Serves as G-8 lead for strategic planning.
  - (f) Serves as TRADOC lead for the Army Comptroller Career Program (CP 11). Provides technical and administrative program management support to the TRADOC CPM (the DCS, G-8) in executing CP 11 responsibilities. Provides staff management of CP 11 interns TRADOC-wide.
  - (g) Assists TRADOC IRAC with coordinating GAO, DODIG, DAIG, USAAA, and TRADOC IRAC audits, inspections, and reviews that have resource implications.

## **TRADOC Reg 10-5-1**

(h) Serves as TRADOC lead for the Army Suggestion Program (ASP). As the functional proponent, reviews and assigns suggestions via HQDA ASP system to appropriate evaluators within TRADOC.

(i) Serves as DCS, G-8 lead for the HQ TRADOC COOP program. Coordinates and disseminates actionable minutes, notices, and briefing materials; ensures G-8 presence at regular and emergency planning meetings; and provides key and required updates to rosters, operational documents, mission essential functions, and mission essential task lists.

(j) Serves as lead and provides consulting services for the Army Competitive Sourcing Program for TRADOC mission functions. This includes streamlined and standard Office of Management and Budget (OMB) Circular No. A-76 competitions and alternatives to A-76 such as divestiture, privatization, fee-for-service agreements, public-private partnerships, and high performing organizations. Serves as TRADOC systems administrator for the DOD Commercial Activities Management Information System.

(k) Utilizes business processes to streamline TRADOC operations and implement efficiencies. Conducts special studies, as required.

(l) Analyzes economic impacts to communities surrounding installations on which TRADOC centers, schools, and activities reside. Estimates impacts through the Economic Impact Forecast System and maintains an expanded economic impacts model.

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## **Chapter 12 Army Capabilities Integration Center**

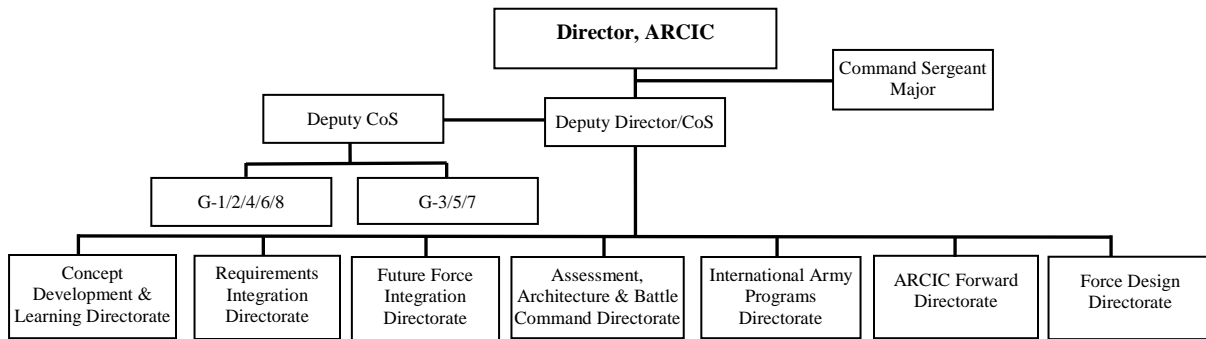
### **12-1. Mission of the ARCIC**

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.

### **12-2. Organization of the ARCIC**

The ARCIC is a FOA of HQ TRADOC that consists of seven directorates and the ARCIC staff (G-1 through -8). The directorates are: Concept Development and Learning; Requirements Integration; Future Force Integration; Assessment, Architecture and Battle Command; International Army Programs; ARCIC (Forward), located in the NCR; and Force Design, located at Fort Leavenworth (see figure 12-1).





**Figure 12-1. ARCIC organization**

**12-3. Functions of the ARCIC**

The following are staff functions of the ARCIC (ARCIC MSO functions are detailed in TR 10-5-2):

- a. Develops overarching TRADOC policy and guidance for the CG on capability developments.
- b. Reviews and provides recommendations to CG on policy, strategy, and guidance proposals developed by the capability developments community.
- c. Develops and promulgates capability developments plans and orders for the CG and monitors their execution.
- d. Develops plans and prepares orders in support of HQ TRADOC plans.
- e. Provides staff management for the TRADOC core functions of concept development, requirements determination, and capability integration.
- f. Provides staff management for the TRADOC key enabler Capabilities Innovation. This includes the functions of modeling and simulation, studies and analysis, experimentation, operational architecture development and integration, and science and technology.
- g. Provides staff management of DOTMLPF (RIO) integration across the Army.
- h. Provides the management structure for identifying capability gaps and directing analytical support for DOTMLPF developments.
- i. Provides staff management for these ARCIC major responsibilities/tasks: future force integration, force design, capability assessment, cyberspace, international Army programs, and human dimension.

