

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

***TRADOC Regulation 10-5-1**

10 April 2018

Organization and Functions

HEADQUARTERS, U.S. ARMY TRAINING AND DOCTRINE COMMAND

FOR THE COMMANDER:

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History. This is an administrative revision to U.S. Army Training and Doctrine Command Regulation 10-5-1. 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). As TRADOC will continue to be an Army command in transition, this regulation follows the revision of TRADOC Regulation 10-5 (TRADOC's capstone organization and functions regulation) in discussing evolving organizational relationships associated with TRADOC CoEs, TRADOC Centers, and the Human Capital Enterprise (HCE).

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-3/5/7. The lead has the authority to approve exceptions or waivers to this 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

*This regulation supersedes TRADOC Regulation 10-5-1, dated 20 July 2010.

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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 Headquarters to the policy lead.

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

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

Suggested improvements. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G-3/5/7, ATTG-OP, 950 Jefferson Avenue, Fort Eustis, VA 23604-5779.

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Summary of Change

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Headquarters, U.S. Army Training and Doctrine Command

This administrative revision, dated 17 March 2025-

- o Removes reference to DA Form 1045 (Army Ideas for Excellence Program Proposal) due to cancellation (cover, appendix A).
- o Replaces "Command Diversity Office" with "Command Force Resilience Office", per Executive Order 14151 and TRADOC OPORD 24-007 (throughout).
- o Removes all references to Diversity, Equity, Inclusion, and Accessibility (DEIA) programs, offices, positions, and plans, per Executive Order 14151 (paras 6-7, 7-1, and 7-3).
- o Replaces "gender" with "sex" per Executive Order 14168 (para 6-7).
- o Removes two functions supporting diversity and inclusion from the Command Force Resilience Office, per Executive Order 14151, and renumbers subparagraphs (para 6-7).
- o Changes "Manpower and Reserve Affairs (M&RA) Deputy Assistant Secretary of the Army for Equity and Inclusion" to "Assistant Secretary of the Army (Manpower and Reserve Affairs (M&RA)) (para 6-7).

This major revision, dated 10 April 2018-

- o Replaces Figure 2.1 to add Special Troops Battalion.
- o Adds Army Capabilities Integration Command to Headquarters TRADOC coordinating staff (para 2-2e(7)).
- o Adds supervision of Commander, Special Troops Battalion to Deputy Chief of Staff functions (para 3-3).
- o Adds mission, organization and functions for Special Troops Battalion under Command Group (para 3-6).
- o Expands and clarifies authorities and responsibilities of the Deputy Commanding General, United States Army Reserve (para 4-6).
- o Updates list of capabilities of Deputy Commanding General, Futures to comply with United States Army Training and Doctrine Command Regulation 10-5 (para 4-3).
- o Updates Deputy Commanding General, Futures capacities representing Commanding General United States Army Training and Doctrine Command to align with TR 10-5 (para 4-3).
- o Removes administrative command for United States Continental Army Band (para 5-2c(4)).
- o Revises mission of Congressional Affairs Office (para 6-1a).
- o Updates tasks and functions for Internal Review and Audit Compliance office (para 6-4).
- o Updates roles and responsibilities of Secretary of the General Staff office (para 6-6).
- o Adds Career Program Management for Career Program 12 to Safety Office (para 6-9c(4)(e)).
- o Revise mission and functions of G-1/4 (para 7-1c).
- o Replaces Figure 7-1.
- o Changes G-1/4 Integration Directorate to Plans and Readiness Directorate (para 7-7).
- o Replaces Figure 8-1.
- o Adds Mission Sustainment Directorate to G-2 (para 8-5).
- o Adds Information Management Directorate to G-2 (para 8-8).
- o Adds Security Directorate to G-2 (para 8-9).
- o Replaces Figure 9-1.

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- o Moves responsibility for assisting Combined Arms Center with planning and preparation of senior leaders for United States Army Training and Doctrine Command's Army Learning Coordination Council from G-3/5/7 Training Integration Division to G-3/5/7 Leader Development Division (para 9-12c(2)).
- o Updates functions of Career Program 32 office to comply with Army Regulation 690-950 (para 9-13).
- o Adds Accessions Directorate to G-3/5/7 (para 9-20).
- o Moves appropriate functions from G-31 to Accessions Directorate within G-3/5/7 (para 9-20).
- o Replaces Figure 10-1.
- o Adds new functions in G-6 (para 10-3).
- o Adds functions for overseeing Cloud Computing activities to G-6 (para 10-9c(10)).
- o Adds Information Technology Business Office in G-6 (para 10-10).
- o Replaces Figure 11-1.
- o Eliminates Deputy Chief of Staff, G-8, Management Directorate, and realigns functions to other G-8 directorates (para 11-3).
- o Changes Quarterly Futures Review to Quarterly Army Warfighting Challenge Review (para 11-4c(1)(n)).
- o Moves responsibility for cost benefit analysis to G-8 (para 11-4c(3)(e)).
- o Adds functions to the Force Integration Division in G-8 (para 11-6c(12)).
- o Adds Strategic Plans and Systems Integration Office to G-8 (para 11-9).
- o Replaces Figure 13-1.
- o Adds Cost Benefit Analysis Review Board (app A).
- o Removes Unified Land Operations (Glossary, Section II).
- o 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 (U.S.) 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 Deputy Commanding General/Chief of Staff (DCG/CoS) will approve changes to this regulation.

b. The Deputy Chief of Staff (DCS), G-3/5/7 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) Review and coordinate proposed changes and forward recommendations for approval to the DCG/CoS.

(4) Recommend changes to the DCG/CoS.

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 the TRADOC Commander.

b. TRADOC Regulation (TR) 10-5 is the capstone organization and functions regulation for TRADOC.

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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 the mission command philosophy and the 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.

Chapter 2

Mission and Organization

2-1. Mission of Training and Doctrine Command

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

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

The HQ TRADOC is comprised of the command group, DCGs, personal staff, special staff, and coordinating staff with several field operating activities (FOAs) in support of the coordinating staff as shown (see figure 2-1).

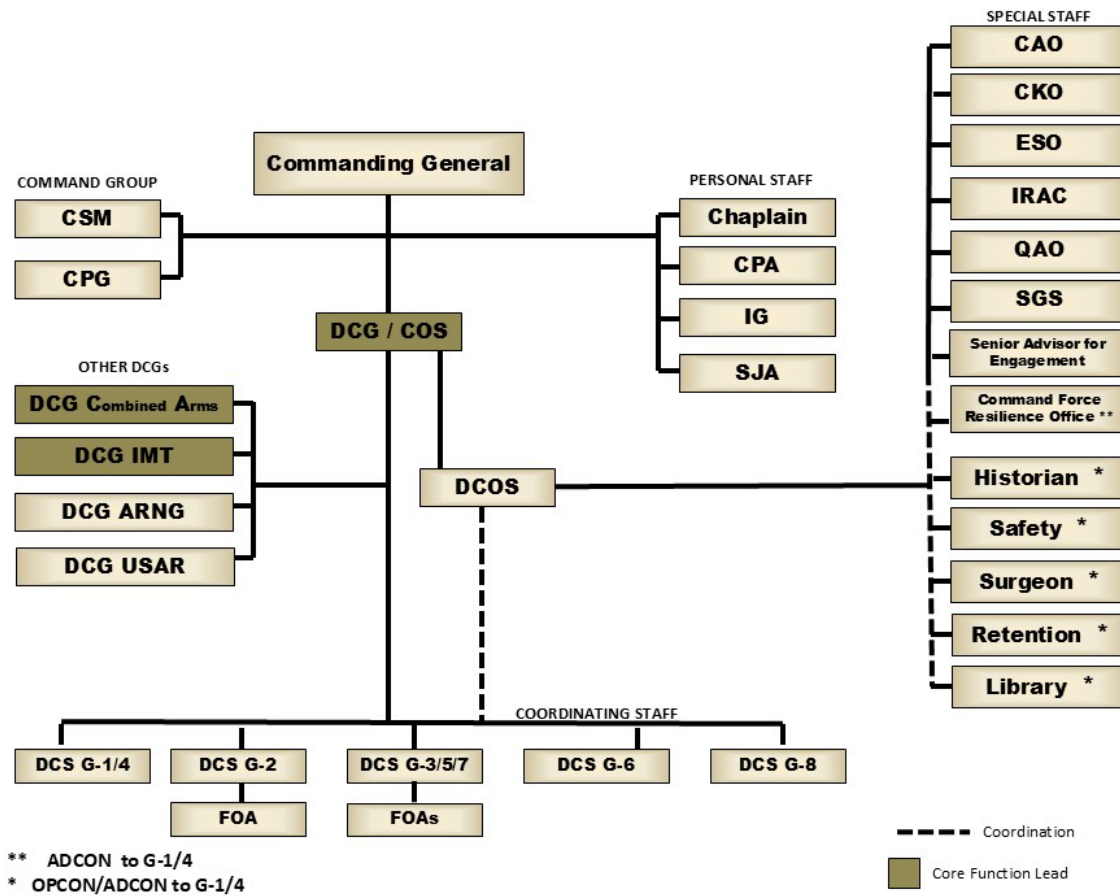


Figure 2-1. HQ TRADOC Organization

- a. The command group consists of the:
 - (1) CG.
 - (2) DCG/CoS.
 - (3) Deputy Chief of Staff (DCoS).
 - (4) Command Sergeant Major (CSM).
 - (5) Commander's Planning Group (CPG).
- b. The five functional or Reserve Component (RC) DCGs are:
 - (1) DCG, Combined Arms.
 - (2) DCG, Futures.

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- (3) DCG, Initial Military Training (IMT).
- (4) DCG, U.S. Army Reserve (USAR).
- (5) DCG, U.S. Army National Guard (ARNG).
- c. The personal staff consists of the:
 - (1) Command Chaplain.
 - (2) Chief of Public Affairs (CPA).
 - (3) Inspector General (IG).
 - (4) Staff Judge Advocate (SJA).
- d. The special staff consists of the:
 - (1) Congressional Activities Office (CAO).
 - (2) Chief Knowledge Officer (CKO).
 - (3) Executive Services Office (ESO).
 - (4) Internal Review and Audit Compliance (IRAC).
 - (5) Quality Assurance Office (QAO).
 - (6) Secretary of the General Staff (SGS).
 - (7) Command Force Resilience Office.
 - (8) Command Historian.
 - (9) Command Safety Office.
 - (10) Command Surgeon.
- e. The coordinating staff consists of:
 - (1) DCS, G-1/4 (personnel, logistics, and engineering).
 - (2) DCS, G-2 (intelligence).
 - (3) DCS, G-3/5/7 (operations, plans, and training).

- (4) DCS, G-6 (command, control, communications, and computers).
- (5) DCS, G-8 (resource management).
- (6) DCS, G-9 (engagement).
- (7) Army Capabilities Integration Center (ARCIC) (capabilities, force structure).

f. The FOAs that directly support HQ TRADOC are:

- (1) ARCIC (see TR 10-5-2).
- (2) Training Operations Management Activity (TOMA), aligned under DCS, G-3/5/7.
- (3) Security Assistance Training Field Activity (SATFA), aligned under DCS, G-3/5/7.

(4) Operational Environment (OE) Training Support Center (TSC) (G-27), aligned under DCS, G-2. The eight TRADOC CoEs and Special activities directly reporting to HQ TRADOC (but not part of HQ TRADOC) are listed in TR 10-5.

2-3. Core function lead (CFL)

CFL is a title assigned to a DCG with responsibilities and authorities to lead and direct activities in their designated core function area (See Table 2-1). CFLs coordinate with the HQ TRADOC staff to provide information required to complete staff actions, recommend priorities, and provide status of key issues for command visibility, guidance, and decisions.

Table 2-1.
CFL Designations

Core function	Lead
IMT	DCG, IMT
Leader Development	DCG, Combined Arms
Education	DCG, Combined Arms
Lessons Learned	DCG, Combined Arms
Doctrine	DCG, Combined Arms
Training Development	DCG, Combined Arms
Training Support	DCG, Combined Arms
Functional Training	DCG, Combined Arms
Concepts Development	DCG, Futures
Requirements (capabilities) Determination	DCG, Futures
Capability Integration	DCG, Futures
Accessions Support and Integration	DCG/CoS
Operational Environment	DCG/CoS

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2-4. Functional roles and relationships

For TRADOC's functional roles and relationships, see TR 10-5.

2-5. Headquarters staff role

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

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

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

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

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

(3) HQ TRADOC staff is responsible for promulgating policy and guidance across TRADOC and to appropriate external organizations and agencies. Additionally, the HQ TRADOC staff is responsible for monitoring compliance in those functions, processes, and tasks

to determine if execution of the approved policy or guidance meets CG, TRADOC intent and priorities.

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

Chapter 3

Command Group

3-1. Commanding General

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

3-2. Deputy Commanding General/Chief of Staff

The DCG/CoS directs and focuses the daily operations of the TRADOC staff across doctrine, training, and service and infrastructure support and resources. Serves as the CFL for the OE and accessions support and integration core functions with support from G-2 and G-3/5/7, respectively. Serves as the senior TRADOC representative at the Army Training General Officer Steering Committee (GOSC). The DCG/CoS advises the CG in functional areas, including: safety, force protection, installation management, administration, human capital (personnel), supply, maintenance, security assistance, operations, planning, training, communications, interoperability, joint exercises, force modernization, force structure, resource allocation, management controls, equal opportunity (EO), and Sexual Harassment/Assault Response and Prevention (SHARP). 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 HQ across doctrine, training developments, base operations support, and resources. Ensures effective coordination and relationships with other DOD and non-DOD agencies.

b. Directs the TRADOC EEO program and represents TRADOC in matters pertaining to union negotiations.

c. 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.

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d. Supervises long-range planning, organizational development, and program coordination and review for TRADOC.

e. Serves as lead for TRADOC 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.

f. Chairs the Senior Requirements Review Board.

3-3. Deputy Chief of Staff

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

a. Serves as the advisor and 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 DA Civilian positions in the command group.

i. Supervises the SGS, CAO, CKO, ESO, IRAC and QAO.

j. Supervises the TRADOC Special Troops Battalion Commander.

3-4. Command Sergeant Major

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

3-5. Commander's Planning Group

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

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

c. Functions.

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

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

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

(4) Event preparation. Coordinates and prepares CG for participation in 4-star level forums/conferences, installation visits, OCONUS trips, and other events as required.

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

(6) 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 the Sustainable Readiness Model.

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

3-6. Special Troops Battalion

a. Mission. The United States Army Training and Doctrine Command (TRADOC) Special Troops Battalion (STB) provides command and control of administration, logistics, training, military justice and operations in support of Headquarters (HQ), TRADOC at Joint Base Langley-Eustis (JBLE) to enable TRADOC mission.

b. Organization. The TRADOC STB consists of four subordinate units: Headquarters and Headquarters Company (HHC); TRADOC Band support; 221st Military Police Detachment (221st MP Det.); 3rd Military Police Detachment (3rd MP Det.), and the Facilities Management Office (FMO). TRADOC STB units are located in several different facilities on Fort Eustis. The TRADOC STB also provides support to Army Soldiers assigned to the U.S. Army North Atlantic Treaty Organization (NATO) Brigade, Joint Staff (J7), and the Joint War College in Norfolk, Virginia.

c. Functions.

(1) Provide command and control, administration, training and Uniform Code of Military Justice (UCMJ) support to assigned and attached units.

(2) Perform Soldier support (reenlistment, training, and promotion authority) functions for HHC, TRADOC Band support personal, 221st MP Det., 3rd MP Det., and FMO.

(3) Obtain and provide service-oriented facilities maintenance and operations services to TRADOC facilities on Fort Eustis.

(4) Implement programs to ensure Soldier readiness for deployment and professional development.

(5) Manage and sustain a Family Readiness Group (FRG) that includes families of deployed Soldiers and families within the HQ, TRADOC.

(6) Integrate and synchronize Soldier support to installation ceremonies and special activities.

(7) Provide officer personnel to support Regional Casualty operations (funeral details, notification, escort, and casualty assistance).

Chapter 4

Functional and Reserve Component Deputy Commanding Generals

4-1. Introduction and General Responsibilities

a. In addition to the DCG/CoS, TRADOC has five other DCGs who perform key functions in support of the TRADOC mission. DCG, Combined Arms; DCG, Futures; and, DCG, IMT are CFLs who routinely represent TRADOC in external meetings, boards, forums, or events based on authorities conveyed through assigned core functions.

b. The DCG, USAR and DCG, ARNG are responsible for advising and assisting CG, TRADOC in matters related to RC issues.

4-2. DCG, Combined Arms

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

b. Organization. The DCG, Combined Arms is dual-hatted with responsibilities also as the CG, Combined Arms Center (CAC).

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

(1) Serves as the senior TRADOC representative and co-chair on the Army Lessons Learned Forum 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, U.S. Army CTC Huddle.

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

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

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

(6) Serves on the CJCS's Military Education Coordination Council.

TRADOC Regulation 10-5-1

d. DCG, Combined Arms assists DCG, Futures in requirements (capabilities) determination by providing lessons and best practices for potential use in analysis of Army concepts and capability development.

4-3. DCG, Futures

a. Mission. Represents CG, TRADOC as TRADOC's CFL for supporting the Army's concept and capabilities development processes, products, integration, prioritization and synchronization (concepts development, requirements (capabilities) determination, and capability integration).

b. Organization. The DCG, Futures is dual-hatted with responsibilities also as the Director, Army Capabilities Integration Center (ARCIC).

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

(1) Reviews and validates Army Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy (DOTMLPF-P) force modernization proposals prior to submission to HQDA DCS, G-8, Force Developments Directorate Requirements Integration and Assessments (DAPR-FDJ) for Army Requirements Oversight Council (AROC) and Joint Requirements Oversight Council (JROC). Serves on the AROC and JROC.

(2) Establishes TRADOC capabilities determination policy and guidance; and provides direction to execute the Joint Capabilities Integration and Development System (JCIDS) process.

(3) Defends the TRADOC position in the Total Army Analysis (TAA) GOSCs and in operational force feasibility reviews. Serves as the senior TRADOC representative to the configuration steering boards and the Army-Defense Advanced Research Projects Agency Innovation Group.

(4) Serves as the senior TRADOC representative to the Army-Defense Advanced Research Projects Agency Innovation Group.

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

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

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

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

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

(10) Defends the TRADOC position on the validation of the Army Science and Technology (S&T) investment portfolio objectives.

(11) In coordination with DCS TRADOC G-8, serves as the senior TRADOC representative in the Army's strategic equipping portfolio reviews which includes the program objective memorandum (POM) process for the equipping program evaluation group.

(12) Supports the CG, CAC who coordinates with the core function leads (DCG, Futures/Director, ARCIC and DCG, IMT/CG, CIMT) and HQ TRADOC to establish CoE priorities.

(13) Exercises core function lead administrative control responsibilities for the CoEs as identified in TR 10-5: CDID personnel coordination, resourcing in coordination with TRADOC DCS G-8, taskings, and serving as the senior rater for CDID Directors.

4-4. DCG, Initial Military Training

a. Mission. Represents CG, TRADOC as TRADOC's CFL for Initial Military Training.

b. Organization. The DCG, IMT simultaneous serves as Commander for the U.S. Army Center for Initial Military Training (CIMT).

c. Functions.

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

(2) Exercises operational control for the 108th Training Command (Initial Entry Training (IET)).

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

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

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

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

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

4-5. DCG, U.S. Army National Guard

a. Mission. DCG, ARNG facilitates the integration of TRADOC capabilities, concepts, and doctrine in order to support mission ready ARNG Soldiers and units. As the ARNG SME to TRADOC on emerging DOTMLPF-P, DCG, ARNG ensures National Guard missions, skill sets, and capabilities are considered and integrated into total Army and joint transformation.

b. Organization. The Office of the DCG, ARNG consists of a single office, directly reporting to the CG, TRADOC.

c. Functions.

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

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

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

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

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

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

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

(8) Serves as co-lead for TR 135-6.

4-6. DCG, U.S. Army Reserve

a. Mission. Provide strategic oversight of all U.S. Army Reserve (USAR) capabilities and equities within TRADOC to achieve a seamless link between TRADOC and Office of the Chief, Army Reserve (OCAR) and Headquarters, United States Army Reserve Command (USARC). DCG, USAR ensures the USAR is fully integrated in all aspects of planning, preparation, execution, and assessments of TRADOC missions through DOTMLPF-P. As the Senior USAR's advisor to DCG, TRADOC on emerging DOTMLPF-P issues and matters, ensures USAR missions, capacity, and capabilities are considered and integrated into total Army and joint transformation.

b. Organization. The Office of the DCG, USAR reports directly to the DCG, TRADOC.

c. Functions.

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

(2) Informs DCG TRADOC and HQ TRADOC, Centers of Excellence, Training Centers, and Schools about USAR decision support processes to ensure all perspectives are considered in the TRADOC decision making processes.

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

(4) Provides guidance to TRADOC G-1 and ARCIC on all AGR force structure throughout TRADOC and facilitates a disposition from OCAR Force Management for all AGR force structure modifications.

(5) Provides guidance related to manning of all AGR positions within TRADOC in accordance with the USAR AGR Manning Guidance; accessing USAR units and Soldiers through mobilization authorities; employing USAR Soldiers through active duty operational support (ADOS); and assisting the TRADOC G-1 with manning Individual Mobilization Augmented (IMA) positions to meet TRADOC mission. Participates in development, execution, and refinement of The One Army School System (OASS), The Army School System (TASS), Initial Military Training, Reserve Officer Training Corps, and other related training strategies, plans and programs.

(6) Synchronizes USAR policy guidance, and priorities across TRADOC. Lead for deconflicting competing equities and/or interests that present potential delays or disruptions to TRADOC mission sets.

TRADOC Regulation 10-5-1

(7) Participates in HQDA- and TRADOC-led forums and discussions related to force generation requirements; accessions strategies, plans, and programs; training development and implementation; development and updating of military doctrine; and development and maintenance of processes, systems, and programs to determine feasibility, acceptability, and suitability of support from USAR or impact to USAR capabilities.

(8) Serves as co-proponent for oversight and management of the ARNG and USAR Liaison Noncommissioned Officer Program at U.S. Army Training Centers and TRADOC Schools in accordance with TR 135-6.

(9) Assists TRADOC subordinate commanders with all operational and readiness issues affecting USAR units under their operational control to facilitate strategic goals and operational objectives.

Chapter 5 Personal Staff

5-1. Command Chaplain

a. Mission. The TRADOC Command Chaplain advises the Commander on all issues regarding the free exercise and impact of religion on the Mission, Command and Army Family by providing trained and ready Unit Ministry Teams (UMT) to execute unit religious support, training, and resiliency programs at Major Subordinate Organizations (MSOs) across the Command. The Command Chaplain provides comprehensive religious and staff support to HQ TRADOC.

b. Organization. The Command Chaplain consists of a single office with support staff consisting of Chaplain (CH) Ops, CH Per, CH TNG MOB, Chief Religious Affairs NCO, Command Chaplain and Senior Religious Affairs NCO. The DCoS has administrative control (ADCON) of the Command Chaplain.

c. Functions.

(1) Establishes goals, objectives, standards, and priorities for all aspects of chaplain and religious affairs specialists/NCO personnel management in TRADOC. Provides chaplains and religious affairs specialists/NCO 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 Functional Areas (FA) related to providing religious support: chaplain personnel account management, chaplain force structure management, chaplain resource management, chaplaincy training, chaplain mobilization, chaplaincy operations and tasking, and religious affairs specialists/NCO 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 CoEs, schools, and activities.
- (5) Establishes chaplaincy policy and plans to ensure that technical supervision is provided to the UMTs of TRADOC CoEs, schools, and activities.
- (6) Establishes chaplain goals and objectives annually and develops chaplaincy standards with.
- (7) Defines and establishes chaplain mission statements for TRADOC.
- (8) Coordinates with the OCCH, DACH-PER HRC, and TRADOC CoEs, 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 religious affairs specialists/NCO 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.
- (12) Assists commanders in the implementation of the Army's Community Health Promotion Council and Army programs related to the wellbeing of the Army Family.

5-2. Chief of Public Affairs

- a. Mission. TRADOC Public Affairs mission is to establish and sustain a command-wide synchronized communication program that enables the command's mission and the CG's priorities, while informing internal and external publics, and fulfilling the Army's obligation to keep the American people and the Army informed as established in Title 10, USC.
- b. Organization. The CPA Office consists of a single office with support staff. The office is organized around the public affairs major functions.
- c. Functions.
 - (1) Advisor to the commander and staff.

TRADOC Regulation 10-5-1

(2) Serves as principal advisor to the CG, TRADOC and HQ staff, in execution of Title 10 USC public affairs responsibilities in coordination with the Army Office of the Chief of Public Affairs (OCPA) and the Army staff, as appropriate.

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

(4) Provides professional and technical expertise to the CG, and HQ TRADOC elements and subordinate organizations for public affairs plans and policy, web content operations, media operations, media training, community outreach and public affairs program review or evaluation. Integrates and coordinates Army band support for public affairs activities, as required.

(5) Supports TRADOC in achieving communication initiatives by developing media engagements and community outreach plans and products to support TRADOC communication plans. Participates in all aspects of TRADOC communication planning and processes.

(6) Provides staff management of public affairs activities at TRADOC CoEs, schools and activities.

(7) Encourages command-wide involvement in an aggressive, proactive TRADOC culture of engagement with the public and the media.

(8) Provides technical and administrative program management in executing public affairs and communications media career program (CP) 22 responsibilities.

(9) Reviews and assists in managing the public affairs personnel assigned to the public affairs FA 46 in HQ TRADOC and TRADOC activities.

d. Plans and Operations.

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

(2) Serves as a TRADOC Public Affairs Offices (PAO) coordinator and representative to HQ TRADOC working groups.

(3) Provides public affairs review, analysis and coordination of TRADOC policies, operation orders, mobilization, exercise, 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 communication issues for HQ TRADOC elements and supporting public affairs officers. Coordinates support with U.S. Army Installation Management Command (IMCOM) and regional PAO, as required.

