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19 July 2021

Organization and Functions

U.S. Army Training and Doctrine Command

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

Summary. This regulation prescribes the mission, organization, and functions of the U.S. Army Training and Doctrine Command, incorporating changes from command and Army decisions.

Applicability. This regulation applies to all U.S. Army Training and Doctrine Command organizations and personnel.

Proponent and exception authority. The proponent for this regulation is the U.S. Army Training and Doctrine Command, Deputy Chief of Staff, G-3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating activity, in the grade of colonel or the civilian equivalent. Organizations may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. The commander or senior leader will endorse waiver requests and forward them through higher headquarters to the policy proponent.

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

*This regulation supersedes TRADOC Regulation 10-5, dated 21 April 2017.

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, 950 Jefferson Avenue (ATTG-OP), Fort Eustis, VA 23604-5779.

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

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Summary of Change

TRADOC Regulation 10-5
U.S. Army Training and Doctrine Command

This administrative revision, dated 18 March 2025—

- o Removes Diversity, Equity, Inclusion, and Accessibility Policy and Programs, per Executive Order 14151 (paras 2-15, 2-26)
- o Replaces “gender” with “sex”, per Executive Order 14168 (para 2-26.a)
- o Replaces “Command Diversity Office” with “Command Force Resilience Office”, per TRADOC OPOD 24-007 (throughout)
- 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 2-26.c)
- o Removes two functions supporting diversity and inclusion from the Command Force Resilience Office and renumbers subparagraphs (para 2-26.c)
- o Updates AR 690-12 title (Appendix A)

This major revision, dated 19 July 2021—

- o Updates, deletes, and/or adds organizations, missions, functions, core functions and responsibilities of the U.S. Army Training and Doctrine Command throughout.

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Chapter 1

Introduction

1-1. Purpose

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

1-2. References

See [appendix A](#).

1-3. Explanation of abbreviations and terms

See the [glossary](#).

1-4. Responsibilities

See chapter 2 for responsibilities.

1-5. Records management requirements

As directed by Army Regulation (AR) 25-400-2, the records management (recordkeeping) requirements for all Army Records Information Management System (ARIMS) record numbers, associated forms, and reports are included in the Army's Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports associated are located in RRS-A at <https://www.arims.army.mil>.

1-6. Scope

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

b. This capstone regulation describes how TRADOC supports the functions assigned to the Department of the Army (DA) in Title 10, United States Code (USC); Department of Defense (DOD) Directive 5100.01; and executes missions directly assigned in Army policy to TRADOC. Primary Army regulations used in formulating this document are AR 10-87, AR 350-1, AR 5-22 and AR 71-9.

1-7. Policy

a. TRADOC employs tenets of mission command philosophy in its organizational command structure and operations. CFLs, COEs, and subordinate organizations are responsible for missions and tasks to the maximum extent possible.

b. The HQ TRADOC coordinating staff supports the TRADOC Commanding General (CG) by conducting staff management, planning, policy development and review, coordination, and

priority recommendations for funding and manpower. The command group, special staff, and personal staff provide the CG, TRADOC with professional and technical services and advice to enable the execution of TRADOC's assigned missions.

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

1-8. General organizational requirements

Commanders at every level will exercise responsible resource stewardship. Each TRADOC organization structures its subordinate elements to facilitate effective and efficient mission accomplishment; assigns specific functional responsibilities to each organizational element to accomplish missions; groups similar functions; eliminates functions, structures, duplicates, or fragmented functions that do not support assigned missions; and consolidates functions and responsibilities where feasible and economical.

Section I

Mission and Organization

1-9. Mission of U.S. Army Training and Doctrine Command

TRADOC recruits, trains, educates, develops, and builds the Army; establishes standards, drives improvement, and leads change to ensure the Army can deter, fight, and win on any battlefield now and into the future.

1-10. Organization of U.S. Army Training and Doctrine Command

TRADOC's organization, functions, and processes continue to evolve to support an adaptive, learning Army. The resulting organizational configuration reflects the complex and diverse range of missions the Army entrusts to TRADOC. The design balances deep functional expertise with the capacity to adapt and integrate across core functions.

a. TRADOC is an Army command (ACOM) consisting of HQ TRADOC, three DCGs (responsible for leading the execution of six core functions), six subordinate organizations performing specialized functions), ten COEs, and two Reserve Component (RC) DCGs (see fig 1-1).

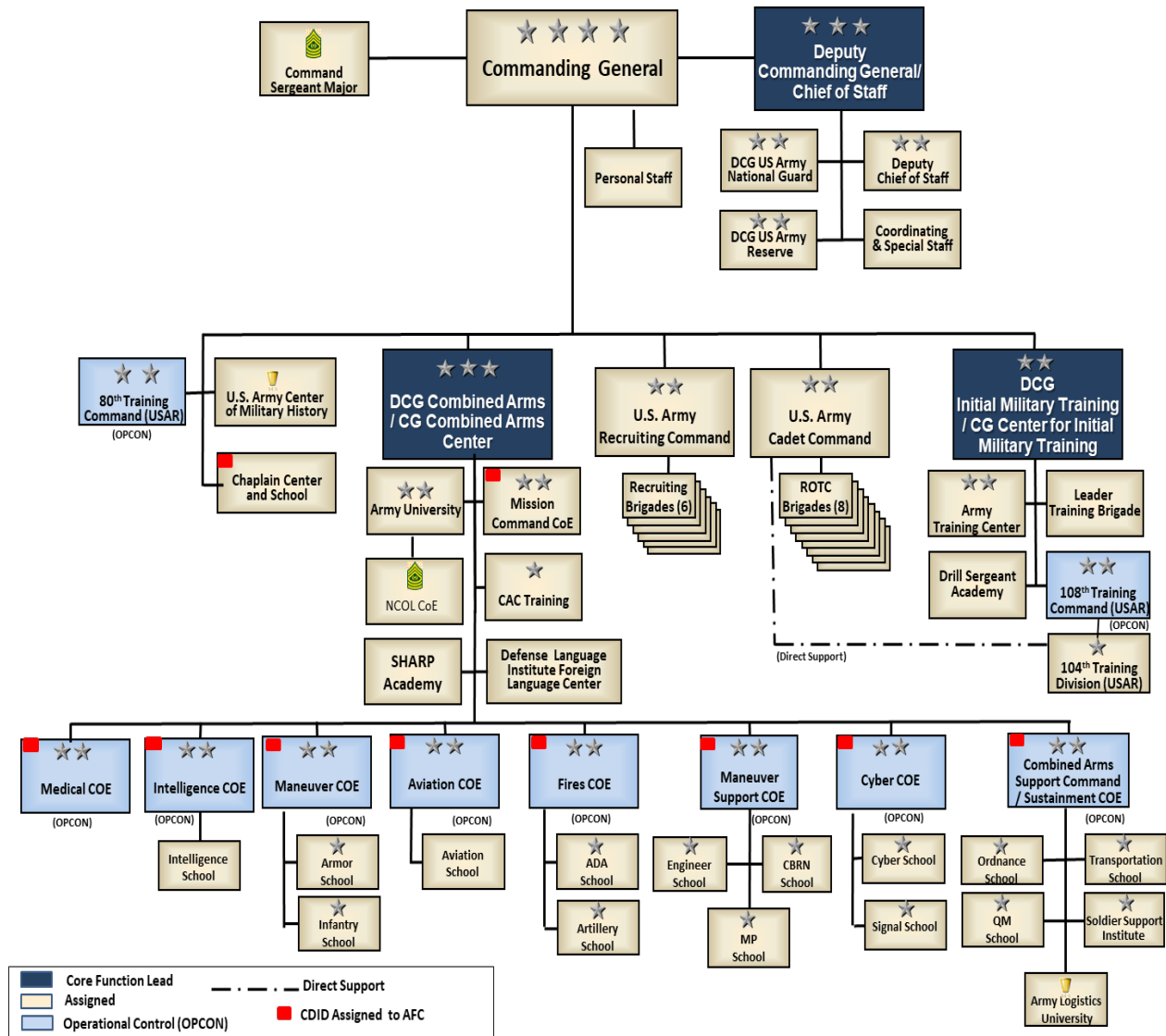


Figure 1-1. U.S. Army Training and Doctrine Command Organization

b. HQ TRADOC staff includes the Deputy Commanding General (DCG)/Chief of Staff (COS), a Deputy Chief of Staff (DCOS), personal staff, special staff, coordinating staff, and three field operating agencies (FOAs) supporting the coordinating staff.

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

- (1) DCG/COS, TRADOC.
- (2) DCG, Combined Arms.
- (3) DCG, Initial Military Training (IMT).

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

TRADOC are:

- (1) U.S. Army Combined Arms Center (CAC).
- (2) U.S. Army Center for Initial Military Training (CIMT).
- (3) U.S. Army Cadet Command (USACC).
- (4) U.S. Army Recruiting Command (USAREC).
- (5) U.S. Army Chaplain Center and School (USACHCS).
- (6) U.S. Army Center of Military History (CMH).

e. The 10 TRADOC COEs are:

- (1) U.S. Army Aviation Center of Excellence.
- (2) U.S. Army Cyber Center of Excellence.
- (3) U.S. Army Fires Center of Excellence.
- (4) U.S. Army Intelligence Center of Excellence.
- (5) U.S. Army Maneuver Center of Excellence.
- (6) U.S. Army Maneuver Support Center of Excellence.
- (7) U.S. Army Medical Center of Excellence.
- (8) U.S. Army Mission Command Center of Excellence.
- (9) U.S. Army Sustainment Center of Excellence.
- (10) U.S. Army Non-Commissioned Officer Leadership Center of Excellence.

1-11. Organizing principles

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

situations.

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

c. Core functions are primarily executed through COEs. While each COE has unique attributes, one defining characteristic is all COEs, except U.S. Army Mission Command Center of Excellence, are Army Force Modernization Proponents (FMPs) as directed in AR 5-22. U.S. Army Combined Arms Center (CAC) COEs execute force modernization capabilities development responsibilities in support of warfighting functions (WFFs). Most COEs also develop and execute doctrine, training, and leader education for assigned branches. Each integrates within their assigned functional area(s) (FAs) across doctrine, organizations, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P), and laterally across other WFFs, and CFLs.

1-12. Core functions

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

a. Core function 1: Accessions support and integration. CG, TRADOC is responsible for Accessions planning and execution to meet Army end strength and man army formations.

b. Core function 2: Initial Military Training (IMT). TRADOC synchronizes and manages the IMT and education system to transform civilian volunteers into professional Soldiers. These Soldiers are disciplined, fit, acculturated, and combat ready. They will increase Army readiness at their first unit of assignment.

c. Core function 3: Leader development. TRADOC optimizes leader development to ensure a deliberate, continuous, sequential, and progressive process - founded in Army Values - that grows Soldiers and DA Civilians into competent and confident leaders capable of decisive action. Leader development is the life-long synthesis of knowledge, skills, and experiences gained through training and education opportunities in the institutional, operational, and self-development domains.

d. Core function 4: DOTMLPF-P Integration. TRADOC is the Army's operational architect

for current forces responsible for determining and developing DOTMLPF-P capabilities required to fulfill all designated Army and Joint required capabilities. TRADOC will 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. DOTMLPF-P Integration sub-core functions are:

(1) Doctrine. Research, write, coordinate, disseminate and inculcate the body of information on how Army units operate as part of the Joint force in support of national objectives. This information consists of fundamental principles along with tactics, techniques, procedures, terms and military symbols.

(2) Organization. TRADOC develops organizational design solutions to overcome identified capability gaps not accommodated by doctrine, training, leadership and education, facility, or policy solutions. Sources of gaps includes U.S. Army Futures Command (AFC) capability based assessments and modernization efforts, lessons learned, operational force input, Force Modernization Proponent assessments, and Army senior leader guidance. As part of the solution development, TRADOC and non-TRADOC Force Modernization Proponents consider courses of action across DOTMLPF-P with the intent of deriving materiel, personnel and organizational solutions as a last resort. Once an organizational solution becomes the recommendation, the Force Modernization Proponent develops a force design update (FDU) and begins the integration process across the DOTMLPF-P domains through the CAC led FDU process. TRADOC supports structure and implementation decisions for FDU as part of the total army analysis (TAA)/program objective memorandum (POM) processes once CG CAC determines the requirement and Army senior leaders approve the requirement. TRADOC and non-TRADOC FMPs complete the follow-up work required to field DOTMLPF-P integrated solutions.

(3) Lessons learned. Army lessons learned is the systematic process of collecting observations from operations and training events, analyzing data, integrating, disseminating, and archiving lessons and best practices. The process ensures an issue resolution process links Army-level issues with appropriate resolve, or mitigates the issue to support current and future force requirements.

(4) Training development. The process of developing, integrating, prioritizing, resourcing and providing quality control of the Army's training concepts, strategies and products to support the Army's training of Regular Army and RC Soldiers, DA Civilians and organizations across the institutional, self-development and operational training areas.

(5) Training support. Training support includes the products, services, and facilities necessary to enable realistic, operationally relevant training across all training areas for Soldiers, organizations and units, and DA Civilians anytime, anywhere. It includes the identification, validation, integration, prioritization, and governance processes of current and future training-support enablers required to execute Army training strategies and missions.

(6) Functional training. Functional training is the development of products and conduct of training for Soldiers to perform critical tasks and supporting skills and knowledge required to

perform a specialty or functional occupation. This includes training that qualifies individuals for award of a skill identifier, special qualifications identifier, or additional skill identifier. This also includes recommending priorities for functional training requirements for funding purposes and assessing which courses are relevant. DA Civilians receive functional training from Army career program managers (CPMs) to improve knowledge, skill proficiency and optimize performance.

(7) Education. Designs and facilitates a structured process to impart knowledge through teaching and learning to enable or enhance Soldiers and DA Civilians' ability to perform in unknown situations. Instruction with increased knowledge, skill, and/or experience is the desired outcome for the student.

(8) Fielded force integration (FFI). FFI is the refinement, integration, and implementation of DOTMLPF-P solutions into the fielded force. FFI is generally for use within the Future Years Defense Program (FYDP), informed by the current operations and operational environment, and in conjunction with objectives outlined in the Army modernization guidance developed and updated by the Army Futures Command.

e. Core function 5: Operational environment (OE). TRADOC conceptualizes and communicates the OE as a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Through a process of developing, verifying, validating, accrediting, and providing OE products and services TRADOC provides an authoritative validated OE contextual baseline for institutional users and operational forces in the areas of training and training development, education, leader development, doctrine development, and capabilities development.

f. Core function 6: Care for Soldiers, DA Civilians and their Families. TRADOC leaders at all levels are responsible for the care and safekeeping of our Soldiers, DA Civilians and their Families. A command priority is creating and fostering an environment free of discrimination, intolerance, and harassment in any form. Sustaining personal readiness for Soldiers, DA Civilians and their Families is a necessary component of maintaining the readiness of the force. Commanders are responsible for supporting this concept across all three populations. Effective, efficient, and well-executed quality of life programs increase health and well-being. Commanders must ensure these programs are in place and supported at all levels.