## **TRADOC Reg 10-5-1**

### **Appendix A References**

#### **Section I Required Publications**

TR 10-5

Organization and Functions, U.S. Army Training and Doctrine Command  
(<http://www.tradoc.army.mil/tpubs/regs/tr10-5.pdf>)

#### **Section II Related Publications**

AR 5-22

The Army Force Modernization Proponent System  
([http://www.army.mil/usapa/epubs/pdf/r5\\_22.pdf](http://www.army.mil/usapa/epubs/pdf/r5_22.pdf))

AR 10-87

Army Commands, Army Service Component Commands, and Direct Reporting Units  
([http://www.army.mil/usapa/epubs/pdf/r10\\_87.pdf](http://www.army.mil/usapa/epubs/pdf/r10_87.pdf))

AR 12-1

Security Assistance, International Logistics, Training, and Technical Assistance Support Policy and Responsibilities ([http://www.army.mil/usapa/epubs/pdf/r12\\_1.pdf](http://www.army.mil/usapa/epubs/pdf/r12_1.pdf))

AR 12-15

Joint Security Assistance Training (JSAT) ([http://www.army.mil/usapa/epubs/pdf/r12\\_15.pdf](http://www.army.mil/usapa/epubs/pdf/r12_15.pdf))

AR 25-1

Army Knowledge Management and Information Technology  
([http://www.army.mil/usapa/epubs/pdf/r25\\_1.pdf](http://www.army.mil/usapa/epubs/pdf/r25_1.pdf))

AR 71-32

Force Development and Documentation—Consolidated Policies  
([http://www.army.mil/usapa/epubs/pdf/r25\\_1.pdf](http://www.army.mil/usapa/epubs/pdf/r25_1.pdf))

AR 350-1

Army Training and Education ([http://www.army.mil/usapa/epubs/pdf/r25\\_1.pdf](http://www.army.mil/usapa/epubs/pdf/r25_1.pdf))

AR 350-2

Opposing Force (OPFOR) Program ([http://www.army.mil/usapa/epubs/pdf/r350\\_2.pdf](http://www.army.mil/usapa/epubs/pdf/r350_2.pdf))

AR 351-9

Interservice Training ([http://www.army.mil/usapa/epubs/pdf/r351\\_9.pdf](http://www.army.mil/usapa/epubs/pdf/r351_9.pdf))

AR 611-1  
Military Occupational Classification Structure Development and Implementation  
([http://www.army.mil/usapa/epubs/pdf/r611\\_1.pdf](http://www.army.mil/usapa/epubs/pdf/r611_1.pdf))

DA Pam 600-25  
U.S. Army Noncommissioned Officer Professional Development Guide  
([http://www.army.mil/usapa/epubs/pdf/p600\\_25.pdf](http://www.army.mil/usapa/epubs/pdf/p600_25.pdf))

DA Pam 611-21  
Military Occupational Classification and Structure  
([http://www.army.mil/usapa/epubs/pdf/p611\\_21.pdf](http://www.army.mil/usapa/epubs/pdf/p611_21.pdf))

FM 5-19  
Composite Risk Management

TR 1-8  
TRADOC Operations Reporting (<http://www.tradoc.army.mil/tpubs/regs/r1-8.pdf>)

TR 1-9  
TRADOC Senior Officer Orientation Program (<http://www.tradoc.army.mil/tpubs/regs/r1-9.pdf>)

TR 5-14  
Acquisition Management and Oversight  
([http://www.tradoc.army.mil/tpubs/regs/tr5-14\\_Change2.pdf](http://www.tradoc.army.mil/tpubs/regs/tr5-14_Change2.pdf))

TR 10-5-2  
Organization and Functions, TRADOC Futures Center  
(<http://www.tradoc.army.mil/tpubs/regs/r10-5-2.pdf>)

TR 10-5-3  
Organization and Functions, U.S. Army Accessions Command  
(<http://www.tradoc.army.mil/tpubs/regs/r10-5-3.pdf>)

TR 10-5-4  
Organization and Functions, Combined Arms Center  
(<http://www.tradoc.army.mil/tpubs/regs/r10-5-4.pdf>)