(5) Identifies and synchronizes communication efforts for TRADOC through the Command Communication Program. Conducts monthly working groups at the action officer level and quarterly briefings to the command group by TRADOC chiefs of staff in support of the Command Communication Program.

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

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

e. Media Relations.

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

(2) Provides policy guidance on media relations and community 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 as requested.

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

(5) Prepares and staffs media preparation material and conducts training with HQ TRADOC staff SMEs for media engagements by leadership and staff members. Develops and coordinates media training for TRADOC senior leadership, as requested, and professional development and training for public affairs related topics.

(6) Prepares daily media and summary reports on the latest news concerning HQ TRADOC and Army as required.

f. Community Relations.

(1) Interacts with local, regional and national civilian organizations (civic, professional, and veteran) on behalf of the command.

(2) Coordinates senior leader, Soldier engagements with local and regional centers of influence.

(3) Advises and coordinates with CoE community relations officers.

TRADOC Regulation 10-5-1

(4) Evaluates external requests for support to include keynote speakers, special units, equipment and displays.

(5) Identifies TRADOC and civilian participants for Army and DOD-level outreach programs.

(6) Oversees TRADOC Band support operations to enhance audience size, marketing strategies and publicity products.

g. Command Information.

(1) Generates content in support of TRADOC priorities and initiatives, and provide guidance and awareness of command.

(2) Synchronizes the coverage of TRADOC and Army senior leader visits to TRADOC subordinate activities.

(3) Provides editorial reviews of articles and other types of content covering strategic TRADOC and Army-level initiatives. Reviews command videos for Security, Accuracy, Proprietary, and Policy before release.

(4) Publicizes content created by TRADOC subordinate units to gain larger audiences.

(5) Generates, manages, produces and publicizes content on TRADOC initiatives using multiple command venues and formats.

(6) Executes and manages TRADOC Web Operations; the TRADOC Website and serves as the TRADOC corporate content manager.

(7) Advises subordinate TRADOC PAOs on their responsibilities as Website content managers.

(8) Provides reviews of HQ, TRADOC staff and subordinate unit webpages as needed prior to release.

(9) Develops, executes, and manages the command's social media program. Manages HQ TRADOC level social media presences to include CG, TRADOC and support to other senior leaders as needed. Monitors social media platforms to ensure TRADOC senior leaders are not misrepresented or impersonated. Develops and executes social media strategies to synchronize communications across TRADOC social media platforms. Provides social media training and guidance as needed.

(10) Manages public affairs digital imagery and maintains TRADOC training photo pages and supports command information with web graphics.

5-3. Inspector General

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

b. Role. Extending the eyes, ears, voice, and conscience of the TRADOC Commander.

c. Organization. The TRADOC office of the Inspector General (IG) consists of a single office with support staff. The office has two branches, the Assistance and Investigations Branch and the Inspections Branch which serve as the proponent to IG offices across TRADOC. The Fort Eustis Office provides assistance to organizations located on Joint Base Langley-Eustis.

d. Functions.

(1) Provides assistance, conducts inspections, investigations and teaching and training for all appropriate TRADOC organizations and personnel.

(2) Collects, analyzes, and maintains assistance trends, investigation and inquiry case data, and inspection results.

(3) Conducts teaching and training throughout the Command on Army and TRADOC policies, procedures, systems, and processes to help organizations improve operations, efficiency and accomplishment of command objectives.

(4) Disseminates information, innovative ideas, and lessons learned as a result of TRADOC wide inspections and changes in Army or TRADOC policies.

(5) Advises CG, TRADOC, subordinate commanders, and selected TRADOC staff on command issues, trends and inspection policies.

(6) Coordinates required IG actions with appropriate organizations and agencies; ACOMs, DA Inspector General, and DOD Inspector General (DODIG).

(7) Briefs and coordinates inspection results with TRADOC leadership, TRADOC staff elements and other appropriate commands or agencies.

(8) Serves as the IG proponent for subordinate command's IG offices including monitoring manpower, review of sensitive cases and quality control of inspections, inquiries, and/or investigations.

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

TRADOC Regulation 10-5-1

5-4. Staff Judge Advocate

a. Mission. Provides legal support to the CG, DCGs, DCoS and all staff directorates at HQ TRADOC. Provides accurate, timely and practical legal advice at the ACOM level in the areas of ethics, environmental law, contract law, fiscal law, labor law, military justice policy, Soldier and Army Civilian adverse administrative actions, military and Army Civilian personnel law, IMT policy, operational law doctrine, domestic operational law, and a myriad of complex legal issues regarding operations at HQ, TRADOC, ARCIC, U.S. Army Asymmetric Warfare Group, U.S. Army Rapid Equipping Force, CoEs, schools and activities; and monitors force structure/budget for delivery of efficient legal services and activities throughout the TRADOC enterprise.

b. Organization. The SJA accomplishes its mission through one consolidated legal office. The office of the SJA consists of four divisions: Executive/Administrative Division, Administrative and Civil Law Division, Military Law Division, and Contract and Fiscal Law Division.

c. Functions.

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

(d) As an ACOM Staff Judge Advocate, serves as the Senior Supervisory Judge Advocate in accordance with AR 27-1 (Judge Advocate Legal Services) for attorney professional responsibility and related matters.

(e) Serves as lead for TR 27-2 (Military Jurisdiction, Civilian Criminal Jurisdiction on Fort Eustis, and Designation of Superior Competent Authorities) and TR 27-4 (TRADOC Government Ethics Program).

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

(a) Government ethics issues, including financial disclosure requirements (OGE Form 450/278 reporting), federal standards of ethical conduct, and post-government employment advice.

- (b) Environmental law issues (including base realignment and closures (BRAC)).
 - (c) Civilian personnel and labor law matters (including EEO complaints, Merit Systems Protection Board complaints, Investigations and Resolutions Division and Office of Special Counsel investigations, litigation, Federal Labor Relations Authority, and Federal Services Impasse Panel issues, and other matters related to civilian personnel and employment).
 - (d) Intellectual property law issues (including copyright, trademark, and social media).
 - (e) Travel and transportation legal issues (including accompanying spouse travel, invitational travel authorizations, and military air flight requests).
 - (f) Strategic planning and force structure issues (including TRADOC restructure, concept plans, stationing, campaign plans and other operational plans).
- (3) Military Law Division. Provides legal support to HQ TRADOC elements, CoEs, schools, and activities in the areas of personnel law and legal training. This includes Judge Advocate General Corps doctrine, military justice, command investigations, SHARP, operational law, religious accommodation, transgender policy, and government information practices such as Privacy Act (PA), Freedom of Information Act (FOIA).
- (4) Contract and Fiscal Law Division. Advises HQ TRADOC and staff, ARCIC, U.S. Army Asymmetric Warfare Group, U.S. Army Rapid Equipping Force, CoEs, schools, and activities on all aspects of the award and administration of government contracts, grants and cooperative agreements, and other transactions. Advises on fiscal law matters, to include the obligation and use of operational funds. Provides legal counsel directly to the DCS, G-8.
- (a) Serves as legal advisor for TRADOC contract actions staffed in accordance with 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 SGS, ESO, and the TRADOC International Army Programs Directorate (IAPD) on the use of official representation funds.

TRADOC Regulation 10-5-1

(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 and represents HQ TRADOC interests on audits, investigations, and reviews involving TRADOC procurements and the expenditure of appropriations.

Chapter 6 Special Staff

6-1. Congressional Activities Office

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

b. Organization. The CAO consists of a single office located at HQ TRADOC. The staff of three personnel includes a Director; Congressional Activities Analyst and Congressional Activities Specialist providing guidance and support to a network of legislative coordinators within HQ TRADOC command and staff elements and at TRADOC centers, schools, and activities. The CAO reports directly to the DCoS, TRADOC.

c. Functions.

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

(2) Congressional engagement. In accordance with AR 1-20, CAO serves as TRADOC's Congressional Affairs Contact Officer (CACO) and as liaison to the Army's Office of the Chief of Legislative Liaison and the Army Congressional Budget Liaison Office; coordinates all congressional and staff delegation visits to HQ, TRADOC; facilitates communication and coordination of all congressional and staff delegation visits to TRADOC centers, schools, and activities; coordinates HQ, TRADOC key leader visits to Capitol Hill; and facilitates communication and coordination of TRADOC centers, schools, and activities key leader visits to Capitol Hill.

(3) Legislative network coordinator. Per TRADOC Supplement 1 to AR 1-20, CAO manages TRADOC Legislative Coordinator Network, a network of action officers responsible for managing congressional and legislative functions at HQ, TRADOC and TRADOC centers, schools, and activities.

(4) Congressional requirements. CAO communicates and coordinates all Congressional actions, inquiries, responses, and reports for TRADOC.

6-2. Chief Knowledge Officer

a. Mission. Lead, plan and execute TRADOC's organizational knowledge, process, and performance management (KPPM) program in order to increase collaboration, stimulate innovation, enhance decision-making, and improve organizational performance across the command. Develop and implement strategies and plans for designing organizational performance measurements and analytics, employing knowledge management and process improvement practices, optimizing data and content management solutions, and training, educating and supporting the workforce in leveraging enterprise KPPM solutions to achieve TRADOC and Army strategic objectives and priorities. Align TRADOC KPPM initiatives with the Army Business Strategy, DOD Defense Business Systems (DBS) directives, and other reform initiatives to continually improve organizational processes and performance, and optimize availability of resources to TRADOC in support of Army priorities and warfighting missions.

b. Organization. The CKO reports directly to the DCoS, TRADOC, and consists of three subordinate divisions: Plans & Operations; Support Services; and Learning Solutions.

c. Functions.

(1) Knowledge Management: A collection of deliberate processes, techniques and technologies for creating, organizing, applying, and transferring tacit and explicit knowledge, and ensuring that knowledge is readily available to those who need it, when and where needed. At the enterprise level, Knowledge Management is a discipline that promotes an integrated approach to using scalable enterprise technical and non-technical solutions to rapidly share knowledge assets and intellectual capital to meet mission objectives.

(2) Continuous Process Improvement (CPI): The continuous efforts to assess, innovate, optimize, and improve organizational business processes and work systems. When implemented successfully, CPI ensures the ways people work together and the processes they employ operate at best value, improve knowledge flows, and enhance organizational learning and efficacy.

(3) Data and Content Management (DCM): Encompasses the planning, policies, and procedures necessary for efficient and effective use of data, content, and knowledge sources within supporting enterprise architectures, networks, and repositories. DCM ensures proper management (from creation to permanent storage or deletion), reduces redundancy/duplication, enhances discoverability, and supports real-time data visualization through scalable dashboards and common operating pictures using the out-of-the-box functionality of approved Army software solutions.

(4) Business Intelligence and Transformation (BIT): The practice and use of applications, technologies and enterprise solutions to collect, aggregate, display, and analyze business-related metrics and key performance indicators (KPI) to support decision making relative to Army/DOD Defense Business Systems (DBS), Army Business Councils (ABC) and related institutional Army and DOD government reforms initiated by HQDA Officer of Business Transformation (OBT).

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(5) Organizational Performance Management (PfM): The methods by which organizations define, align, and measure use of resources, systems, and work force to effectively and efficiently achieve strategic objectives and command priorities. PfM unifies efforts within complex organizations through shared understanding and measureable objectives, which in turn lead to actionable goals and priorities at lower echelons.

(6) KPPM Training, Education, and Performance Support (TE/PS): The ongoing actions to inform, assess, and provide KPPM performance support to leaders, professionals, and practitioners. Methods include formal and informal training/education; help-desk type functions; communities of practice and collaboration platforms; strategic communications; professional development settings; and production/distribution of supporting materials (courseware, multimedia; publications, surveys, etc.), in accordance with Army and TRADOC policies, procedures and standards.

(7) Planning and Programming: The ongoing function of developing, updating, and implementing TRADOC KPPM strategies, supporting plans, enterprise contract support documentation, budgeting, manpower analysis, reports, accreditation standards, and other program management roles and responsibilities.

(8) Accreditation, Inspection and Assistance Visits: Plan, support, and participate in TRADOC approved accreditations, inspections, and assistance visits to provide requisite KPPM subject matter expertise and support to TRADOC staff and subordinate organizations.

(9) Governance: Coordinates, schedules, conducts, and participates in periodic and as required TRADOC Business Council (TBC), TRADOC Knowledge Management Council, Army Business Council (ABC), Army Data Board (ADB) and other TRADOC/Army recurring or nonrecurring governance sessions.

(10) On behalf the DCOS and DCG TRADOC, serves as the TRADOC lead for communication and collaboration with HQDA Office of Business Transformation (OBT) and the Army Data Board.

6-3. Executive Services Office

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

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

c. Functions. <http://www.tradoc.army.mil/tpubs/memos/m1-16.pdf>

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

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

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

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

6-4. Internal Review and Audit Compliance

a. Mission. Internal Review and Audit Compliance (IRAC) provides a full range of professional internal review and audit services to the command. The IRAC mission is to support the TRADOC leadership and organizations in improving accountability and compliance in the execution of their missions and achieving and sustaining financial auditability. IRAC reviews the execution of internal controls to ensure efficient and effective operational business practices.

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

c. Functions.

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

(2) Conducts performance audits or attestations when the CG, TRADOC or another customer requires an objective examination of evidence for the purpose of providing an independent assessment of risk management, control, and/or governance processes within the organization and reasonable assurance that these processes are functioning properly.

(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 audits 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.

(d) Conducts quick response risk assessments of time sensitive requirements for the HQ TRADOC Senior Requirements Review Board. Conducts other risk assessments, Anti-deficiency

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Act violation investigations, and other non-audit services such as studies, analyses, cost analyses, or information gathering assessments.

(3) Serves as command focal point for financial audit readiness. Coordinates financial audit readiness efforts within TRADOC CoEs, schools, and activities and guides the command through annual financial audits.

(a) Facilitates, monitors, and assesses all audit testing efforts and provides multifaceted support to all TRADOC activities during annual financial audits.

(b) Executes internal audits and assistance visits to address auditability concerns and targets the command's most material transactions.

(c) Conducts rigorous self-testing exercises to prepare all command activities for involvement in annual financial audits.

(d) Updates commanders on their organizations' involvement in annual financial audits and assists with gauging progress toward auditability.

(e) Provides support to the TRADOC Audit Readiness Committee and maintains the TRADOC Audit Readiness SharePoint as a one stop shop for all command specific audit readiness information.

(4) 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.

(5) 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.

(6) 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.

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

(8) 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.

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

6-5. Quality Assurance Office

a. Mission. Executes the Army QA program across the Active Army (AA), ARNG and USAR (RC) through accreditations and assessments to ensure Army Enterprise Accreditation Standards (AEAS) are achieved in the development, education, and training of Soldiers and DA Civilians while strengthening the Army's readiness and to ensure the Army's ability to learn, adapt, and innovate.

b. Organization. The QAO, a special staff element, consists of a director and three divisions: Plans and Operations Division, Program Management and Accreditation Division, and Reserve Component Accreditation Division. Additional staff includes a minimum of one QAO Sergeant Major. The QAO reports directly to the DCoS, TRADOC

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c. Functions. In accordance with Army Regulation (AR) 350-1; TR 11-21, TR 350-18; TR 350-70; TRADOC Pamphlet (TP) 350-70-14; TP 350-70-7; TRADOC Supplement 1 to AR 1-201.

(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 to ensure Army readiness.

(2) Leads a TRADOC QA program that supports CG, TRADOC and the TrP. Provides CG, TRADOC and HQDA DCS, G-37 Training Director an objective assessment of the status of Army learning institution accreditations, impact issue/higher HQ issue (HHI) tracking to resolution, value added/best practices processes, procedures and efficiencies, lessons learned and trends.

(3) Leads and manages the policies, procedures, objectives, and 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-P areas.

(4) Performs as the lead DA accrediting organization for all Army training and education institutions (TRADOC and non-TRADOC), NCOAs, USAR TASS training brigades, and ARNG regional training institutions (RTIs) (with the exception of the U.S. Military Academy (USMA). Responsibilities include planning, organizing, coordinating, scheduling, and leading teams of evaluators from TRADOC: CIMT, CAC, and TRADOC staffs as appropriate on accreditation visits.

(5) Leads and manages the CoE and school QAOs to ensure implementation of core functions: internal and external evaluations, validation of camera ready mechanical programs of instruction, conduct of self-assessment, and assessment of all functionally aligned RC training battalions and proponent off-site training and education sites.

(6) Leads and manages the identification and tracks resolution of accreditation impact issues/HHIs for both the AA and RC evaluated institutions. Briefs DCG/CoS, TRADOC at least annually on status of HHI resolution with support of HQ, TRADOC and CFL staffs.

(7) Leads and manages Army QA program training and support. Provides Army QA program evaluator training and education, certification, evaluation tools and products, Army QA Program affiliated Websites and SharePoint sites.

(8) Leads and manages the Army Quality Assurance Evaluator Development Program (QAEDP). Reviews all QAEDP Evaluator Development Record submissions and serves as certification approval authority for all levels assigned to evaluators within the QAEDP. Develops and maintains the Quality Assurance Evaluator Course to train and educate QA Program evaluators.

(9) Manages TR 11-21 and provides input to selected TR 350-70-series pamphlets and other regulatory publications that reference evaluation, validation, assessment and accreditation. Reviews Army and TRADOC policy and guidance, as appropriate, for QA Program implications.

(10) Serves as the TRADOC Organizational Inspection Program (OIP) Coordinator. Coordinates the TRADOC OIP in accordance with TRADOC Supplement 1 to AR 1-201. Manages the comprehensive, written OIP plan to address all inspections and audits conducted by the command and its subordinate elements as well as those inspections and audits scheduled by outside agencies.

(11) Manages evaluation of selected Army training and education institutions (TRADOC and non-TRADOC), NCOAs, USAR TASS training brigades, and ARNG RTIs for One Army School System (OASS) compliance.

(12) Leads and manages proponent QAO/E High Physical Demand Tasks (HPDT) verification checks assessment testing of the critical and recurring physically demanding tasks using AEAS criterion and rubric in collaboration with TRADOC G-3/5/7, G-31 Personnel Proponency Directorate. Proponent QAO/Es will conduct assessments at active Army, Army National Guard, and United States Army Reserve learning institutions that conduct proponent training as appropriate. QAO/E verification check summaries will be provided to the TRADOC G-3/5/7, G-31 Personnel Proponency Directorate, TRADOC Inspector General and other organizations as appropriate.

(13) Serves as the Command Career Program Manager (CCPM) for Career Program 32 (CP-32) and the Assistant Career Program Manager (ACPM) for CP-32.

(14) Serves as the TRADOC proponent and manages the Memorandum of Understanding (MOU) between TRADOC and the Council on Occupational Education (COE).

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) Leads, manages and executes staff management of QA program funding including budget requirements for AA and RC accreditation/assessment visits and manpower allocations for the QA program across TRADOC.

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(b) Executes staff management of QA program funding requirements in accordance with TRADOC Budget Guidance (TBG) 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, and TRADOC QA Websites supporting the QA program, as well as accreditation documentation and job aids. Develops and fields the Army QA Program information as required.

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

(g) Exercises staff management of selected Army training and education institution (TRADOC and non-TRADOC), NCOA, USAR TASS training brigade, and ARNG RTI accreditation visit schedules for consolidated teams made up of staff from CIMT, CAC, and TRADOC staffs as appropriate.

(h) Provides staff management support for all Army training and education institution (TRADOC and non-TRADOC), NCOA, USAR TASS training brigade, and ARNG RTI accreditation correspondence and documentation for technical accuracy.

(i) Tracks all inspections and audits conducted by the command and its subordinate elements as well as those inspections and audits scheduled by outside agencies.

e. Program Management/Accreditation Division.

(1) Mission. The division leads, provides evaluator support and HQ TRADOC advocates for selected Army training and education institution (TRADOC and non-TRADOC), NCOA, USAR TASS training brigade, and ARNG RTI accreditation visits; evaluates for OASS compliance; provides program oversight of TRADOC and non-TRADOC master evaluation plans and internal and external evaluation reports; manages submittals and tracks the resolution of TRADOC and non-TRADOC CoE/school impact issues/HHIs 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; manages TR 11-21 and provides input to selected TR 350-70-series pamphlets and other regulatory publications.

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

(3) Functions.

(a) Leads teams of evaluators from TRADOC: CIMT, CAC, and TRADOC staffs as appropriate and provides evaluator support for selected Army training and education institution (TRADOC and non-TRADOC), NCOA, USAR TASS training brigade, and ARNG RTI

accreditation visits. Prepares individual accreditation standard reports and compiles consolidated school reports for CG approval, to include reports from CIMT, CAC, and TRADOC staff as appropriate.

(b) Manages the identification and tracks resolution of accreditation impact issues/HHIs for AA evaluated institutions. Prepares briefs for the DCG/CoS, TRADOC at least annually on status of HHI resolution with support of HQ, TRADOC and CFL staffs.

(c) Manages TR 11-21 and provides input to selected TR 350-70-series pamphlets and other regulatory publications that reference evaluation, validation, assessment and accreditation. Reviews Army and TRADOC policy and guidance, as appropriate, for QA Program implications.

(d) Manages development and applicability of the Army Enterprise Accreditation Standards used to accredit all Army training and education institutions.

(e) Manages Army QAEDP evaluator training and education, job aids, and training products. Develops training and education products for the Quality Assurance Evaluators Course.

(f) Assists Army learning institutions in meeting Army Enterprise Accreditation Standards and becoming Learning Institutions of Excellence.

(g) Identifies and shares value added/best practices, lessons learned, trends 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.

(i) Tracks all inspection and audit checklists, standards, and job-aids used by the command and its subordinate elements as well as those used in inspections and audits scheduled by outside agencies. Develops and manages HQ, TRADOC OIP regulatory guidance, checklists, standards, and job-aids for OIP inspection areas conducted by the TRADOC QAO.

(j) Conducts special studies as directed by the CG, or DCG, CoS.

f. The RC/NCOA Accreditation Division.

(1) Mission. The division leads, provides evaluator support and HQ TRADOC advocates for selected Army training and education institution (TRADOC and non-TRADOC), NCOA, USAR TASS training brigade, and ARNG RTI accreditation visits; evaluates for OASS compliance; provides program oversight of RC master evaluation plans and internal and external evaluation reports; manages submittals and tracks the resolution of RC impact issues/HHIs 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

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reports; assists in training all Army QA evaluators; manages RC accreditation reports; provides input to TR 11-21, selected TR 350-70-series pamphlets and other regulatory publications; and manages RC accreditation policy.

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

(3) Functions.

(a) Leads teams of evaluators from TRADOC: CIMT, CAC, and TRADOC staffs as appropriate and provides evaluator support for selected Army training and education institution (TRADOC and non-TRADOC), NCOA, USAR TASS training brigade, and ARNG RTI accreditation visits. Prepares individual accreditation standard reports and compiles consolidated school reports for CG approval, to include reports from CIMT, CAC, and TRADOC staff as appropriate.

(b) Manages the identification and tracks resolution of accreditation impact issues/HHIs for RC evaluated institutions. Provides input to briefs for the DCG/CoS, TRADOC at least annually on status of HHI resolution with support of HQ, TRADOC and CFL staffs.

(c) Provides input to TR 11-21, selected TR 350-70-series pamphlets and other regulatory publications that reference RC assessment and accreditation. Reviews Army and TRADOC policy and guidance, as appropriate, for RC accreditation implications.

(d) Provides input to the development and applicability of the Army Enterprise Accreditation Standards used to accredit all Army training and education institutions.

(e) Provides input to Army QAEDP evaluator training and education, job aids, and training products. Develops training and education products for the Quality Assurance Evaluators Course.

(f) Assists Army learning institutions in meeting Army Enterprise Accreditation Standards and becoming Learning Institutions of Excellence.

(g) Identifies and shares value added/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.

(i) Provides input to checklists, standards, and job-aids for OIP inspection areas conducted by the TRADOC QAO.

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

6-6. Secretary of the General Staff

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

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

c. Functions.

(1) Tasks elements throughout TRADOC on non-operational tasks generated by the CG, DCG/CoS, or DCoS. Maintains tasking continuity using the Command Action Tracking System and/or HQDA's Task Management Tool.

(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, CoEs, 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. Assists primary staff officers as necessary.

d. Staff Actions Division (SAD).

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

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

(3) Functions.

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(a) Serves as primary tasking authority for all non-operational taskings generated by the CG, DCG/CoS, and DCoS, reflected as CG and cybersecurity (CS) taskings. Processes all external suspense actions generated by proponents.

(b) Processes, disseminates, and tracks congressional and White House inquiries to completion.

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

(d) Establishes policy and procedures to prepare and manage TRADOC correspondence.

(e) Reviews all correspondence sent to the command group for administrative completeness and correctness, appropriate coordination, proper level of signatures, and compliance with established policies. Enforces policies, regulations, and instructions governing correspondence for TRADOC.

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

(g) Reviews relevant email traffic for distribution within the command group and to other TRADOC installations.

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

(i) Serves as lead for TR 1-11.

(j) Serves as lead for the monthly Staff Officer Orientation Briefing, quarterly Executive Officers Breakfast, , the Staff Action Officer Resource Center, and HQ TRADOC staff action management and tasking systems. .

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

(l) Distributes and tracks official mail addressed to the command group and actions generated by the command group.

(m) Assigns staff responsibility for TRADOC-led special/ethnic observances and recurring events.

(n) Maintains the SGS Website.

(o) Maintains seven TRADOC rosters monthly, as well as email address lists for SGS TRADOC, XO TRADOC, Chiefs of Staff TRADOC, senior commanders, senior executive service, commanders/commandants, and staff principals.

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

(2) Organization. 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 (OPSEC) and Force Protection (FP)/antiterrorism (AT).