1-13. Core function lead

a. TRADOC DCGs lead and direct TRADOC core functions (see table 1-1). These DCGs serve as core function leads (CFLs) and are directly responsible to the TRADOC command group to manage their assigned areas and coordinate and integrate the combined efforts of their community of practice. While exercising the mission command philosophy, CFLs leave day-to-day activities and priorities of work to the execution agencies, primarily the COEs. CFLs assemble and disband functional and multi-functional teams, often across organizational lines, for mission execution as necessary. They have responsibility and authority to address any issues within their assigned core function, take the initiative to manage issues using their subject matter expertise, and integrate and recommend priorities for action. CFLs ensure capabilities integration into Total Army and Joint transformation. COEs designated to execute core functions routinely

respond to the CFL in those areas of assigned responsibility without formal HQ TRADOC taskings. If the COE's ability to accomplish all work assigned by CFLs exceeds their capacity, the TRADOC G-3/5/7 will arbitrate priorities. CFLs coordinate with the HQ TRADOC staff to provide information required to complete staff actions, recommend priorities, and provide status of key issues for command visibility, guidance, and decisions. CFLs have authorities and responsibilities.

Table 1-1.
Core function lead designations

Core Function	Lead
Accessions support and integration	DCG/COS
Initial military training	DCG, IMT
Leader development	DCG, Combined Arms
DOTMLPF-P integration	DCG, Combined Arms
Operational environment	DCG/COS
Care for Soldiers, DA Civilians and their Families	DCG/COS

b. CFLs are delegated authorities needed to manage and lead their assigned core functions. The TRADOC DCGs of Combined Arms and IMT serve as CFLs and as commanding generals of TRADOC organizations; they have organizational responsibilities in addition to CFL responsibilities. CFLs have the following additional authorities over organizations that execute assigned core functions:

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

1-14. Command and support relationships

a. Command. CG, TRADOC exercises control over all organizations outlined in figure 1-1, unless identified otherwise.

- (1) CG, CAC exercises control over U.S. Army Mission Command Center of Excellence.
- (2) The CG, CAC has operational control (OPCON) of the 10 COEs, see para 1-10e.
 - (a) The CG, CAC in coordination with the other TRADOC CFLs (DCG, IMT/CG, CIMT and DCG/COS) and HQ TRADOC establishes COE priorities.
 - (b) The COEs are in direct support to the DCG, IMT/CG, CIMT for the IMT core function.
 - (3) HQ TRADOC retains the authority to task and work directly with the COEs to

accomplish specific missions. These are normally tasks that either:

- (a) Fall outside of DCG, Combined Arms/CG, CAC core functions (see table 1-1);
- (b) Do not name CAC as the lead;
- (c) Provide required functional oversight; or
- (d) Do not require the synchronization or coordination of WFF equities, or the coordination of multiple COE responses.

(4) CG, CAC is the tasking authority and DCG and CG, CIMT may task COEs for those items that fall into their respective core functions, informing the CAC G-33. If the COE's ability to accomplish all work assigned by CFLs exceeds their capacity, the TRADOC G-3/5/7 will arbitrate CFL priorities. See paragraph 2-11.b. for additional information on tasking within TRADOC.

(5) The CG, CAC and COEs are in direct support to AFC for force development.

(6) The CG, TRADOC retains most administrative control (ADCON) responsibilities for the COEs while delegating ADCON responsibilities to the CFLs as shown in table 1-2. Any ADCON authorities not identified in table 1-2 below remain with the CG, TRADOC.

Table 1-2.

U.S. Army Training and Doctrine Command core function lead administrative control authority for centers of excellence

ADCON	TRADOC	CAC	CIMT
Personnel	X	X	X
Resourcing	X		X
Unit Status Report	X		
Strategic Management System	X		
Taskings	X	X For CFL	X For CFL
Awards	X	X	X
Rating	X Senior Rate COE CDRs/Directors	X Rate COE CDRs/Directors	X TRNG BDE CDRs per current rating scheme
Bi-weekly updates	X		

b. Support. TRADOC uses the terms supported and supporting to designate assignment of specific responsibilities and relationships. Some supported and supporting assignments are enduring, such as a CFL's relationship with organizations designated to execute those core functions. Others extend only for the duration of a temporary mission or task. Designating

supported and supporting roles, as defined below, is the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks.

(1) Supported. The TRADOC organization or staff element having primary responsibility for a function, task, or role a higher HQ assigns. The supported organization's responsibility begins with initial assignment and ends with its completion, or if it is an enduring responsibility, until relieved from the responsibility. It includes all aspects of planning, execution, and integration across all applicable DOTMLPF-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:

- (a) Develop, coordinate, and recommend command policy.
- (b) Develop, coordinate, and recommend command guidance.
- (c) Develop, coordinate, and recommend task orders to execute specific missions and tasks, or provide specific support.

(2) Supporting. TRADOC organizations or staff elements are 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 supporting organization will work with the supported organization to ensure completion of a given function, task, or role.

1-15. 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 commander.

a. The staff supports CG, TRADOC decision making by collecting and analyzing information, employing knowledge management tools to synthesize data, and manage the command-wide consolidation of resource priorities. The staff gathers feedback on mission execution through quality assurance (QA) outcome based metrics (such as the Army Enterprise Accreditation Standards (AEAS) via the TRADOC Quality Assurance Office), and action plans (depicting resources, decision points and milestones). The staff aligns resources with CG, TRADOC

priorities using input from CFLs and subordinate organizations. The staff conducts mission analyses that assist in understanding; works in accordance with CG, TRADOC priorities, 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 and core function 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. The staff facilitates development, coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate and preserves common situational understanding.

(2) The HQ TRADOC staff is responsible for promulgating policy and commanders' guidance across TRADOC and to appropriate external organizations and agencies. Additionally, the HQ TRADOC staff is responsible for monitoring compliance across functions, processes, and tasks to determine if execution of 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 (see para 2-10). The staff issues task orders on behalf of CFLs and other supported organizations to accomplish work efforts. The staff provides command positions and priorities on behalf of the CG to external agencies, and facilitates the coordination and dissemination of strategic, operational concepts and plans to Congress, DOD, and HQDA.

1-16. Army Force Modernization Proponent and Integration System

The Army Force Modernization Proponent and Integration System is HQDA's strategic-level process for assigning responsibility for integrating DOTMLPF-P solutions to transform the Army and achieve persistent modernization. TRADOC, in coordination with AFC, works together on required capabilities for presentation to HQDA process managers for review, integration, and funding. TRADOC, with its COEs and the Combined Arms Center, is the supported commander for doctrine development, operating force organization products, training, leader development and education, and acquiring and developing people. There are three Army Force Modernization Proponents: center of excellence, branch, and specified.

a. COE proponents. COE Army Force Modernization Proponents provide direct support for force development to AFC through the TRADOC Combined Arms Center. They have primary duties and responsibilities relative to DOTMLPF-P requirements for a particular function, such as aviation, intelligence, and protection. Branch and specified proponents normally provide their requirements and support to center of excellence proponents and AFC for capability development efforts.

b. Branch proponent. The commandant or chief of an Army branch is an Army Force

Modernization Proponent responsible for the training, leader development, education, and personnel within their designated branch. Some branches (for example aviation and intelligence) are also a center of excellence proponent. Branches typically do not have full Capability Development and Integration Directorate (CDID) capabilities and require assistance in determining DOTMLPF–P requirements.

c. Specified proponent. There are functional overlaps between the COEs and branch proponents. The Army may designate specified proponents for functions or missions where requirements may exist between COEs and branch proponents. These specified proponents are responsible for identifying and integrating requirements across the Army. These proponents typically do not have dedicated CDID capabilities and require the establishment of supported/supporting relationships and assistance from other Army modernization proponents and AFC in executing their DOTMLPF–P responsibilities.

d. The Army established AFC in 2018 to address challenges to Army modernization. Most command and support relationships, policies, and processes for the Army Modernization Enterprise have not yet evolved to account for AFC’s role. AFC and TRADOC integrate and synchronize Army modernization at the Army Systems Acquisition Review Council, the Army Requirements Oversight Council, and the Strategic Portfolio Analysis Review. AFC works closely with the Army’s modernization stakeholders, which include TRADOC and Army modernization proponents to integrate and synchronize solutions into the operational force across the DOTMLPF–P.

1-17. U.S. Army Training and Doctrine Command centers of excellence

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

- (1) Executes assigned responsibilities for one or more TRADOC core functions.
- (2) Provides TRADOC the ability to develop and integrate DOTMLPF–P capabilities within and across the Army WFFs.
- (3) Performs Force Modernization Proponent responsibilities for the Army where assigned.

b. COE CG. The COE CG serves as the Army’s expert source of authoritative information within their assigned area (for example, maneuver, aviation, sustainment, etc.) and executes TRADOC core functions in support of that area, to include developing concepts and DOTMLPF–P requirements for Army capabilities. In the role of Force Modernization Proponent, the COE CG/Director manages change for the Army in one or more designated areas, executes force management responsibilities, and integrates across DOTMLPF–P within the COE’s areas of responsibility and among other WFFs. The COE CG/Director is accountable for ensuring the quality of COE products and services provided to the force, managing resources and work priorities, and providing expert knowledge and support to deployed forces, units, and the Joint force. In many cases, COEs have routine relationships with external agencies related to their specialty area, to include other Army organizations, DOD, federal agencies, Joint organizations,

other services, and foreign partners.

c. School commandant. The school commandant at a multi-branch COE is assigned branch proponent in accordance with AR 5-22, and chief of branch responsibilities (in single branch COEs, the COE CG performs these functions). Their primary responsibility is to execute training, leader and professional development and education, and manage personnel proponent requirements. In addition, they may provide branch-specific doctrine input to support the Force Modernization Proponent. Commandants provide command and control for one or more training brigades and ensure the school maintains the highest standards, by working closely with the TRADOC staff, Army Quality Assurance Office (QAO), and their proponent QAO, for instructor certification, school accreditation, development and sustainment of courseware, and use of Total Army School System (TASS) personnel and facilities. Commandants ensure the operational relevance of curriculum through the collection, analysis, and integration of lessons learned and development of realistic scenarios that reflect the OE. Commandants employ the Army Learning Model to give Soldiers access and opportunity for learning both in and out of the schoolhouse in a career-long learning construct. School commandants directly influence Army readiness by developing individuals prepared to contribute to operational units.

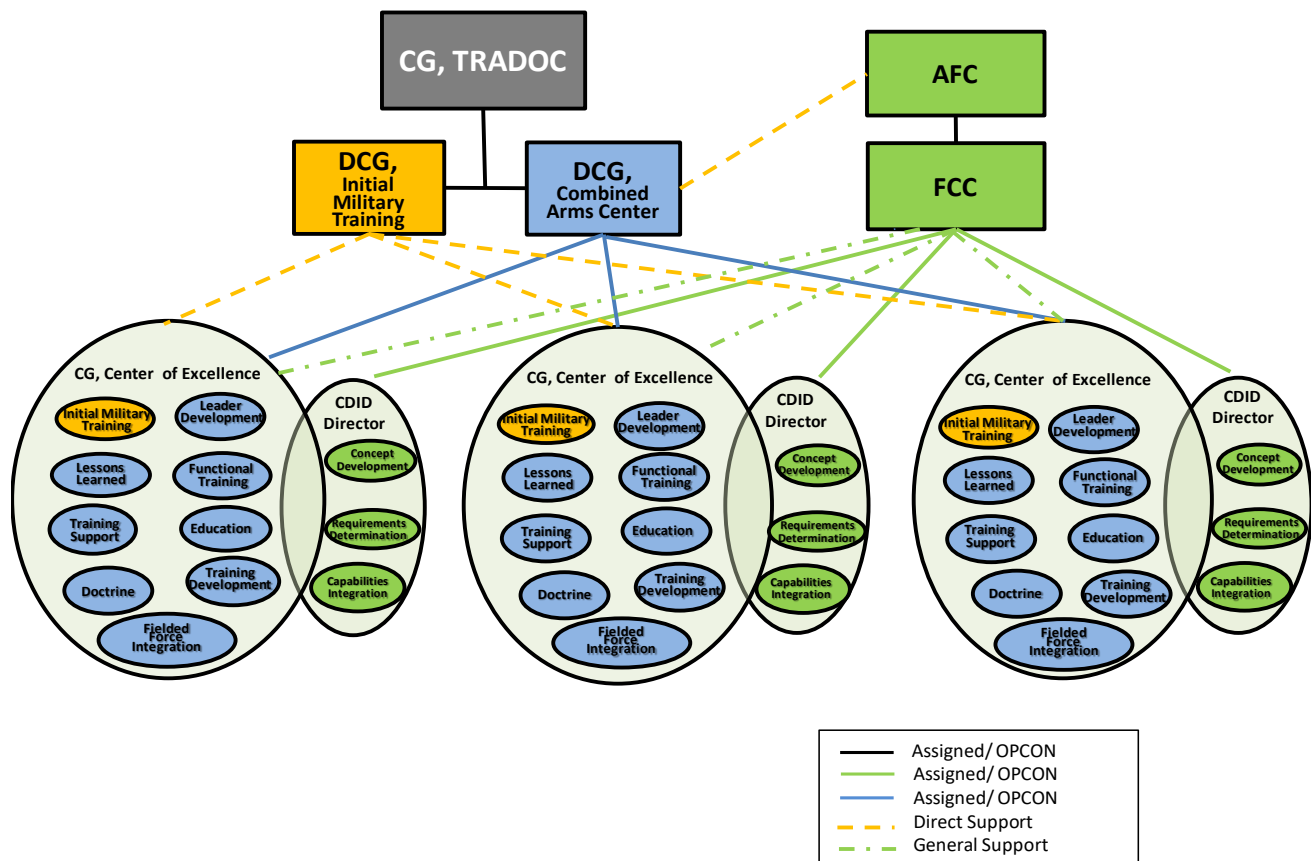


Figure 1-2. Center of excellence and core function lead relationships

d. COE and CFL relationships. The COEs execute one or more core functions, accomplish the primary work assigned to the command, guided and directed by CFLs responsible for their

respective core functions. While the CFLs have a command or support relationship with the COEs, the CFLs synchronize efforts across the COEs and do not direct COE work on a day-to-day basis. COEs horizontally integrate their efforts with other COEs and vertically with the CFLs. TRADOC's matrixed approach aligns core function expertise across organizational boundaries to accomplish directed Army missions. This functional alignment has proven effective, but can result in management challenges at both the COE and CFL levels. The COE CG must integrate all COE efforts in support of multiple core functions directed by different CFLs, which operate under various Army management and resourcing processes. This requires vigilance in managing internal COE resources and work priorities to accomplishing missions, weighing priorities, and taking prudent risks when necessary. All COE CGs are accountable to CAC for ensuring missions are integrated and accomplished; however, the other CFLs and HQ staff should be alert to these challenges and take steps to facilitate the success of each COE (see fig 1-2).

e. AFC, CAC and COE relationship. AFC, with direct support from CAC and its subordinate COEs, is the supported command for Force Development. Force development refines functional and supporting concept required capabilities for organization and operations concepts that validate FDU organizational requirements and fully integrates DOTMLPF-P recommendations through the TAA process, generally 2-7 years into the future. In addition, CAC is in direct support to AFC in the Army Systems Acquisition Review Council, the Army Requirements Oversight Council and the strategic portfolio analysis review to assist in integration and synchronization of Army modernization.