TR 10-5-5  
Organization and Functions, Combined Arms Support Command  
(<http://www.tradoc.army.mil/tpubs/regs/r10-5-5.pdf>)

TR 10-5-6  
Organization and Functions, U.S. Army War College  
(<http://www.tradoc.army.mil/tpubs/regs/r10-5-6.pdf>)

## **TRADOC Reg 10-5-1**

TR 10-5-7

Organization and Functions, TRADOC Analysis Center

(<http://www.tradoc.army.mil/tpubs/regs/r10-5-7.pdf>)

TR 10-5-8

Initial Military Training (IMT) [TBP]

TR 10-5-9

Institute for NCO Professional Development (INCOPD) [TBP]

TR 11-5

Cost Analysis Program (MOS/FMS Training Costs)(RCS ATRM-159 (R2))

(<http://www.tradoc.army.mil/tpubs/regs/r11-5.pdf>)

TR 25-35

Preparing and Publishing United States Army Training and Doctrine Command (TRADOC)

Administrative Publications (<http://www.tradoc.army.mil/tpubs/regs/tr25-35.pdf>)

TR 27-2

Designation of Superior Competent Authorities

(<http://www.tradoc.army.mil/tpubs/regs/r27-2.pdf>)

TR 27-3

Military Justice Jurisdiction/Civilian Prosecutions for Fort Monroe, VA

(<http://www.tradoc.army.mil/tpubs/regs/r27-3.pdf>)

TR 27-4

TRADOC Government Ethics Program (<http://www.tradoc.army.mil/tpubs/regs/r27-4.pdf>)

TR 37-2

Temporary Duty Travel Policies and Procedures

(<http://www.tradoc.army.mil/tpubs/regs/tr37-2.pdf>)

TR 37-3

Government Travel Charge Card Program (<http://www.tradoc.army.mil/tpubs/regs/tr37-3.pdf>)

TR 37-4

Fund Control, Reconciliations, Certification (<http://www.tradoc.army.mil/tpubs/regs/r37-4.pdf>)

TR 95-5

Flight Operations (<http://www.tradoc.army.mil/tpubs/regs/r95-5.pdf>)

TR 135-6

The ARNG/USAR Liaison NCO Program at U.S. Army Training Centers and Service

Schools (<http://www.tradoc.army.mil/tpubs/regs/r135-6.pdf>)

TR 140-3  
United States Army Reserve (USAR) Division, (Institutional Training) Training Management and Policies (FORSCOM Reg 140-3) (<http://www.tradoc.army.mil/tpubs/regs/r140-3.pdf>)

TR 350-8  
Ammunition (<http://www.tradoc.army.mil/tpubs/regs/r350-8.pdf>)

TR 350-10  
Institutional Leader Training and Education  
(<http://www.tradoc.army.mil/tpubs/regs/r350-10.pdf>)

TR 350-13  
Instruction in Military History (<http://www.tradoc.army.mil/tpubs/regs/r350-13.pdf>)

TR 350-18  
The Army School System (TASS) (<http://www.tradoc.army.mil/tpubs/regs/r350-18C1.pdf>)

TR 350-29  
Prevention of Heat and Cold Casualties (<http://www.tradoc.army.mil/tpubs/regs/tr350-29.pdf>)

TR 350-70  
Systems Approach to Training Management, Processes, and Products

TR 381-1  
Threat Management (<http://www.tradoc.army.mil/tpubs/regs/r381-1.pdf>)

TR 385-2  
TRADOC Safety Program (<http://www.tradoc.army.mil/tpubs/regs/r385-2.pdf>)

TR 500-2  
Taskings and Individual Augmentation Management  
(<http://www.tradoc.army.mil/tpubs/regs/r500-2.pdf>)

TR 525-13  
TRADOC Force Protection Program (<http://www.tradoc.army.mil/tpubs/regs/r95-5.pdf>)

TR 600-11  
Equal Opportunity Action Plan (<http://www.tradoc.army.mil/tpubs/regs/r600-11.pdf>)

TR 600-14  
TRADOC Sergeant Audie Murphy Club (<http://www.tradoc.army.mil/tpubs/regs/r600-14c1.pdf>)

TR 600-15  
Command Devolution (<http://www.tradoc.army.mil/tpubs/regs/r600-15.pdf>)

## **TRADOC Reg 10-5-1**

TR 600-18

TRADOC Guidance for the Department of Defense Telework Policy

(<http://www.tradoc.army.mil/tpubs/regs/r600-18.pdf>)