(e) Manages human resources in support of the command group and selected personal and special staff military and DA Civilian employees. Maintains the TRADOC rating scheme consisting of military and DA Civilian evaluation reports for the CG and DCG/CoS. Prepares and submits all DA 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 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 Program.

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

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f. Information Management Division. Information Management Division provides expert management, advice, planning, and funding coordination of all information management and information technology requirements for the command group, personal staff, and selected special staff.

g. TRADOC Liaison Office (LNO) (Pentagon).

(1) The TRADOC LNO provides HQ TRADOC resident Pentagon representation and liaison with HQDA, the Joint Chiefs of Staff, DOD, and other agencies within the National Capital Region (NCR).

(2) Supports TRADOC elements, as required, in coordination with HQDA staff on matters related to TRADOC Soldiers, Army Civilians, and Family members.

(3) Coordinates common issues, actions, and initiatives with other liaison offices, HQDA, other ACOMs, and other Services to ensure taskings and support requirements that affect TRADOC receive proper disposition.

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

6-7. Command Force Resilience Office

a. Mission. The TRADOC Force Resilience Office serves as the command advisor for all EEO, EO, SHARP, prevention and force resilience matters. Ensures the command and its workforce fosters and sustains a supportive, respectful, and harassment free culture, and promotes mission readiness. Provides advice, education, and training to the TRADOC leadership and workforce relating to any form of unlawful discrimination, sexual harassment, and/or sexual assault.

b. Organization. The Command Force Resilience Office consists of a single integrated office under the TRADOC DCS, G-1/4 for operational and administrative control (OPCON/ADCON). The Force Resilience Office is comprised of three main compliance programs: Equal Opportunity (EO), Equal Employment Opportunity (EEO) and SHARP.

c. Force Resilience Office Functions.

(1) Serves as SME and principal advisor to TRADOC leadership on matters of EEO, EO and SHARP. Ensures sufficient staffing and resources are provided to develop and sustain viable programs.

(2) Coordinates and collaborates with external agencies, including the Assistant Secretary of the Army (Manpower and Reserve Affairs (M&RA)), HQDA DCS, G-1, Defense Equal

Opportunity Management Institute, colleges/universities, and industry to promote an understanding of cultural and individual similarities/differences.

(3) Executes formal processes (e.g., climate surveys and focus groups) for continuously assessing the climate for all Soldiers and DA Civilians within the command, anticipating problem areas, and providing solutions before problems affect individuals.

(4) In coordination with G-1/4 develops the command's employee engagement plan.

(5) Conducts TRADOC-wide EO and EEO staff assistance visits and SHARP Inspections as required by regulation and DA policy. Coordinates and conducts these events in conjunction with IQ and QAO whenever possible.

(6) Develops, executes, and manages a budget to help ensure that the EEO, EO and SHARP programs are properly resourced.

d. EEO Program Functions.

(1) Recommends command wide 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) Provides a full complement of EEO services and support (responds to EEO queries, processes, complaints, provides guidance for reasonable accommodations, etc.) to TRADOC supervisors and employees not located on a military installation such as those subordinate commands/activities of USAREC, USACC and other activities. Additionally provides EEO services when a conflict of interest exists that requires higher HQ involvement.

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

(5) Monitors and analyzes EEO complaints. Provides recommendations for personnel 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.

(6) Conducts EEO program evaluations of HQ TRADOC elements, CoEs, 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.

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(7) Provides oversight of all EEO training for TRADOC and ensures compliance of EEO training requirements for all TRADOC civilians and military supervisors of civilians.

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

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

(10) Manages TRADOC's Workforce Recruitment Program for Individuals with Disabilities.

(11) Provides guidance and assistance to hiring managers to increase the number of individuals with targeted disabilities within TRADOC.

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

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

e. Equal Opportunity Program 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 CoEs, schools, and activities.

(2) Compiles, analyzes, and briefs EO data, making recommendations for program improvements across the command. Assists with EO training, attends EO conferences, and plans ethnic and special observances.

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

(4) 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.

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

(6) Monitors and validates the command's EO leaders course training programs and ensures only standardized Equal Opportunity Leaders Course material approved by the EO Proponency Office is utilized for training.

(7) Ensures compliance with all federal statutes, DOD, and Army regulations through staff assistance visits, climate surveys, focus groups, and examination of all EO complaints.

f. SHARP Program Functions.

(1) Provides oversight for processing of all sexual harassment complaints by TRADOC Soldiers and Family members.

(2) Manages/analyzes sexual assault data and analyzes trends and identifies best practices.

(3) Tracks and maintains sexual assault response coordinator and victims advocate certifications for the command.

(4) Ensures accuracy of the Defense Sexual Assault Incident Database for identified incidents of sexual assault.

(5) Ensures accuracy of the Integrated Case Reporting System for identified incidents of sexual harassment.

(6) Executes timely and accurate submission of quarterly/annual reports.

(7) Provides leadership, newcomer, and refresher SHARP training; ensures compliance with training requirements throughout the command. Prepares quarterly training brief and assesses training effectiveness. Trains and certifies SHARP personnel.

(8) Develops partnerships with relevant organizations to improve the program.

(9) Provides outreach and partnerships with local community resources.

(10) Provides leadership with monthly updates on sexual assaults at TRADOC installations during the Commander's Unit Status Report (CUSR) Brief.

(11) Provides oversight of the TRADOC trainers and manages the scheduling of the 80-hour training course.

6-8. Command Historian

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

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

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

c. Functions.

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

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

(3) Advises commanders and commandants of TRADOC CoEs, universities, colleges, institutes, schools, academies, and activities on the TRADOC Military History and Heritage Program and provides staff management of program execution.

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

(5) Develops policies and procedures for the utilization of museums in military history and heritage instruction, doctrine and technology development, recruiting and retention, 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, including retiring general officer files to the U.S. Army Heritage and Education Center.

(7) Develops and publishes historical analyses of contemporary military problems gained from research into the historical evolution of DOTMLPF-P and other topics relevant to TRADOC's missions and activities.

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

(9) Executes staff rides and assists the development of Army staff ride doctrine.

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

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

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

(13) Answers Historical Requests for Information from TRADOC elements, HQDA, other government agencies, academia, and the general public.

(14) Conducts oral history interviews.

(15) Leads in formulation of TR 870-1, TR 350-13, TR 690-4, and TRADOC Memorandum 870-1.

6-9. Command Safety Office

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

b. Organization. The command safety office consists of a single office under the TRADOC DCS, G-1/4 for OPCON/ADCON.

c. Functions. The Command Safety Office's five major functions cross, support, are built around, and address all 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 Army and TRADOC safety and risk management doctrine, policy, and guidance. Develops Joint risk management doctrine in coordination with other Services. Army Doctrinal Proponent for ATP 5-19.

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

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

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

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(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 TRADOC Regulation 385-2, TRADOC PAM 385-1.

(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 TRADOC's Safety Awards Program.

(c) Develops, publishes, and disseminates, as appropriate, lessons and best practices based on analysis, findings, and recommendations from safety evaluations and after-action-reviews. Ensures these lessons and best practices are entered into the Joint Lessons Learned Information System.

(d) Provides staff management for 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.

(f) Incorporates safety standards in doctrinal publications, training circulars, and other documents.

(g) Participates in working groups, boards, and council meetings to incorporate safe operating standards (FP Working Group, Continuity of Operations Working Group, Pandemic Working Group, Army Traffic Safety Training Working Group, Army Radiation Safety Council, Army Chemical Agent Safety Council, Chemical Surety Board, 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 HQ 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 (Chemical Surety Assessments and 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 safety and occupational health capabilities to identify gaps and develops Doctrine, Organization, Training, Material, Leadership and Education, Personnel, Facilities-Policies (DOTMLPF-P) solutions against current and programmed requirements.

(h) Establishes and maintains Army wide branch-specific safety oversight and communications required to gather and disseminate branch-specific information on current tactics, techniques, and procedures (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 CoEs, schools, and activities 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 TRADOC's 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 JCIDS documents for safety requirements and recommends safety requirements for integration into DOTMLPF-P solutions.

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

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

(e) Provides career program management for TRADOC Career Program 12 (Safety and Occupational Health) employees.

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

6-10. Command Surgeon

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

b. Organization. The office of the command surgeon is organized into four functional support areas: health promotion, administration, medical and clinical operations. The TRADOC G-1/4 has OPCON/ADCON of this office.

c. Functions.

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

(a) Coordinates with U.S. 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 CIMT and CAC by accomplishing the following:

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

(b) Coordinates with the Office of the Surgeon General for health policies and issues. Coordinates with U.S. Army Medical Command (MEDCOM), FORSCOM, National Guard Bureau (NGB), and U.S. Army Office of the Chief, Army Reserve for medical training and force development.

(3) Health readiness 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 TRADOC installation 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 TRADOC's position on health matters for presentation to and coordination with 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 U.S. 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 CoEs, schools, and activities.

(5) Monitors TRADOC Community Health Promotion Council processes.

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(6) Serves as member of TRADOC Community Health Promotion Council and provides guidance in accordance with AR 350-1 in medical, physiological, and health areas including behavioral health, nutrition, cardiovascular risk-factor reduction, and stress management.

Chapter 7 Deputy Chief of Staff, G-1/4

7-1. Mission of the DCS, G-1/4

Enable mission success across all TRADOC organizations by providing expert support for personnel, logistics, infrastructure, and integration of Enterprise Services for TRADOC. Design, develop, and influence Army-wide initiatives. Provide functional oversight of Command Surgeon, History, Safety, Occupational Health, and Retention Programs on behalf of the Commander. Meet operational and institutional requirements while taking care of Soldiers, Families, and Civilians.

7-2. Organization of the DCS, G-1/4

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

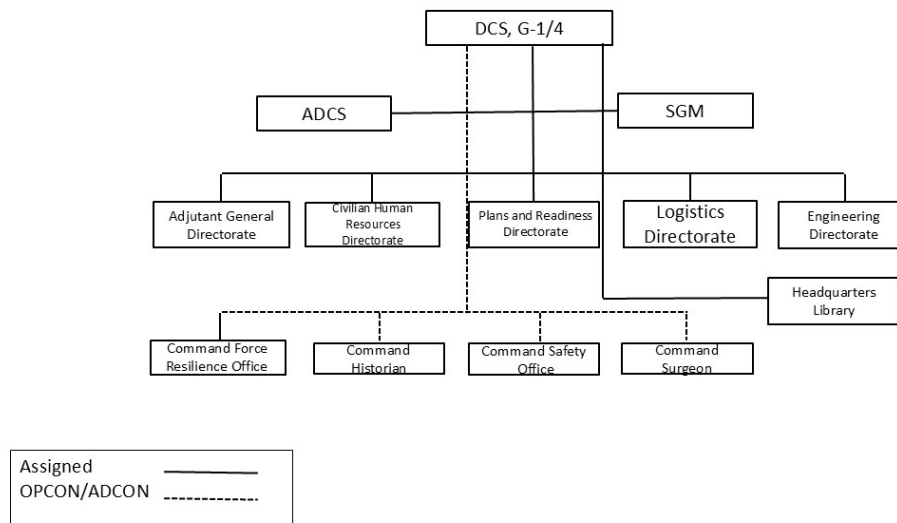


Figure 7-1. DCS, G-1/4 Organization

7-3. Functions of the DCS, G-1/4

Serves as the senior advisor to CG, TRADOC on military and DA civilian personnel, logistics, engineering, and integration of Enterprise levels of support services and HQ Library programs. Provides ADCON/OPCON control and support to Force Resilience, Historian, Safety, and Surgeon programs. The DCS, G-1/4 develops policy, recommends priorities, and manages resources to support TRADOC mission-specific functions through coordination with DA staff agencies, ACOMS, other Army organizations and governmental organizations.

7-4. Adjutant General (AG) 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 retention support to TRADOC's organizations.

b. Organization. The AG Directorate consists of three divisions: Military Personnel Services Division, Readiness Distribution Analysis Division, and Operations and Command Support Division. The TRADOC Retention office also falls under the AG Directorate for management.

c. Functions.

(1) The Military Personnel Services Division.

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

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

(c) Provides guidance on Army Reserve (Drilling Individual Mobilization Augmentees) personnel regulations and policies such as awards, efficiency reports, promotions, and identification cards.

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

(e) Manages the Salutes and Honors Program for TRADOC CoEs, schools, and activities. Approves cannon salutes to officers and officials of four-star or equivalent grade.

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

(h) Manages TRADOC's OCONUS temporary duty Travel Program for HQ TRADOC and TRADOC CoEs, schools, and activities.

(i) Manages the Dependent Student Travel Program for TRADOC.

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

(k) 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.

(l) Manages and administers the TRADOC's Margaret C. Corbin Award Program and serves as lead of TR 672-8. Serves as lead for TR 672-6.

(m) Manages and administers the TRADOC Sergeant Audie Murphy Award. Serves as lead for TR 600-14.

(n) Reviews and integrates policy and regulatory guidance on application for and processing of Officer Candidate School and warrant officer candidate applications and waivers.

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

(p) 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, Religious Accommodations, Transgender Policy, and guidance on the wear of the Army uniform for permanent party and IMT Soldiers.

(q) 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.

(r) Serves as TRADOC career program manager (CPM) for CP 50, Military Personnel Management.

(s) Serves as lead for TR 600-15.

(t) Serves as the TRADOC Program Manager for the HQDA Human Resources Business Councils and the Military Pay Transformation, (transfer of MILPAY from Finance to Human Resources community).

(u) Serves as TRADOC proponent for AR 600-20 (Army Command Policy).

(2) Readiness Distribution Analysis Division.

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

(b) Receives, processes, analyzes, and responds to personnel readiness data received during the TRADOC CUSR process. Provides feedback on officer and enlisted readiness issues raised by commanders and school commandants during the CUSR 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's lead for all matters pertaining to MILPER strength issues to include, when required, selective early retirement, reduction in force (RIF), and early retirement programs, as well as the Qualitative Management Program and the Qualitative Service Program.

(f) Serves as lead for officer distribution (both commissioned and warrant) and strength accountability in TRADOC to include the management of TRADOC's officer requisition validation, review the Mission Essential Requirements list, and provide the current DA Active Component Manning Guidance in cooperation with HRC. Conducts analyses in conjunction with the CUSR and works shortage issues with TRADOC's CoEs, schools, activities, and HRC.

(g) Coordinates the brigade and battalion level command and TRADOC capability manager 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 Capability Development and Integration Directorate.

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

TRADOC Regulation 10-5-1

(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 Army wide 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 CoEs, schools, and activities. Assists DCS, G-3/5/7 in the management of the training requirements arbitration panel (TRAP) process. Monitors officer personnel strength and provides support to DCS, G-8 for Directed Military Overstrength as needed.

(m) Manages the assignment of drill sergeants to include consolidating and analyzing monthly drill sergeant, and advanced individual training (AIT) Platoon Sergeant data, attrition data, and misconduct data. Serves as the conduit for this data among TRADOC CoEs, 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 Casualty Notification Assistance Officer).

(p) Processes promotion and selection lists for board screening and notifications and assorted personnel actions (such as extension and stabilization requests for MILPER assigned to HQ TRADOC). Process the Centralized Selection List for both officers and enlisted personnel.

(q) Manages enlisted requisitions and 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 Readiness Distribution Analysis Division internally-developed military strength systems and databases; analyzing shortages; and coordinating with TRADOC CoEs, schools, and activities' strength managers and HRC. Prepares quarterly consolidated analysis of TRADOC overall CIMT personnel posture (both officer and enlisted) at the CoE, school, and activity level. Identifies potential problems requiring higher HQ attention as well as areas requiring ACOM-level and below attention.

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

(t) Conducts AG staff assistance visits to evaluate installation human resource support processes and provide technical assistance to TRADOC CoEs, schools, and activities in coordination with the QA and Manning/Manpower Validation visits.

(u) Provides guidance on and manages the ADOS for Active Component to TRADOC CoEs, schools, and activities.

(3) TRADOC Retention Office.

(a) Mission. The TRADOC Retention Office serves as the command advisor for the CG's Retention Program. As the program administrators and expert technical advisors, the TRADOC Retention provides the leadership with necessary guidance to enable subordinate commanders to achieve their Retention Mission, attain readiness posture of the organizational Army Retention Program, comply with HQDA and higher HQ regulatory guidance, and administer the daily operations of the Commander's Retention Program.

(b) Organization. The Retention Office is organized into numerous functional support areas: administration, operations, Active Component to Reserve Component Transition, and administrative support of all TRADOC wide Retention Programs. The TRADOC Retention Office is assigned to the Commander's Special Staff, and is OPCON/ADCON to the DCS, G-1/4.

(c) Functions.

(1) Executes duties and responsibilities in support of TRADOC's retention mission. Analyzes retention reports for trends to ensure TRADOC meets retention goals. Advises Commander, and subordinate commands on retention procedures and policies.

(2) Implements and aggressively supports and sustains the Army Retention Program within their commands, assigning "fair-share" reenlistment and RC transfer/enlistment missions to each major subordinate level commander, requiring all subordinate commanders to do the same.

(3) Develops TRADOC's retention plan based upon lessons learned from previous contingency operations and current trends.

(4) Maintains and publishes guidance based on analysis of Army Retention, RC enlistment/transfer and special program eligibilities, missions, accomplishments, and projections. Evaluates, advises, and assists subordinate commanders' processes, techniques, and abilities to do the same. Formulates and implements specific policies and procedures for subordinate commanders.

(5) Provides retention guidance, assistance, and advice to subordinate commands on all aspects related to the Army Retention Program including: identification and reporting of retention eligible soldiers; Unit of Credits reconciliation; "fair share" mission assignment policies; statistical reporting and projection procedures; RETAIN Report reconciliation

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procedures; additional training requirements for Career Counselors; retention incentive awards program guidance; exception to policies and waivers; reclassification.

(6) Conducts annual staff assistance visits and inspections to ensure compliance with this regulation and ACOM directives, policies, and procedures. Establishes specific inspection criteria, consistent with Army Retention regulation to ensure commands meet mission, resolve RETAIN report discrepancies, and validate retention eligible Soldiers. Ensures that subordinate commands receive appropriate resources and support through the accomplishment of Installation Commander Retention support missions, ACOM Commander guidance, and existing Installation Support Agreements. Visits and inspections will include a random sampling of brigade, battalion, and company levels of command.

(7) Relieves or directs the relief of Career Counselors found unfit, unqualified, unable, or unwilling to perform duties, accomplish tasks or functions, fulfill responsibilities, or maintain high standards as prescribed by Army Retention regulation.

(8) Ensures Career Counselors are properly incorporated into the local command or organizational structure, enabling the commander to effectively accomplish all required missions, tasks, and functions in support of the Army Retention Program. AA Career Counselors are primarily assigned and utilized by a specific unit commander.

(9) Ensures all Career Counselors (including additional duty Retention NCOs) are effectively staffed, trained, utilized, performing to prescribed high standards, and accomplishing all missions, in strict accordance with Army Retention regulation. Particular attention will be given to the utilization of Career Counselors during unit readiness training, including, but not limited to alerts, field training exercises, and unit readiness evaluations. Ensures AA Career Counselors additionally performing the duties of RC Career Counselors, are sufficiently trained and resourced to accomplish the RC enlistment/transfer mission.

(10) Ensures subordinate commanders allocate sufficient monetary and personnel resources to implement, sustain, and accomplish Army Retention Program missions and requirements. Responsible for defining and ensuring sufficient resources are allocated to support all subordinate and tenant activity commander missions in support of the Army Retention Program.

(11) Conducts training conferences, seminars, and meetings, as necessary, for Career Counselors to train, review, discuss, and improve the Army Retention Program. Forwards specific problems and recommendations for improving the Army Retention Program to HQDA. Conducts professional development training for leaders and Career Counselors targeted to the needs of the command.

(12) Establishes a Retention Incentive Awards Program designed to focus on and to enhance the Commander's ability to accomplish the Army's retention missions, and to recognize superior accomplishments and performance by subordinate commands and responsible individuals.

(13) Executes Field Reclassification Authority to include the Military Occupational Specialty Administrative Retention Review Program.

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

(15) Ensure TRADOC retention personnel across the command receive annual training in order to ensure they are familiar with current regulations, programs and trends.

(16) Implements and supports the transition program to ensure Soldiers are advised of the opportunities of affiliating with the RCs.

(17) Provides RETAIN specific processing for HQ TRADOC STB Soldiers.

(18) Processes and approves exception to policy for Transfer of Education Benefits and all other exceptions to policy and waivers that require ACOM level approval.

7-5. Civilian Human Resources Directorate

a. Mission. Develops comprehensive HR 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 HR Directorate consists of two functional teams: Operations and Initiatives and Leader Development.

c. Functions.

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

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

(b) Manages TRADOC's civilian HR 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 HR Management Program.

(d) Coordinates with the Civilian Human Resources Agency on local civilian human resource management servicing for all TRADOC CoEs, schools, and activities.

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

TRADOC Regulation 10-5-1

(f) 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 USC.

(g) Conducts planning and evaluation of TRADOC civilian personnel programs in support of the QAO's accreditation function and Initial Command Inspections.

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

(i) Provides advice and assistance regarding planning of work force changes, regionalization, realignments, base closures, and civilian workforce impacts and shaping.

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

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

(l) Manages TRADOC's overall civilian career management and career intern programs to include the management of resourcing, hiring, training, and placement of interns. Serves as principal advisor to TRADOC commanders on civilian career management. Serves as the TRADOC CPM for CP 10, Civilian Human Resources Administration.

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

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

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

(1) 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 DOD Telework Policy.

(2) 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.

(3) Prepares HQ TRADOC decisions on employee grievances processed under the HQDA grievance procedure.

(4) 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.

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

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

(7) Provides administrative management for civilian leader development opportunities for TRADOC to include nominations for the Civilian Education System courses, Senior Enterprise Service Colleges, Talent Management and Enterprise Talent Management.

(8) Manages TRADOC Senior Leader Development Program, Intermediate Leader Development Program, and other programs that address the leader development needs of TRADOC's civilian cohort.

(9) Leads workforce analytics and data analysis efforts to guide strategic human capital planning efforts, develops Commander's dashboards, responds to Federal Viewpoint Survey results, and informs policy and program development.

7-6. Engineer Directorate

a. Mission. Serves as the principal advisor to the CG, DCG, and DCS G1/4 on all mission related infrastructure, engineering, environmental, and energy functions, matters, and issues including contingency plans and current/future operations in support of command readiness, environmental readiness, and energy and military construction.

b. Organization. The Engineer Directorate consists of a single office.

c. Functions.

(1) Serves as the principal advisor to TRADOC CG and staff. Conducts staff coordination with CoEs, schools, and activities on all engineering and environmental programs issues.

(2) Serves as TRADOC lead for Army training facility standards (including classrooms, barracks, and range facilities) and serves as the facilities lead for the Interservice Training Review Organization (ITRO). Provides facility assessment for studies involving Army training.

(3) Serves as TRADOC lead for construction and modernization of training barracks. Validates requirements and recommends prioritization to HQDA for year of project execution.

(4) Monitors utilization, diversions, and conversions of TRADOC's assigned space to support the TRADOC training mission.

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(5) Manages the TRADOC military construction (MILCON) program. Identifies or validates MILCON, including minor MILCON, projects required to support TRADOC mission requirements. Responsible for planning and programming TRADOC MILCON projects in the Army POM process. 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.

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

(8) Coordinates TRADOC infrastructure requirements and priorities with DCS, G-3, DCS G-6; DCS, G-8, ARCIC; ACTS; IMCOM; and Assistant Chief of Staff for Installation Management (ACSIM).

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

(10) Serves as the SME and technical advisor for environmental issues TRADOC-wide. Reviews capability development documents (CDD) for inclusion of applicable environmental considerations.

(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 review and analysis of energy, water, and recycling issues and serves as the TRADOC representative on the Senior Energy and Sustainability Council, Army Environmental Stakeholders Committee, and Net Zero Energy Policy Committees.

(13) Serves as a member of the TRADOC QA Program as the lead for facilities and environmental issues and as a member of the CIMT command inspection team as the lead for training facilities issues (including community and housing, ranges, administrative, and classrooms).

(14) Serves as the facilities representative to the Regionally Aligned Forces Program to provide expertise on facility requirements.

(15) Serves as the command's career program (CP) manager for CP-18, Engineers and Scientists (Resources and Construction).

7-7. Plans and Readiness Directorate

a. Mission. Integrate/synchronize DCS, G-1/4 efforts across the command spectrum in support of Soldier and Family readiness, operational and strategic plans and policies, and Enterprise levels of support services.

b. Organization. The Plans and Readiness Directorate consists of two divisions: Plans and Operations Division and Readiness Division.

c. Functions.

(1) Plans and Operations.

(a) Functions as G-1/4 point-of-contact and subject matter expert for operational or strategic planning with a primary focus on metrics, objectives and associated essential tasks required to execute major and campaign objectives of the TRADOC Plan and the Army Campaign Plan.

(b) Partners closely with the TRADOC G-3/5/7 to support strategic planning efforts.

(c) Maintains continual contact and coordination with DCS, G-3/5/7, ARCIC, HQDA G-3/5/7, and other HQ TRADOC staff elements to ensure execution of G-1/4 responsibilities in a timely manner.

(d) Participates in the POM, Mission and Resources Board (MRB), and TRADOC Budget Guidance (TBG) 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 TBG narrative.

(e) 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.

(f) Integrates cross-functional issues to achieve a DCS, G-1/4 position. Participates in POM development, provides analysis capability for stakeholder perspective and inputs/coordinates with TRADOC G-1/4 staff.

(g) Facilitates central operational support to G-1/4 including financial management, travel support, a GPC authority, approval and monitoring.

(h) Manages G-1/4 central personnel, operational security, and training support requirements.

(2) Readiness.

(a) Advocates TRADOC interests to HQDA activities and Enterprise Partners involved in providing supporting services to TRADOC. Conducts analyses and coordinates with Enterprise

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Partners on issues pertaining to mission support services at TRADOC CoEs and activities to develop an understanding of Enterprise support services; informs TRADOC staff and prepares reports and recommendations for TRADOC senior leaders.