1-18. Governance

The diverse missions the Army assigns to TRADOC require coordination and synchronization. The CG, TRADOC, through the TRADOC staff and CFLs, uses governance forums and orders to accomplish this and to convey guidance, priorities, and intent across multiple CFL-led communities of practice.

a. TRADOC leadership conducts governance forums to systemically inform senior TRADOC leader decisions and shape issues for HQDA. The CG, TRADOC chairs governance forums attended by command-wide TRADOC leaders and invited representatives from the HQDA staff, Army secretariat, other ACOMs, and other services. The CG, TRADOC uses these forums to convey commander's guidance, priorities, decisions, and intent in a transparent and inclusive venue.

b. The CG, TRADOC conducts periodic Army People Strategy Executive Steering Group meetings and Assistant Secretary of the Army (ASA) Manpower and Reserve Affairs (M&RA) quarterly Marketing, Accessions, Retention, and Strength briefings to the Secretary of the Army, Army Chief of Staff, and other forums. At the strategic level, these forums resource, direct, and synchronize the Accessions Enterprise.

1-19. Coordination and taskings

This section provides guidance on coordination and taskings. These procedures enable the assignment of supported and supporting roles, and monitoring of timelines.

a. Coordination. TRADOC's unique mission and structure make communication and

coordination both a priority and a challenge. Communication and coordination are tasks that affect everything TRADOC does, with detailed instructions on coordination found in TR 1-11.

b. Taskings. DCS G-3/5/7 will assign tasks to the CFLs as the supported organization for subjects related to their assigned core functions defined in this chapter. A HQ staff office will support the CFL to facilitate early involvement in the staff management capacity.

(1) The tasking authorities in TRADOC are the Secretary of the General Staff (SGS) (on behalf of the CG, DCG/COS, DCOS, and Commander's Planning Group (CPG)) and the TRADOC G-3/5/7. SGS and TRADOC G-3/5/7 (G-33) will utilize the command's tasking management system for processing, synchronizing, disseminating, and tracking to completion internal and external tasks.

(2) For actions developed within TRADOC that require tasking, the responsibility to develop the tasking lies with the supported organization. The supported organization conducts Military Decision-Making Process (mission analysis, course of action development, resource implications, and decision-making) to produce the tasking. TRADOC G-3/5/7 (G-33) then processes the tasker.

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

(4) The TRADOC G-3/5/7 processes all operational and organizational taskings originating from agencies internal and external to TRADOC (non-command group taskings).

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

(a) Taskings originating from outside TRADOC.

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

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

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

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

approved policies and strategies.

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

1-20. Supporting regulations

Table 1-3 lists this regulation's required supporting regulations.

Table 1-3.

U.S. Army Training and Doctrine Command 10-5 series regulations

Supporting Regulation	Organization
TR 10-5-1	HQ TRADOC
TR 10-5-4	CAC
TR 10-5-5	U.S. Army Combined Arms Support Command and U.S. Army Sustainment Center of Excellence
TR 10-5-8	CIMT

Section II

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

1-21. Headquarters U.S. Army Training and Doctrine Command

HQ TRADOC is comprised of the command group, DCGs, personal staff, special staff, and coordinating staff as shown in figure 1-3. HQ TRADOC positions, organizations, and major functions are in this chapter. Additional details about HQ TRADOC and staff elements are in TR 10-5-1.

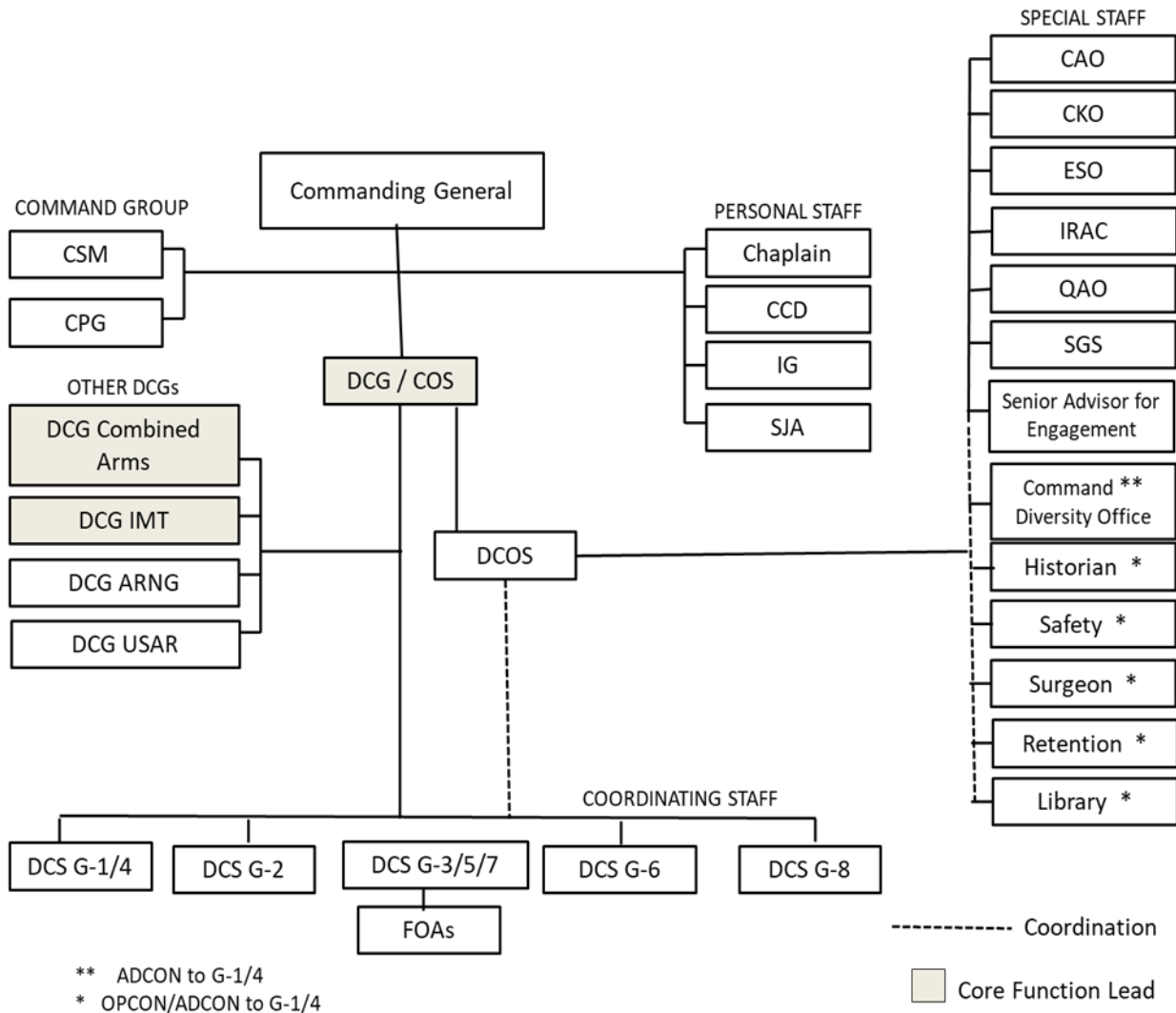


Figure 1-3. Headquarters U.S. Army Training and Doctrine Organization

1-22. Command group

The command group consists of:

- CG.
- DCG/COS.
- DCOS.
- Command Sergeant Major (CSM).
- Commander's Planning Group (CPG).

1-22. Deputy commanding generals

The four functional or RC DCGs are:

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

1-23. Personal staff

The personal staff consists of:

- a. Command Chaplain.
- b. Chief of Communication Directorate (CCD).
- c. Inspector General (IG).
- d. Staff Judge Advocate (SJA).

1-24. Coordinating staff

The coordinating staff consists of:

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

1-25. Special staff

The special staff consists of:

- a. Congressional Activities Office (CAO).
- b. Office of the Chief Knowledge Officer (OCKO).
- c. Executive Services Office (ESO).
- d. Internal Review and Audit Compliance (IRAC).
- e. Quality Assurance Office (QAO).

- f. Secretary of the General Staff (SGS).
- g. Command Force Resilience Office.
- h. Command Historian.
- i. Command Safety Office.
- j. Command Surgeon.
- k. Senior Advisor of Engagement.

1-26. Field operating agencies

The FOAs that directly support HQ TRADOC are:

- a. Training Operations Management Activity (TOMA) aligned under DCS, G-3/5/7.
- b. Security Assistance Training Field Activity aligned under DCS, G-3/5/7.

Chapter 2 Responsibilities

Section I

Headquarters U.S. Army Training and Doctrine Command Group Responsibilities

2-1. Commanding General

The CG, TRADOC is the Army designated responsible senior official for leader development, Army Lessons Learned Program, and Accessions planning and execution. The CG, TRADOC is also responsible for sustaining the operational and administrative capability of USACC and USAREC.

2-2. Deputy Commanding General/Chief of Staff

The DCG/COS directs and focuses the daily operations of the TRADOC staff across doctrine, training, 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; additionally has oversight of the care for Soldiers, DA Civilians and their Families core function. Serves as the senior TRADOC representative at the Army Training General Officer Steering Committee (TGOSC). The DCG/COS advises the CG in FAs, 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).

2-3. 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.

2-4. 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) Professional Development System across the Army; coordinates with TRADOC G-3/7 Training, Army University, and U.S. Army Non-Commissioned Officer Leadership Center of Excellence 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.

2-5. Commander's Planning Group

a. Mission. The CPG integrates planning, coordination, and synchronization of CG guidance, intent, and tactical engagement plans into the command informing activities. Conducts research to support and advise the CG, TRADOC on the development of the commander's narrative, guidance, priorities, and key initiatives.

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

c. Major functions.

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

(2) Command group research, analysis and writing. Conducts independent and unconstrained research and analysis 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. Develops CG priorities, memoranda, and guidance to inform communication, planning, and synchronization. The CPG coordinates with Communication Directorate, as the commander's communication synchronizer,

to ensure integration of Commanders Guidance into communication planning throughout the command. Develops individual engagement plans for the CG's execution as part of the overall TRADOC communication strategy.

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

(5) Communication execution. Delivers key messages and allows CG to select internal and external audiences to maximize dissemination of information concerning TRADOC.

Section II

Functional and Reserve Component Deputy Commanding Generals Responsibilities

2-6. Deputy commanding generals general

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

2-7. Deputy Commanding General, Combined Arms

a. The DCG, Combined Arms represents the CG, TRADOC as TRADOC's CFL for leader development and DOTMLPF-P Integration, and ensures integration of capabilities into total Army and Joint transformation. The DCG, Combined Arms also serves as the CG, CAC.

b. 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.

(2) As the CG, CAC exercises OPCON of the COEs for core function missions.

(3) 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 (CSA) CTC Huddle.

(4) Serves as the senior TRADOC representative on the Army Mission Command General Officer Steering Committee.

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

(6) Serves as the senior TRADOC representative and co-chair on the Army Learning

Coordination Council.

(7) Serves as the Army lead for the CSA's Leader Development Forum agenda and organization.

(8) Chairs the Army Airspace Control General Officer Steering Committee.

(9) Chairs the Army Military Deception General Officer Steering Committee.

(10) Manages the Army Leader Development Program, and serves as a member of the Chairman of the Joint Chiefs of Staff Military Education Coordination Council.

2-8. Deputy Commanding General, Initial Military Training

a. Represents CG, TRADOC as TRADOC's CFL for IMT. The DCG, IMT also serves as the CG, CIMT.

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

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

(2) As the CG, CIMT exercises OPCON of the 108th Training Command (Initial Entry Training (IET)).

(3) Exercises direct supervision, management, and oversight for policy, priorities, and resource prioritization of all matters pertaining to CIMT including proponentcy of basic combat training and reception battalion operations.

(4) Revises, updates, and incorporates warrior tasks and battle drills into IMT to ensure individual tasks that support the Army warfighting functions, multi-domain operations, and future force requirements. Submits any training requirements analysis document changes to TOMA for validation.

(5) Reviews, validates, approves, and assesses common core requirements and policy for the direct commission courses, pre-commission basic officer leaders course accession phase and officer candidate school, pre-appointment warrant officer candidate school, basic officers leaders course branch, and warrant officer basic course. Reviews related training requirements analysis document changes to TOMA for validation.

(6) Serves as TRADOC and Army proponent responsible for comprehensive assessments, reporting, researching, developing, and implementing holistic health and fitness physical readiness efforts, to include the Army combat fitness test, across the command and the Army.

(7) Serves as proponent for the basic combat training program of instruction, U.S. Army Drill Sergeant Academy, and the U.S. Army Physical Fitness School to include the Master Fitness Trainer Course.

(8) Executes the Master Resiliency Training and Expert Soldier Badge Program for the Army.

(9) Conducts IMT Staff assistance visits at IMT units and installations to provide assessment and analysis; and ensure compliance and verification of standards.

(10) Develops and coordinates TRADOC policy for the conduct of IET at the Defense Language Institute - Foreign Language Center.

(11) Develops and coordinates TRADOC military occupational specialty (MOS) retraining and reclassification policy and guidance.

(12) Develops and coordinates TRADOC policy for addressing Army Reserve and ARNG unique IMT issues.

(13) Develops and coordinates TRADOC IET attrition policy and guidance.

(14) Directs research and data analysis to improve performance within the IMT Enterprise. Serves as the institutional official authorized to establish, and responsible to maintain, IMT's Human Research Protection Program. The Human Research Protection Program implements policies and practices to protect human subjects (trainees/IMT personnel) involved in research. As the institutional official for CIMT and as the DCG, IMT the position is the sole approval authority for all research that involves Soldiers during the IMT period (basic combat training/one station unit training, advanced individual training, Basic Officer Leader Course Branch and Warrant Officer Basic Course) under TRADOC control or supervision.

(15) As the proponent for reception battalions in the Army, exercises supervision, management and oversight of policy, priorities and resource prioritization for all matters pertaining to Reception Battalion operations in order to synchronize and track initiatives across the Accessions Enterprise, maximize effectiveness of new reception functionalities, and provide world-class on-boarding of trainees.