TR 672-6

Military Coins (<http://www.tradoc.army.mil/tpubs/regs/r672-6.pdf>)

TR 672-7

Brigadier General David H. Stem Award (<http://www.tradoc.army.mil/tpubs/regs/r672-7.pdf>)

TR 690-4

Recruitment and Selection of Historians and Museum Curators

(<http://www.tradoc.army.mil/tpubs/regs/r690-4.pdf>)

TR 870-1

United States Army Training and Doctrine Command Military History Program

(<http://www.tradoc.army.mil/tpubs/regs/r870-1.pdf>)

TP 25-53

List of Approved Recurring Information Requirements

(<http://www.tradoc.army.mil/tpubs/pams/tp25-53.pdf>)

TP 350-70-1

Guide for Developing Collective Training Products

(<http://www.tradoc.army.mil/tpubs/pams/p350-70-1.pdf>)

TRADOC Memorandum 1-2

Courier Service Between HQ TRADOC and HQDA

(<http://www.tradoc.army.mil/tpubs/memos/m1-2.pdf>)

TRADOC Supplement 25-2

Information Assurance (<http://www.tradoc.army.mil/tpubs/pdf/suppl/s25-2.pdf>)

### **Section III**

#### **Referenced Forms**

DA Form 1045

Army Ideas for Excellence Program (AIEP) Proposal

(<http://www.army.mil/usapa/eforms/pdf/A1045.PDF>)

DA Form 2028

Recommended Changes to Publications and Blank Forms

(<http://www.army.mil/usapa/eforms/pdf/A2028.PDF>)

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## Glossary

### Section I

#### Abbreviations

|          |   |
|----------|---|
| A&ED     | Analysis and Evaluation Directorate   |
| AA       | active Army   |
| ACAT     | acquisition category  |
| ACFLMO   | Army Culture and Foreign Language Management Office                                       |
| ACFLS    | Army culture and foreign language strategy  |
| ACOM     | Army command  |
| ACoS     | Assistant Chief of Staff  |
| ACP      | Army Campaign Plan  |
| ACSIM    | Assistant Chief of Staff for Installation Management                                      |
| ADA      | Anti-Deficiency Act   |
| ADCON    | administrative control  |
| ADCS     | Assistant Deputy Chief of Staff   |
| ADOS     | active duty operational support   |
| AEAC     | Army Education Advisory Committee   |
| AFAP     | Army Family Action Plan   |
| AG       | Adjutant General  |
| AGR      | Active Guard/Reserve  |
| AIEP     | Army Ideas for Excellence Program   |
| AIT      | advanced individual training  |
| AKO      | Army Knowledge Online   |
| AMC      | Army Materiel Command   |
| AMHA     | Army Management Headquarters Activity   |
| AMO      | acquisition management and oversight  |
| AMOD     | Acquisition Management and Oversight Division   |
| AMOPES   | Army Mobilization and Operations Planning and Execution System                            |
| AMRT     | Army Modernization Red Team   |
| AR       | Army regulation; Army Reserve   |
| AR2B     | Army Requirements and Resourcing Board  |
| ARCIC    | Army Capabilities Integration Center  |
| ARFORGEN | Army Force Generation   |
| ARI      | Army Research Institute   |
| ARNG     | Army National Guard   |
| ARPRINT  | Army Program of Individual Training   |
| ARTAT    | ARFORGEN RESET/Train Assistance Team  |
| ARTPC    | Army Research Technology Protection Center  |
| ASCC     | Army Service Component Commands   |
| ASD      | Administrative Support Division (under CGAO);<br>Accounting Services Division (under G-8) |
| ASP      | Army Suggestion Program   |
| ASO      | administrative support office   |