(b) Understands, communicates, and advocates support service requirements for TRADOC CoEs, schools, and activities. Coordinates with TRADOC senior mission commanders to identify impact on TRADOC missions, Soldiers, Families and Army Civilians. Coordinates issues among TRADOC, Enterprise Partners and other non-TRADOC organizations. Analyzes school and activity input and prepares recommendations to TRADOC senior leaders.

(c) TRADOC lead for all Soldier, Civilian, and Family welfare and readiness efforts. Provides guidance, evaluation, and technical assistance to integrate health, readiness and resiliency across the Command.

(d) Manages DCS, G-1/4 input to CUSR for Readiness, TRADOC transformation initiatives, and TRADOC Campaign Plan initiatives.

(e) Assists DCS, G-8 in reviewing inter-service support agreements and memorandums of agreement/understanding (MOAs/MOUs) between TRADOC activities and other military and non-military commands, services, agencies, and activities.

(f) Serves as TRADOC lead for Family Program matters related to Morale, Welfare and Recreation (MWR) and Non-appropriated Fund (NAF) initiatives and forums. Advocates TRADOC interests to HQDA activities and partners to include: HQDA ASA M&RA; Assistant Chief of Staff for Installation Management; IMCOM; and other commands/agencies.

(g) Serves as lead for support to TRADOC Senior Spouses in order to enhance communications within TRADOC; improve situational awareness of Army changes; and provide information on Soldier, Family and Civilian readiness.

(h) Serves as PRR data consolidation facilitator for the DCS, G-1/4.

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. The Deputy Director has the additional duty as the Civilian Career Program Manager (CPM) for Supply, Maintenance and Transportation CPs within TRADOC. Manage and supervise the three team leaders and monitor day to day activities/work flow.

c. Organization. The Logistics Directorate consists of three teams; Operations and Services, Supply and Equipment Management, and Maintenance and Logistics Automation Teams.

(1) Operations and Services

(a) Entry point to the directorate for all actions and requests for support. Coordinates critical staff actions and requests for operations, services, transportation, supply, equipment, maintenance, and logistics automation. Provides input to the command operating budget and justifies the need for additional manpower and funding to support logistics requirements.

(b) Synchronizes TRADOC strategic logistics communications to HQDA and subordinated units for: Strategic Readiness Update, HQDA WW SVTC, DOD Deficiency Report, Logistics Readiness Center Executive Steering Committee, TRADOC Logistics Readiness Review, and TRADOC Logistics Quarterly VTC. Ensures that these multiple strategic level forums remain synchronized with consistent messaging.

(c) Promotes and manages TRADOC-level awards in the logistics field.

(d) Reviews all TRADOC CUSR submissions for logistics challenges. Manages reporting requirements for equipment on hand and equipment readiness. Voting member on the TRADOC board for assigning Equipment Readiness Codes for TDAs and the identification of pacing items for CUSR reporting. Provides guidance and status of actions to TRADOC commanders.

(e) Ensures transportation services are provided by Enterprise Partners in support of TRADOC CoEs, schools and activities for student transportation, movement of materiel, personnel movements, personal property shipment, and personal property storage.

(f) Federal Automotive Statistical Tool Administrator. Federal Automotive Statistical Tool is web-based reporting tool that publishes an annual motor vehicle fleet inventory and cost report based on the information provided by agencies. Facilitates user access and data entry for TRADOC.

(g) ACOM lead for the Federal Motor Vehicle Registration System. Federal Motor Vehicle Registration System is federal database of all non-tactical (NTV) vehicles (General Services Administration leased and Army-Owned). The vehicle identification number, tag number, make, model, color and contact information for each vehicle is stored in the database. Facilitates user access and data entry for TRADOC.

(h) ACOM NTV Fleet Manager (AR 58-1) that exercises control and supervision over all NTVs assigned to TRADOC while overseeing the acquisition and management of NTVs. TRADOC liaison to the Army NTV Program Manager, ACSIM and U.S. Army Tank-Automotive and Armament Command Life Cycle Management Command.

(i) TRADOC lead for the Vehicle Allocation Methodology process that conducts an annual utilization review process for all General Services Administration leased vehicles.

(j) Command Transportation Account Code Administrator, Defense Transportation Regulation 4500.9R. Manages and processes First Destination Transportation Accounting Code requests and resolves Transportation Account Code-related issues for all subordinate

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organizations. Manages the Second Destination Transportation Accounting Code and ensures the CoEs, schools, and activities are shipping in accordance with regulations and policy.

(k) Travel. Reviews HQDA DCS, G-3/5/7 Institutional Training Travel Guidance for TRADOC CoEs, schools, and activities; monitors compliance. Reviews Other Than Economy/Coach Transportation. Ensures requests are in accordance with the regulations. Submits for TRADOC leadership consideration and forwards to DOD Executive Travel Office as required (Joint Travel Regulations, Defense Transportation Regulation 4500.9-R, and Secretary of the Army Travel Policy). Submits all approved travel into the DOD web-based Premium Class Reporting Tool.

(l) Food Service Advisor. TRADOC's advisor on all matters relating to food service provided to TRADOC permanent party and IET Soldiers (AR 30-22). Provides TRADOC representation at the Army Food Program Board of Directors. Liaison to HQDA DCS, G-4 and Joint Culinary CoE for Army Food Service Program support provided to TRADOC. Monitors dining facility Utilization Rates with Food Service Decision Support System tool, website/data base. Ensures dining facilities support students attending Professional Development training in accordance with DAMO-TR Institutional Training Travel Guidance.

(m) Manages, coordinates, and administers the Command Logistics Review Program, AR 11-1. Ensures the TRADOC CoEs, schools, and activities maintain proper supply discipline and are in compliance with regulatory requirements. The Command Logistics Review Program is designed to make the ACOM, Army Service Component Command (ASCC), direct reporting unit, NGB, and USARC staff expertise available to subordinate levels of the command in order to attain, sustain, and manage materiel readiness.

(n) Equipment Requirements and Validation Review, AR 71-32. In coordination with DCS, G-3/5/7 TOMA and DCS, G-8 Manpower and Force Analysis Directorate (MFAD), performs the resourcing feasibility analysis on all request to change (DA Form 4610R) equipment requirements and/or authorizations on TRADOC TDAs. Reviews all requests submitted in support of the OASS. Represents TRADOC before the HQDA Equipment Requirements and Validation Review CoCs and GOSCs.

(2) Supply and Equipment Management Team

(a) Serves as HQ TRADOC lead for all matters dealing with supply and equipment management. Provides procedural and policy guidance to TRADOC CoEs, schools, and activities regarding clothing and individual equipment (CIE), equipment management (reducing shortages, redistribution of excess, force modernization), and supply policy/procedures (auditability, Command Supply Discipline Program and property accountability).

(b) TRADOC and ACOM level focal point for strategic processes and communications to HQDA and subordinated units for: Army Equipping Conference, Army Uniform Board, and Excess Redistribution and Divestiture Readiness Strategy.

(c) Serves as the TRADOC clothing manager in support of clothing initial issue point and central issue facility operations. Ensures IET Soldiers, Drill Sergeants, AIT Platoon Sergeants

and cadre receive required CIE to meet training mission. Monitors HQDA-directed changes to the Army clothing bag and provide policy, procedures, and guidance to clothing initial issue points/central issue facilities and CoEs on all matters pertaining to Army CIE. Coordinates with Army, Defense Logistics Agency, Program Executive Office-Soldier, Clothing Services Office, and Army and Air Force Exchange Service on clothing matters.

(d) Coordinates with TRADOC Budget Office, annually, to acquire funding to support the CoEs' organizational clothing and individual equipment (OCIE) requirements. Requirements and funding are provided to the Central Management Office for processing. Manages training mission OCIE stockage requirements in coordination with enterprise partners.

(e) Serves as TRADOC point of contact and coordinator for Civilian Clothing Allowances.

(f) Ensures TRADOC has the required equipment to meet POI training requirements by conducting equipment on-hand review/validation with CoEs/units. Coordinates with HQDA, AMC, Program Executive Offices/Program Managers and other TRADOC offices to identify and obtain required equipment to meet planned/increased mission requirements. Work in coordination with TOMA (G3) to review TRAP and SMDR impacts for equipment requirements. Participate in Equipment Surveys sponsored by TRADOC G8 to ensure TDAs are updated. Cross-level excess equipment amongst CoEs, schools, and activities to ensure optimum utilization of assets to meet the training mission.

(g) Approves equipment loan requests for TRADOC CoEs, schools, and activities. Coordinates with Army staff and AMC regarding requests, extensions, and closure of loans.

(h) Manages all force modernization and new equipment fielding actions to TRADOC CoEs/units. Coordinates required actions with the CoEs and TRADOC staff to obtain concurrence/non-concurrence and required signatures on documentation and returns to project manager.

(i) Review the HQDA DCS, G-8 Automated Disposal List to ensure compliance with equipment divestiture plans while ensuring equipment is retained when still required for training and/or scheduled for modernization.

(j) Analyzes unit readiness reports for supply/equipment issues and work with System Synchronization Officer, Lead Materiel Integrator and unit integrator to resolve.

(k) Reviews 4610R submissions in support of the TRADOC Equipment Review and Validation Board. Verify on-hand quantity and ensure correct line item number is submitted for the update to the TDA.

(l) Manages the Command Supply Discipline Program (CSDP) for TRADOC. CSDP is a commander's program and the coordinator is appointed by the TRADOC DCG. Ensure units provide annual CSDP assessments, per TRADOC Policy Letter #10. Conduct CSDP assessments for Initial Command Inspections and assistance visits as required. Conduct inspection of the HQ TRADOC Staff to enforce Army supply and property accountability

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procedures. Conduct Accreditation review, per AEAS-4 for Instructional Equipment: Institution ensures that all equipment requirements for safe realistic training are documented and available.

(m) Promotes and manages the Army Supply Excellence Award Program for TRADOC. Provide instructions for participation, conduct review panel of packet submissions and inform Army of TRADOC Winners. Ensure winners receive congratulatory recognition for their accomplishment.

(n) Maintains oversight for the Logistics Directorate's portion of the Army Management Control Program.

(3) Maintenance and Logistics Integration Team

(a) Acts as the TRADOC level focal point for strategic processes and communications to HQDA and subordinate units for all equipment maintenance support and logistics automation requirements. Participates in multiple ACOM and HQDA level staff sessions ensuring TRADOC's equipment maintenance requirements and automation requirements are included in Army strategic plans. Sessions include the Army Maintenance Board, World Wide Global Combat Support System – Army (GCSS-A) updates and numerous ACOM level synchronizations sessions with our Enterprise Partners and COE leadership.

(b) Manages TRADOC's Equipment Maintenance Program for all Ground, Aviation, Electronics systems and Small Arms Weapons by monitoring the Fleet Management Expansion with AMC and ensures TRADOC's monthly equipment readiness reporting to HQDA is accomplished accurately and on time. Synchronizes pass back and depot level support requirements with U.S. Army Sustainment Command / Logistics Readiness Centers to maximize equipment condition and operational readiness.

(c) Monitors Monthly Equipment Readiness Reporting via GCSS-A, CUSR and other Logistics Automation Standard Army Management Information Systems (STAMIS) applications and provide feedback to resolve equipment maintenance issues impacting Soldier training.

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

(e) Functions as the ACOM point of contact for management of all Army maintenance programs impacting TRADOC training equipment.

(f) Assists schools in obtaining high priority critical parts which can adversely impact 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 materiel fielding plans to ensure new equipment maintenance responsibilities are considered and included in future operations.

(i) Provides input to Army wide staffing and review of Army maintenance regulations and key policy documents.

(j) Works with the TRADOC G8 and COE leadership to monitor Class IX (repair parts) budget allocations and expenditures and synchronizes all Logistics/Financial Initiatives as TRADOC transitions to GCSS-A. Monitors critical areas such as Recoverable Items Management, Goods Receipts posting and critical Logistics Business areas to ensure they are aligned properly and are auditable.

(k) Works all emerging maintenance requirements impacted by TRAPs and SMDR with the AMC Enterprise partners at the LCMCs/U.S. Army Sustainment Command to ensure required equipment maintenance is planned, resourced and executed accordingly.

(l) Synchronizes and manages TRADOC's fielding plan for GCSS-A and other logistics STAMIS applications for operational units in TRADOC CoEs, schools, and activities to minimize impacts on mission during the transition.

(m) Oversees all aspects of current STAMIS, the GCSS-A and interim logistics automation applications like M-COP and AR-COP ensuring all system enhancements are tested and operational to provide real time logistics asset visibility.

(n) Provides automation sustainment support of GCSS-A and other logistics applications to TRADOC CoEs, schools, and activities through customer assistance visits and configuration control for future system change package development and deployment. Conducts logistics STAMIS site surveys, and arranges for, and participates in requirements determination; system design work groups; and system testing workshops.

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

(p) Conducts DODAAC review and annual reconciliation of TRADOC units with the logistics support activity data warehouse.

7-9. TRADOC Headquarters Library

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

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

c. Functions.

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(1) Responds to HQ TRADOC 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 emphasis on the fields of warfighting, Army and DOD operations, military sciences, doctrine, technology, education, leadership, and management. Provides service thorough multiple service points. A physical facility, housing and maintaining a well-balanced collections of print books, documents, periodicals, databases and audiovisual materials. And, the Library Webpage, a virtual research portal, providing access to an integrated collection of electronic and multimedia resources delivered seamlessly and transparently to users regardless either of their physical location or ownership of information. Special emphasis 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.

Chapter 8

Deputy Chief of Staff, G-2

8-1. Mission of the DCS, G-2

The DCS, G-2 is the Director of the Operational Environment Enterprise (OEE). The OEE develops and provides baseline and tailored OE products and services in support of leader development, training and education (to both institutional and operating forces), and capability development. The OE is a TRADOC Core Function led by the TRADOC DCG/CoS and managed by the DCS, G-2.

8-2. Organization of the DCS, G-2

The organization consists of operational entities organized around understanding, analyzing, describing, delivering and assessing the OE in support of Army and unified action partners' user

communities and in coordination with stakeholders and partners from the intelligence community, academia, industry, and multinational forces. (See Figure 8-1 below.)

a. The Office of the G-2 consists of the DCS, G-2, the Deputy G-2, the G-2 Chief of Staff, and the OEE representative to the TRADOC, G-9. Also, The DCS, G-2 provides staff oversight and ADCON of the Devil's Advocate Red Team.

b. The DCS, G-2 manages the OEE using four senior personnel: the G-2 Chief of Staff, responsible for coordinating all support activities in the DCS, G-2 (budget, personnel, information management, security, and administration); the Assistant G-2 for Analysis, responsible for analysis and content of all OE products and services (understand and describe the OE); the Assistant G-2 for Intelligence, Surveillance, and Reconnaissance and Futures, responsible for describing the OE and ensuring continuity through the OE narrative (analyze and describe the OE); and the Assistant G-2 for Training Support, responsible functionally for delivering the OE and assessing the results (deliver and assess the OE).

c. The DCS, G-2 provides OE support through six directorates: G-20 (Culture and Critical Thinking Element); G-21/8 (Mission Sustainment Directorate); G-22 (Analysis and Control Element); the G-23/5 (OE Enterprise Plans and Operations Directorate); G-26 (Mission Support Directorate) and, the G-27 (OE TSC).

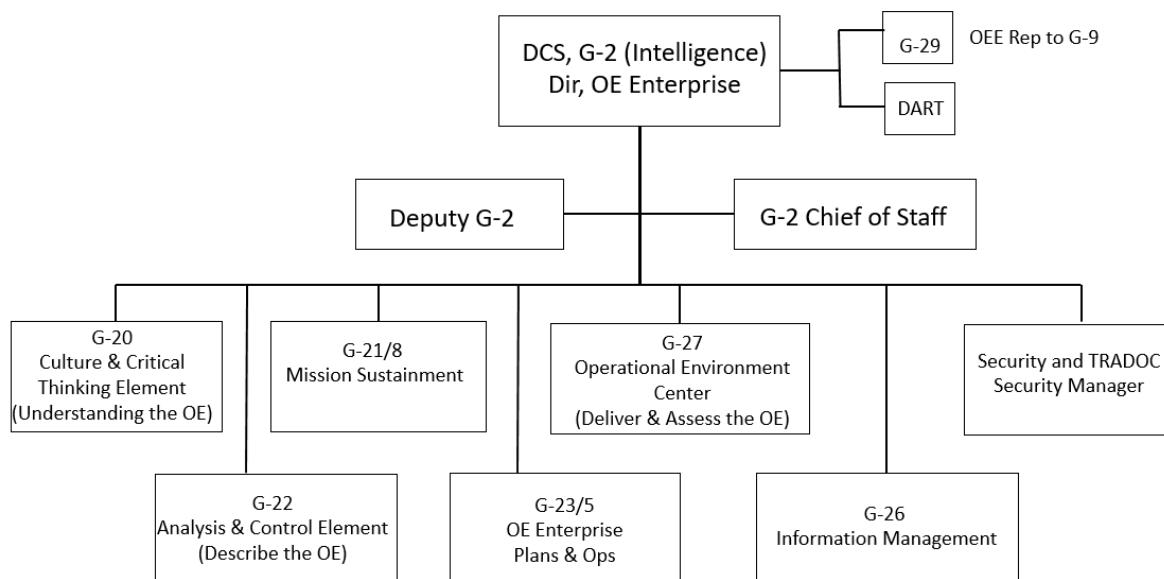


Figure 8-1. DCS, G-2 Organization

8-3. Functions of the DCS, G-2

a. The DCS, G-2 serves as the TRADOC senior intelligence officer (SIO) and is the principal staff officer responsible for providing intelligence to support current and future operations and

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plans. The DCS, G-2 manages an enterprise that gathers and analyzes information on current, emerging, and potential future OEs, applying those conditions and considerations for the command. The DCS, G-2 supports TRADOC by focusing and integrating these assets and resources to satisfy intelligence requirements. Also, the DCS, G-2 performs security management and oversight of the nine security functions for the Command. Specific responsibilities are listed below. Supports TRADOC DCG/CoS who is CFL for OE. The OE is a TRADOC core function and fundamental enabler of many other core functions.

b. Manages the OEE for the OE Core Function Lead, TRADOC DCG/CoS. Establishes OEE policies and investment priorities. Manages engagements with principal OE user communities: TRADOC COEs and their respective higher headquarters (for OE LDT&E support); TRADOC capability developers (for OE CD support); and operating force units (for Army unit and multinational training support). Integrates the support from and collaboration with Army and unified action partner user communities and stakeholders and partners from the intelligence community, academia, and industry. Identifies and shapes OE-related decisions for TRADOC and Army key decision forums.

c. Serves as Defense Civilian Intelligence Personnel System Manager for TRADOC, responsible for civilian personnel administration for intelligence and security career professionals (Career Program 35) assigned to TRADOC.

d. Provides staff oversight and administrative control of TRADOC's Devil's Advocate Red Team, which provides red teaming support to challenge TRADOC initiatives by identifying potential vulnerabilities, weaknesses and alternative approaches, solutions, and perspectives.

e. The G-2 serves as the primary advisor and focal point for all human intelligence and counter-intelligence issues within the command.

f. The G-29 serves as the OEE representative to the TRADOC G-9, located in the Pentagon.

8-4. Culture and Critical Thinking Element (G-20)

a. Mission. Leads OEE efforts to *understand* the operational environment both to inform internal OEE analysis—describe the OE—efforts and to support OE user and stakeholder organizations.

b. Organization. The Culture and Critical Thinking Element has two entities: the Global Cultural Knowledge Network and the University of Foreign Military and Cultural Studies (UFMCS).

c. Functions.

(1) Global Cultural Knowledge Network leads efforts to leverage Army, DOD, academia, and industry subject matter expertise for the purpose of providing knowledge (information relevant to U.S. Army operations, social sciences, and science and technology) at the point of decision. Develops and maintains a network of socio-cultural subject matter experts.

(2) UFMCS provides red team functional training. Also, it applies critical thinking in support of TRADOC educational institutions, operational units, and capability development. UFMCS also engages external partners to sustain red teaming and critical thinking efforts. Performs red team training development for U.S. Army and Joint audiences.

8-5. Mission Sustainment Directorate (G-21/8)

a. Mission. Manages financial resources, human resources, and acquisitions of services and products. Plans, develops, and executes OEE policy and programs as they pertain to budget, human capital and contracted requirements. Facilitates DCS, G-2 alignment of financial and human resources with HQDA, TRADOC and OEE mission needs and priorities.

b. Organization. The Mission Sustainment 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; 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.

(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.

(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.

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(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 Career Program Manager for Intelligence, Career Program (CP) 35.

(18) Reviews the execution of internal controls to ensure efficient and effective operational business practices. Evaluates the effectiveness of internal controls, the adequacy of internal control evaluations, and actions taken to correct materiel weaknesses. Advises commanders and staff on significant internal control weaknesses identified.

8-6. Analysis and Control Element (G-22)

a. Mission. Leads OEE efforts to *analyze* and *describe* the operational environment for supported user and stakeholder organizations. Researches, develops, understands and describes OE content for the Army for leader development, training and education, and doctrine and capability development (CD).

b. Organization. The Analysis and Control Element consists of four divisions: Analysis and Control Element Futures and OE TSC Intelligence, located at Fort Eustis; Analysis and Control Element Threats and Foreign Military Studies Office, located at Fort Leavenworth, KS.

c. Functions.

(1) Develops Intelligence Community-informed threat and OE projections to underpin how the Army is organized, trained, equipped and operates. Develops and maintains baseline and supporting functional and regional OE assessments and other appropriate OEE output products and services that: inform capability development and related activities (including wargaming and experimentation) and support the establishment of representative conditions for individual and collective training across the USARMY.

(2) Develops and maintains understanding of emerging and potential future OEs to support capability development.

(3) Designs, documents, and integrates threats and opposing force (OPFOR) requirements and OE conditions in support of all U.S. Army doctrine, leader development, training, and professional military education.

(4) Provides intelligence threat support: Defense Intelligence Agency-validated and OE-compliant threat input to TRADOC standard scenarios, capability development studies, analyses of alternatives, TRADOC experiments, and related capability development simulations, which support the design, development, and integration of capabilities for the U.S. Army across the DOTMLPF-P functional processes.

(5) Conducts open-source foreign perspective studies of directed requirements and unarticulated OE trends and problems. Conducts information collection and research in collaboration with U.S. civilian and foreign academics and experts in academic venues and other events.

(6) In direct support of OE TSC, provides intelligence community-based scenario development and OE content support to Army units and training institutions, the military intelligence training strategy, and other events as required.

(7) Provides training to the unified action partner community on advanced network analysis and targeting (ANAT), joint intelligence preparation of the environment (JIPOE), and cognitive maneuver.

8-7. Plans and Operations Directorate (G-23/5)

a. Mission. The Plans and Operations Directorate develops plans and integrates and synchronizes OEE operations.

b. Organization. The directorate consists of six functions: strategic planning; current and future operations; OEE portfolio management; strategic communication; feedback and evaluation; and weather support.

c. Functions.

(1) Develops OEE strategic plans and links OEE plans, operations and initiatives to TRADOC and U.S. Army planning documents and priorities.

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(2) Leads OEE implementation.

(3) Tracks, synchronizes, and integrates OEE current and future operations.

(4) Defines and manages OE user portfolios. OE user portfolios are: CoE-focused leader development, training and education (LDT&E); TRADOC capability development; and operating force unit training support. Portfolio management concentrates on alignment of OEE support with user requirements; assistance to functional directors with feedback and assessment efforts; and identification and resolution of OE user support resources and strategic communication issues.

(5) Leads OE user feedback and evaluation efforts.

(6) Develops and implements strategic communication strategy and related plans and initiatives.

(7) Supports the TRADOC-USAF Weather Office. The weather office provides authoritative weather support to TRADOC training and doctrine development in accordance with AR 115-10/Air Force Instruction 15-157 (Inter-service Publication).

8-8. Information Management Directorate (G-26/IM)

a. Mission. The Information Management Directorate manages development and operation of OEE architecture, supporting infrastructure and OEE IT services.

b. Organization. The directorate consists of four functions: IT Service Management, Command Information Assurance Program Manager for the DOD Intelligence Information System (DODIIS), OEE Architecture Management, and OEE Knowledge Management.

c. Functions.

(1) Provides IT Service Management including IT service support, IT service delivery and information assurance for all OEE users and mission system infrastructure.

(2) The DCS, G-2 serves as the command Information Assurance Program Manager for the DOD Intelligence Information System (DoDIIS) in accordance with AR 25-2 and ICD 503 for information assurance activities including: Site Specific Accreditations, Cyber Security compliance, and DODIIS service.

(3) Develops and implements OEE architecture solutions supporting requirements analysis, technical solutions analysis, and trade-off analysis for OEE enabling capabilities.

(4) Provides network access for OE users to Army, joint and intelligence community networks and repositories; and provides the OEE with web-enabled and web-accessible OE tools and applications.

8-9 Security Directorate (TRADOC Security Manager)

- a. Mission. The command security manager, in accordance with AR 380-5, organizes and directs security activities.
- b. Organization. The directorate manages nine functions: information and personnel security, sensitive compartmented information, foreign disclosure, industrial security, technical security, security education awareness training, NATO security, intelligence oversight programs and G-2X.
- c. Functions.
 - (1) Organize and direct information and personnel security in accordance with AR 380-5 and AR 380-67.
 - (2) Organize and direct sensitive compartmented information in accordance with DoDM 5105.21 (draft AR 380-28).
 - (3) Organize and direct foreign disclosure in accordance with AR 380-10.
 - (4) Organize and direct industrial security in accordance with AR 380-49.
 - (5) Organize and direct technical security in accordance with AR 380-27 and AR 380-40.
 - (6) Organize and direct security education awareness training in accordance with AR 380-5.
 - (7) Organize and direct NATO security in accordance with USSAN Instruction 1-07, C-M (2002) 49 and AC/35-D/2004-REV 3.
 - (8) Organize and direct intelligence oversight programs in accordance with AR 381-10.
 - (9) The G-2X serves as the primary advisor and focal point for all human intelligence and counter-intelligence issues within the command in accordance with AR 381-100 and 381-20.