2-9. Deputy Commanding General, U.S. Army National Guard

a. The DCG, ARNG facilitates the integration of TRADOC capabilities, concepts, and doctrine to support mission ready ARNG Soldiers and units.

b. The DCG, ARNG is the SME to TRADOC on emerging doctrine, organization, training, material, leadership and education, personnel, facilities-policies (DOTMLPF-P), DCG, ARNG enables the ARNG to produce ready forces with the right training, capabilities and skills to fight and win in the multi-domain operational environment of tomorrow. In this capacity, the DCG, ARNG:

(1) Facilitates and supports the training of ARNG members attending basic combat training, advanced individual training and NCO Academy training as well as supports units in coordination

with HQ TRADOC to meet unit, state, and service and theater requirements.

(2) Acts as the channel of communication between HQ TRADOC, COEs, and ARNG Directorate, and as required, the National Guard of the 54 States, Territories, and the District of Columbia. Facilitates communication between HQDA, ARNG, U.S. Army Reserve Command and TRADOC.

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

(4) Provides support to the COEs, schools, TOMA, and QAO to ensure integration of ARNG regional training institutes in the One Army School System.

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

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

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

(8) Serves co-lead for TR 135-6, the ARNG/USAR Liaison NCO Program at TRADOC. Ensure the ARNG LNCO program leadership and resourcing increases the success rate of ARNG Soldiers.

2-10. Deputy Commanding General, U.S. Army Reserve

a. Ensures full integration of USAR in all aspects of TRADOC planning and mission implementation across the full DOTMLPF–P spectrum.

b. As the USAR’s SME to TRADOC on emerging DOTMLPF–P, DCG, USAR ensures consideration and integration of Army Reserve missions, skill sets, and capabilities into total Army and Joint transformation. In this capacity, the DCG, USAR:

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

(2) Informs DCG, TRADOC and HQ TRADOC, COEs, training centers, and schools about USAR decision support processes to ensure consideration of all perspectives in the TRADOC decision-making processes.

(3) Serves as a direct link to Office of the Chief Army Reserve, HQ U.S. Army Reserve

Command, and U.S. Army Human Resources Command for USAR issues.

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

(5) Manages all USAR AGR issues throughout TRADOC. Participates in development and refinement of TASS-related training strategies.

(6) Synchronizes USAR policy guidance, priorities, and resources within TRADOC COEs, schools, and activities and aligns the efforts of USAR staff across TRADOC.

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

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

Section III

Headquarters U.S. Army Training and Doctrine Command Personal Staff Responsibilities

2-11. Command Chaplain

a. Mission. Provide world-class religious support that enhances TRADOC's spiritual readiness, improves Unit Ministry Team (UMT) leadership capabilities, reforms and aligns religious support (RS) processes, and strengthens RS partnerships with local communities.

b. Organization. The Command Chaplain consists of a single office with support staff. The DCOS has ADCON of the Command Chaplain.

c. Major functions.

(1) Implements the TRADOC Commander's intent to ensure Soldiers' and Family members' free exercise of religious rights and religious accommodations within the TRADOC Enterprise.

(2) Advises the TRADOC Commander on religious, moral, and ethical matters.

(3) Expands religious support capabilities through recruiting, accessing, training, and resourcing TRADOC UMTs.

(4) Leads transformation of relationships within TRADOC Enterprise and external partners/agencies through effective staff processes and strategic support.

(5) Serves as TRADOC liaison to the Office of the Chief of Chaplains and executes Chief of Chaplains' initiatives, guidance, and policy as they pertain to TRADOC.

(6) TRADOC staff lead for the USACHCS organizational transformation. All nine divisions of USACHCS must maintain communication and collaboration with the TRADOC Command Chaplain Directorate IOT facilitate the Chief of Chaplains' goal of further professionalizing the Chaplain Corps and religious support delivery and advisement for the Army.

2-12. Chief of Communication Directorate

a. Mission. Establishes and sustains the commander's communication strategy, ensuring synchronized and integrated communication activities across the command that support command and Army-level priorities. Ensures internal and external publics are informed of the command's mission, priorities, capabilities, limitations, and intentions, as appropriate, in accordance with Title 10, USC, Section 3014(c)(1)(G).

b. Organization. The CCD Office consists of a single office and associated staff organized around the Communication Directorate (CD) major functions.

c. Major functions:

(1) Assist commander and staff in communication synchronization to facilitate alignment of information capabilities in support of command priorities.

(2) Develop and sustain positive relations with traditional news media, bloggers, and social media outlets; facilitate HQ TRADOC communication engagements. Translate and apply DOD principles of information to enhance and maximize public trust and support while improving global influence and deterrence.

(3) Accelerate the improvement of Soldier morale and readiness through the synchronization of command information that will increase awareness and understanding of command goals, operations and significant developments.

(4) Improve relations with the community to enhance support for Army Soldiers, operations and activities. Maximizes support for the commander's communication objectives through the command wide Community Relations Program. Identify opportunities and prepare key leaders for community engagement.

(5) Build and implement the command's communication strategy through the production of strategic, operational, and tactical communication plans. Synchronize and integrate communications plans into G-3/5/7 plans and orders.

(6) Design, implement, and coordinate the functional communication chain of command between subordinate units, HQ TRADOC, and the U.S. Army Office Chief of Public Affairs and the Office of the Assistant Secretary of Defense for Public Affairs.

(7) Assesses information in the operational environment with primary emphasis placed on the effectiveness of TRADOC's narrative while identifying, measuring and evaluating the

implications of misinformation/disinformation operations through the use of a coherent, comprehensive communications strategy that maximizes early integration into the commander's planning and decision-making process.

(8) Maximize effectiveness and participation in Career Program (CP) 22 Public Affairs and Communications Media, and FA 46 Public Affairs training and development.

2-13. 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. Reports on other matters that influence the efficiency and readiness of the command.

b. Organization. The IG consists of a main office with support staff and a field office that supports elements on Fort Eustis. This staff consists of an Assistance and Investigations Branch and an Inspections Branch.

c. Major functions.

(1) Inspections. The primary purpose of all IG inspections is to resolve systemic issues throughout the Army and, in doing so, to evaluate the effectiveness of Army policies, determine root causes for noncompliance, and recommend changes to policy.

(2) Assistance. Provides Soldiers, DA Civilians, their Families, retirees, and contractor employees the ability to seek help on matters affecting health, welfare and personal readiness.

(3) Investigations. A formal fact-finding IG function that provides the commander or directing authority another means through which to resolve allegations of impropriety. The IG may investigate violations of policy, regulation, or law; mismanagement; unethical behavior; fraud; or misconduct.

(4) Teaching and training (incorporated into all the above). Conducts training for commanders, Soldiers, and DA Civilians at all levels on current Army policy and doctrine.

2-14. Staff Judge Advocate

a. Mission. As principal legal advisor to CG, TRADOC, the SJA provides legal support to the CG, DCG/COS, DCOS and all staff directorates at HQ TRADOC. This legal support involves providing accurate, timely and practical legal advice at the ACOM level in the core legal disciplines of administrative and civil law, military justice, national security law, and contract and fiscal law, and addressing a myriad of complex legal issues regarding operations at HQ TRADOC, CMH, COEs, schools and activities. The SJA monitors force structure/budget for the delivery of efficient legal services and activities throughout the TRADOC Enterprise.

b. Organization. The SJA leads an office that consists of an administrative support element and three functional divisions: Administrative and Civil Law, Military Law, and Contract and Fiscal

Law.

c. Major functions.

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

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

(3) As an ACOM SJA, serves as the Senior Supervisory Judge Advocate in accordance with AR 27-1, providing technical guidance to subordinate TRADOC legal offices.

(4) Undertakes reasonable efforts to ensure all persons subject to AR 27-26 conform to the Rules of Professional Conduct for Lawyers. Conducts credibility determinations into alleged or suspected violations of the Rules of Professional Conduct for Lawyers or other applicable ethical standards by subordinates.

(5) Serves as proponent and exception authority for TR 27-2.

Section IV

Headquarters U.S. Army Training and Doctrine Command Deputy Chiefs of Staff/Coordinating Staff Responsibilities

2-15. Deputy Chief of Staff, G-1/4

a. Mission. Enables mission success across all TRADOC organizations by providing expert support for personnel, logistics, engineering, infrastructure, and integration of enterprise services for TRADOC. Provides functional oversight of command surgeon, history, safety, occupational health, and retention programs and administrative support to the Command Force Resilience Program on behalf of the CG.

b. Organization. The G-1/4 consists of five directorates: Adjutant General; Civilian Human Resources (CHR); Engineer; Plans and Readiness; and Logistics. G-1/4 exercises OPCON/ADCON for the following special and personal staff, and other elements: Command Force Resilience (ADCON-only); Historian; Retention; Safety; Surgeon, and HQ TRADOC Library.

c. Major functions.

(1) Adjutant General. 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.

(2) CHR. Enables mission success by providing CHR support to TRADOC organizations.

Delivers expert CHR consultation, leadership, and guidance throughout the career lifecycle of DA Civilian employees. Designs, develops, and influences command and Army wide initiatives to recruit and sustain the civilian workforce.

(3) Engineers. Serves as the principal advisor to the CG, DCG, and DCS, G-1/4 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.

(4) Logistics. 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.

(5) Plans and Readiness. Integrates/synchronizes 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.

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

2-16. Deputy Chief of Staff, G-2

a. Mission. As the Director of the Operational Environment Enterprise (OEE) and author of the Army approved current Operational Environment (OE), the TRADOC DCS, G-2 develops, describes, and delivers the OE to fight and win the nation's wars. The G-2 manages the development and provision of OE outputs through the command's OEE on behalf of the TRADOC DCG/COS, who serves as the OE CFL.

b. Organization.

(1) The Office of the G-2 consists of the G-2; two assistant DCS, G-2s; a Military Deputy to the G-2; the G-2 sergeant major and the G-2 COS. The G-2 provides staff oversight and ADCON of the Devil's Advocate Red Team.

(2) Provides OE support to training and readiness, leader development, education, capability development, concept development, and FFI through matrixed operational entities across the OEE.

(3) The G-2 directs activities of the OEE through the two Assistant G-2s, the Military Deputy to the G-2, the G-2 COS and the analysis and control element (ACE).

c. Major functions.

(1) Serves as the TRADOC senior intelligence officer.

(2) Supports TRADOC DCG/COS who is CFL for OE. The OE is a TRADOC core function and fundamental enabler of many other core functions.

(3) Manages the OEE for DCG. Establishes OEE policies and investment priorities. Manages engagements with principal OE user communities: TRADOC FFID, COEs and their respective higher headquarters (for OE leader development, training, and education support); TRADOC capability developers (for OE capability development support); and operating force units (for Army unit and multinational training support). Integrates the support from and collaboration with Army and unified action partner (UAP) 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.

(4) Develops OE forecasts and content. Supported organization for the development of Intelligence Community-informed threats and OE projections (forecasts) to underpin how the Army is organized, trained, equipped and operates. Develops and maintains baseline and supporting functional and regional OE assessments (content) and other appropriate OEE output products and services that: inform FFI and synchronizes AFC future OE work for capabilities development and related activities; and support the establishment of representative conditions for individual and collective training across the Army. Ensures that OE content provides the complex OE foundation to foster Level 1 WFF and level 2 (combined arms) force integration.

(5) Supported organization for TRADOC's open-source foreign perspective studies of directed requirements and unarticulated OE trends and problems that enhance the Army's understanding of little researched or poorly understood OE trends, problems, or implications for the Army.

(6) Supported organization for event-specific, mission-focused training and exercise OE support (data, products, integrated live, virtual, constructive and gaming (LVC&G) domains-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.

(7) Supported organization for providing refinement and delivery of OE-based signatures collectable using current and future intelligence, surveillance, and reconnaissance integration (ISR) capabilities; Collection Management subject matter expertise; and ISR integration, research and training to both TRADOC institutions and the operating force; including support to capability development and experimentation.

(8) Supported organization for Army and Joint red team training development and training.

(9) Supported organization for OE modeling and simulation (M&S) portrayal and integration efforts providing subject matter expertise with respect to representation of the OE in methods, models, and tools, and simulations and simulators across the virtual, constructive and gaming domains.

(10) Ensures OE compliance of M&S outputs for: requirements determination; capability

development; prototype development; conceptualization; M&S OE representations in support of training and analysis, bound by operational variables; Political, Military, Economic, Social, Information, Infrastructure, Physical environment and Time and OE M&S support to testing, evaluation, experimentation, and directed studies.

(11) Serves as the Army's responsible official for development, management, integration, administration, and approval functions of the Opposing Force Program as prescribed in AR 350-2, across LVC&G domains. This includes management and oversight of the OE/Opposing Force (OPFOR) pillar within the CTC, Reserve Component Training Center, and Joint National Training Capability (JNTC); defining OE/OPFOR modernization requirements; and validating and accrediting OE/OPFOR replication within Army collective training programs and at COEs to drive leader development, training, and education.

(12) Serves as TRADOC's command security manager in accordance with AR 380-5. Provides 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 (Advisor for Human Intelligence and Counter-Intelligence).

(13) Provides staff oversight of the TRADOC- U.S. Air Force Weather Office.

(14) Serves as CPM for CP 35 General Intelligence for TRADOC COEs, schools, and activities. Serves as Defense Civilian Intelligence Personnel System Manager for TRADOC, responsible for DA Civilian personnel administration for Intelligence and Security career professionals at TRADOC.

(15) Provides staff oversight of the TRADOC Devil's Advocate Red Team Directorate and provides red teaming support to TRADOC to reduce risk and increase opportunities. Supporting organization to TRADOC leaders and their staffs in challenging organizational designs, programs, concepts, thinking and assumptions, and provides alternative perspectives, approaches and solutions.

2-17. Deputy Chief of Staff, G-3/5/7

a. Mission. The TRADOC DCS, G-3/5/7 integrates and synchronizes operations, plans, and training across the command; recommends and tracks command priorities; manages enterprise Accessions, training, leader development and education operations and requirements; coordinates force modernization and DOTMLPF-P integration requirements; develops strategies, policies, and plans; and directs operations to build and support Army readiness now and into the future.

b. Organization. The G-3/5/7 consists of 14 directorates. The directorates are Strategic Plans and Policy Analysis (G-5); Current Operations (G-33); Plans (G-35); Engagement Synchronization (G-39); Protection (G-34); International Army Programs; G-37 Training; Training Operations Management Activity (FOA); Army Career Programs (CP- 31, 32, 61); Accessions Information Environment (AIE) Functional Team; Accessions; Priorities, Analysis, and Requirements; Security Assistance Training Field Activity (FOA); Organization Management

Division; Liaison Officers, and a Special Operations Element.

c. Major functions.