## TRADOC Reg 10-5-1

|        |   |
|--------|---|
| AT     | antiterrorism                                   |
| ATBG   | Appropriation TRADOC Budget Guidance            |
| A TEC  | Army Test and Evaluation Command                |
| ATED   | Army Training and Education Development         |
| ATRRS  | Army Training Requirements and Resources System |
| BASOPS | base operations or base operations support      |
| BCT    | Basic Combat Training; Brigade Combat Team      |
| BES    | budget estimate submission                      |
| BOD    | board of directors                              |
| BRAC   | base realignment and closure                    |
| BUD    | Budget Directorate                              |
| C4     | command, control, communications, and computers |
| CA     | Combined Arms                                   |
| CAC    | Combined Arms Center                            |
| CAO    | Congressional Activities Office                 |
| CASCOM | Combined Arms Support Command                   |
| CD     | capabilities development                        |
| CDD    | capability development document                 |
| CES    | Civilian Education System                       |
| CG     | Commanding General                              |
| CGAO   | Command Group Actions Office                    |
| CHRP   | Civilian Health and Resiliency Program          |
| CIO    | Chief Information Officer                       |
| CIRM   | Critical Infrastructure Risk Management         |
| CKO    | Chief Knowledge Officer                         |
| CLS    | Common Levels of Support                        |
| CLT    | Comprehensive Look Team                         |
| COC    | council of colonels                             |
| COCOM  | combatant command                               |
| CoE    | Center of Excellence                            |
| COE    | contemporary operating environment              |
| COIC   | Counter-IED Operations Integration Center       |
| COMSEC | communications security                         |
| CONUS  | continental United States                       |
| COOP   | continuity of operations                        |
| CoS    | Chief of Staff                                  |
| CP     | career program                                  |
| CPA    | Chief of Public Affairs                         |
| CPD    | capability production document                  |
| CPG    | Commander's Planning Group                      |
| CPID   | Command Priorities and Integration Directorate  |
| CPM    | career program manager                          |
| CPMD   | Command Provost Marshal Directorate             |
| CSM    | Command Sergeant Major                          |
| CSO    | Command Safety Office                           |
| CTC    | combat training center                          |



|          |  |
|----------|--|
| CTID     | Contemporary Operational Environment and Threat Integration Division                             |
| DA       | Department of the Army   |
| DAIG     | Department of the Army Inspector General   |
| DARPA    | Defense Advanced Research Projects Agency  |
| DCG      | Deputy Commanding General  |
| DCS      | Deputy Chief of Staff  |
| DFAS     | Defense Finance and Accounting Service   |
| DIA      | Defense Intelligence Agency  |
| DIV (IT) | division (institutional training)  |
| DLIFLC   | Defense Language Institute Foreign Language Center   |
| DO       | Detainee Operations  |
| DOD      | Department of Defense  |
| DODAAC   | Department of Defense Activity Address Code  |
| DODIG    | Department of Defense Inspector General  |
| DOTMLPF  | doctrine, organizations, training, materiel, leadership and education, personnel, and facilities |
| DPG      | Defense Planning Guidance  |
| DSAMS    | Defense Security Assistance Management System  |
| DSAMS-TM | Defense Security Assistance Management System-Training Module                                    |
| DSCA     | Defense Security Cooperation Agency  |
| DTS      | Defense Travel System  |
| DV       | distinguished visitor  |
| ECAB     | Executive Contract Approval Board  |
| EEO      | equal employment opportunity   |
| EO       | equal opportunity  |
| EOC      | emergency operations center  |
| ESO      | Executive Services Office  |
| FA       | functional area  |
| FAD      | Finance and Accounting Directorate   |
| FCoE     | Fires Center of Excellence   |
| FCR      | functional chief's representative  |
| FDD      | Force Development Division   |
| FM       | field manual   |
| FMD      | Force Modeling Directorate   |
| FMF      | foreign military financing   |
| FMS      | foreign military sales   |
| FMSO     | Foreign Military Studies Office  |
| FOA      | field operating activity   |
| FOIA     | Freedom of Information Act   |
| FORSCOM  | Forces Command   |
| FP       | force protection   |
| FRAGO    | fragmentary orders   |
| FRD      | Force Requirements Division  |
| FSD      | Force Structure Division (MFAD, G-8);<br>Financial Services Division (FAD, G-8)                  |
| FSO      | full-spectrum operations   |