8-10. Operational Environment Center (G-27)

- a. Mission. Leads OEE efforts to deliver and assess application of the operational environment in support of OE user and stakeholder organizations. Delivers complex operational environments by leveraging data, information, and knowledge in order to enable learning for all training, education, and leader development. Advocates solutions to key OE capability gaps.
- b. Organization. The Operational Environment Center consists of five divisions: Operations; Training; Intelligence, Surveillance, and Reconnaissance (ISR) Integration; Data Science, Models, and Simulations (DSMS); and Threat Emulation Force (TEFOR).

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c. Functions.

(1) Provides event-specific, mission-focused training and exercise support (data, products, integrated live, virtual, constructive-gaming (LVG-G) stimulus, cyber, and social media) to units and institutions by providing a relevant, rigorous, realistic environment that replicates the complexity of the OE tailored to specific user needs. Integrates all other OEE capabilities in support of training and exercise support as required. This support is provided through reachback capabilities or on-site.

(2) Develops and provides refinement and delivery of OE-based signatures collectable using current and future ISR capabilities; collection management (CM) subject matter expertise; and ISR integration research and training to both TRADOC institutions and the operating force, helping to describe and deliver the joint, theater, service and multinational ISR framework of the OE for leader development, training, and education. Provides ISR integration support to capability development and experimentation by providing ISR subject matter expertise on Army, sister service, and joint structures and processes, as well as OE-refined problem sets as signatures and indicators exploitable through proposed ISR solutions.

(3) Delivers OE representations: Provides virtual, constructive and gaming support consistent with the Army M&S strategy across six M&S-enabled communities (analysis, acquisition, experimentation, intelligence, test and evaluation, and training); provides OE visualization and gaming representation of real world or training scenarios; and ensures OE compliance of M&S representations, behaviors, and outputs; determines gaps; and conducts concept modeling and requirements development to mitigate those gaps.

(4) Manages the Army's OE Opposing Force (OE/OPFOR) Program as described in AR 350-2, across live, virtual and constructive environments and includes: (1) providing management and oversight of the OE/OPFOR pillar within the home station training (HST), combat training center (CTC), Reserve Component Training Center (RCTC), and Joint National Training Capability (JNTC) programs; (2) executing responsibilities associated with the TRADOC Project Office (TPO) for OE/OPFOR modernization requirements; and, (3) validating and accrediting OE/OPFOR replication at CoEs, home station training, Reserve Component Training Center (RCTC), and CTC programs to drive leader development, training, and education.

(5) Represents the threat and the OE conditions in experiments, wargame events, concept development venues and test and evaluation events. Provides threat emulation support using systems threat assessment reports and other serialized intelligence products to emulate current and projected threat, enemy, or adversary capabilities and behaviors.

(6) Provides for discovery, access and retrieval of OE data, linked to and related across a variety of data sources both internal and external to the G-2. Enables research, analysis, development of analytics to search and retrieve data for customized uses, as well as tools for visualizing data and exporting it in a variety of formats. These formats include data exchanges with M&S systems, mission command systems, existing G-2 applications, or other users such as those in the intelligence community, sister services, government agencies and academia.

(7) Collaborates with academia, industry, and government agencies to analyze emerging threats, creates innovative OE capabilities and capacities, and obtains specific subject matter expertise for analysis, experimentation, intelligence and training efforts. Implements a prioritization process that analytically assesses the value of improvements to OEE capabilities.

Chapter 9

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

9-1. Mission of the DCS, G-3/5/7

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

9-2. Organization of the DCS, G-3/5/7

The DCS, G-3/5/7 consists of an Executive Office, 2 deputy-led organizations: Assistant Deputy Chief of Staff (ADCS) G-3/5/7 (Operations and Plans); Deputy G-37 (Training); and 12 directorates; they are: Priorities, Analysis and Requirements Directorate, Training Integration Directorate, Leader Development Directorate (LDD), Career Program (CP)32 Army Civilian Training, Capability, and Doctrine Warfighting Developers, G-34 Protection Directorate, Security Assistance Training Field Activity (SATFA) (FOA), Training Operations Management Activity (TOMA) (FOA), G-33 Current Operations Directorate, G-31 Personnel Proponency Directorate, G-35 Plans Directorate, G-5 Strategic Plans and Policy Analysis Directorate, and the Accessions Directorate. Liaison Officers (LNOs) to TRADOC (U.S. Army Asymmetric Warfare Group, U.S. Army Rapid Equipping Force, AMC, CAC, U.S. Army Research Institute); TRADOC LNOs (FORSCOM, USMA, Joint Integration Directorate (JID) – Joint Staff (Suffolk, VA). (See figure 9-1).

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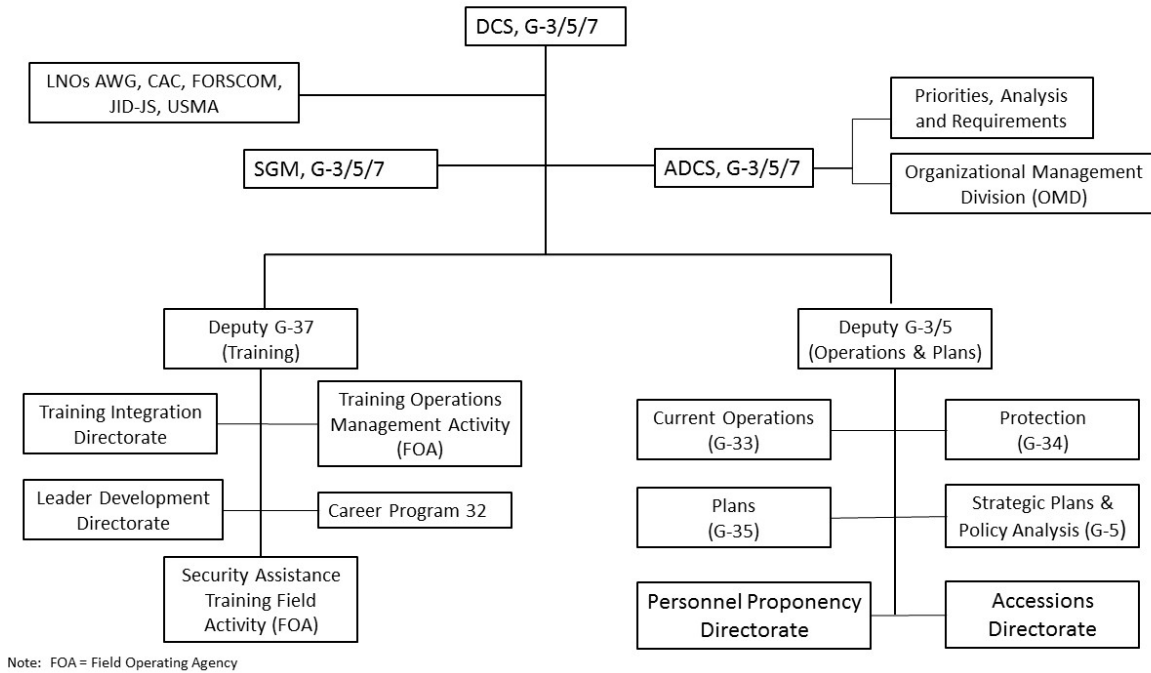


Figure 9-1. DCS, G-3/5/7 Organization

9-3. Functions of the DCS, G-3/5/7

- a. 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 AT, TRADOC Physical Security, TRADOC Chemical Surety, TRADOC Lessons Learned and TRADOC Critical Infrastructure Risk Management.
- e. Support to Sustainable Readiness Model. Develops and recommends policy and procedures to better support Sustainable Readiness Model.
- f. Reviews and develops strategy. Leads the development of strategies for TRADOC and the review of strategies by higher HQ.
- 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 S&T processes.

Section I

9-4. Executive Office

a. Mission. Provides organizational leadership for the DCS, G-3/5/7.

b. Organization. The Executive Office consists of five elements: the DCS, G-3/5/7 Office; the Assistant Deputy Chief of Staff (ADCS) G-3/5/7 Office; the Deputy, G-37; the DCS, G-3/5/7 Sergeant Major (SGM) and the Organizational Management Division.

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, in accordance with current TRADOC Orders dated 10 Apr 15. The DCS, G-3/5/7 has staff management responsibility for actions addressed at the tactical exploitation of national capabilities and attends the Training General Officer's Steering Committee (TGOSC) as an advisor to the DCG, Combined Arms during this forum.

(2) The ADCS, G-3/5/7 (dual-hatted as Deputy G-3/5 (Operations and Plans)) acts for and represents the DCS, G-3/5/7 as required; manages operations and planning efforts for the command. Areas of special focus include FP and chemical surety.

(3) The Deputy G-37 (Training) manages the training base to include expansion and mobilization. Serves as the Functional Chief's Representative (FCR) for Army Career Program (CP) 32 Army Civilian -Training, Capability, and Doctrine Warfighting Developers.

(4) 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, and CFLs, and advises the TRADOC CSM on future NCO leader development and NCOES implications resulting from Army strategic plans.

9-5. Organizational Management Division.

Organizational Management Division manages DCS, G-3/5/7 budgets and civilian personnel actions (appraisals, awards, etc.). Assists, in coordination with DCS, G-8, in managing the Army Management Headquarters Activity (AMHA) account, TDA and manning documentation. Manages acquisition of supplies; serves as the DCS, G-3/5/7 DTS Administrator and Travel Card Agency Program Coordinator. Assists in managing contract support. Coordinates and develops the DCS, G-3/5/7 position on GAO, USAAA, IG, and TRADOC IRAC audits and inspections.

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Administers the Internal Control Program (ICP). Coordinates input to productivity improvement programs. Manages conference policy and requests for HQ TRADOC.

9-6. TRADOC Joint Integration Directorate (JID).

The TRADOC JID, embedded at the Joint Staff J-7 and J-6 (Hampton Roads), integrates and coordinates with the Joint Staff; synchronizes relevant activities and issues with the Joint Staff, and coordinates with HQDA, FORSCOM, HQ, TRADOC, CAC, ARCIC, DCS, G-2 and other Services to facilitate support for key Army and Joint initiatives. The JID includes the Senior Army LNO to the Joint Staff (Hampton Roads) and SMEs embedded in key Joint Staff directorates (Joint Staff J-7, Deputy Directorate Joint Training, Deputy Directorate Future Joint Force Development; Joint Staff J-6, Deputy Directorate Cyber, Command, Control, Communications, Computers Integration).

9-7. Priorities, Analysis, and Requirements Directorate

a. Mission. The Priorities, Analysis, & Requirements Directorate researches, evaluates, prioritizes, integrates, and synchronizes command requirements and solutions in accordance with CG priorities and develops metrics to support the decision making process for the command and staff requirements. Provides ACOM-level coordination and synchronization across core functions and directed focus areas.

b. Organization. Priorities, Analysis, & Requirements Directorate consists of a single office.

c. Functions.

(1) Prioritizes and integrates TRADOC requirements/functions consistent with statutory and regulatory guidance, core functions, and CG, TRADOC priorities including current year mission gaps, emerging requirements, contracts, military construction, and POM.

(2) In coordination with the DCG, Combined Arms, leads the annual functional training review and risk assessment review board for the command wide prioritization of functional courses.

(3) Coordinates with HQDA DCS, G-3/5/7 as the central point of contact for the integration of all TRADOC programs in accordance with CG, TRADOC priorities. Coordinates requirements that span organizations internal and external to TRADOC.

(4) Conducts quantitative and qualitative analysis in order to validate mission/program requirements from across TRADOC.

(5) In support of the DCS, G-8, provides command-approved recommendations for resource allocation to support the most critical requirements.

(6) Co-Chairs the TRADOC Cost-Benefit Analysis Review Board.

(7) Chairs all Risk Assessment Review Boards.

(8) Provides subject matter expertise to the DCS, G-3/5/7 as the principal advisor to the CG on integrating TRADOC mission requirements in accordance with TR 11-19, *Assignment of Planning, Programming, and Budgeting Responsibilities*.

(9) In coordination with DCS, G-8, co-chairs the TRADOC MRB. Provides recommendations to the MRB on prioritization of mission requirements. Provides and defends minor requirement priority adjustments for Senior Resource Committee presentation.

(10) Conducts staff management for specified command requirements throughout their lifecycle from identification through resolution. As required, provides assistance to supported organizations to ensure timely requirements progression.

(11) Collects, evaluates, and analyzes information for the HQDA Strategic Readiness Update (SRU), delivered to the Vice Chief of Staff, Army. Develops, coordinates, validates, and presents all information necessary to ensure accurate and consistent strategic messaging for the senior TRADOC representative during the SRU.

(12) Conducts specialized studies, reviews, and/or analyses by direction of the DCS, G-3/5/7 and/or the ADCS, G-3/5/7. In coordination with the DCS, G-8 and all other relevant stakeholders, reviews concepts that could be implemented through changes in procedure, policy, or regulation to streamline activities across the organization, realize savings based on CG, TRADOC or HQDA priorities, or realign/reduce functions across TRADOC.

(13) Represent TRADOC as a voting member on the TT PEG Mission Portfolio Council of Colonels and assist in facilitating the management process to identify and resolve issues, provide recommendations to validate, prioritize, and make decisions pertaining to the Mission Portfolio.

(14) Work TRADOC staff elements to develop mathematical models in support of modeling and simulation requirements.

Section II

9-8. Deputy G-37, Training

a. Mission. The mission of the Deputy G-37, Training, is to develop, integrate, and transform the Army's Training Base in order to produce greater efficiencies and to modernize it to better support a changing Army.

b. Organization. The Deputy G-37, Training, consists of the following organizations: Training Integration Directorate, Security Assistance Training Field Activity (SATFA), Training Operations Management Activity (TOMA), LDD, Career Program (CP) 32 Army Civilian Training, Capability, and Doctrine Warfighting Developers.

c. Functions. Deputy G-37, Training. Provides expert training advice to the DCS G-3/5/7 and monitors, plans, and coordinates the operations for Generating Force training, RC training

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integration, and training operations management activities. The primary focus of this position is to develop, integrate, and transform TRADOC individual training and institutional professional military education to support the Army.

9-9. Training Integration Directorate

a. Mission. Provides the DCS, G-3/5/7 with staff expertise to achieve situational understanding; and develop commander's intent, priorities, and guidance required to make effective decisions and participate in senior leader forums. The Directorate provides ACOM-level coordination and synchronization in support of the designated CFLs for: Functional Training; Professional Military Education; Training Support; Initial Military Training; Lessons Learned; Training and Education Development; and Doctrine. Leads and supports Army and ACOM-level Operational Planning Teams and Task Forces as directed by the DCS, G-3/5/7.

b. Organization. Training Integration Directorate consists of three divisions and a desk - the Joint Force Training Division (JFTD), Strategies & Policies Division (S&P), e Learning Enterprise Division (LED), and an Aviation Standardization Desk. The TRADOC Librarian is assigned to this Directorate.

c. Functions.

(1) Coordinates TRADOC participation in the Army Training General Officer Steering Committee (TGOSC) and the Senior Leader Readiness Forum.

(2) Coordinates TRADOC participation in the Army's Build/Assess Training Readiness initiative.

(3) Director serves as a voting member and tri-chair for the HQDA DCS, G-3/5/7 Institutional Training Council of Colonels (CoCs).

(4) Represents the DCS G-3/5/7 in the Army's Home Station / Deployed (HS/D) CoCs, Institutional Training (IT) / Distributed Learning CoCs, Combat Training Center (CTC) CoCs, JIIM Working Group, and the Combined Training CoCs Integration Forum, that support and facilitate the HQDA DCS, G-3/5/7 Training General Officer Steering Committee (TGOSC).

(5) Provides staff expertise, oversight and representation for TRADOC equities in joint and multi-service training, integration, and interoperability forums (Army/Air Force Integration Forum, Joint Fire Support Executive Steering Committee, and others). Provides situational awareness to DCS, 3/5/7 leadership of impacts of joint training and interoperability issues to TRADOC equities.

(6) Supports CAC with planning and executing the TRADOC Training Integration Forum.

(7) Provides oversight of TRADOC equities in service to service level talks (Army Air Force Warfighter Talks, Army-Marine Corps Board, Army-SOCOM Warfighter Talks).

(8) Training Integration Directorate Director serves as a voting member of the Army-Air Force Integration Forum.

(9) Represents DCS, G-3/5/7 in the Army Lessons Learned Forum/Program and prepares leaders for participation in the Army Lessons Learned Forum GOSCs.

(10) Represents DCS, G-3/5/7 in CTC forums and supports/assists CAC in preparing TRADOC leadership for participation in Chief of Staff of the Army CTC Huddles.

(11) TRADOC DCS, G-3/5/7 lead for TRADOC's institutionally delivered Soldier Credentialing programs.

(12) Provides staff management of TRADOC air traffic activities including flying hours, aircraft distribution, aviation standardization, and air traffic and airspace mission areas. Conducts Aviation Resource Management Surveys to ensure schools are in compliance with AR 95-1 (U.S. Army Aviation Flight Regulations).

(13) Serves as the course manager for the Army Senior Training and Education Managers' Course and Army Training.

(14) Manages the TRADOC Instructor of the Year program.

(15) Provides oversight, policy, and guidance for TRADOC libraries; conducts quality assurance evaluations of TRADOC libraries; Chairman of Library Enterprise System Governing Board; functions as the TRADOC CPM for CP 34 librarians and librarian interns.

9-10. Security Assistance Training Field Activity (FOA)

a. Mission. As a US Army Field Operating Activity, the Security Assistance Training Field Activity (SATFA), functions as the Army program manager within the U.S. Army Security Assistance Enterprise (consisting of Deputy Assistant Secretary of the Army (DASA) for Defense Exports and Cooperation (DE&C); AMC, U.S. Army Security Assistance Command; U.S. Army Corps of Engineers; and TRADOC) for U.S. Government authorized and DOD executed Security Cooperation (SC) and Security Assistance Training Programs (SATP) that provide Army managed institutional training to approved countries and International Military Students in support of combatant commands (CCMDs), ASCCs, and HQDA security cooperation objectives and programs in order to provide our international partners with the skills, knowledge, and understanding that leads to enhanced relationships, cooperation and shared security efforts.

b. Organization. SATFA consists of an Operations Division; Financial Management Division; Policy, Plans, Programs and Projects Branch; Information Management Office; and a Senior Security Assistance Training (SAT) Specialist with duty at DASA (DE&C). SATFA is a TRADOC TDA-authorized organization where organizational and workload requirements are fully funded by Title 22 USC Foreign Military Sales (FMS) administrative fund/case funds,

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Foreign Military Financing (FMF) administrative funds, and Title 10 USC Section 333 funds and Combating Terrorism Fellowship Program administrative funds.

c. Functions of SATFA.

(1) Functions as overall Army program manager for the Army SC/SATP for institutional training.

(2) Coordinates and manages Army SC/SATP requirements with the CCMDs, Defense Security Cooperation Agency (DSCA), ASCCs, HQDA, other military departments, U.S. Government security assistance organizations, U.S. Embassy Security Cooperation Offices, foreign attaches, and Army-managed institutional training activities to include selected DOD, commercial activities and TRADOC CoEs, schools and activities.

(3) Coordinates reimbursement of Army training and exercise support for international partners thru FMS. Promotes Army goals and objectives associated with collective training and exercises in which partner nation participation is supported through FMS.

(4) Represents TRADOC on Army SC/SATP matters within the U.S. Army Security Assistance Enterprise (ASAE).

(5) Serves as the TRADOC representative at security assistance forums that produce Army SC/SATP requirements.

(6) Serves as the primary TRADOC SC/SATP policy and program execution advisor to the DCS, G-3/5/7 and CG, TRADOC for Army-managed SC/SATP requirements.

(7) Prepares, coordinates, and manages approved Army Training Military Articles and Services List courses and administrative information for approved countries and International Military Students. Coordinates with DCS, G-2 and HQDA on disclosure determinations for all Army training requested by approved foreign countries.

(8) Assists Army CoEs, schools, and activities; and selected DOD and commercial activities executing SC/SATP to ensure compliance with AR 12-15 for life cycle support of International Military Students, and execution of the DOD 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 and mission materials for center and school International Military Students Offices.

(9) Prepares, coordinates, and manages TRADOC FMS and FMF administrative funds' operating budgets and POM requirement submissions for TRADOC to the DASA (DE&C).

(10) Serves as TRADOC lead for centralized financial management across all SC/SATPs for Army managed institutional SC/SAT execution as directed by HQDA and AR 12-1.

(11) Develops TRADOC SC/SATP pricing for inclusion in the Army Training Military Articles and Services List; provides guidance, assists and validates non-TRADOC school SC/SATP pricing and includes in the Army Training Military Articles and Services List.

(12) 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 pre-letter of request through case closure, inclusive of all IT systems requirements with DSCA, HQDA, U.S. Army Security Assistance Command, and approved countries.

(13) Maintains validated database interfaces (both manual and automated) between the Defense Security Assistance Management System 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 SC/SATP requirements within Army Training Requirements Analysis System (TRAS) processes (Structure and Manning Decision Review (SMDR), TRAP, and training execution) to meet CCMD, ASCC, and HQDA security cooperation objectives.

(14) Represents Army SC/SATP for DSCA directed International Training initiatives. Maintains a database of Army managed SC/SATP execution to respond to U.S. government agency approved requests for information. Coordinates with HQDA and DSCA for all Army managed, SC/SATP unique, International Training system requirements and execution (data, applications, and interfaces).

(15) Advises and provides direct support to the senior SAT specialist at DASA (DE&C).

(16) 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.

9-11. Training Operations Management Activity (FOA).

a. Mission. TOMA balances TRADOC's resources against requirements to ensure the institutional training and education (ITE) student load can be trained to standard across all components as specified by DA-directed Army Program for Individual Training (ARPRINT). TOMA oversees TRADOC management and adapts planning, programming, and scheduling to resource execution of the institutional training load.

b. Organization. The directorate has three divisions: Programs, Operations, and Systems.

c. Functions.

(1) 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, USAREC, USACC, IMCOM, and TRADOC schools.

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(2) Serves as TRADOC lead for the Structured Manning Decision Review (SMDR). In coordination with HQDA; the HQ TRADOC staff; CAC; USACC; DCG, IMT; and TRADOC schools, manages SMDR to balance training capacity and training requirements in preparation of approval of the ARPRINT. Synchronizes enterprise-level standardization for resources associated with the development of, and adjustments to the ARPRINT.

(3) Serves as quota manager for all TRADOC courses of instruction 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, USACC, DCG- IMT.

(4) Validates basic combat training (BCT) and one station unit training (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; USACC; DCG-IMT).

(5) Coordinates and synchronizes changes to the annual training program for the Training Resource Arbitration Panel (TRAP) process.

(6) Serves as the TRADOC lead for Army Training Requirements and Resource System (ATRRS).

(7) 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.

(8) 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.

(9) Coordinates required Army Reserve Division (IT) support of TRADOC peacetime operations (IET, Reserve Officers' Training Corps and training base expansion exercises) in coordination with USAREC; the HQ TRADOC staff; FORSCOM; USARC; DCG-IMT; and TRADOC schools.

(10) Develops and maintains the TRADOC Mobilization and Operations Planning and Execution System (TMOPES).

(11) Serves as HQDA's executing agent for development of the annual operating budget ARPRINT.

(12) Serves as TRADOC lead for validating training resource requirements for TRAS. Interfaces with HQDA G-1/G-3 training requirements determination processes submission from

TRADOC schools. 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 (in coordination with HQDA, the HQ TRADOC staff, CAC, USAREC, and CIMT).

(13) Serves as TRADOC lead for TR 350-8, Ammunition. 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, USAREC, and DCG-IMT).

(14) 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 equipment; coordinates solutions for training equipment constraints (in coordination with HQDA, the HQ TRADOC staff, CAC, USAREC, and DCG-IMT).

(15) Reviews requirements documents for training ammunition, equipment, and facility implications in allowances materiel fielding documents (in coordination with HQDA, the HQ TRADOC staff, CAC, USAREC, and DCG-IMT).

(16) Synchronizes training requirements and schedules in support of Force Generation IAQ HQDA priorities. Manages plans and resource requirements in support of training base expansion and multicomponent, multiservice Force Generation training support. Serves as TRADOC lead for the Institutional Training Workgroup. Synchronizes Mobile Training Team (MTT) support to meet emerging requirements and sustain unit readiness.

(17) Integrates institutional training resources in coordination with DCSs, G-8, G-1/4, and G-6.

(18) Develops and recommends policy to provide institutional training to support Force Generation.

(19) Coordinates with the Air Force, Navy, Marine Corps, and Coast Guard concerning all TRADOC training requirements.

(20) Coordinates with FORSCOM for all In-Service Training Organization (ITRO) TRAPs. Works closely with TRADOC schools and quota managers on securing school quotas for ITRO emerging training requirements.

(21) Coordinates with HQDA G-3 concerning any school classes that must be prioritized to accommodate sister service members that are deploying.

(22) Serves as SME for RC training and organization; promotes collaboration between TRADOC and the RC to resolve individual training and readiness concerns; supports TRADOC

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QA offices in conduct of RC accreditation mission; participates in individual and institutional training forums; executes the One Army School System (OASS).

(23) Analyzes individual and institutional training trends impacting readiness; resources and manages Total Army School System (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.

(24) Coordinates, analyzes, and oversees the execution of TASS. Develops, staffs, and recommends training processes; coordinates requests for RC resources to support Force Generation; coordinates resolution of HHI resulting from RC accreditation; assists with the application of the Army Distributed Learning Program courseware for RC courses.

(25) Coordinates and synchronizes training policies between TRADOC staff, 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.

(26) 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.