(1) Strategic Planning and Policy Analysis (G-5). Conducts independent critical reviews and analyses of strategic plans, initiatives, and policies, which influence the Army and the command; assembles Army and command-wide planning groups, as needed, to frame strategic problems and facilitate rapid decision making; conducts strategic planning, synchronization, and policy improvements.

(2) Current Operations (G-33). Synchronizes current operations across time and space by enabling mission command, maintaining situational awareness, managing regulatory requirements, and creating a shared understanding throughout the command. Integrates, synchronizes, and executes the TRADOC Chemical Surety Program. G-33 anticipates, informs, recommends, and shapes senior leader decisions across the entire TRADOC Enterprise. Provides command-wide support and oversight of current operations, command-level activities, events, and distinguished visitors while ensuring timely and accurate command and control reporting to higher, lower, and adjacent HQ through the TRADOC Operations Center and Main Command Post. Publishes, tracks, and maintains all command-level orders, directives, and taskings. Manages TRADOC-wide readiness reporting and mobilization activities.

(3) G-35 Plans (G-35). Conducts Army Command HQ-level planning, develops TRADOC plans and orders, coordinates, synchronizes, and integrates key TRADOC initiatives and enables TRADOC senior leaders to make timely, informed decisions.

(4) Engagement Synchronization (G-39). Leads TRADOC strategic engagement planning, coordination, integration and synchronization of strategic engagements for TRADOC. Conducts independent and unconstrained research and analysis about strategic engagements to provide informed recommendations. Identifies, recommends, integrates, coordinates, synchronizes, and supports Strategic engagements (4-Star level) forums, conferences, installation visits, round tables and other strategic level engagements. Participates in strategic engagement events to observe and capture major concepts, lessons or results discussed in professional venues that influence current or future strategic engagements. Strategic engagement liaison. Directs and ensures concerted action and cooperation with TRADOC partners.

(5) Protection (G-34). Integrates, synchronizes, and executes the TRADOC Protection Program ensuring unit of effort among HQ TRADOC staff and TRADOC subordinate units in order to protect personnel, critical assets, and resources that affect the continued efforts of TRADOC's mission.

(6) International Army programs. Plans and executes TRADOC international activities to exchange information on DOTMLPF-P with allies and partners to develop current and future operational capabilities, improve standardization and interoperability.

(7) G-37 Training. Manages TRADOC institutional and collective training. Develops and assesses training strategies and policies, manages and validates requirements, and recommends

resource priorities for training programs and processes. Provides staff management and oversight for institutional training, collective training, aviation training and standardization, education development policies, lessons learned, and other special programs for Regular Army and RC Soldiers and DA Civilians.

(8) Training Operations Management Activity. Manages TRADOC's institutional training and education (ITE) operations. Validates and integrates documentation, programming, and adjustments of ITE mission and resources. Ensures TRADOC execution of annual ITE mission. Integrates and synchronizes mobile training team courses in support of Army requirements. Coordinates training ammunition management and inter-service training review organization training. Manages policies, processes, and programs affecting RC schools, integration of TASS, and implementation of the One Army School System of TRADOC.

(9) Career programs 31, 32, 61. Serves as the Army's Functional Chief Representative of Career Program (CP) 31 Education Services, 32 Training, Capabilities and Doctrine Warfighting Developers, and 61 Historians, Archivists, and Museum Professionals. Develops and provides life-cycle career management resources to develop a competent, adaptive CP-31, 32, 61 civilian workforce that keeps pace with learning innovation and technological advancement and is able to incorporate this knowledge into capability and doctrine development documents as well as training and education curricula.

(10) Accessions Information Environment (AIE) Functional Team. Identifies and defines functional requirements for the Accessions Enterprise. Manages Accessions capabilities, re-engineers Accessions business processes and supports capability training and deployment.

(11) Accessions. Plans, coordinates, prioritizes, and integrates Accessions activities across the Accessions Enterprise.

(12) Priorities, Analysis, and Requirements. Develops and recommends priorities for the command by evaluating, prioritizing, integrating, and synchronizing command requirements and solutions in accordance with CG priorities and develops metrics to support decision making for command and staff requirements.

(13) Security Assistance Training Field Activity. Brokers and manages Army institutional training solutions for approved partner nation requirements under Security Assistance (Title 22, USC) and select Security Cooperation (Title 10, USC) programs in order to provide our international partners with the skills, knowledge, and understanding that leads to enhanced relationships, cooperation, and shared security efforts. Builds and maintains relationships with stakeholders across UAPs and the institutional Army. Sustains dialogue to ensure core functions and initiatives align with HQDA priorities.

(14) Organization management division. Manages budgets, DA Civilian and military personnel actions (rating schemes, evaluations, awards, recruitment, etc.), internal taskings, and personnel security across the G-3/5/7 Enterprise in order to facilitate the priorities and mission objectives of the command. Assists, in coordination with DCS, G-8, in managing the Army Management Headquarters Activity account, TDA, and manning documentation. Manages

acquisition of supplies and serves as the Defense Travel System Administrator and Travel Card Agency Program Coordinator. Assists in managing contract support. Coordinates and develops the DCS, G-3/5/7 position on Government Accountability Office, The United States Army Audit Agency, IG, and TRADOC IRAC audits and inspections. Administers the Internal Control Program. Manages conference policy and requests for HQ TRADOC.

(15) Liaison officers. Provides support to and integration of liaison officers into TRADOC plans, operations, and processes. This includes liaison officers from TRADOC to the Joint Staff J-6/J-7 and SOCOM as well as liaison officers from CAC, U.S. Army Maneuver Support Center of Excellence/Counter-Improvised Explosive Device, U.S. Army Cyber Center of Excellence, Army Special Operations Forces, Space and Missile Defense Command, and the Army Research Institute to HQ TRADOC.

(16) Special Operations Element. The SOE facilitates collaboration, integration, interoperability, and interdependence of Army Special Operations (ARSOF) within TRADOC. Assists TRADOC in the execution of missions and core functions by integrating Special Operations consideration across the DOTMLPF-P domains. The TRADOC SOE assignment to the Special Operations Center of Excellence (SOCOE), Fort Bragg, with duty at HQ TRADOC, brings Special Operations expertise to the TRADOC G-3/5/7. The SOE is part of a broad Special Operations Coordination Element network that extends throughout TRADOC, the Combined Arms Center, and each Center of Excellence.

(17) Support agreements. Fiscal Service Form 7600As, memorandums of agreement, and memorandums of understanding. HQ TRADOC G-3/5/7 has oversight of all TRADOC support agreements. Upon receipt, HQ TRADOC G-3/5/7 will staff support agreements with HQ TRADOC Office of the SJA and G-8 for approval by designated signatory. As part of this review process, the TRADOC Office of the SJA will be the last staff section to receive the support agreement prior to its presentation for signature. HQ TRADOC G-3/5/7 maintains a repository of all support agreements in the G-Invoicing system.

2-18. Deputy Chief of Staff, G-6

a. Mission. The DCS, G-6 (C4-IT/IM) is the senior advisor to CG, TRADOC for all IT and information management (IM) matters necessary for the execution of TRADOC's mission. Develops and integrates TRADOC-wide IT and IM plans, policies, and procedures and its enterprise architecture. Provides staff management and education for the development, acquisition, integration, operation, and sustainment of IT and IM applications, systems, data, and services for TRADOC. Serves as the Warfighter Mission Area- Sustainment (WMA-S) Mission Area Data Officer (MADO) for the Army WMA and is responsible for the progressive maturation and strategic use of data and analytics to achieve mission critical priorities and enable more innovative data-driven insights and decisions.

b. Organization. The DCS, G-6 (C4-IT/IM) consists of the G-6, Deputy G-6, an executive office, and five directorates. The directorates are Cybersecurity (CS), Information Integration (II), Operations (OPS), Records and Information Management (RIM), and Information Technology Business Office (ITBO).

c. Major functions.

(1) Command, control, communications, computer, information technology, and information management. Provides staff management and education to TRADOC activities on the use of C4-IT/IM, including wired and wireless devices, networks, video teleconferencing, and telephony. Coordinates implementation of command-wide C4-IT/IM initiatives.

(2) Cybersecurity. Develops, executes, and manages TRADOC's CS program. Serves as the command's primary point of contact for all CS-related actions. Develops TRADOC CS policies and procedures. Provides staff management and education to TRADOC activities on the secure use of C4-IT/IM.

(3) Information integration. Develops and maintains TRADOC Enterprise collaboration environment. Identifies and incorporates C4-IT/IM solutions to improve business processes and increase efficiency across TRADOC. Develops TRADOC policies and procedures regarding C4-IT/IM to implement DOD, DA, and TRADOC objectives. Provides technical advice, staff management and education for of contracting and acquisition of C4-IT/IM assets and services. Develops and implements C4-IT/IM data governance and management strategy for Army WMA-S systems.

(4) Information technology business office. Provides C4-IT/IM requirements coordination and analysis to ensure effective and efficient use of C4-IT/IM resources. Plans, develops, and executes C4-IT/IM contract consolidation and centralization to strategically source TRADOC mission requirements. Develops Budget/POM Plans for G-6 and TRADOC Command. Develops, executes and enforces the TRADOC C4-IT/IM strategic plan and the IT capital planning and Investment Management Program. Provides TRADOC C4-IT/IM contracting process management and oversight to ensure obtainment of all possible efficiencies. Conducts C4-IT/IM contract oversight and management. Develops C4-IT/IM strategy and execution as well as C4-IT/IM contracting policy and governance. Ensures stakeholder outreach and business relations to ensure obtainment of effective requirements and solutions. Supports the C4-IT/IM resource planning section and assists with development of performance work statement and C4-IT/IM contract management.

(5) Records and information management. Provides staff management and education to TRADOC organizations on records management to capture, preserve, and make available evidence essential for Army decisions and actions; meet the needs of the American public; and protect the rights and interests of the Government and individuals. Responsible for development and implementation of policy to ensure TRADOC compliance with the Federal Records Act, Freedom of Information Act, Privacy Act, Paperwork Reduction Act, Administrative Procedure Act, HQ TRADOC official mail and Executive Order 12958. Publications Champion and publications and forms control officer responsible for liaising with Army Publishing Directorate and providing publication and forms guidance to TRADOC, as well as editing, authenticating, publishing, and recordkeeping for HQ TRADOC, administrative publications and forms.

(6) Operations. Provides staff management and education to TRADOC organizations on the

use of IT technologies, including networks, knowledge management and collaboration tools and applications. Coordinates implementation of command-wide C4-IT/IM initiatives.

(7) Supporting organization to DCG/COS and TRADOC G-3/5/7 for the Accessions support and integration core function.

(8) Manages CP-34 Information Management Technology for TRADOC.

(9) Primary coordinating staff for all U.S. Army Network Enterprise Technology Command, U.S. Army Cyber Command, and chief information officer/G-6 activities.

(10) Provides governance for IT acquisition approval.

(11) Serves as the TRADOC voting member on the following: Army Chief Information Officer Executive Board, Army Enterprise Network Council, Information Technology Enterprise Review Board, Command, Control, and Communications, Computers and Information Management Working Group, and other select C4-IT/IM boards.

2-19. Deputy Chief of Staff, G-8

a. Mission. Provides strategic resource, force, and acquisition management leadership, stewardship, and advice to the TRADOC and Army Enterprise.

b. Organization. The DCS, G-8 consists of seven directorates: Planning, Analysis, and Evaluation (PAED), Budget (BUD), Manpower and Force Analysis (MFAD), Finance and Accounting (FAD), Acquisition Management and Oversight (AMOD), Financial Information Management Directorate (FIMD), and the Strategic Initiatives Group.

c. Major functions.

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

(2) Planning and programming resources. Provides planning, programming, program analysis, cost factoring, cost study and analysis, and evaluation capabilities to enable Army Accessions and Training Mission.

(3) Costing support. Provides costing support of current and emerging requirements to HQs Staff, CFLs, and subordinate organizations. Operates and maintains the Institutional Training Resource Model. TRADOC proponent for the Cost Benefit Analysis.

(4) Allocate resources. Manages the allocation of funds and manpower authorizations based

on the command's priorities.

(5) Force structure and documentation. Manages force structure and documentation of manpower and equipment requirements and authorizations. Identifies force structure and manpower requirements for all TRADOC missions and specifically in support of the Accessions, training, education, and development of the force.

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

(7) Develops and integrates the command's overall position for the TAA.

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

(9) Supporting organization to DCG/COS and TRADOC G-3/5/7 for the Accessions support and integration core function.

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

(11) Serves as the strategic lead for achieving and sustaining audit readiness (includes general fund, military payroll, and general equipment) across TRADOC.

(12) Provides data analytics and views of financial management data across the TRADOC Enterprise.

(13) Advises and assists organizations on organizational and functional alignment. Reviews proposed changes for organization, standardization, format, and adequacy of statement of responsibilities and functions, and effect on resources to assist the DCS, G-3/5/7.

Section VI

Headquarters U.S. Army Training and Doctrine Command Special Staff Responsibilities

2-20. Congressional Activities Office

a. Mission. Provides comprehensive and relevant analysis of congressional and legislative activities of interest that affect HQ TRADOC. Proposes and facilitates key stakeholder interface with Congress to ensure effective communication of the Army and TRADOC story. Provides counsel on and serves as the HQ TRADOC SME for all routine and special interest congressional actions and inquiries.

b. Organization. The CAO consists of a single office located at HQ TRADOC. The staff of three personnel includes a Director, congressional activities analyst, and congressional activities specialist. The CAO reports directly to the DCOS.

c. Major functions.

(1) Congressional activities advisor. The CAO serves as the primary advisor to HQ TRADOC command and staff elements concerning plans, policies, and procedures for TRADOC's congressional activities and responsibilities. The CAO provides guidance and support to a network of legislative coordinators within HQ TRADOC command and staff elements and at TRADOC centers, schools, and activities.

(2) Congressional engagement. In accordance with AR 1-20, CAO serves as TRADOC's congressional affairs contract officer and as liaison to the Army's Office of the Chief of Legislative Liaison and the Congressional Budget Liaison Office. Coordinates all congressional and staff delegation visits to HQ TRADOC. Facilitates effective 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 the TRADOC legislative coordinator network comprised of designated primary and alternate 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.

2-21. Office of the Chief Knowledge Officer

a. Mission. Plans, leads, and executes TRADOC's Knowledge Management (KM) Program with emphasis on process improvement and organizational performance management in order to increase collaboration, stimulate innovation, enhance decision-making, and improve organizational performance across the command. Develops and implements strategies and plans for designing organizational performance measurements and analytics, employs KM and process improvement practices, optimizes data and content management solutions, and trains, educates, and supports the workforce in leveraging enterprise solutions to achieve TRADOC and Army strategic objectives and priorities. Aligns TRADOC KM initiatives with the Army Business Strategy, DOD Defense Business Systems (DBS) directives, and other reform initiatives to provide continuous improvement of organizational processes and performance, and optimizes availability of resources to TRADOC in support of Army priorities and warfighting missions. The OCKO is also responsible for continuous process improvement, business intelligence (making information and knowledge accessible and visible) and organizational performance management. KM is a commander's program, aligned with the TRADOC Campaign Plan, executed across TRADOC in the flow of work by every TRADOC employee.

b. Organization. The OCKO is a TRADOC special staff office that reports directly to the DCOS.

c. Major functions.