## TRADOC Reg 10-5-1

|        |   |
|--------|---|
| GAO    | Government Accountability Office  |
| GFTD   | Generating Force Training Directorate   |
| GO     | general officer   |
| GOSC   | General Officer Steering Committee  |
| GPC    | government purchase card  |
| GTC    | government travel card  |
| HCE    | Human Capital Enterprise  |
| HHI    | higher headquarters issues  |
| HQ     | headquarters  |
| HQDA   | Headquarters, Department of the Army  |
| HST    | Homestation Training  |
| HR     | human resources   |
| HRC    | Human Resources Command   |
| HTS    | Human Terrain System  |
| IA     | implementing activity (G-3/5/7); information assurance (G-6)  |
| IAPD   | International Army Programs Directorate   |
| ICD    | initial capabilities document   |
| ICP    | Internal Control Program  |
| IET    | initial entry training  |
| IG     | Inspector General   |
| IM     | information management  |
| IMCOM  | Installation Management Command   |
| IMO    | Information Management Officer  |
| IMT    | initial military training   |
| INCOVD | Institute for NCO Professional Development  |
| IPT    | Integrated Product Team   |
| IRAC   | Internal Review and Audit Compliance  |
| ISD    | Information Systems Division  |
| ISR    | intelligence, surveillance, and reconnaissance  |
| IT     | information technology  |
| ITRM   | Institutional Training Resource Model   |
| ITRO   | Interservice Training Review Organization (G-1/4);<br>Instructor Training Requirements Organization (MFAD, G-8) |
| JAGO   | joint air-ground operations   |
| JCIDS  | Joint Capabilities Integration and Development System   |
| JDAL   | Joint Duty Assignment List  |
| JFCOM  | Joint Forces Command  |
| JFTD   | Joint Force Training Directorate  |
| JID    | Joint Integration Directorate   |
| JIEDDO | Joint Improvised Explosive Device Defeat Organization   |
| JIIM   | joint, interagency, intergovernmental, and multinational  |
| JISR   | joint intelligence, surveillance, reconnaissance  |
| JNTC   | Joint National Training Capability  |
| JRIC   | Joint Reserve Intelligence Center   |
| JSAT   | joint security assistance training  |
| JSTO   | joint sourcing training oversight   |

|         |  |
|---------|--|
| JTCOIC  | Joint Training Counter-IED Operations Integration Center Directorate |
| JTD     | Joint Training Division  |
| KM      | knowledge management   |
| LDTE    | leader development, training and education                           |
| LNO     | liaison officer  |
| LOGSA   | logistics support activity   |
| LVC     | live, virtual, constructive  |
| LVC-G   | live, virtual, constructive-game                                     |
| M&S     | modeling and simulations   |
| M&SOE   | Models and Simulations Operational Environment Directorate           |
| MCA     | military construction, Army  |
| MCoE    | Maneuver Center of Excellence  |
| MD      | Management Directorate   |
| MDEP    | management decision evaluation package                               |
| MEDCOM  | Medical Command  |
| MFAD    | Manpower and Force Analysis Directorate                              |
| MILPER  | military personnel   |
| MOA     | memorandum/a of agreement  |
| MOB     | mobilization   |
| MOD     | mobilization   |
| MOS     | military occupational specialty                                      |
| MOU     | memorandum/a of understanding  |
| MP      | master plans; military police  |
| MPSD    | Military Personnel Support Division                                  |
| MRB     | Mission and Resources Board  |
| MS&G    | modeling, simulation, and gaming                                     |
| MSCoE   | Maneuver Support Center of Excellence                                |
| MSO     | major subordinate organization                                       |
| MTOE    | modified table of organization and equipment                         |
| MTT     | mobile training team   |
| MWD     | military working dog   |
| MWR     | Morale, Welfare, and Recreation                                      |
| NATO    | North Atlantic Treaty Organization                                   |
| NCO     | noncommissioned officer  |
| NCOA    | Noncommissioned Officer Academy                                      |
| NCOES   | Noncommissioned Officer Education System                             |
| NCR     | national capital region  |
| NEPA    | National Environmental Policy Act                                    |
| NETCOM  | Network Enterprise Technology Command                                |
| NetUSR  | net unit status report   |
| NGB     | National Guard Bureau  |
| NIPRNET | Non-Secure Internet Protocol Router Network                          |
| OASS    | One Army School System   |
| OCAR    | Office of the Chief, U.S. Army Reserve                               |
| OCCH    | Office of the Chief of Chaplains                                     |
| OCIE    | organizational clothing and individual equipment                     |