(27) Develops policies, processes, and programs for TASS (TR 350-18) and coordinates/facilitates TRADOC RC training initiatives.

(28) Plans, coordinates, and integrates RC training issues relating to TASS including TRAPs, pre-SMDR data collection, and AA training requirements.

(29) Serves as TRADOC lead for USAR Training Command (TASS) Training Management and Policies (TR 140-3).

(30) Analyze and integrate plans to support the training requirements, integration, and synchronization for all TRADOC individual training and education programs and courses.

(31) Manage the development of projects to automate training and education data systems such as Institutional Training Mission Management Tool (ITMMT) and OASS Efficiency Optimization Tool (EOT).

(32) Conduct the planning and implementation of TRADOC training plans, initiatives, and concepts such as the Army Learning Model (ALM), TASS, OASS, Officer, Civilian, Non Commissioned Officer Education System (NCOES) transformation and modularity.

9-12. Leader Development Directorate (LDD).

a. Mission. Develops, coordinates, staffs, and synchronizes Leader Development policies, programs and strategies in support of the commander's intent, Strategic Readiness, and the Army mission. Provides ACOM-level staff support for two TRADOC core functions: Leader Development and Education. Lead staff element for the Army University on behalf of the Chancellor and CG TRADOC.

b. Organization: LDD is comprised of four divisions: Leader Development/Operations, Officer Development, Civilian Development, and Non-Commissioned Officer Professional Development.

c. Functions.

(1) Provides ACOM-level staff coordination, synchronization, and integration of the Army's leader development and officer, warrant officer, non-commissioned officer, and USARMY Civilian education programs.

(2) Assists CAC with planning, coordinating, and executing the Army Leader Development Strategy, Army Profession and Leader Development Forum, and Army Learning Coordination Council.

(3) Serves as the TRADOC Program Manager for the MG James M. Wright Master in Business Administration Program.

(4) Serves as key integrator for policy and planning of NCOPD, managing all programs of record related to NCO Primary Military Education.

(5) Provides support to the TRADOC CSM for policy and initiative development.

(6) Manages officer, Warrant Officer, Non-commissioned Officer and Civilian Professional Development Programs.

(7) Represents TRADOC in Army Senior Warrant Officer Council.

(8) Manages TRADOC professional development programs to include team building events, staff rides, and leader professional development lecture series.

d. Divisions:

(1) Leader Development Program Manager/ Operations

(a) Leads staff coordination for all Army University (AU) for actions and programs.

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(b) ACOM Senior Staff Officer for all Leader Learning and Leader Development actions; Tracks all actions to completion.

(c) Maintains knowledge and awareness of Army Learning, Leader Development, Training and Education Programs.

(d) Maintains Lines of Communication with HQDA, TRADOC Staff, Functional Core Leads (FCLs), Army University, CoEs, TRADOC and non-TRADOC Schools.

(e) Develops, reviews, and coordinates learning and Leader Development policies, strategies, and regulatory requirements.

(f) Develops, reviews, provides feedback and updates slides, reports, policies, strategies, information papers and other correspondence on learning and Leader Development.

(g) Attends Leader learning and Leader Development meetings, conferences, workgroups, and sessions.

(h) Maintains involvement and awareness of programming of Leader Learning and Leader Development courses through the review of Civilian Programs of Instruction (POI), attendance at Structure Manning Decision Review (SMDR) and Training Resource Arbitration Panel (TRAP).

(i) Maintains involvement and awareness of POM and Planning, Programming, Budgeting, and Execution System (PPBES) processes that resource Leader and Leader Development courses and programs.

(j) Represent TRADOC at HQDA, CAC, and Army University Leader learning and Leader Development forums: Leader Development CoC, IT/DL CoC, and OATMF CoC.

(k) Participates in Center for Army Profession and Ethic's (CAPE) initiatives to enhance the Army Profession.

(2) Officer Development

(a) Apply comprehensive knowledge of the Officer/WO Learning Continuum as ACOM staff officers for all Officer Education and Leader Development actions.

(b) Manage, coordinate, and track all Officer Education and Leader Development actions to completion.

(c) Maintain knowledge and awareness of Army Training and Education Programs.

(d) Provide ACOM-level staff coordination, synchronization, and integration of emerging IMT and PME common and mandatory curriculum requirements.

(e) Maintain lines of communication with HQDA, TRADOC Staff, Core Function Leads, Army University, CoEs, TRADOC and non-TRADOC Schools.

(f) Develop, review, and coordinate officer education strategies, policies, initiatives, regulations, and requirements.

(g) Develop, review, and update reports, policies, strategies, information papers, briefings and other correspondence on Officer Education and Leader Development requirements.

(h) Attend Officer Education and Leader Development-related meetings, conferences, workgroups (includes Leader Development Council of Colonels, IT CoC, ALCC, APLDF, Army University Learning Continuum Committees)

(i) Maintain involvement in, and awareness of programming of Officer Education courses through the review of Officer Education POI, and support to POM, the SMDR, and TRAP priorities.

(j) HQ TRADOC staff oversight of officer education programs taught at Proponent Schools, the CGSC, and the WOCC.

(k) HQ TRADOC staff coordination lead with the Army University for all Officer Education and Warrant Officer Technical Training programs.

(3) Civilian Development

(a) ACOM Staff Officer for all Civilian Learning actions; subject matter expert applying comprehensive knowledge of civilian learning.

(b) Tracks all Army Civilian Learning actions to completion.

(c) Maintains knowledge and awareness of Army Training and Education Programs.

(d) Maintains knowledge and awareness of Civilian Education System (CES) programs.

(e) Maintains Lines of Communication with HQDA, TRADOC Staff, Functional Core Leads (FCLs), Army University, CoEs, TRADOC and non-TRADOC Schools.

(f) Develops, reviews, and coordinates Civilian Learning policies, strategies

(g) Develops, reviews, and coordinates Civilian Learning policies, strategies, requirements and policies.

(h) Develops, reviews, and updates reports, policies, strategies, information papers, slides and other correspondence on civilian learning.

(i) Attends Civilian learning meetings, conferences, workgroups, and sessions.

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(j) Maintains involvement and awareness of programming of Civilian Education courses through the review of Programs of Instruction (POI), attendance at Structure Manning Decision Review (SMDR) and Training Resource Arbitration Panel (TRAP).

(k) Maintains involvement and awareness of POM and Planning, Programming, Budgeting, and Execution System (PPBES) processes that resource civilian education courses and programs.

(l) Represent TRADOC at HQDA, CAC, and Army Management Staff College (AMSC) civilian education forums: Civilian Workforce Transformation (CWT), Institutional Training/Distributed Learning (IT/DL), CoC, OATMF CoC, CREL CoC.

(m) Supports Army Leader Development Forum (ALDF) forums.

(n) Headquarters staff oversight of civilian education programs taught at the Army Management Staff College (AMSC).

(o) Staff coordination lead with the Army University (AU) for all civilian learning programs.

(4) Non-Commissioned Officer Professional Development.

(a) Proponent for NCOPDS; Serve as the principal advisor on the NCO Professional Development, NCOPDS proponent.

(b) Serve as key integrator for policy and planning of NCOPDS; assists in the synchronization and coordination of policy related to NCO development

(c) Develop future strategies and initiatives for NCOPDS; develop strategic initiatives related to NCOPDS; develop concepts, identify resource requirements, and mature initiatives.

(d) Conduct assessment and needs analysis to validate that NCOPDS is relevant and meets the intent of the Army's Leader Development Strategy.

(e) Support leader development requirements as directed by TRADOC CSM, TRADOC G3/5/7 and supports CAC/Army University.

(f) Conduct strategic communication programs for NCOPDS; Develop and communicate NCO leader development themes and messages to the Army - accountable to the NCO Corps.

(g) Assist CAC in developing, reviewing, and recommending revisions to Army doctrine with regard to the role, duty, and responsibilities of the NCO and support revisions to the NCO and Soldier Guides.

(h) Serve as proponent for the Army Career Tracker.

- (i) Serve as the Army integrator for enlisted Joint Professional Military Education.
- (j) Assist TRADOC proponent office with NCO proponent development and management.

9-13. Army Career Program 32, Army Civilian Training, Capability and Doctrine Warfighting Developers

- a. Mission. Develop and provide life-cycle career management resources to develop a competent, adaptive civilian workforce that keeps pace with learning innovations and technological advancements and is able to incorporate this knowledge into capability and doctrine documents as well as training and education curricula.
- b. Organization: This office has an Assistant Functional Chief's Representative and three Career Program Managers.
- c. Functions.
 - (1) Develops and publishes career program policy, procedures and guidance to support Army and command Strategic Human Capital Plans (SHCP), including workforce capability and readiness efforts.
 - (2) Communicates, coordinates, and collaborates frequently with HQDA Staffs, ACOMs, ASCCs, and DRUs to identify current and future Total Force mission requirements at all organizational levels.
 - (3) Promotes and regularly publishes opportunities, successes, and FCR guidance to the functional community in order to facilitate transparency, build and sustain a professional community network and create and/or promote career program awareness.
 - (4) Executes strategies to reduce competency gaps and ensures incorporation into Army Civilian Training, Education and Development System (ACTEDS) requirements and plans.
 - (5) Submits FCR-approved ACTEDS Plan to DASA (CP) for validation by DCS, G-3/5/7, final approval and publication.
 - (6) Supports the enterprise management of ACTEDS interns and manages the ACTEDS interns under the cognizance of the career program.
 - (7) Develops annual POM and budget estimates for training, education and professional development (TE&PD) activities.
 - (8) Coordinates and executes TE&PD activities annually to develop and sustain functional and leadership requirements in support of current and future missions.

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(9) Collaborates and consults with all representative ACOM, ASCC and DRU Command Career Program Managers (CCPMs) to support the training and development of the career program population.

(10) Researches, analyzes, develops and publishes annually the state of the strategic environment, workforce and demographic trends, competency assessments and gap analysis to allow key stakeholders to adjust recruitment, retention, and development initiatives addressing current and future mission requirements and strategic human capital plans.

Section III

9-14. Deputy G-3/5 (Operations and Plans)

a. Mission: The mission of the Deputy G-3/5, Operations and Plans, is to develop strategies and plans, and execute operations that enable TRADOC to design, acquire, build and improve the Army.

b. Organization: The Deputy G-3/5 consists of the following directorates: Current Plans (G-33), Protection/Command Provost Marshal Directorate (G-34/CPMD), Plans Directorate (G-35), Strategic Plans and Policy Analysis (G-5), and Personnel Proponency (G-31).

c. Functions.

(1) Provides expert strategy and plan development for the DCS G-3/5/7

(2) Executes TRADOC-wide current operations and protection.

9-15. Current Plans (G-33).

a. Mission. Provides command-wide support and oversight of current operations to maintain situational awareness and ensures timely and accurate command and control reporting to higher, lower and horizontal HQ.

b. Organization. The directorate has five elements: Operations Division, TRADOC Operations Center, Tasking Division, Readiness Division, and Chemical Surety Division.

c. Functions.

(1) Prepares, coordinates, authenticates, publishes, and distributes orders, including fragmentary orders, warning orders, and planning orders.

(2) Provides TRADOC leadership with situational awareness of global affairs through daily operation summaries and informs HQDA of TRADOC actions through a daily Situation Report.

- (3) Coordinates and manages the TRADOC continuity of operations program and the crisis action team.
- (4) Serves as the lead for TR 1-9 (TRADOC Senior Officer Orientation Program), manages the Program and coordinates orientations for those newly assigned senior personnel across TRADOC identified in the regulation.
- (5) Manages the TRADOC Enterprise Calendar.
- (6) Develops and manages the Command OPSEC Program through the Command OPSEC Plan and participation in the G-34's Protection Assessment Program by conducting regular visits to CoEs, schools, and activities.
- (7) Coordinates TRADOC support to CCMDs and ASCCs.
- (8) Serves as lead for TR 1-8 (U.S. Army Training and Doctrine Command Operations Reporting).
- (9) Facilitates communications among TRADOC Senior leaders, HQDA leadership, TRADOC senior commanders, installations, schools, centers and other Army commands.
- (10) Processes operations reports, serious incident reports and suspicious activity reports, and notifies TRADOC leadership, U.S. Army North, and HQDA as required.
- (11) Maintains contact information on TRADOC CG, DCG, DCoS, DCS G-3/5/7 and other key staff members and maintains the daily Key Leader Status Report.
- (12) Prepares and distributes the Daily Events Summary, including serious incident reports and operational reporting.
- (13) Monitors the Automated Message Handling System, Web-based Army Messaging System, Secure Internet Protocol Router Network (SIPRNET) and Non-secure Internet Protocol Router Network (NIPRNET) traffic addressed, and of interest, to TRADOC leadership and forwards information to appropriate TRADOC leaders and organizations.
- (14) Responsible for preparing and executing TRADOC's portion of the bi-weekly HQDA DCS, G-3 Worldwide Secure Video Teleconference brief.
- (15) Manages, analyzes, and processes all internal, external, and individual augmentation tasking requests received on behalf of CG, TRADOC; serves as the DCS, G-3/5/7's primary tasking authority for all TRADOC internal, external, and operational taskings not generated by the TRADOC Command Group; serves as lead for TR 500-2, (Taskings and Individual Augmentation Management).
- (16) Leads and synchronizes all TRADOC readiness reporting efforts; manages the CUSR through the monthly net-centric status report system providing the senior leadership with

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data/analysis on TRADOC readiness, and reporting TRADOC readiness to HQDA. Coordinates readiness reporting policy and regulatory matters.

(17) Operates TRADOC Flight Operations Office, coordinating military air requirements for HQ TRADOC, and processes Military Air (MilAir) requests for all TRADOC flag officers.

(18) Provides command oversight and program management of the TRADOC Chemical Surety Program and manages TRADOC's portion of international treaty compliance.

9-16. Protection/Command Provost Marshal Directorate (G-34/CPMD)

a. Mission: Integrate, synchronize and execute the TRADOC Protection Program to ensure unity of effort among HQ TRADOC staff, CoEs, schools, and activities in order to protect personnel, critical assets and resources.

b. Organization. The directorate has two divisions: Military Police (MP) operations and Protection.

c. Functions.

(1) Synchronizes TRADOC Protection Functions.

(2) Manages TRADOC AT, Physical Security, Emergency Management and Critical Infrastructure Risk Management programs.

(3) Collects, collates, analyzes and disseminates criminal and domestic terrorist threat information/intelligence.

(4) Executes TRADOC Military Working Dog (MWD) program.

(5) Coordinates MP preparation and deployments for contingency and protective services operations.

(6) Provides law enforcement subject matter expertise.

(7) Provides support to TRADOC modified table of organization and equipment (MTOE) MP and MWD detachments.

(8) Serves as program director for three management decision evaluation package (MDEP) accounts; AT (VTER), Law Enforcement (QLPR), and Physical Security (QPSM); validates and prioritizes TRADOC Force Protection resource requirements to HQDA DCS, G-34.

(9) Serves as the TRADOC CPM for CP 19, Physical Security and Law Enforcement.

9-17. Plans Directorate (G-35)

a. Mission. Lead for operationalizing strategic-level planning efforts which impact across the command. Primary agency which coordinates, synchronizes, and integrates TRADOC key initiatives which enable TRADOC senior leaders to "see the command" and make timely informed decisions.

b. Organization. The directorate consists of two divisions; Current Plans and Future Plans.

c. Functions.

(1) Serves as TRADOC lead for the ACP and designated lead and support of Army Strategic Efforts as appropriate, TrP, TRADOC Synchronization Meeting (TSM), G3 Synchronization Meeting, Consolidated Governance Forums, and provides oversight and coordination of other governance forums as appropriate.

(2) Develops and synchronizes plans across multiple functional areas. Maintains situational awareness of planning in functional areas that could have a potential command wide impact. Transitions plans at the appropriate time to the G-33.

(3) Partners closely with the G-5 to support strategic planning efforts as required and facilitates transitions from strategic planning to operational planning when appropriate. Lead sustained focus efforts within TRADOC (down and in).

(4) Plans and executes CG, TRADOC events, including select Army-wide events.

9-18. Strategic Plans and Policy Analysis (G-5)

a. Mission. The G-5 Strategic Plans and Policy Analysis provides TRADOC senior leadership with a small, agile, strategically-focused team to conduct independent, critical research, reviews, and analysis of strategic plans/initiatives; develops strategic plans; and responds to complex command problems in order to enable timely decision.

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

c. Functions.

(1) Conducts mid- to long-range planning for the command.

(2) Develops TRADOC input and response to strategic level documents (such as the Defense Planning Guidance, The Army Plan, and Army Posture Statement)

(3) Performs quick reaction studies and longer-term analyses that lead to the development of written strategies and plans for TRADOC and the Army.

(4) Analyzes higher HQ strategic documents and develops a coordinated TRADOC response.

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(5) Analyzes the strategic environment for trends and issues that affect TRADOC support to the national security mission.

(6) Reviews and influences TRADOC battle rhythm and governance.

(7) Transitions plans to appropriate organization when ready for execution.

9-19. Personnel Propensity Directorate (G-31)

a. Mission. Exercises oversight of personnel development initiatives for TRADOC and select non-TRADOC branches, FAs, and career management fields; guides “P” domain in DOTMLPF-P integration. Assesses Army wide occupational and personnel life-cycle management policy for current and future force. Provides accessions and recruiting integration, support, and oversight of USACC and USAREC.

b. Organization. G-31 consists of two divisions: Soldier Development Division and Accessions Support Division.

c. Functions.

(1) Provides TRADOC staff management and integration of proposed changes to military occupational classification and structure within the context of DOTMLPF-P in accordance with AR 611-1 and DA PAM 611-21.

(2) 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.

(3) Coordinates, monitors, and assists the development of Army Soldier management policies and guidance.

(4) Assists ARCIC with analyzing personnel domain implications in force design assessments and updates in accordance with TR 71-20.

(5) Supports HQDA DCS, G-1 and HRC by collecting, performing QA, obtaining TRADOC CSM approval, and submitting to HQDA, TRADOC and non-TRADOC force modernization, branch, and career management field proponent guidance used by E-7 and E-8 promotion boards and E-9 training and selection boards.

(6) Develops CG TRADOC position for external TRADOC and all non-TRADOC requests to designate, change, or delete non-TRADOC commands or key billets to or from the Army Centralized Selection List (CSL)-Command / Key Billet list.

(7) Collects, performs QA, staffs, and obtains CG, TRADOC approval of branch and FA proponent slating guidance for enlisted and officer (CSM, LTC and COL) CSL-Command / Key Billet slating.

(8) Assists HQDA DCS, G-1 and HRC with development of career and professional development models (DA PAM 600-25).

(9) TRADOC lead for DA PAM 600-3 (Officer Professional Development and Career Management) and DA PAM 600-25 (U.S. Army Noncommissioned Officer Professional Development Guide).

(10) Organizes and hosts annual weeklong resident Personnel Proponent Training for TRADOC and non-TRADOC personnel proponent leadership and action officers.

(11) Assists TRADOC branches and HQDA DCS, G-1 with Soldier personnel quality issues and development of officer accessions and warrant officer appointment policies.

(12) Serves as a staff liaison, key advisor, evaluator, developer, and integrator to the HQ TRADOC Staff on matters requiring immediate staffing: primarily matters concerning US Army Cadet Command (USACC) and USAREC training and resourcing.

(13) Coordinates USAREC and USACC staff and training actions not directly tied to the DAG1 Mission Letter with HQS TRADOC for ASA (M&RA), DA G-1, Department of Defense, and other Federal agencies.

(14) Coordinates with ASA (M&RA) as needed on policy matters affecting USAREC and USACC.

(15) Manage the timely, effective interface, and integration of mission initiatives in support of the Cadet Summer Training programs on behalf of HQs TRADOC and USACC with HQDA and other supporting ACOMs.

(16) Assist TRADOC Quality Assurance Office with oversight of branch proponent physical demands training and testing.

9-20. Accessions Directorate

a. Mission: The TRADOC Accessions Directorate coordinates, synchronized and integrates accessions activities across the Accessions Enterprise to enable effective Senior Leader decision-making to sustain and improve Army Readiness.

b. Organization: The Accessions Directorate is a provisional organization consisting of a single office to be documented on the FY18 TDA.

c. Function:

(1) Provides TRADOC and Army Senior Leaders a holistic overview of TRADOC Accessions activities.

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(2) Develops, informs, and shapes Army Accession policy and strategy on behalf of CG, TRADOC.

(3) Develops and implements Army Accession Enterprise governance in conjunction with ASA (M&RA) and HQDA G-1.

(4) Synchronizes Accessions activities across TRADOC to meet current and future accessions mission requirements.

(5) Monitors and coordinates, and synchronizes Soldier 2020 activities.

Chapter 10

Deputy Chief of Staff, G-6

10-1. Mission of the DCS, G-6

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

10-2. Organization of the DCS, G-6

The DCS, G-6 consists of the G-6, Deputy G-6, an administrative office, a records management/FOIA office, three directorates and an IT Business Office. The directorates are Cybersecurity, Information Integration, and Operations. (See [figure. 10-1](#)).

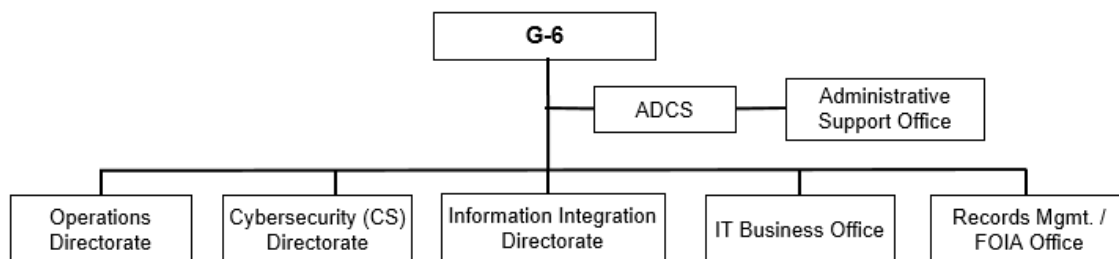


Figure 10-1. DCS, G-6 Organization

10-3. Functions of the DCS, G-6

DCS, G-6 functions support all TRADOC core functions.

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 Cybersecurity programs.
- e. Manages the TRADOC Administrative Publications Program.
- f. Manages the TRADOC Records Management Program. Appoints TRADOC Records Administrator and FOIA, 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, TRADOC Pamphlet (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 DCS, G-6 missions.
- b. Manages day-to-day DCS, 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 DCS, G-6 personnel and resource management actions.

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- d. Supervises DCS, G-6's administrative support personnel.
- e. Serves as the TRADOC CPM for CP 34, IT Management.
- f. Administers the DCS, G-6 Internal Control Program (ICP).

10-5. Administrative Support Office

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 Administrative Support Office consists of a single office.

c. Functions.

(1) Reviews, manages, analyzes, and provides advice and recommendations for DCS, G-6 personnel and resource management actions.

(2) Serves as the DCS, G-6 GPC billing official for assigned cardholders.

(3) Executes, manages, and oversees the DCS, G-6 programs for information, personnel, Physical Security, OPSEC, and FP/AT.

(4) Manages the DCS, 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 DCS, G-6 TDA manpower requirements, authorizations, and utilization.

(6) Manages DCS, G-6 logistical operations to include procurement and facility maintenance.

(7) Prepares the DCS, G-6 annual assurance statement.

(8) Coordinates the Government Travel Card Program for DCS, G-6.

(9) Serves as the DCS, 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 command wide 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 emergency operations center operations. Coordinates the resolution of C4 issues affecting execution of TRADOC missions.

(2) IM/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, 7th Signal Command, and local Network Enterprise Center).

(3) HQ TRADOC Information Management Officer (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.

(5) 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 Websites. Serves as lead for TR 25-35.

(6) TRADOC Webmaster. Develops and enforces policy and procedures for TRADOC Websites. Serves as TRADOC Webmaster. Designs TRADOC Website in accordance with DOD, Army, and TRADOC policies and standards.

10-7. Records Management (RM) Office

a. Mission. Develops and implements policy to ensure compliance with The Federal Records Act, FOIA, The Privacy Act (PA), Administrative Procedure Act, and Executive Order 13526.

- b. Organization. The Records Management Office consists of one office.

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c. Functions.

(1) TRADOC Records Management Program. Manages TRADOC Records Management Program to include: AR 25-1, AR 25-22, AR 25-30, AR 25-50, AR 25-51, AR 25-55, AR 25-58, AR 25-59, AR 25-400-2, AR 335-15, AR 380-5, DA Pam 25-403, and Executive Order 13526 (National Security Information), and publishing in the Federal Register. Approves TRADOC office symbols in accordance with AR 25-59 and updates TRADOC's portion of the Army Addresses and Office Symbol Online Database. Ensures the adequacy of documentation, maintenance, and disposition of official records. Tasks subordinate organizations for records/litigation freeze/moratorium requirements. Coordinates periodic records management program evaluations for HQ TRADOC, COEs, schools, and activities. Serves as lead for TP 25-53, TRADOC's list of approved recurring information requirements and assigns requirement control symbols.

(2) TRADOC FOIA/PA and Information Management Control Program Management. Processes FOIA/PA requests and appeals. Issues policy, provides technical advice, establishes procedural guidance, and coordinates with the Staff Judge Advocate, OPSEC and Public Affairs officials, security managers, as necessary, for FOIA requests and PA-related incidents. Acts as lead for personally identifiable information breach reporting in accordance with TR 1-8. Signs DD Form 2930, Privacy Impact Assessments. Processes PA system of record notices, Paperwork Reduction Act, and social security reduction plan administrative records. Produces TRADOC responses for both the PA and civil liberties reporting requirements.

(3) ARIMS. Manages user access to TRADOC UICs and office symbols for HQ TRADOC, eight centers and 32 schools. As the TRADOC Records Administrator replies to calls from subordinate users to trouble shoot issues. Inputs office symbols under TRADOC UICs and uses the system tool to reorganize office symbols, users, and office records lists.