(1) Assists, coordinates, and enhances staff collaboration through identification of deliberate processes, techniques, and technologies that enable transfer of both tacit and explicit knowledge.

(2) Identifies, analyzes, and recommends improvement upon current business processes within the organization, focused on optimization of productivity and establishing new standards of quality and efficiency.

(3) Supports the enterprise through the development of policies and procedures necessary for the efficient and effective use of data, content, and knowledge sources within the enterprise architecture, networks, and repositories.

(4) Supports the enterprise in data collection from internal systems and external sources with a focus on data analysis and query; assists with the development of reports, dashboards, and data visualization models that enhance leader decision making.

(5) Assesses and aligns organizational resources and systems to achieve organizational objectives and priorities. Identifies recurring organization functions and makes recommendations to adjust those functions in order to achieve the organization's goals. Measures and monitors organizational goal progress. On order, provides assistance to TRADOC organizations with development of specific, measurable, attainable, realistic, and time-bound objectives and metrics that represent impact. Develops, presents, and utilizes knowledge management assessment criteria based upon industry established best practices.

(6) Supports the TRADOC workforce through formal and informal knowledge management training and education programs, help-desk functions, development of communities of practice and collaboration platforms, and production/distribution of supporting materials (courseware, multimedia products, publications, surveys, etc.).

(7) Develops and implements the TRADOC KM Strategy, which directly supports the TRADOC Campaign Plan (TCP). Formulates and presents all supporting plans, enterprise contract support documentation, manpower analyses, accreditation standards, and program management roles and responsibilities.

(8) Provides requisite KM subject matter expertise during TRADOC inspections and staff assistance visit (SAV) operations. Upon request from the Director, HQ TRADOC QAO, supports HQDA-level KM accreditations.

(9) Represents the TRADOC DCG/COS and DCOS at the Army Business Council (ABC) meetings. Chairs the TRADOC Knowledge Management Advisory Council (TKMAC), consisting of chief knowledge officers at the COEs and major subordinate organizations.

(10) Provides subject matter expertise to the KM working groups at echelon, designed to implement KM best practices. Serves as the chair for the TRADOC HQ KM working group.

(11) On behalf the DCOS and DCG TRADOC, serves as the TRADOC lead for collaboration and communication with the HQDA Office of Business Transformation.

2-22. 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, subordinate commands, and organizations on protocol technical matters.

b. The ESO organization consists of a single office and works directly for the TRADOC DCOS.

c. Major functions.

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

(2) Distinguished visitor support. Serves as the interface for both international and domestic guests visiting TRADOC; plans and executes 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.

2-23. Internal Review and Audit Compliance

a. Mission. Provides a full range of professional internal review and audit services to the command. Supports TRADOC leadership and organizations in improving accountability and compliance in the execution of their missions and preparation for financial audits.

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

c. Major functions.

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

(2) Directs, manages, and executes a full range of internal review and audit services to assess the execution of management's internal controls and ensure efficient and effective operational business practices and financial auditability.

(3) Serves as the command audit cell with primary responsibility for supporting TRADOC activities during annual financial audits. Coordinates and assesses financial audit readiness efforts within TRADOC activities and ensures corrective actions are timely, properly implemented, and sustained.

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

(5) Follows up on audit recommendations. Facilitates command compliance with appropriate audit recommendations.

2-24. Quality Assurance Office

a. Mission. Executes the Army QA Program across the Regular Army and RC through accreditations and assessments to ensure achievement of AEAS 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 HQ TRADOC QAO is a special staff element consisting of a director and three divisions: Plans and Operations Division; Program Management and Accreditation Division; and RC Accreditation Division. Additional staff includes a QAO sergeant major. The QAO reports directly to the TRADOC DCOS.

c. Major functions.

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

(2) Establishes an Army QA Program that supports CG, TRADOC, and Army leaders responsible for Army training and education initiatives/programs (for example, Army University), the Army Learning Concept, and One Army School System.

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

(4) Represents HQDA as the assigned lead agent accrediting organization for all Army training and education institutions (TRADOC COEs and schools, Army University, non-TRADOC schools/colleges, multifunctional training brigades/regiments, 80th Training Command, ARNG Warrior Training Center, Professional Education Center, and regional training institutions, NCO Academies, troop schools, Soldier and DA Civilian (with the exception of the U.S. Military Academy)). This includes planning, organizing, coordinating, scheduling, and leading teams of evaluators from HQ TRADOC, CAC, and TRADOC COEs/schools staff on all

Army accreditation visits.

(5) Exercises staff management of the center/school QAOs to ensure implementation of major QA Program functions: internal and external evaluations, conduct of self-assessment, and evaluation of all functionally aligned RC learning institutions.

(6) Exercises staff management of the external evaluation process that provides the Army the means to determine if the training and education received meets the needs of the operational Army. External evaluations include but are not limited to:

(a) Managing training feedback programs (collecting and providing feedback to improve doctrine, training and education and supporting products).

(b) Determining level of training of Soldiers, leaders and DA Civilians to perform individual critical tasks and prescribed standard or learning outcomes.

(c) Manages the identification and resolution of accreditation impact issues for both the Regular Army and RC evaluated institutions.

(d) Provides Army QA Program training and support for Army QA Program evaluator training and education, certification, evaluation tools and products, Army QA Program portal and milSuite sites.

(e) Identifies and shares Army accreditation trends and “value added items” across the Army learning institutions.

(7) The Director, QAO serves as the HQ TRADOC Organizational Inspection Program Coordinator and as the Command Career Program Manager for CP-32 Training, Capabilities and Doctrine Warfighting Developers.

2-25. Secretary of the General Staff

a. Mission. 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 IM support. The SGS is critical to the dissemination of information throughout the command. Manages and administers the budget, travel, security, logistical IT support, and HR management for the CG, the DCG/COS, DCOS, and the personal and selected special staff.

b. Organization. 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). The SGS works directly for the DCOS.

c. Major functions.

(1) Staff actions management. Provides administrative support to the CG, TRADOC,

DCG/COS, and DCOS by tasking all nonoperational taskers, coordinating, synchronizing with TRADOC G-3/5/7, and tracking all staff actions generated by the CG, TRADOC, DCG/COS, and DCOS; additionally tasks, coordinates, and tracks all White House and congressional inquiries. Reviews all correspondence sent to the command group for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies. Schedules and conducts monthly staff officer orientation briefs, manages TRADOC policy memorandums and delegations of authority, conducts quarterly executive officers' meetings, and maintains the staff action officer resource center and SGS Website.

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

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

(4) The TRADOC Liaison Office (Pentagon) 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). Supports TRADOC elements, as required, in the coordination with HQDA staff on matters related to TRADOC Soldiers, DA Civilians, and their Families. 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. Supports visiting TRADOC General Officers and Senior Executive Service personnel during travel to the NCR including assistance with transportation, parking, billeting, flights, access, security processing, classified storage, office and meeting space, and computer and telecommunications access.

2-26. Command Force Resilience Office

a. Mission. Serves as the command advisor for all equal employment opportunity (EEO), EO, and SHARP matters relating to applicants for employment, former employees, DA Civilians, Soldiers and their Families. Ensures workforce can succeed in an environment free from race, color, national origin, religious, sex, age, genetic information, or disability discrimination or reprisal. Provides advice, education, and training to the TRADOC leadership and workforce relating to any form of unlawful discrimination, sexual harassment, and/or sexual assault.

b. Organization. The Command Force Resilience Office is a single integrated office that is part of the Special Staff and works directly for the CG and DCG. The office is ADCON to the TRADOC G-1/4.

c. Major 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 (for example, 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 IG and QAO whenever possible.

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

2-27. Command Historian

a. Mission. Serves as the principal advisor for TRADOC command military history and heritage. The TRADOC Military History and Heritage Program collects and interprets command military history and non-material heritage; instructs military history; acquires, preserves, conserves, and makes available to public and private researchers historical primary-source materials; and emphasizes the human dimension in the profession of arms and the military art and science

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

c. Major functions.

(1) Advises the commander on TRADOC command military history and heritage. Advises CG, TRADOC on mission, policy, procedural, educational, and statutory responsibilities regarding command military history and non-material heritage.

(2) Provides staff management. Provides staff management for TRADOC's command military history and non-material heritage functions.

(3) Supported organization for development and evaluation of baseline military history curriculum standards. Serves as the regulatory TRADOC supported organization for developing and evaluating baseline curricular standards for leader/professional development and education in military history.

(4) Provides historical services to HQ TRADOC. Historical services provided to HQ TRADOC include arranging, describing, and making available the TRADOC historical research collection; fulfilling historical requests for information; conducting oral histories; and facilitating and conducting professional development staff rides.

2-28. Command Safety Officer

a. Mission. Serves as the command advisor for all safety and occupational health 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. The TRADOC G-1/4 has OPCON/ADCON of this office.

c. Major functions.

(1) Safety Program management. Serves as the principal advisor, technical consultant, and coordinator on safety and risk management to the CG, TRADOC. Coordinates with the Army, DOD and other federal agencies to ensure compliance with applicable laws, federal codes, and regulations. Supports TRADOC COEs, schools, and organizations in the application of system safety principles and requirements into training, capability development, and operational aspects of their mission areas.

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

(3) Inspection, survey and assessments. Executes, evaluates, and assesses TRADOC's accident prevention efforts, effectiveness of risk management integration, and the accomplishment of program goals and objectives. Disseminates best practices through information sharing tools.

(4) Accident reporting and investigations. Performs accident reporting, investigation, and records management. Administers an Accident Notification and Reporting Program for TRADOC to ensure timely and accurate notification, investigation, and reporting of accidents. Responds to and tracks recommendations resulting from accident investigations.

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

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

(7) Oversees implementation of the commander's Safety and Occupational Health Program. Provides program matrix support to subordinate organizations.

(8) Executes duties as the Army's proponent for risk management doctrine and training integration. Integrates risk management into Army doctrine, training, education, and leader development.

(9) Serves as TRADOC CP-12 Safety and Occupational Health Management Manager for all TRADOC DA Civilians.

2-29. Command Surgeon

a. Mission. Serves as the command advisor for all health and medical readiness matters. Promotes the integration of force health protection principles and provides staff supervision over all aspects of healthcare throughout the command. Facilitates and coordinates unit, individual, and leader development medical training curriculum in a disciplined multi domain operations environment. Advises on future force medical research development and medical capabilities integration to provide healthy and physically fit Soldiers to their first units of assignment.

b. Organization. The office of the command surgeon performs six functions: recruiting and Accessions, healthcare training, medical readiness and health & welfare, medical integration, healthcare guidance and policy, and health promotion. The TRADOC G-1/4 has OPCON/ADCON of this office.

c. Major functions.

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

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

(3) Enhance medical readiness, health, and welfare of the command.

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

(5) Healthcare guidance and policy, in coordination with Office of the Surgeon General.

(6) Health Promotion. Monitors TRADOC Community Health Promotion Council/Community Ready and Resilient Council processes.

2-30. Senior Advisor for Engagement to the U.S. Army Training and Doctrine Command, Command Group

a. Mission. Serves as a senior advisor for engagement to TRADOC Command Group. Assists in building a common visualization and understanding with HQDA, other services, Office of the Secretary of Defense (OSD), and Joint Staff.

b. Organization. The senior advisor for engagement is part of the special staff reporting directly to the DCG, TRADOC.

c. Major functions.

(1) Builds and maintains relationships. Represents TRADOC at HQDA, Joint Staff, OSD, Interagency, Multinational and service staff forums in the National Capital Region (NCR). Articulates positions to convince the Joint Staff, OSD, and industry to support the Army's fielded and future forces.

(2) Sustains dialogue. Articulates positions and influences decisions for acquiring, improving, and building the Army through daily interface with HQDA, Joint Staff, and the OSD. Receives general guidance from the DCG/COS, TRADOC, in terms of broad plans, policies, and programs for development based on the recommendations of the incumbent.

(3) Engagement. Assists overall strategic engagement efforts. Engages in discourse to influence Army and DOD programmatic-related strategy and policy products (for example, The Army Plan; National Defense Strategy; etc.).

Chapter 3

U.S. Army Combined Arms Center

3-1. Mission of the U.S. Army Combined Arms Center

CAC Develops leaders and drives change to prepare the Army to compete and win in large-scale combat operations against peer threats in multi-domain contested environments.

3-2. Organization of the U.S. Army Combined Arms Center

CAC is a three-star command subordinate to TRADOC and in direct support to AFC for integrating force development with the implementation of the Army's modernization strategies. It is comprised of a headquarters, three subordinate organizations and three DRUs. Additionally, CAC provides oversight of 10 TRADOC COEs for CAC CFL and warfighting function integration and synchronization.

3-3. Core function lead responsibilities of the U.S. Army Combined Arms Center

The DCG Combined Arms also serves as the CG, CAC and has the following responsibilities:

a. Leader development. Conducts Army level leadership and leader development studies,

analyses, assessments, and evaluations; develops and maintains the Army Leader Development Strategy; supports CG, TRADOC by managing the Army Leader Development Program; develops, executes and manages Army self-awareness and developmental tools; and provides leader tools for use to support unit and individual self-development programs.

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

(2) Conducts Army level research and studies, analyses, assessments, and evaluations to identify leader development trends, requirements, and training and education strategies, to develop and promote leadership and leader development practices and techniques.

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

b. Education. CAC manages, develops, sustains and synchronizes learning concepts, strategies, policy, processes, systems, and requirements; recommends priorities and products to enable institutions and units educate, train, and develop Soldiers and DA Civilians across the institutional, operational and self-development domains in support of Army readiness.

(1) Develops and maintains the Army Learning Concept.

(2) Sustains the Army learning policy in TR 350-70 and supporting pamphlets.

(3) Identifies faculty and staff learning (training and education) requirements and manages faculty and staff development for Army COEs and schools.

(4) Provides oversight for constituent schools and programs to meet all relevant Army learning product standards and requirements and maintain DA Civilian accreditation and credentialing.

(5) Manages institutional research to ensure it conforms to prevailing standards of quality, ethics, and relevance.

(6) Evaluates, recommends and executes Army learning programs for learning systems for all cohorts to develop the Joint mindset, ensuring professional military education is progressive, integrated, mutually supporting and sequential across a career continuum.

(7) Promotes innovation in learning sciences; systematically monitors and shares best practices in adult learning, higher education, and corporate training.