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|             |   |
|-------------|---|
| OCO         | overseas contingency operations   |
| OCONUS      | outside continental United States   |
| OCS         | Officer Candidate School  |
| OE          | operational environment   |
| OEA         | operational environment assessment  |
| OEMP        | Operational Environment Master Plan   |
| OES         | Officer Education System  |
| OMA         | Operations and Maintenance, Army  |
| OMB         | Office of Management and Budget   |
| OneSAF      | One Semi-Automated Forces   |
| OPA         | other procurement, Army   |
| OPCON       | operational control   |
| OPFOR       | opposing force(s)   |
| OPS&CSD     | Operations and Command Support Division   |
| OPSEC       | operations security   |
| OPSUM       | operation summary   |
| OSINT       | open source intelligence  |
| OTJAG       | Office of the Judge Advocate General  |
| PA          | Privacy Act   |
| PAED        | Planning, Analysis, and Evaluation Directorate  |
| PAO         | public affairs officer  |
| PBG         | program budget guidance   |
| PBR         | Program Budget Review   |
| PCS         | permanent change of station   |
| PEG         | Program Evaluation Group  |
| PJA         | Post Judge Advocate   |
| PME         | Professional Military Education   |
| PMESII      | Political, Military, Economic, Social, Infrastructure, Information                        |
| POC         | point of contact  |
| POI         | program of instruction  |
| POM         | program objective memorandum  |
| PPBE        | planning, programming, budgeting, and execution   |
| PS          | physical security   |
| QA          | quality assurance   |
| QAO         | Quality Assurance Office  |
| QFR         | Quarterly Futures Review  |
| RC          | Reserve Component   |
| RCTID       | Reserve Component Training Integration Directorate  |
| RDAD        | Readiness Distribution Analysis Division  |
| RDECOM-STTC | Research and Development Engineering Command-Simulation and<br>Training Technology Center |
| RDT&E       | research, development, testing, and evaluation  |
| RFG         | Resource Formulation Guide  |
| RIF         | reduction in force  |
| RIO         | resource informed, integration focused and outcome based                                  |
| ROTC        | Reserve Officer Training Corps  |

|            |   |
|------------|---|
| S&T        | science and technology  |
| SAD        | Staff Actions Division  |
| SAR        | suspicious activity report  |
| SAT        | security assistance training (JFTD, G-3);<br>systems approach to training (GFTD, G-3) |
| SATD       | Security Assistance Training Directorate  |
| SATFA      | Security Assistance Training Field Activity   |
| SATMO      | Security Assistance Training Management Organization                                  |
| SATP       | Security Assistance Training Program  |
| SCI        | sensitive compartmented information   |
| SCoE       | Sustainment Center of Excellence  |
| SES        | senior executive service  |
| SGM        | sergeant major  |
| SIMS       | systems integration and modeling and simulation                                       |
| SIPRNET    | Secret Internet Protocol Router Network   |
| SIR        | serious incident reports  |
| SJA        | Staff Judge Advocate  |
| SMDR       | structure manning decision review   |
| SME        | subject matter expert   |
| SOCOM      | Special Operations Command  |
| SPD        | Studies and Program Division  |
| SRU        | strategic readiness update  |
| SSO        | special security office   |
| STAMIS     | Standard Army Management Information Systems  |
| STAR       | system threat assessment report   |
| STRATCOM   | strategic communications  |
| T2         | training transformation   |
| TAA        | Total Army Analysis   |
| TALP       | The Army Language Program   |
| TAP        | The Army Plan   |
| TASS       | The Army School System  |
| TBE        | training base expansion   |
| TBG        | TRADOC Budget Guidance  |
| TBP        | to be published   |
| TCM        | TRADOC capabilities manager   |
| TCP        | TRADOC Campaign Plan  |
| TDA        | table of distribution and allowances  |
| TDY        | temporary duty  |
| TGOSC      | TENCAP General Officer's Steering Committee   |
| TKMC       | TRADOC Knowledge Management Council   |
| TL         | training, leadership and education  |
| TMOPEs     | TRADOC Mobilization, Operations, Planning, and Execution System                       |
| TOMA       | Training Operations Management Activity   |
| TOPOFF     | Top Officials (a national-level terrorism exercise)                                   |
| TP         | TRADOC pamphlet   |
| TPO OneSAF | TRADOC Project Office for One Semi-Automated Force                                    |

## TRADOC Reg 10-5-1

|         |  |
|---------|--|
| TR      | TRADOC regulation  |
| TRAC    | TRADOC Analysis Center                                       |
| TRADOC  | U.S. Army Training and Doctrine Command                      |
| TRAP    | training requirements arbitration panel                      |
| TRAS    | Training Requirements Analysis System                        |
| TRISA   | TRADOC Intelligence Support Activity                         |
| TSR     | TRADOC Status Report   |
| TTCA    | TRADOC training center assessment                            |
| TTP     | tactics, techniques, and procedures                          |
| TTSP    | threat test support plan                                     |
| TUSCAB  | The U.S. Continental Army Band                               |
| UFMCS   | University of Foreign Military and Cultural Studies          |
| UMT     | unit ministry team   |
| USAAA   | U.S. Army Audit Agency                                       |
| USAAC   | U.S. Army Accessions Command                                 |
| USACC   | U.S. Army Cadet Command                                      |
| USAF    | U.S. Air Force   |
| USAICoE | U.S. Army Intelligence Center of Excellence                  |
| USAMAA  | U.S. Army Manpower Analysis 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  |
| USMA    | U.S. Military Academy  |
| VTC     | video teleconference   |
| WARNO   | warning orders   |
| WebTAS  | Web TRADOC Automated System                                  |
| WETED   | Wargaming, Experimentation, Test, and Evaluation Directorate |
| WO      | warrant officer  |