(4) Evaluation. Conduct command-wide evaluations of records management programs relating to the adequacy of documentation, maintenance, use, and disposition of records at least once every three years.

(5) Requirements. Ensure records management is incorporated in the life cycle of ISs, beginning at the initial milestone, and incorporate records management training in functional and major operating system-producing courses. Ensure that all software development contracts contain records management requirements.

(6) HQ TRADOC official mail program. Coordinates HQ TRADOC official mail program, provides guidance and liaisons with the Fort Eustis Official Mail and Distribution Center and the 633rd AF.

(7) Reporting. Completes TRADOC-wide records management reports and functional reviews to include Army-wide system updates, policy and publication reviews, briefings, leadership RFIs, and reporting requirements.

10-8. Cybersecurity (CS) Directorate

- a. Mission. Provides staff management to TRADOC activities on the secure use of IT.
- b. Organization. The CS Directorate consists of a single office.
- c. Functions.

(1) Information Systems Security Manager. Develops, executes, and manages TRADOC's CS program. Serves as the command's primary point of contact for all CS-related actions. Develops TRADOC policies and procedures.

(2) Assess and Authorize. 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 HQDA directives.

(4) Resource management. Programs, manages, executes, and reports information assurance and information systems security MDEPs (MS4X) resource requirements.

(5) Training and certification. Ensures all TRADOC CS workforce 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, OPSEC, and Army Protection programs.

10-9. 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. Develops TRADOC policies and procedures regarding IM/IT to implement DOD, HQDA, and TRADOC objectives. Develops and enforces the TRADOC IM/IT Strategic Plan and the IT Capital Planning and Investment Management Program. Provides staff management of contracting and acquisition of IT assets and services.

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 Army Knowledge Online (AKO) Configuration Control Board. Manages TRADOC presence on AKO. In conjunction with CKO, integrates TRADOC domain taxonomies.

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(2) Mission-specific applications. Maintains TRADOC mission-specific servers, applications, and databases.

(3) TRADOC Data Board. Participates as voting member on TRADOC Data Board as Functional Data Owner. Supports TRADOC CKO as technical consultant.

(4) 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.

(5) 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.

(6) 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.

(7) Policy and reporting. Develops and integrates regulations, pamphlets, and other publications governing implementation of IM/IT.

(8) 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.

(9) 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.

(10) Cloud Computing. Develops and oversees TRADOC cloud computing initiatives with system and technical policies, plans, and standards which guide acquisition, development, and employment of cloud computing application migration within the ACOM.

10-10. Information Technology Business Office.

a. Mission. Develops and oversees TRADOC enterprise IT support contracts. Identifies and incorporates contracts to increase efficiency across TRADOC and improved contractor standards, metrics, and overall performance. Develops and enforces the TRADOC IT resourcing for contracted services. Provides staff management of contracting and acquisition of IT assets and services.

- b. Organization. The Information Technology Business Office consists of one office.
- c. Functions.

(1) IT investment. Develops and manages TRADOC's investments in IT services and ensuring compliance with relevant laws, regulations and policies and standards. Assists in development and execution of TRADOC's IT services support strategy through a TRADOC enterprise effort in support of the operations and mission support. Leads efforts to manage IT services through portfolio reviews and directed leader decision forums.

(2) IT strategy investment. Ensures IT service investments are prioritized in compliance with TRADOC's long term IT investment strategy in accordance with the TRADOC G-6 business architecture.

(3) Coordination and synchronization. Coordinates with HQDA staff, major commands, and DOD agencies to ensure plans are integrated and synchronized with all IT support services, in compliance with DOD and Army standards, and takes advantage of DOD and Army Enterprise contract offerings.

Chapter 11

Deputy Chief of Staff, G-8

11-1. Mission of the DCS, G-8

The TRADOC G-8 enables the mission by providing strategic resource, force and acquisition management leadership, stewardship and advice to the TRADOC and Army enterprise.

11-2. Organization of the DCS, 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 Acquisition Management and Oversight (AMOD) and the Strategic Plans and Systems Integration Office. (See figure 11-1.)

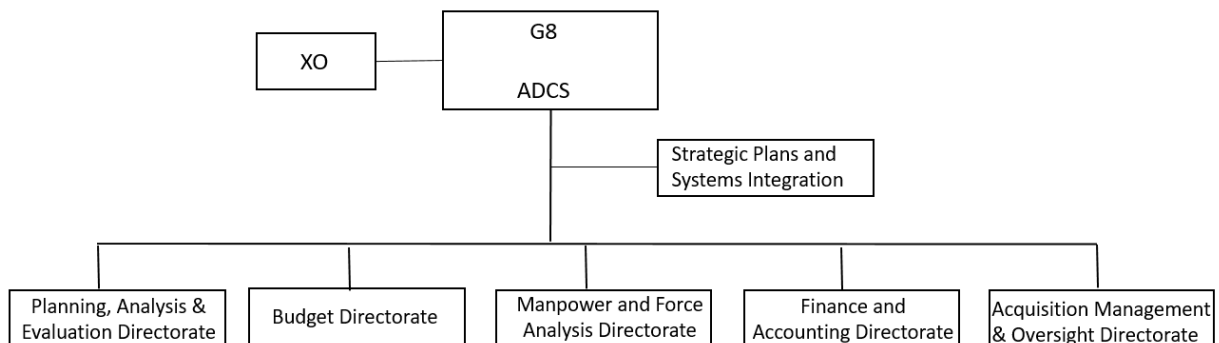


Figure 11-1. DCS, G-8 Organization

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11-3. Functions of the DCS, G-8

Although not designated as a CFL or assist for any of TRADOC's core functions, DCS, G-8's resource management functions support all the core functions. Major functions include: (1) monitor, manage and execute resources (2) program for future resource and manpower needs, (3) advocate and defend resource and manpower needs (4) acquire and monitor acquisitions, (5) achieve audit readiness and (6) lead and/or participate in resource forums such as Senior Resource Committee, Mission and Resources Board (MRB) and Senior Executive Resource Forum.

11-4. Planning, Analysis, and Evaluation Directorate

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: Future Force Resourcing, Training, and Cost Analysis.

c. Functions.

(1) Future Force Resourcing Division

(a) Prepares, justifies, and provides to HQDA DCS, G-8 the TRADOC input to the POM. Assists in developing and coordinating the POM submission for all appropriations.

(b) Prepares, justifies, and provides support to HQDA for the budget estimate submission, Justification Book, and Program Budget Guidance (PBG) for all appropriations.

(c) Develops and coordinates MDEP briefs to HQDA for training support, intelligence programs, recruiting, reserve officer training, capability developments, and advanced warfighting experimentations programs. Works with appropriate functional managers to ensure that TRADOC requirements are recognized by the HQDA Program Evaluation Groups (PEGs).

(d) Based on resource input from POM data calls, reviews and recommends requirements for POM submission to HQDA. Ensures CFL priorities are in line with command priorities and considered in the POM process.

(e) Coordinates, integrates, and submits to HQDA various data requirements and program and budget displays, to include Schedules 8, 10, and 75, as directed by the Resource Formulation Guidance (RFG) issued each year by HQDA.

(f) Develops, staffs, and coordinates inter-command transfer of resources between TRADOC and other Army commands and agencies.

(g) Prepares and presents POM briefings for TRADOC, DCS, G-8 and various senior leaders internal and external to TRADOC.

(h) Develops, reviews, validates, and forwards TRADOC non-training 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 Command Program Guidance, The Army Plan (TAP), Army Planning Guidance, and the Army Programming Guidance Memorandum to ensure TRADOC's non-training requirements have sufficient Army priority. Conducts analysis of HQDA PBG.

(j) Provides program analysis support to HQ TRADOC CoEs, schools elements and subordinate activities as required.

(k) Integrates all POM resource requirements, decisions, and funding levels within DCS, G-8.

(l) Reviews, analyzes, and provides HQDA operational assessments of all program budget decision packages affecting TRADOC.

(m) Participates in both Army and TRADOC Plan processes and forums.

(n) Serves as DCS, G-8 lead for Quarterly Army Warfighting Challenge Review.

(2) Training Division

(a) Performs work similar to the Future Force Resourcing Division but focused exclusively on training (such as IMT, leader, special skill, and aviation training, etc.).

(b) Prepares and coordinates program data and justification for POM for all training programs within TRADOC.

(c) Develops and/or coordinates MDEP briefs to HQDA for Initial Military Training, Leader Development, Functional Training, Aviation, Combat Training Center (CTC) and Training Support Programs. Works with appropriate functional managers to ensure that TRADOC's training requirements are recognized by the TGOSC and HQ DA Program Evaluation Groups (PEGs).

(d) Based on resource input from data calls, reviews and recommends requirements for POM submission to HQDA. Ensures CFLs priorities are in line with command priorities and considered in the POM process

(e) Prepares various training data requirements and program and budget displays for submission to HQDA as directed by the RFG.

(f) Prepares and presents POM briefings for DCS, G-8 and various senior leaders internal and external to TRADOC.

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(g) 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) process.

(h) Reviews Command Program Guidance, Army Planning Guidance and the Army Programming Guidance Memorandum to ensure TRADOC's training requirements have sufficient Army priority. Conducts analysis of HQDA PBG. Reviews and comments on all Systems Training Plans for resource implications.

(i) Represents DCS, G-8 at the Training GOSC and Army Professional and Leader Development forums.

(j) 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.

(k) Provides program analysis support to HQ TRADOC elements, CoEs, schools, and activities as required.

(3) Cost Analysis Division

(a) Analyzes and develops 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 CFLs, and TRADOC CoEs, schools, and activities.

(b) Serves as the DCS, G-8 lead and represents TRADOC on all ITRO studies involving costing. Serves as of the Army representative to the ITRO cost analysis committee.

(c) Develops, updates, and sustains ITRM in support of all cycles and phases of the PPBE process within TRADOC. Provides TRADOC CoEs, 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) Analyze and review resource management requirements for TRADOC Cost Benefit Analysis Packages.

(e) As TRADOC proponent for TR 11-20 (Cost Benefit Analysis to Support Army Enterprise Decision-Making), conducts reviews and issues guidance on economic and cost benefit analyses to TRADOC. Co-Chairs the TRADOC Cost-Benefit Analysis Review Board.

(f) Serves as lead for TR 11-5 (Cost Analysis Program, Military Occupational Specialty and Foreign Military Sales Training Costs Report).

(g) Updates and maintains the course cost model.

(h) 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 CoEs, schools, activities, and HQ TRADOC staff elements to ensure maximum mission effectiveness, balance across functions, and responsible fiscal stewardship.

b. Organization. The Budget Directorate consists of three divisions: Resource Analysis Division – Funds Control, Centers and Activities Analysis Division, and HQ Activities Division.

c. Functions of Budget Directorate

(1) Resource Analysis Division – Funds Control

(a) Manages fund control and distribution for all appropriations.

(b) Develops and implements budget operating policies, processes, and management practices.

(c) Publishes the audit trails for the TBG, TBG Fix, and Appropriated TRADOC Budget Guidance (ATBG); develops and promulgates, year-end closeout guidance cover letter and narrative.

(d) Integrates metrics and budget displays for the mid-year review with HQDA.

(e) Tracks Operations and Maintenance and other appropriations, Army 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 TIGER, Resource Management Tool, and Program Budget Accounting System to include system access control and table maintenance. Coordinates programming for DCS, G-8 financial systems and query tools used for fund control and allocation, analysis, management information, and reporting. Trains budget and other DCS, 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 CoE and Activity/Army Management Structure Code/MDEP for the annual TBG.

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(j) Serves as the lead for the quarterly DCS, G-8 VTC with CoE, school, and activity resource managers working with other DCS, G-8 directorates to provide quarterly updates to TRADOC CoEs on dollars and manpower.

(k) 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 DCS, G-8 personnel.

(2) Resource Analysis Division - Programs

(a) Formulates TBG, TBG Fix and ATBG to include Narrative Guidance and Cover Memorandum.

(b) Advises and provides courses of action to the Budget Director and the DCS, G-8 on fiscal management of TRADOC's programs.

(c) Coordinates with TRADOC DCS, G-3/5/7 on program priorities.

(d) Analyzes HQDA PBG, legislation, and Appropriation Funding Letter Guidance.

(e) Serves as HQ TRADOC program and resource advocate.

(f) Serves as the DCS, G-8 lead on HQDA TRAPs. Analyzes requests and defends validated costs. Participates in HQDA CoC and HQDA Budget Review Process.

(g) Serves as the TRADOC DCS, G-8 lead for BRAC program as applicable. Develops funding justification and maintains oversight on all funding issues.

(h) Analyzes ITRO requirements to validate cost and determine funding responsibility.

(i) Coordinates program resourcing with TRADOC DCSs, G-1/4, G-2, G-3/5/7, G-6, G-9, ARCIC, CAC and DCG-IMT.

(3) Centers and Activities Analysis Division

(a) Serves as the resources advocate and liaison for TRADOC CoEs, schools, and activities.

(b) Reviews and analyzes budget submissions, funding requirements, execution, and issues from TRADOC CoEs, schools, and activities perspective.

(c) Monitors CoEs, schools, and activities 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 Year End Close Out to ensure proper and full use of provided funds, with no Anti-Deficiency violations. Ensures all CoEs, schools, and activities fully execute their annual funding program.

(f) Serves as the DCS, G-8 lead for managing the net-centric unit status report (NetUSR) and responds to CoEs, schools, and activities issues.

(g) Prepares DCS, G-8 information papers, fact sheets, and orientation briefs for incoming TRADOC commandants.

(h) Conducts civilian pay analysis for all TRADOC CoEs, schools, and activities. Provides recommendations for all civilian pay related actions.

(i) Makes projections for Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay (Voluntary Early Retirement Authority/Voluntary Separation Incentive Program) and makes recommendations for all hire actions within TRADOC.

(j) Provides budget formulation assumptions, guidance and technical assistance to all CoEs, schools, and activities.

(k) Conducts special studies, analyses and data trends.

(4) HQ Activities Division

(a) Serves as the budget office for HQ, TRADOC's operating funds and CIMENT.

(b) Provides operating-level budget formulation, justification, presentation, and automated systems administration and execution services for HQ TRADOC staff and CIMENT.

(c) Maintains fund control and distributes funding to HQ TRADOC staff and CIMENT elements for civilian pay, supplies, contracts, rentals, equipment, and travel.

(d) Provides resource management policy and guidance to HQ TRADOC staff and CIMENT.

(e) Ensures HQ TRADOC staff and CIMENT unfinanced requirements are in the appropriate TRADOC databases with pertinent descriptions and justifications.

(f) Provides supporting documentation for annual audit testing that demonstrates internal controls are in place and operating for HQ TRADOC staff and CIMENT funding and execution processes.

(g) Serves as Fund Certifier for HQ TRADOC staff and CIMENT acquisition management and oversight (AMO) packets included in the TRADOC Contract Database.

(h) Develops spend plans and tracks execution for CIMENT and HQ TRADOC staff in accordance with HQDA guidelines.

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(i) Prepares, justifies, and provides to HQDA the budget estimate submission schedules and exhibits for POM submission, for Other Procurement, Army (OPA), and research development, test and evaluation (RDT&E) funds.

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 CP 26, Manpower and Force Management.

b. Organization. The MFAD consists of a Lean Six Sigma Cell and four divisions: Force Development (FDD), Force Integration, Force Studies (FSD) and Force Modeling (FMD).

c. Functions.

(1) Force Development Division

(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 the TRADOC Command Plan process as it pertains to the determination of institutional requirements and Army programming process for TDA generating forces and selected MTOE units. Monitors 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.

(c) Serves as TRADOC lead for reviewing and processing concept plans for proposed changes in TRADOC organizational structures and identifying related resource impacts.

(d) 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.

(e) 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.

(f) 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 documents manpower impact of insourcing.

(g) Coordinates among HQDA, HQ TRADOC and CFLs (to include CoEs, schools, and activities) on manpower management and TDA documentation processes and issues.

(h) Provides manpower analysis services and guidance to CoEs, schools, and activities to include direct civilian overhire authority and contract man-year equivalents.

(i) Provides guidance, management, maintenance, and review of peacetime, mobilization and augmentation TDAs for all TRADOC organizations.

(j) Serves as the directorate's point of contact 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.

(k) Conducts contract requirement reviews for AMOD to determine manpower impacts and if the contract is a valid mission requirement and the most cost effective method to accomplish the mission.

(l) Serves as the DCS, G-8 lead for the civilian hire program. Analyzes civilian hire actions via TDA manpower authorizations and future force structure, briefs civilian hire actions weekly to MFAD and Budget Directors, and presents recommended non-concurs to the DCS, G-8. Reviews and analyzes workforce shaping plans. Provides DCS, G-8 concurrence/non-concurrence of civilian hire actions and workforce shaping plans to DCS, G-1/4. Keeps TRADOC schools informed on a monthly basis.

(2) Force Integration Division

(a) Coordinates between HQ TRADOC and the Army staff on manpower requirements, TRADOC force structure, policy, and guidance.

(b) Manages the TRADOC manpower program to receive and distribute Military and Civilian manpower authorizations to subordinate activities.

(c) Reviews and validates all institutional Army courses through the Structure and Manning Decision Review (SMDR) to support operational readiness objectives.

(d) Reviews and validates all year-of-execution institutional Army courses through the Training Requirements Analysis Process (TRAP).

(e) Leads the Generating Force Total Army Analysis (TAA) analysis in determining the Army's force structure position for the POM.

(f) Leads TRADOC Insourcing initiative as a viable opportunity to balance our total workforce of Military, Civilian, and Contractors to generate cost savings and demonstrate inherently governmental functions.

(3) Force Studies Division

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- (a) Coordinates with HQDA Staff and U.S. Army Manpower Analysis Agency (USAMAA) on manpower requirements programs.
 - (b) Develops manpower requirements through organizational criteria, single-point criteria, manpower surveys, manpower staffing guides, and other criteria.
 - (c) Plans and coordinates manpower studies, develops work center descriptions with functional proponents, identifies workload factors and prepares study/measurement plans.
 - (d) Collects and measures workload data, conducts workshops and data calls, and interviews SMEs. Surveys applicable work centers onsite.
 - (e) Represents TRADOC and the Army for ITRO manpower subcommittees to determine instructor manpower requirements for inter-service 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) Manages command business process improvements using Lean Six Sigma.
- (4) Force Models Division
- (a) Coordinates with HQDA Staff and USAMAA on manpower models and studies.
 - (b) Plans and coordinates manpower studies, develops work center descriptions with functional proponents, identifies potential workload factors and prepares study/measurement plans.
 - (c) Collects and measures model workload data, conducts workshops and data calls, and interviews SMEs. Surveys applicable work centers onsite.
 - (d) Performs model-related data analysis using statistical tools and decision criteria. Develops appropriate statistical models and identifies additives/subtractives/exclusions.
 - (e) Prepares and staffs model documentation, addresses reclaims, achieves USAMAA and HQDA approval.
 - (f) Assists with initial applications of new approved manpower models and performs long term maintenance.
 - (g) Manages command business process improvements using Lean Six Sigma.

11-7. Finance and Accounting Directorate (FAD)

- a. Mission. Provides finance and accounting policy interpretation and technical guidance, and financial Enterprise Resource Planning (ERP) systems development and support to HQ

TRADOC, subordinate organizations, and tenant activities that ensures compliance with statutory policy and promotes fiscal integrity and stewardship of resources. Supports and coordinates Army Audit Readiness activities in coordination with the TRADOC IRAC office and enterprise partners. Serves as liaison with the Defense Finance and Accounting Service (DFAS), HQDA, and applicable ERP system Program Manager's for TRADOC customers.

b. Organization. The FAD consists of two divisions: Accounting and Financial Services Division, and ERP Integration and Fiscal Compliance Division.

c. Functions.

(1) Accounting and Financial 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 37-2, 37-3, and 37-4.

(b) Manages funds control and distribution for TRADOC's prior/expired year funding. Conducts analyses of financial processes, programs, and systems to ensure efficient fund usage and to free up funding in order to further TRADOC priorities. Performs managerial review and analysis of TRADOC financial reports.

(c) Oversees and manages TRADOC's Joint Reconciliation Program in support of HQDA financial directives, standards, and reporting requirements; involves an accountant and fund holder review of financial commitments and obligations.

(d) 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.

(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) Ensures the effective and efficient use of the Defense Travel System (DTS) across TRADOC; assists in the resolution of DTS and travel problems within TRADOC CoEs, schools, and activities. Monitors compliance with Army and DOD directives and policy guidance.

(g) Oversees and manages TRADOC's Manager's Internal Control Program. Develops and provides guidance, information, and training to TRADOC CoEs, 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.

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(h) 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.

(i) DCS, G-8 lead for ensuring that financial Audit Readiness requirements and processes within TRADOC are in place and operating. Supports and evaluates testing activities related to auditable internal controls and financial transactions in coordination with the TRADOC IRAC office, HQDA, and Independent Public Accountants.

(2) ERP Integration and Fiscal Compliance Division

(a) Coordinates and assists in the design, development, testing, and fielding of new financial systems. Maintains ACOM-level membership and participation on a variety of ERP governance and oversight forums at HQDA.

(b) Manages the Command Tier II Help Desk for established ERP systems (i.e., General Fund Enterprise Business Systems and GCSS-A (financials)) in support of TRADOC customers. Maintains operational metrics, reporting requirements, and subject matter expertise to ensure the efficiency of ERP financial operations, adherence to policy and regulations, and support to customers.

(c) 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.

(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 year end closeout activities.

(e) Performs command-level review and analysis of ERP system usage and operations, user roles and segregation of duties, error conditions and metrics, and requirements for BI capabilities and reporting.

(f) Oversees the financial processes and tracking for TRADOC's recoverable items management (logistics) processes for cost efficiencies and fiscal stewardship.

(g) Coordinates with the U.S. Army Financial Management School regarding staffing of finance issues related to training, doctrine, systems, and capability development.

11-8. Acquisition Management & Oversight Directorate (AMOD)

a. Mission. The AMOD's mission is to develop, implement, and monitor Acquisition Management and Oversight processes and procedures to improve TRADOC's use of resources by: improving acquisition productivity, enhancing management and oversight efficiency programs; conducting management studies and analyses; providing acquisition management consulting; providing advisory and support services to the Command; and leading DCS, G-8

strategic acquisition planning. Serves as the Army's Portfolio Manager for Education and Training Knowledge Based Services, proponent for TR 5-14 and associated policies for review and approval process for all contract requirement actions; and, lead for the TRADOC Contract Database.

b. Organization. AMOD consists of 2 divisions: Current Acquisition Operations Division and Future Operations Division.

c. Functions.

(1) Current Acquisition Operations Division.

(a) Leverage technology to analyze current and future Administrative Contract Review Board (ACRB) level contract requirements to eliminate redundancies and identify opportunities for contract consolidation for potential command savings.

(b) Review annual Command 1-N ACRB-level submissions for requirement validation, prioritization and required resources.

(c) Coordinates the ACRB for HQ TRADOC activities and activities reporting directly to HQ TRADOC in accordance with the policies set forth in TR 5-14.

(d) Provides consulting services and support for ACRB acquisition-related issues as outlined in TR 5-14.

(e) Conducts TRADOC-wide acquisition management and oversight training and acquisition-related special studies/projects, as required.

(f) Responsible for responding to routine informal internal and external taskings as well as meeting suspenses of formal taskings issued by the HQ TRADOC Central Tasking Office.

(2) Future Operations Division.

(a) Leverage technology to analyze current and future Senior Requirements Review Board (SSRB) level contract requirements to eliminate redundancies and identify opportunities for contract consolidation for potential command savings.

(b) Review annual Command 1-N SSRB-level submissions for requirement validation, prioritization and required resources.

(c) Orchestrates the SSRB for HQ TRADOC activities and CoE/Activities reporting directly to HQ TRADOC in accordance with the policies set forth in TR 5-14.

(d) Serves as TRADOC lead for policies and procedures relating to acquisition management and oversight.

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(e) Serves as TRADOC lead for TRADOC Contract Database help desk operations, data analysis and recommendations for system improvements and related Business Intelligence reporting capabilities.

(f) Provides consulting services and support for SSRB acquisition-related issues as outlined in TR 5-14.

(g) Serve on Tiger Team consisting of both Headquarters and Center of Excellence (CoE) personnel for new requirements with an aggregate value greater than \$10M to review and work the acquisition strategy.

(h) Establishes contracting performance metrics and goals to ensure acquisition affordability, visibility and accountability.

(i) Provides TRADOC's annual submission of the Command Prioritized Contract 1-N List for submission as directed by HQDA.

11-9. Strategic Plans and Systems Integration Office

a. Mission. The Strategic Plans and Systems Integration Office provides G-8 leadership with a small, agile, strategically-focused team to lead independent research, analysis, assessments and recommendations on the resource impacts of Army and command strategic plans/initiatives; requires collaboration and integration across the TRADOC staff and within the G-8 in order to ensure all aspects of the resource management spectrum are taken into consideration when making recommendations. Additionally, manages and develops G-8 mission systems and automated/Business Intelligence (BI) solutions in the resource management community.

b. Organization. The Strategic Plans and Systems Integration Office is organized as one team and reports directly to the DCS, G-8.

c. Functions.

(1) Participates in Army and TRADOC strategic level efforts such as Governance Forums, the Army Campaign Plan (ACP), the G-3 Synchronization Meeting and represents G-8 in other resourcing forums as appropriate.

(2) Analyzes Army and TRADOC strategic level documents (such as the Army Campaign Plan (ACP),) for resource related implications and planning.

(3) Participates in command-wide quick reaction and long term workgroups that lead to the development of written strategies and plans for TRADOC to ensure the G-8 perspective is incorporated into final products.

(4) Leads G-8 collaborative workgroups on issues which cross G-8 functional areas to ensure all viewpoints are considered when preparing resource recommendations to leadership.

(5) Provides RM functional systems and analytics to HQ TRADOC staff, CoEs, and activities.