(8) Prioritizes Army learning requirements and submits them to HQ TRADOC in support of POM development.

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

c. Lessons learned. CAC collects, analyzes, integrates, disseminates, and archives Army and UAPs' lessons learned to support current operations and all aspects of capability development. Ensures archiving of information in a manner where it is both easily accessible and searchable by operating and generating forces.

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

(2) Submits to HQDA DCS, G–3/5/7 annually, the Army wide consolidated recommendations for Army Lessons Learned Program activity by agency and resulting product, and a Program Un-Funded Requirement summary.

(3) Establishes and maintains the Army lessons learned forum for Army issue resolution and information exchange.

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

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

(6) Monitors and coordinates the DOTMLPF–P collection, analysis, production, and dissemination efforts for lessons learned across the Army to avoid duplication of effort.

(7) Resolves identification issues derived from observations and lessons by assigning supported and supporting agents to coordinate the efforts of appropriate force modernization proponents.

(8) Represents the Army in Joint Lessons Learned Program activities and collaboration with sister service programs.

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

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

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

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

e. Training development. CAC manages, develops and sustains training and education development concepts, strategies, policy, processes, requirements, and systems; recommends priorities and products to enable institutions and units to train; educates and develops Soldiers and DA Civilians across the institutional, operational, and self-development training areas in support of Army readiness.

(1) Executes learning product development capability functional proponent responsibilities for automated training and education development software.

(2) Supports HQ TRADOC QAO accreditation of COEs and schools.

(3) Manages, integrates and provides quality control of all learning products including training proponent-developed combined arms training strategies.

(4) Manages mandatory and TRADOC common core learning requirements and products.

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

(6) Coordinates learning development DOTMLPF-P actions to ensure the vertical and horizontal integration of initiatives across the Army.

(7) Manages and deconflicts the overlap among the operational, institutional, and self-development training areas. Develops, modifies and supervises government-produced products in support of learning activities in all delivery channels.

(8) In coordination with TRADOC and HQDA, identifies and prioritizes TRADOC's learning and education development workload requirements and submits them to HQ TRADOC staff in support of POM development.

(9) Prioritizes learning development products for recommended resourcing based on Command Training Guidance, TRADOC Budget Guidance, and applicable HQDA guidance to meet budget milestones and priorities.

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

f. Training support. TRADOC provides training support for the Army. CAC develops, manages, and sustains training concepts, doctrine, processes, capabilities, products and systems to enable units and institutions to train, educate and develop Soldiers and DA Civilians across the institutional, operational, and self-development training areas. Manages the Training Support System (TSS) which is the training system products (instrumentation, tactical engagement simulation systems, training ammunition requirements, integrated training environment, and

training aids, devices, simulations and simulators), services (training support contracts, training information infrastructure, and operations), and facilities (ranges, training areas, mission training complexes, simulations centers, training support centers). This is necessary for creating the conditions to realistically portray the OE and enable training strategies. CAC is the supported organization for TRADOC management of the TSS enterprise, which identifies, validates, and prioritizes, training support requirements, and manages the fielding of TSS products, services, and facilities Army wide. CAC manages the CTC Program in support of operational Army force readiness and leader development, to include requirements, resourcing, policy, and standardization.

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

(2) Develops, promulgates, and implements procedures to provide for quality control and quality assurance of Army training management doctrine, products, and programs.

(3) Develops concepts and doctrine, recommends policy and guidance, identifies requirements, programs resources, conducts liaison, and coordinates the integration of training management initiatives across the Army.

(4) Identifies, validates, integrates, and prioritizes TSS requirements to ensure integration of training into capability documents.

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

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

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

(8) Provides training-related TRADOC capabilities managers to represent the user in capability developments.

(9) Recommends policy and provides guidance for development and utilization of unit training management doctrine, products, and tools.

(10) Develops and maintains a web-based site for delivering training management doctrine and procedures across the Army.

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

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

- (2) Advocates for functional training course resources.
 - (3) CAC, in conjunction with the COEs, forecasts requirements for future fiscal years.
 - (4) Analyzes new learning requirements due to organizational design and equipment or system changes.
 - (5) Provides analysis and management oversight of the Army functional training processes and activities.
- h. Fielded force integration. Refines, integrates, and implements DOTMLPF–P- solutions across all war fighting functions (level II integration) for the fielded force in order to enable the fielded force to meet current and emerging operational requirements while remaining on glide path to achieve the future force in accordance with the Army modernization strategy.
- (1) Assists the CG in understanding, visualizing, describing, and directing (within the FYDP) his role as the Army’s Force Modernization and Integration Proponents.
 - (2) Provides the CG and Army senior leaders with analysis and recommended solutions for solving force modernization and integration issues for the programmed force.
 - (3) Plans, refines, integrates, and implements DOTMLPF–P solutions across all WFFs (both TRADOC and non-TRADOC FMPs) for the fielded force during the FYDP.
 - (4) Provides the Army with analysis and recommended solutions for solving force modernization and integration issues for the programmed force within established Army processes.
 - (5) Leads TRADOC as the fielded force integrator in developing operational force design and force structure solutions; manages the organizational domain of DOTMLPF to support the Joint Capabilities and Integration Development System and Army requirements determination processes.

3-4. Supporting responsibilities of U.S. Army Combined Arms Center

The CAC has the following supporting organization responsibilities:

- a. CFL support responsibilities:
 - (1) IMT. Supporting organization to CIMT in synchronizing its efforts in support of the Army Leader Development Enterprise.
 - (2) Concept development. Supporting organization to proponents in developing concepts and operation and organizational plans.
 - (3) Requirements (capabilities) determination. Supporting organization in determining

DOTMLPF–P implications during capabilities analyses in support of the Army concept framework and capabilities based assessments. Conducts capabilities analyses, as required, for capabilities that enable training and leadership and education, in support of the requirements determination/capabilities development, and capabilities integration core functions.

(4) Capability integration. Supporting organization through development of the Army Experimentation Plan and Multi Domain Operation (MDO) concept, to include recommending priorities. Conducts and supports experiments in accordance with the MDO. Supporting organization in exploring innovative methods of operation and conducting mission command experiments to substantiate the effects of proposed warfighting capabilities. Supporting organization with Army DOTMLPF–P integration responsibilities through integration activities for the doctrine, training (to include training development and training support), and leadership and education areas. Supporting organization to analyze new training requirements due to organizational design and equipment or system changes.

b. Other major responsibilities/functions:

(1) Organizational design. CAC is responsible for designing the organizational structure for divisions, corps, armies, and ASCCs.

(2) Future warfare studies. Supporting organization to AFC Futures and Concepts Center (FCC) through Army Title 10 USC wargames and other service programs.

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

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

(5) Studies and analysis. Supporting organization to FCC through input to the development of TRADOC studies and analysis plan.

(6) Operational taskings. Supporting organization to TRADOC G-3/5/7 for the Worldwide Individual Augmentee System and the Overseas Contingency Operation. Executes other operational taskings as assigned.

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

(8) M&S. Supporting organization to FCC by identifying and prioritizing CAC M&S requirements, identifying CAC M&S gaps, and participating in M&S governance activities.

(9) CAC force modernization proponent. Supporting organization to force modernization and branch proponents by executing functional process, FFI, and AR 5-22 assigned Force Modernization Proponent responsibilities. CG, CAC is the Force Modernization Proponent for the

Army Profession, the Army ethic, and character development, unified land operations, combined arms operations (echelons above brigade) mission command, KM, airspace control, operation security, military deception, security force assistance, irregular warfare, personnel recovery, and UAP interoperability.

(10) Force design. Leads Army force modernization proponents in developing and integrating operational force design and force structure solutions across the WFFs; provides required inputs and assessments into Army processes to include the force design update process; all phased of TAA and subsequent POM. Support required follow-up work necessary for implementation of those solutions in the fielded force.

(11) Peacekeeping and stability. Joint proponent for peacekeeping and stability operations. Provides oversight to PKSOI as TRADOC's lead as the Army's responsibility as the Joint proponent for peacekeeping and stability operations.

(12) Army People Strategy. Supporting organization to TRADOC for Line of Effort 2: Develop talent.

Chapter 4

U.S. Army Center for Initial Military Training

4-1. Mission of the Center for Initial Military Training

CIMT synchronizes and manages the IMT and education system to transform civilian volunteers into professional Soldiers with discipline, that are fit, acculturated, and combat ready; and who will increase Army readiness at their first unit of assignment.

4-2. Organization of the Center for Initial Military Training

CIMT consists of a HQ element, located at Fort Eustis, VA, which directs the aspects of IMT at Army training centers and COEs. These Army training centers and COEs develop, refine, and support IMT through policy, doctrine, education, research, quality assurance, and training support to ensure IMT produces trained and educated Soldiers, warrant officers, and junior officers. CIMT also includes the Leader Training Brigade and the U.S. Army Drill Sergeant Academy, located at Fort Jackson, SC. The Leader Training Brigade serves as the proponent for IMT leader and cadre training, basic combat training, Army physical fitness, and Army master resilience training. The U.S. Army Drill Sergeant Academy instructs candidates for future assignments as drill sergeants. CIMT has one subordinate command, the Army Training Center at Fort Jackson; and exercises OPCON of the 108th TC (IET), which serves as the Army's sole USAR IET force provider to support and expand the TRADOC training base. The CG CIMT/DCG, IMT receives direct support from TRADOC COEs for the DCG, IMT core function. IG, EO, EEO, and SHARP is matrixed from the HQ TRADOC staff.

4-3. Core functional lead responsibilities of the Center for Initial Military Training

The DCG IMT also serves as the CG, CIMT, and has the following responsibilities:

- a. CIMT leads, trains, and mentors civilian volunteers, enabling the development of

appropriate knowledge, skills, abilities, and attributes into Soldiers. These Soldiers are competent in military skills, individuals of character, and committed to honorably serving our Nation. CIMT establishes standards and oversees training in core competencies; and developing trusted Soldiers/leaders grounded in the Army Ethic and are physically, mentally, and socially ready to assume duties in their first unit of assignment.

b. Other CIMT major responsibilities/functions:

(1) The DCG, IMT/CG CIMT senior rates select IMT brigade commanders, and rates the Commander of the U.S. Army Training Center and Fort Jackson.

(2) The DCG, IMT/CG, CIMT ensures standardization of training and consistency of output within IMT from all Army Training Centers.

(3) The CG, CIMT exercises OPCON of the 108th Training Command (IET).

(4) Directs investigations, inspections, and assessments within CIMT.

(5) Directs pilots and surveys within CIMT.

(6) Directs research and experimentation analysis to improve performance in CIMT.

(7) Tracks and assesses equipment fielding and individual equipment requirements in CIMT.

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

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

(10) Reviews all CIMT and MOS training programs of instruction for inclusion of mandated training.

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

(12) Provides management, instruction, and support for the resident IET Pre-Command Course for the Army, taught at Fort Jackson, SC.

(13) Serves as TRADOC and Army proponent responsible for comprehensive assessments, reporting, researching, developing, and implementing H2F physical readiness efforts, to include the Army Combat Fitness Test, across the command and the Army.

4-4. Supporting responsibilities of Center for Initial Military Training

The CIMT has the following supporting organization responsibilities:

a. CFL responsibilities:

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

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

(3) Accessions support and integration. In support of USACC, USAREC, and TRADOC G3/5/7 Accession Directorate provides HQDA G-1 and U.S. Army Human Resources Command with information relevant to the recruitment of Soldiers and the accession and training of warrant officers (Warrant Officer Candidate School) and training of pre-commissioned officers (Reserve Officers' Training Corps (ROTC), U.S. Military Academy, Officer Candidate School, and Direct Commission Course).

Chapter 5

U.S. Army Cadet Command

5-1. Mission of the U.S. Army Cadet Command

The USACC partners with universities to recruit, educate, train, and commission leaders of character for the Total Army and partners with high schools to develop accomplished, responsible citizens who value service to their communities.

5-2. Organization of the U.S. Army Cadet Command

The USACC consists of a Headquarters element and eight subordinate brigades that command and control Senior and Junior ROTC programs. The 104th Training Division (USAR) maintains direct support command relationship to USACC.

5-3. Supported responsibilities of U.S. Army Cadet Command

USACC has the following supported organization responsibilities:

a. CFL responsibilities: None.

b. Other major responsibilities/functions:

(1) Officer Accessions. USACC recruits, selects, retains, develops and commissions ROTC cadets to meet the assigned HQDA officer commission mission for the Regular Army, the ARNG, and the USAR. USACC receives mission guidance from HQDA G-1.

(2) USACC administers the Army's ROTC Scholarship Program. TRADOC coordinates

with the ASA M&RA to ensure provision of adequate resources to execute USACC's Senior and Junior ROTC missions.

(3) 104th Training Division, U.S. Army Reserve. The 104th Training Division (Leader Training) is direct support to USACC. The 104th Division provides Professor of Military Science and Assistant Professor of Military Science cadre and adjunct faculty support to USAR priority Senior ROTC programs and provides instructor and drill sergeant support for cadet summer training programs. On order, the 104th Training Division provides instructor and administrative/logistics reception capability to the United States Military Academy new cadet training and Sandhurst competition.

5-4. Supporting responsibilities of the U.S. Army Cadet Command

USACC has the following supporting organization responsibilities:

- a. CFL support responsibilities: None.
- b. Other major responsibilities/functions:

(1) Leader development. USACC trains and educates Senior ROTC Cadets in the Army's required competencies and outcomes. Develops and conducts Senior ROTC Cadet Summer Training to develop cadet leadership abilities, critical thinking and adaptability. USACC instills and promotes the virtues of citizenship, duty to nation and self-accomplishment in Junior ROTC Cadets.

(2) Training development. USACC serves as the Army's proponent for Senior and Junior ROTC training and education development. Develops training programs in conjunction with the TRADOC DCS, G-3/5/7 and DCG, IMT according to the standards of TR 350-70 and its supporting pamphlets. Develops and coordinates all aspects of ROTC leader development, education, and training to include cadre training and development. Supporting organization for CAC and TRADOC in defining leader development, education, and training requirements.

(3) Functional training. USACC conducts functional training, the development of products and conduct of training for Soldiers and DA Civilians to perform critical tasks and supporting skills and knowledge required to perform USACC unique functions. USACC is responsible for the knowledge and skills required for successful instruction at the college campus environment through the USACC Cadre and Faculty Development Course and the Army ROTC Instructor Training Course. Provides resources and oversight to support all cadre training to include the Human Resource Assistant, University Senior Leader Course, Logistics and Recruiting Operations Officer Courses, Master Educator Course, and Cadre Faculty Development – Instructor Course.

(4) Accessions support and integration. Supporting organization to DCG/COS in support of the Army's officer accession missions.

U.S. Army Recruiting Command

6-1. Mission of the U.S. Army Recruiting Command

Recruit America's best volunteers to enable the Army to win in a complex world.