## Section II

### Terms

*Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.*

#### **architecture**

A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. The structure of components, their relationships, and the principles and guidelines governing their design and evolution over time. Architecture provides data sets that describe the missions and tasks that must be performed and for what purpose—the operational view, the nodes and their characteristics that support the missions and tasks—the system view, and how the nodes exchange information and interact to perform the desired effects associated with the tasks—the technical view.

**assist**

TRADOC organizations or staff elements a higher HQs directs to 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 that aids, complements, or sustains another organization, and is responsible for providing the assistance the lead organization requires. (TR 10-5)

**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, ICD, or a joint DOTMLPF change recommendation. 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 production document**

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

**Centers of Excellence**

An 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. (Army Campaign Plan)

**chemical surety**

A system of control measures designed to provide protection to the local population, workers, and the environment by ensuring that chemical agent operations are conducted safely; that chemical agents are secure; and that personnel involved in those operations meet the highest standards of reliability.

**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. (TR 25-35)

**collective training**

Training either in institutions or units that prepares cohesive teams and units to accomplish their missions on the battlefield and in operations other than war.

## **TRADOC Reg 10-5-1**

### **common core**

The combination of common military tasks, common leader tasks, and directed or mandated tasks for specific courses, grade levels, or organizational levels regardless of branch or career management field or program.

### **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). (TR 10-5)

### **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 non-military 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. (TR 10-5)

### **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)

### **Devil's Advocate**

An independent process or methodology to critically challenge concepts, doctrine, organizational designs, and technical capabilities. Where feasible, SMEs 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.

### **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).

### **individual training**

- Training which prepares the Soldier to perform specified duties or tasks related to an assigned duty position or subsequent duty positions and skill level.
- Training which officers and NCOs (leader training) or Soldiers (Soldier training) receive in schools, units, or by self-study. This training prepares the individual to perform specified duties or tasks related to the assigned or next higher specialty code or skill level and duty position.



**initial capabilities document**

Documents the need for a materiel approach or an approach that is a combination of materiel and non-materiel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the FA, 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 non-materiel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

**institutional training**

Training, either individual or collective, that takes place in Army service schools, Army training centers, or other TASS locations.

**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. (TR 10-5)

**lead**

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

- Develop, coordinate, and recommend command policy.
- Develop, coordinate, and recommend command guidance.
- Develop, coordinate, and recommend taskings to execute specific missions or tasks or provide specific support. (TR 10-5)

**Learning Institutions of Excellence**

An accreditation standard that fosters a culture of continuous improvement.

**major subordinate organization**

An organization directly subordinate to, established by authority of, and specifically designated by a major command.

**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).

## **TRADOC Reg 10-5-1**

### **memorandum**

Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; pattern of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TR 25-35)

### **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 simulations" or M&S refers to the broad discipline of creating, implementing, understanding, and using models and simulations. Modeling and simulation 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. (TR 10-5)

### **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 support. (TR 10-5)

### **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 OE 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. (TR 25-35)

**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. (TR 10-5)

**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. (TR 10-5)

**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. (TR 10-5)

**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 OE and from our partners' and adversary's perspectives.

**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. (TR 25-35)

**requirement**

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TR 10-5)

**staff management**

The responsibilities of the staff to assist and coordinate lead organization 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. (TR 10-5)

**strategic communications**

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the command develops, synchronizes, and articulates key

## **TRADOC Reg 10-5-1**

themes and messages in support of the strategic vision, goals, and objectives. Strategic communications (STRATCOM) will inform a broad variety of audiences and ensure commandwide unity of effort. Effective strategic communication not only serves the command, but must support the Army and the joint communities in their STRATCOM efforts. (TR 10-5)

### **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 STRATCOM plan. (TR 10-5)

### **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. (TR 10-5)

### **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. (TR 25-35)

### **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. (TR 10-5)

### **tiger team**

A specialized group, set up solely in response to a specific situation or problem, tasked by an organization to look at the problem from outside the box, thoroughly investigate possible solutions, and recommend changes to resolve the situation or problem.