(6) Manages the technical oversight of the TRADOC Tactical Information Gateway for Enterprise Resources (TIGER), the TRADOC New Requirements Database (TNRD), the TRADOC Contract Database, and SharePoint/ BI Solutions information systems.

Chapter 12

Deputy Chief of Staff, G-9

12-1. Mission of the DCS, G-9

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

12-2. Organization of the DCS, G-9

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

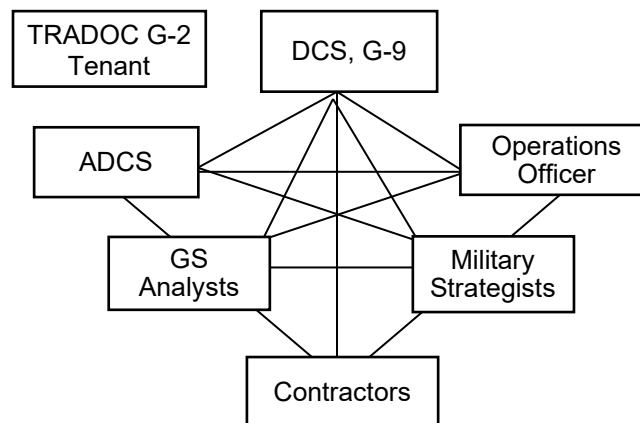


Figure 12-1. DCS, G-9 Organization

12-3. Functions.

a. Build and Maintain Relationships. DCS, G-9 establishes and sustains relationships in the NCR with stakeholders across unified action partners and the institutional Army.

(1) Develops and maintains relationships with key stakeholders that impact the development of the Army's current and future force.

(2) Supports the Army Staff, the Army Secretariat, and engages OSD, other Services, and Joint leadership.

TRADOC Regulation 10-5-1

(3) Provides subject matter expertise for studies and analysis related to the Institutional Army and developing capabilities for Army's current and future force.

b. Sustain Dialogue. Represents TRADOC in NCR to ensure core functions and initiatives align with HQDA priorities. Provides framework, structure, and plans for TRADOC command level engagement efforts to communicate and facilitate TRADOC's role in Army and joint activities. Engages in discourse to shape TAP, Army's programmatic related strategy and policy products, and OSD and Joint Staff strategy, policy, and programming documents such as the National Defense Strategy, Defense Planning Guidance, National Military Strategy, and Defense Planning Scenarios.

(1) Develops or supports specific communication and engagement plans to support major initiatives emanating from organizations across the command.

(2) In coordination with the CAO, CPG, and the PAO, develops TRADOC Communications and Engagement planning guidance for both internal and external engagements. Develops and manages the TRADOC Communications and Engagement Dashboard.

(3) Ensures future force initiatives and recommendations are fully developed, vetted, and integrated within DA processes. This includes information for resourcing of the current and future force.

(4) Advocates TRADOC human capital and force development positions and recommendations.

(5) In coordination with the CAO and IRAC, dialogues with members of Congress and their staff, the GAO, the Congressional Budget Office, and the Congressional Research Service to inform current and future force requirements.

(6) Plans and shapes senior TRADOC leaders engagements with key stakeholders.

(7) Supports DCS, G-3/5/7 with selected Army national-level meetings and symposiums. Serves as the TRADOC integrator in the NCR providing logistical support to local meetings and symposiums as directed.

(8) Engages industry and the S&T Community.

(9) Supports dialogue for the Campaign of Learning and Leader Development initiatives.

(10) Provides outreach via both traditional and digital media to include public website, Facebook, and other social media outlets.

(11) Maintains a dialogue with NCR "Think Tanks".

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

(1) Gathers information necessary to plan engagements for senior TRADOC leaders and assist those leaders in executing and facilitating strategic outreach to a wide range of military, government, non-government, and multi-national audiences.

(2) Produces and distributes daily Press Highlights summarizing articles from mainstream media and blogs that discuss topics related to national strategy, military policy, and/or force development.

(3) Monitors, analyzes, and dialogues with industry.

(4) Monitors, analyzes, and dialogues with “Think Tanks”.

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

(1) Assesses senior TRADOC leader engagements within the NCR.

(2) Analyzes assessment data for TRADOC engagement and communication efforts.

(3) Consolidates content for and coordinates and plans the conduct of the quarterly Key Leader Engagement Forum (KLEF) hosted by the DCG which serves as the platform to assess the effectiveness and value of the previous quarter's strategic communication and engagement activities across the command and to plan, synchronize, and provide guidance on strategic outreach activities for upcoming quarters.

(4) Provides analysis/input for a variety of policy, strategy and planning documents: OSD and Joint Staff strategy, policy, and programming documents such as the National Defense Strategy, Defense Planning Guidance, National Military Strategy, and Defense Planning Scenarios and Army strategy, planning, and programming documents such as the TAP and Army Posture Statement for impacts on human capital and the future force.

(5) Conducts research, performs special projects examining specific areas of interest, and provides quick-turn analyses and objective reviews to support engagements, strategy, policy, and decisions, or initiatives in support of senior TRADOC leaders.

(6) Periodically provides an assessment of “Think Tanks” positions on relevant issues.

Chapter 13

U.S. Army Capabilities Integration Center

13-1. Mission of ARCIC

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

13-2. Organization of ARCIC

The ARCIC is a FOA of HQ TRADOC consisting of five directorates: Concept Development and Learning, Capabilities Development, Plans and Operations, International Army Programs and the Joint Modernization Command; a Deputy Director; CoS; DCOS; and CSM. The office of the CoS consists of the Assistant CoS, ARNG; the Assistant CoS, USAR; Mission Sustainment Division; Architecture, Information Management and Knowledge Element; and the Studies and Analyses Division. (See figure 13-1)

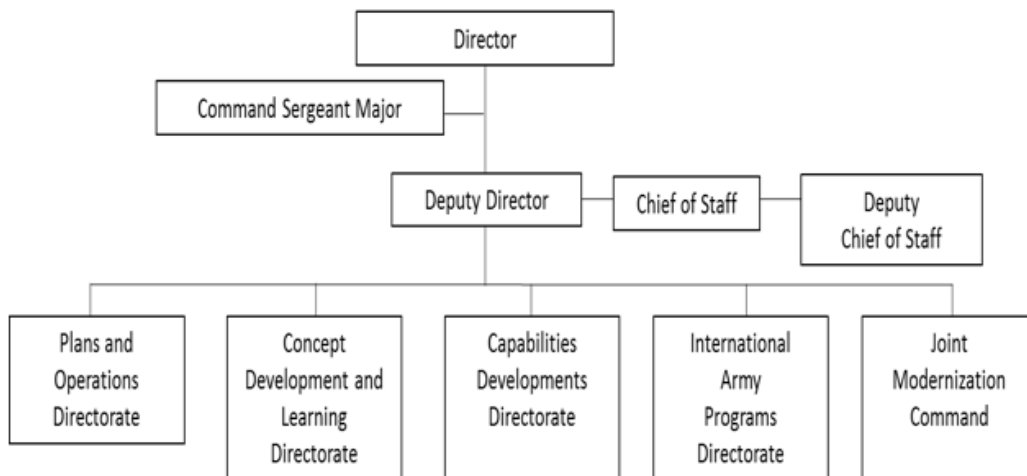


Figure 13-1. ARCIC Organization

13-3. Functions of the ARCIC

The following are staff functions of the ARCIC (ARCIC CFL functions are detailed in TR 10-5-2):

- a. Concept development. Develops and manages Army Concepts and integrates unified land operations capabilities in support of developing joint concepts in collaboration with force modernization proponents.
- b. Requirements (capabilities) determination. Develops, coordinates, and recommends policy and guidance to execute the JCIDS process and manages its implementation and execution within

TRADOC. Coordinates, synchronizes, and integrates Army capabilities developments with other ACOMs, CCMDs, the Joint Staff, and other Service programs for accelerated and deliberate capabilities in order to adapt, evolve and innovate in support of warfighter needs.

c. Capabilities integration. Integrates DOTMLPF-P capability developments for the purposes of identifying, assessing, prioritizing, synchronizing, and communicating, and informing the required force capabilities across time, functions (whether they are warfighting functions or not), resources, organizations, and range of military operations. Develops, manages, integrates, and approves force development processes and products

d. Learning. Plans and synchronizes the Army's Campaign of Learning to help inform the Army how best to implement multi-domain battle in the near-term, mid-term, and the far-term. The Army's Campaign of Learning encompasses the intellectual (studies, analysis, concepts, and capabilities development) and physical (experimentation, evaluations, exercises, modeling and simulations, and wargames) activities that help leaders integrate future capabilities and develop interim solutions to Army Warfighting Challenges.

Appendix A

References

Section I

Required Publications

TR 10-5
U.S. Army Training and Doctrine Command

Section II

Related Publications

AR 5-22
The Army Force Modernization Proponent System

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

AR 12-1
Security Assistance, Training, and Export Policy

AR 12-15
Joint Security Cooperation Education and Training

AR 25-1
Army Information Technology

AR 25-2

TRADOC Regulation 10-5-1

Information Assurance

AR 25-30
Army Publishing Program

AR 25-50
Preparing and Managing Correspondence

AR 25-51
Official Mail and Distribution Management

AR 25-55
The Department of the Army Freedom of Information Act Program

AR 25-58
Publishing in the Federal Register

AR 25-59
Office Symbols

AR 25-400-2
The Army Records Information Management System (ARIMS)

AR 30-22
Army Food Program

AR 58-1
Management, Acquisition, and Use of Motor Vehicles

AR 71-32
Force Development and Documentation

AR 115-10
Weather Support and Services for the U.S. Army

AR 335-15
Management Information Control System

AR 350-1
Army Training and Leader Development

AR 350-2
Operational Environment and Opposing Force Program

AR 351-9

Inter-service Training

AR 380-5
Department of the Army Information Security Program

AR 600-3
The Army Personnel Development System

AR 600-20
Army Command Policy

AR 611-1
Military Occupational Classification Structure Development and Implementation

Army Training Publication 5-19
Risk Management

DA Pam 25-403
Guide to Recordkeeping in the Army

DA Pam 600-3
Commissioned Officer Professional Development and Career Management

DA Pam 600-25
U.S. Army Noncommissioned Officer Professional Development Guide

DA Pam 611-21
Military Occupational Classification and Structure

TR 1-8
U.S. Army Training and Doctrine Command Operations Reporting

TR 1-9
U.S. Army Training and Doctrine Command (TRADOC) Senior Officer Orientation Program (SOOP)

TR 1-11
Staff Procedures

TR 5-14
Acquisition Management and Oversight

TR 10-5-2
Organization and Functions, Futures Center

TR 10-5-4

TRADOC Regulation 10-5-1

Organization and Functions, U.S. Army Combined Arms Center

TR 10-5-5

Organization and Functions, U.S. Army Combined Arms Support Command and Sustainment Center of Excellence

TR 10-5-7

Organization and Functions, U.S. Army TRADOC Analysis Center

TR 10-5-8

Organization and Functions, Initial Military Training Center of Excellence

TR 11-5

Cost Analysis Program (MOS/FMS Training Costs) RCS ATRM-159 (R2)

TR 11-19

Assignment of Planning, Programming, and Budgeting Responsibilities

TR 11-20

Cost-Benefit Analysis to Support Army Enterprise Decision-making

TR 11-21

TRADOC Implementation of the Army Quality Assurance Program

TR 25-1

Information Resources Management

TR 25-35

Preparing and Publishing U.S. Army Training and Doctrine Command Administrative Publications

TR 27-2

Military Jurisdiction, Civilian Criminal Jurisdiction on Fort Eustis, and Designation of Superior Competent Authorities

TR 27-4

TRADOC Government Ethics Program

TR 37-2

Temporary Duty Travel Policies and Procedures

TR 37-3

Government Travel Charge Card Program

TR 37-4

Fund Control, Reconciliations, Certification

TR 71-20

Concept Development, Capabilities Determination, and Capabilities Integration

TR 95-5

Flight Operations

TR 135-6

The ARNG/USAR Liaison NCO Program at U.S. Army Training Centers and TRADOC Schools

TR 140-3

United States Army Reserve (USAR) Division, (Institutional Training) Training Management and Policies (FORSCOM Reg 140-3) (rescinded and replaced by TRADOC 350-28; see below)

TR 350-8

Ammunition

TR 350-10

Institutional Leader Training and Education

TR 350-13

Instruction in Military History

TR 350-18

The Army School System

TR 350-28

United States Army Reserve (USAR) Support to the Generating Force

TR 350-29

Prevention of Heat and Cold Casualties

TR 350-70

Army Learning Policy and Systems

TR 381-1

Threat Management

TR 385-2

U.S. Army Training and Doctrine Command Safety and Occupational Health Program

TR 500-2

Taskings and Individual Augmentation Management

TR 525-13

U.S. Army Training and Doctrine Command (TRADOC) Force Protection Program (FPP)

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TR 600-11
Equal Opportunity Action Plan

TR 600-14
TRADOC Sergeant Audie Murphy Award (SAMA)

TR 600-15
Command Devolution

TR 600-18
TRADOC Guidance for the Department of Defense Telework Policy

TR 672-6
Military Coins

TR 672-7
Brigadier General David H. Stem Award

TR 672-8
Margaret C. Corbin Award

TR 690-4
Recruitment and Selection of Historians and Museum Division Chiefs, Museum Directors, and Supervisory Curators

TR 870-1
U.S. Army Training and Doctrine Command Military History Program

TP 25-53
List of Approved Recurring Information Requirements

TP 350-70-1
Training Development in Support of the Operational Domain

TP 350-70-14
Training and Education Development in Support of the Institutional Domain

TP 385-1
The TRADOC Model Safety Program and Self-Assessment Guide

TRADOC Memorandum 1-2
Courier Service Between HQ, U.S. Army Training and Doctrine Command and HQ, Department of the Army

TRADOC Memorandum 870-1
Semiannual Staff Historical Reports (RCS CSHIS-6 (R4))

TRADOC Supplement 1-201
Army Inspection Program

TRADOC Supplement 25-2
Information Assurance

Section III **Referenced Forms**

DA Form 2028
Recommended Changes to Publications and Blank Forms

Glossary

Section I **Abbreviations**

AA	active Army
ACOM	Army command
ACP	Army Campaign Plan
ACSIM	Assistant Chief of Staff for Installation Management
ACTEDS	Army Civilian Training, Education and Development System
ADA	Anti-Deficiency Act
ADCON	administrative control
ADCS	Assistant Deputy Chief of Staff
ADOS	active duty operational support
AG	Adjutant General
AGR	Active guard and reserve
AIEP	Army Ideas for Excellence Program
AIT	advanced individual training
AKO	Army Knowledge Online
AMC	U.S. Army Materiel Command
AMHA	Army Management Headquarters Activity
AMO	acquisition management and oversight
AMOD	Acquisition Management and Oversight Directorate
AR	Army regulation
ARCIC	U.S. Army Capabilities Integration Center
ARNG	U.S. Army National Guard
ARPRINT	Army Program of Individual Training
ASA	Assistant Secretary of the Army
ASCC	Army Service Component Command
AT	antiterrorism
ATBG	Appropriation TRADOC Budget Guidance
ATRRS	Army Training Requirements and Resources System
BI	Business Intelligence
BRAC	Base Realignment and Closure

TRADOC Regulation 10-5-1

BUD	Budget Directorate
C4	command, control, communications, and computers
CAC	U.S. Army Combined Arms Center
CAO	Congressional Activities Office
CASCOM	U.S. Army Combined Arms Support Command
CCMD	combatant command
CDD	capability development document
CFL	core function lead
CG	Commanding General
CIMT	U.S. Army Center for Initial Military Training
CIO	Chief Information Officer
CKO	Chief Knowledge Officer
CoC	council of colonels
CoE	center of excellence
CoS	Chief of Staff
CP	career program
CPA	Chief of Public Affairs
CPG	Commander's Planning Group
CPM	career program manager
CPMD	Command Provost Marshal Directorate
CS	cybersecurity
CSM	Command Sergeant Major
CTC	combat training center
CUSR	Commander's Unit Status report
DA	Department of the Army
DASA	Deputy Assistant Secretary of the Army
DCG	Deputy Commanding General
DCoS	Deputy Chief of Staff (TRADOC)
DCS	Deputy Chief of Staff
DCS, G-1/4	Deputy Chief of Staff, Personnel, Logistics, and Engineering
DCS, G-2	Deputy Chief of Staff, Intelligence
DCS, G-3/5/7	Deputy Chief of Staff, Operations, Plans, and Training
DCS, G-6	Deputy Chief of Staff, Command, Control, Communications, and Computers
DCS, G-8	Deputy Chief of Staff, Resource Management
DCS, G-9	Deputy Chief of Staff, Engagement
DE&C	Defense exports and Cooperation
DFAS	Defense Finance and Accounting Service
DOD	Department of Defense
DODAAC	Department of Defense Activity Address Code
DODIG	Department of Defense Inspector General
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy [the force development areas]
DPG	Defense Planning Guidance
DSCA	Defense Security Cooperation Agency
DTS	Defense Travel System

EEO	equal employment opportunity
EO	equal opportunity
ERP	Enterprise Resource Planning
ESO	Executive Services Office
FA	functional area
FAD	Finance and Accounting Directorate
FCoE	U.S. Army Fires Center of Excellence
FDD	Force Development Division
FMD	Force Modeling Division
FMF	foreign military financing
FMS	foreign military sales
FMSO	Foreign Military Studies Office
FOA	field operating activity
FOIA	Freedom of Information Act
FORSCOM	U.S. Army Forces Command
FP	force protection
FSD	Force Structure Division
GAO	Government Accountability Office
GCSS-A	Global Combat Support System – Army
GO	general officer
GOSC	General Officer Steering Committee
GPC	government purchase card
HCE	Human Capital Enterprise
HHI	higher headquarters issue
HQ	headquarters
HQDA	Headquarters, Department of the Army
HR	human resources
HRC	U.S. Army Human Resources Command
IAPD	International Army Programs Directorate
ICD	initial capabilities document
ICP	Internal Control Program
IET	initial entry training
IG	Inspector General
IM	information management
IMCOM	U.S. Army Installation Management Command
IMO	Information Management Officer
IMT	initial military training
IRAC	Internal Review and Audit Compliance
ISR	intelligence, surveillance, and reconnaissance
IT	information technology
ITRM	Institutional Training Resource Model
ITRO	Inter-service Training Review Organization
JCIDS	Joint Capabilities Integration and Development System
JDAL	Joint Duty Assignment List
JID	Joint Integration Directorate
JIIM	joint, interagency, intergovernmental, and multinational

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JSTO	joint sourcing training oversight
LDD	Leader Development Directorate
LNO	liaison officer
M&RA	Manpower and Reserve Affairs
M&S	modeling and simulation
MCA	military construction, Army
MDEP	management decision evaluation package
MEDCOM	U.S. Army Medical Command
MFAD	Manpower and Force Analysis Directorate
MILCON	military construction
MILPER	military personnel
MOA	memorandum of agreement
MOU	memorandum of understanding
MP	military police
MRB	Mission and Resources Board
MSCoE	U.S. Army Maneuver Support Center of Excellence
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	U.S. Army Network Enterprise Technology Command
NGB	National Guard Bureau
NIPRNET	non-secure internet protocol router network
NTV	non-tactical vehicles
OASS	One Army School System
OCCH	Office of the Chief of Chaplains
OCIE	organizational clothing and individual equipment
OCONUS	outside the continental United States
OE	operational environment
OEE	operational environment enterprise
OPA	other procurement, Army
OIP	Organizational Inspection Program
OPCON	operational control
OPFOR	opposing force(s)
OPSEC	operations security
OSD	Office of the Secretary of Defense
OTJAG	Office of The Judge Advocate General
PA	Privacy Act
PAED	Planning, Analysis, and Evaluation Directorate
PAO	public affairs officer *public affairs offices

PBG	program budget guidance
PEG	Program Evaluation Group
POM	program objective memorandum
PPBE	planning, programming, budgeting, and execution
QA	quality assurance
QAEDP	Quality Assurance Evaluator Development Program
QAO	Quality Assurance Office
RC	Reserve Component
RFG	Resource Formulation Guide
RIF	reduction in force
RTI	regional training institution
S&T	science and technology
SAD	Staff Actions Division
SAT	security assistance training
SATFA	Security Assistance Training Field Activity
SATP	Security Assistance Training Program
SC	security cooperation
SCoE	U.S. Army Sustainment Center of Excellence
SES	senior executive service
SGM	sergeant major
SGS	Secretary of the General Staff
SHARP	sexual harassment / assault response and prevention
SIPRNET	secure internet protocol router network
SJA	Staff Judge Advocate
SMDR	structure manning decision review
SME	subject matter expert
SRU	strategic readiness update
STAMIS	Standard Army Management Information Systems
STB	Special Troops Battalion
TAA	total Army analysis
TAP	The Army Plan
TASS	The Army School System
TBG	TRADOC Budget Guidance
TDA	table of distribution and allowances
TGOSC	Training General Officer's Steering Committee
TOMA	Training Operations Management Activity
TP	TRADOC pamphlet
TR	TRADOC regulation
TRAC	U.S. Army TRADOC Analysis Center
TRADOC	U.S. Army Training and Doctrine Command
TRAP	training requirements arbitration panel
TRAS	Training Requirements Analysis System
TrP	The TRADOC Plan
TSC	training support center
U.S.	United States
UFMCS	University of Foreign Military and Cultural Studies

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UMT	unit ministry team
USAAA	U.S. Army Audit Agency
USACC	U.S. Army Cadet Command
USC	U.S. Code
USAMAA	U.S. Army Manpower Analysis Agency
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
USASMA	U.S. Army Sergeants Major Academy
USMA	U.S. Military Academy
VTC	video teleconference

Section II

Terms

Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.

Administrative control

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

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-P 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

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

Capability development document (CDD)

A document that captures the information necessary to develop a proposed program(s), normally using an incremental development strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable, and technically mature capability. The CDD defines authoritative, measurable, and testable parameters across one or more increments of a materiel capability solution, by setting performance attributes necessary for the acquisition community to design and propose systems and to establish programmatic baselines. (CJCSI 3170.01I)

Capability production document (CPD)

A document that provides authoritative, testable capability requirements, in terms of KPPs, KSAs, and additional performance attributes, for the Production and Deployment phase of an acquisition program, and is an entrance criteria item necessary for each Milestone C acquisition decision. (CJCSI 3170.01I)

Center of Excellence (CoE)

A designated TRADOC command or organization within an assigned area of expertise that executes assigned responsibilities for one or more TRADOC core functions; provides TRADOC the ability to develop and integrate DOTMLPF-P capabilities within and across the Army warfighting functions; and performs force modernization proponent responsibilities for the Army where assigned. Each warfighting CoE will have a CDID, to focus on concept development, experimentation and requirements determination in support of the CoE mission.

Chemical surety

A system of control measures designed to provide protection to the local population, workers, and the environment by ensuring that chemical surety operations are conducted safely; that chemical surety materials are secure; and that personnel involved in those operations meet the highest standards of reliability. (AR 50-6)

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.

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 3010.02C). A military concept is the description of methods (ways)

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for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends). An Army concept describes a problem or series of problems to be solved, assumptions, the future operational environment, the central idea, the components of the solution, the interaction of those components in solving the problem, and the required capabilities necessary to achieve desired effects and objectives. (AR 71-20)

Core function

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

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-P change recommendation

A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.011)

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.

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

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

Field operating activity

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

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 (ICD)

Documents the need for a materiel or non-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 functional area, the relevant range of military operations, desired effects, time, and DOTMLPF-P implications and constraints. The ICD summarizes the results of the DOTMLPF-P analysis and the DOTMLPF-P approaches (materiel and non-materiel) that may deliver the required capability. The outcome of an ICD could be one or more capability requirements document. (CJCSI 3170.01I)

Institutional training

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

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-P 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

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

Learning institutions of excellence

An accreditation standard that fosters a culture of continuous improvement.

Manage

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

Memorandum

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

TRADOC Regulation 10-5-1

(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

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

Operational environment

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

Operational environment enterprise

The OEE is the Army's principal means for the delivery of common and/or consistent OE output (in the form of products, services, and/or support) across the key domains of TRADOC's mission (leader development, training and education (including operational force training support); and capabilities development, integration, and evaluation; and development of concepts and doctrine). The OEE is: 1) Army OE users; 2) OE capability providers (including internal and external support organizations); and, 3) enterprise management that governs enterprise operations. Initiatives and innovations expressed through the OEE shape the Army for future OEs and mission requirements with concepts and capabilities synchronized and integrated across Army DOTMLPF-P.

Pamphlet

Command pamphlets are permanent instructional or informational publications that apply command wide. 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 that provides commanders an independent capability to challenge plans, operations, and capabilities in the context of the OE and from partner and adversary 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 supported organization's efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (AR 5-22)

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 themes and messages in support of the strategic vision, goals, and objectives. Strategic

TRADOC Regulation 10-5-1

communication will inform a broad variety of audiences and ensure command wide unity of effort. Effective strategic communication not only serves the command, but must support the Army and the joint communities in their strategic communication 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)

Supported

The TRADOC organization or staff element having primary responsibility for a function, task, or role a higher HQ assigns. The supported organization's responsibility begins with initial assignment and ends with its completion, or if it is an enduring responsibility, until relieved from the responsibility. It includes all aspects of planning, execution, and integration across all applicable doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) areas. The supported organization is responsible for ensuring the supporting organization(s) or staff element(s) clearly understand the assistance required and the authority of the supported organization to request and receive that assistance. Supported organizations can use a matrix approach to leverage the horizontal flow of functional expertise from across the command to produce integrated products. Specifically, the supported organization is authorized to perform, but not limited to, the following functions to enable mission accomplishment: 1) Develop, coordinate and recommend command policy. 2) Develop, coordinate, and recommend command guidance and 3) Develop, coordinate, and recommend taskings to execute specific missions and tasks, or provide specific support.

Supporting

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

System

The combination of the components and sub elements 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)

Unified action partners

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