6-2. Organization of the U.S. Army Recruiting Command

USAREC consists of five enlisted recruiting brigades, a Medical Recruiting Brigade, and a Market Engagement Brigade, 38 enlisted recruiting battalions, five medical recruiting battalions, a Special Operations Recruiting Battalion, a Mission Support Battalion (with two supporting subordinate units), 262 companies, 1,491 recruiting stations, three detachments, and two districts geographically dispersed throughout the United States and OCONUS. The U.S. Army Recruiting and Retention College (RRC) also falls under USAREC and is located at Fort Knox, KY. Through USAREC assignment to TRADOC, the Army G-1 is responsible for planning, preparation and execution of the Army's accession missions of USAREC and responsible for the integration of recruiting across all components and across acquisition types (officer, warrant officer, enlisted, in-service, special missions, and civilian).

6-3. Supported responsibilities of the U.S. Army Recruiting Command

USAREC has the following supported organization responsibilities:

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

(1) Enlisted, special and officer Accessions. USAREC recruits the all-volunteer force in accordance with missions established by the HQDA G-1. USAREC receives mission guidance from HQDA G-1 in accordance with a MOA between CG, TRADOC and the ASA (M&RA). USAREC recruits U.S. citizens and legal residents of the U.S. (Continental United States and OCONUS) and from in-service sources. USAREC recruits applicants for both Regular Army and Army Reserve enlisted missions, Regular Army and Army Reserve medical department Officers, Regular Army and Army Reserve Chaplain and Chaplain Candidate Programs, and the Military Accessions Vital to National Interest Program.

(2) Regular Army in-service enlisted and officer Accessions. USAREC recruits in-service Soldiers for Army Special Operations forces and regular Army in-service enlisted personnel for warrant officer programs, explosive ordinance disposal, and civil affairs; and recruits applicants for the regular Army and Army Reserve Officer Candidate School and Warrant Officer Flight Training.

(3) Generates nationwide leads to enhance Army recruiting. The Market Engagement Brigade (MEB) consisting of the Mission Support Battalion, the Army Parachute Team (APT), and the Army Marksmanship Unit (AMU) coordinates and monitors all mobile exhibits, fixed exhibits, parachute demonstrations and tandem jumps, and selects, equips, and trains Soldiers to compete and win in inter-service, national, international, and Olympic marksmanship competitions. The MEB promotes the Army, increases Army awareness, improves Army public relations, and helps to improve the prestige of the Army.

(4) Select, train and develop the recruiting force. The RRC is responsible for the institutional training of officers and NCOs in the skills, knowledge, and techniques required in conducting recruiting and career counseling functions for the Army. The RRC trains NCOs for initial and advanced recruiting assignments, career counselors for assignments across the Army at large, and trains USAREC HQ staff, brigade, battalion, and company leaders for duty across the command.

6-4. Supporting responsibilities of the U.S. Army Recruiting Command

USAREC has the following supporting organization responsibilities.

a. CFL support responsibilities: None.

b. Other major responsibilities/functions:

(1) Accessions support and integration. Supporting organization to DCG/COS to provide information necessary to coordinate support in accordance with HQDA G-1. USAREC is supporting TRADOC in the execution of HQDA allocated funding and resources; equipping, personnel management; logistics; individual and unit training; readiness and discipline.

(2) Training development. USAREC serves as the Army's proponent for MOS 79R Recruiter, and associated additional skill identifiers and skill qualifications identifier training and education development. Develops training programs in concert with the Army Recruiting and Retention College. Develops and coordinates all aspects of 79R leader development, education, and training to include recruiter training and development.

(3) Functional training. Develops functional training support products and conducts training for Soldiers and DA Civilians to perform critical tasks, develop supporting skills and knowledge, and perform USAREC unique functions. USAREC is responsible for providing subject matter expertise to the Army Recruiting and Retention College to allow successful recruitment an all-volunteer force by training all Army recruiters on the knowledge and skills required. Provides resources and oversight to support all 79R and officer training to include, but not limited to, Pre-Command Course, Executive Officer Course, Recruiting Operations Course, and other functional training as required.

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

U.S. Army Chaplain Center and School

7-1. Mission of the U.S. Army Chaplain Center and School

Mission of USACHCS is to educate and train Chaplains and Religious Affairs Specialists to provide religious support and moral leadership for Soldiers, DA Civilians and their Families on behalf of the Chief of Chaplains. Chaplains and Religious Affairs Specialists gain competency in ensuring the free exercise of religion for all Soldiers in the context of the pluralistic setting of the military in all operational environments. USACHCS utilizes practical military and pastoral training objectives to develop a well-rounded religious ministry professional capable of serving the needs of a highly dynamic and diverse force.

7-2. Organization of the U.S. Army Chaplain Center and School

USACHCS consists of 10 divisions including: The Office of the Commandant, Directorate of Training, Resource and Information Management, HHC, Army Chaplain Corps Museum, Fielded Force Integration Directorate, Center for Spiritual Leadership, Center for World Religions, Clinical and Pastoral Education, and the Enlisted Personnel Proponency Office. USACHCS has a unique organizational designation within TRADOC in that the Chief of Chaplains is external to TRADOC, is the Chaplaincy Force Modernization Proponent, and the Commandant serves as the Branch proponent and exercises oversight of USACHCS. See AR 5-22 for more information. Senior rating scheme is an exception to other TRADOC COEs and schools with the DCG/COS, TRADOC senior rating the Chaplain School Commandant. U.S. Army Sustainment Center of Excellence serves as the DOTMLPF-P integration portal for USACHCS capabilities development products.

7-3. Supported responsibilities of the U.S. Army Chaplain Center and School

USACHCS has the following supported organization responsibilities:

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

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

(2) Conducts Chaplain Officer Basic Leader and Chaplain Captain Career Course for Regular Army, the Army National Guard, and the USAR chaplains (MOS 56A), and for selected chaplains of foreign nations.

(3) Conducts Religious Affairs Specialist (MOS 56M) Advanced Initial Training.

(4) Develops religious affairs specialist reclassification, senior leader course, and advanced leader course training materials for implementation by other institutional trainers (Regular Army and USAR).

(5) Develops and implements required functional training courses. This includes

Operational Religious Support Leader Course, Chaplaincy Resources Manager Course, Non-appropriated Chaplain's Fund Clerk Course, Initial Strategic Religious Support Leader Course, and the Chaplain Colonel Transition Seminar.

(6) TRADOC proponent for all chaplain and religious affairs specialist training.

(7) Manages the Chaplain Corps Doctrine Program to include development and revision of Chaplain Corps doctrine publications (for example, Army training publications) and conducts reviews of doctrinal publications for religious support accuracy.

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

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

(10) Manages and provides recommendations on the eight personnel life-cycle functions for the Chaplain branch. Defines developmental needs and refine requirements in the field.

(11) Develops and manages the Chaplain Corps Clinical Pastoral Education Program and functional courses for specialized ministry.

7-4. Supporting responsibilities of the U.S. Army Chaplain Center and School

USACHCS has the following supporting organization responsibilities:

a. CFL support responsibilities: None.

b. Other support responsibilities/functions:

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

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

(3) Develops and maintains a Chaplain Military History Program for USACHCS, the U.S. Army Chaplaincy, the TRADOC and Army historian offices.

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

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

affiliation.

(6) Develops and maintains a Chaplain Corps Museum for the Chaplain Branch in coordination with the CMH.

Chapter 8

U.S. Army Center of Military History

8-1. Mission of the Center of Military History

Collects, preserves, interprets, and expresses the Army's history and material culture in order to educate and professionally develop our Army, the military profession and the Nation more broadly.

8-2. Organization of the Center of Military History

The Executive Director of CMH is dual-hatted as the Army Chief of Military History and coordinates the Army Historical Program. The Chief of Military History reports to the TRADOC DCG and serves as the principal advisor to the Secretary of the Army and Chief of Staff of the Army for all historical matters. CMH consists of a HQ staff and four subordinate organizations. HQ CMH is collocated at Fort McNair, District of Columbia, with the Official Histories, and Field and International Programs Directorates. Museum Directorate, which manages the Army Museum Enterprise, and National Museum of the U.S. Army Project Office are collocated at Fort Belvoir, Virginia.

8-3. Supported responsibilities of the Center of Military History

CMH has the following supported organization responsibilities:

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

(1) Formulates and executes the Army Historical Program. Coordinates for the annual DA Historical Advisory Subcommittee; chairs and annually convenes the Military History Coordinating Committee; manages CP-61 Historians, Archivists, and Museum Professionals. In addition, serves as the Army proponent for the Military History Detachment Program; and sponsors multiple academic exchanges and opportunities to stimulate research and writing in military history for both the Army and the academic community at large.

(2) Oversees the Army museum enterprise, to include management of the Army artifact collection.

(3) Manages the National Museum of the U.S. Army.

(4) Prepares and publishes the official history of the U.S. Army and associated historical products.

(5) Provides historical support to HQDA.

(6) Collects and maintains repositories for the preservation of historical documents, art, and artifacts relating to the Army.

(7) Maintains the lineage, honors, and unit designation systems that apply to all Army organizations.

(8) Coordinates with and assist public and private agencies in all matters regarding Army history.

8-4. Supporting responsibilities of the Center of Military History

CMH has the following supporting organization responsibilities:

a. CFL responsibilities: None.

b. Other major support responsibilities/functions:

(1) General staff support to HQDA. The Chief of Military History serves as the principal advisor to the Secretary of the Army and Chief of Staff of the Army on all historical matters. For this purpose, CMH maintains a dedicated office in the Pentagon to provide historical perspective, insight, products and support to the HQDA principals and their staff to assist in military problem solving and decision-making. CMH also provides artifact, art and heritage item support to HQDA.

(2) Force structure support to HQDA G-3.

(a) Determines official Army unit designations and disseminates their use throughout the Army through such means as providing designation lines for all tables of organization and equipment, entry of the L-Name field in the Defense Readiness Reporting System–Army, and coordination of designations used in DA general orders.

(b) Maintains the Rolls of the Army, to include tracking active and inactive units and their unit identification codes, and use of such information to select historic units for reactivation.

(c) Determines and certifies official entitlement to lineage and honors for all tables of organization and equipment units in the Army. Prepares directives for changes to unit status in accordance with AR 220-5.

(d) Provides advice regarding historic force structure and unit designation issues directly to HQDA G-3, Office of the Chief Army Reserve, ARNG, and other Army commands, as necessary.

(3) Unit award support to HQDA G-1 and U.S. Army Human Resources Command. Participates in the processing of unit awards, campaign participation credit, retroactive unit awards and medals of honor prior to approval by the Secretary of the Army.

(4) Provides support to the Office of the Administrative Assistant to the Secretary of the Army.

(a) Authors ARs 220-5, 870-5, 870-20, and 870-21 for which the Administrative Assistant to the Secretary of the Army is the Army proponent.

(b) Maintains a copy of operational records to prepare the official history of the U.S. Army in peace and war.

(5) Supports U.S. Department of Justice by referring records in CMH custody subject to litigation holds to records owners for processing.

(6) Assists the U.S. Department of Veterans Affairs by referring health-related compensation claims and the records in CMH custody to records owners for processing.

Appendix A

References

Official Department of the Army (DA) publications and forms to include ARs, Army doctrinal publications (ADP) are available on the Army Publishing Directorate website <https://armypubs.army.mil/>; TRADOC administrative publications are available on the TRADOC Administrative Publications website.

Section I

Required Publications

AR 5-22
The Army Force Modernization Proponent System

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

AR 350-1
Army Training and Leader Development

DA Pamphlet 350-58
Army Leader Development Program

TR 1-11
Staff Procedures

TR 350-18
The Army School System

TR 350-70

Army Learning Policy and Systems

Section II
Related Publications

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

ADP 6-0
Mission Command

AR 1-20
Legislative Liaison

AR 11-7
Army Internal Review Program

AR 11-33
Army Lessons Learned Program

AR 20-1
Inspector General Activities and Procedures

AR 25-1
Army Information Technology

AR 27-1
Judge Advocate Legal Services

AR 71-9
Warfighting Capabilities Determination

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

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

AR 350-2
Operational Environment and Opposing Force Program

AR 350-50
Combat Training Center Program

AR 360-1

The Army Public Affairs Program

AR 600-100

Army Profession and Leadership Policy

AR 690-12

Civilian Personnel Equal Employment Opportunity Programs

AR 870-5

Military History: Responsibilities, Policies, and Procedures

CJCSI 5123.01H

Charter Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)

DA Pamphlet 385-10

Army Safety Program

TR 350-6

Enlisted Initial Entry Training Policies and Administration

Glossary

Section I

Abbreviations

ACOM	Army command
ADCON	administrative control
ADP	Army doctrine publication
AFC	U.S. Army Futures Command
AGR	Active Guard and Reserve
AR	Army regulation
ARNG	Army National Guard
ASA (M&RA)	Assistant Secretary of the Army, Manpower & Reserve Affairs
CAC	U.S. Army Combined Arms Center
CAO	congressional activities office
CCD	chief of communication directorate
CFL	core function lead
CG	commanding general
CHRA	Civilian Human Resources Agency
CIMT	U.S. Army Center for Initial Military Training
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CMH	U.S. Army Center of Military History
COE	center of excellence
COS	chief of staff
CP	career program

CPG	Commander's Planning Group
CSM	command sergeant major
CTC	combat training center
DA	Department of the Army
DCG	deputy commanding general
DCOS	U.S. Army Training and Doctrine Command Deputy Chief of Staff
DCS	deputy chief of staff
DOD	Department of Defense
DODI	Department of Defense instruction
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
EEO	equal employment opportunity
EO	equal opportunity
ESO	executive services office
FA	functional area
FCC	Futures and Concepts Center
FDU	force design update
FFI	fielded force integration
FMP	force modernization proponents
FOA	field operating agency
FYDP	future years defense program
DCS, G-1/4	personnel, logistics, and engineering
DCS, G-2	intelligence
DCS, G-3/5/7	operations, plans, and training
DCS, G-6	command, control, communications, computers, information technology, and information management
DCS, G-8	resource management
HQ	headquarters
HQDA	Headquarters, Department of the Army
IET	initial entry training
IG	inspector general
IM	information management
IMT	initial military training
IRAC	internal review and audit compliance
IT	information technology
ITE	institutional training and education
KM	knowledge management
MOA	memorandum of agreement
MOS	military occupational specialty
MOU	memorandum of understanding
M&S	modeling & simulation
NCO	noncommissioned officer
OCKO	Office of the Chief Knowledge Officer
OCONUS	outside the Continental United States
OE	operational environment
OEE	Operational Environment Enterprise

OPCON	operational control
OPFOR	opposing force
OSD	Office of the Secretary of Defense
POM	program objective memorandum
QA	quality assurance
QAO	quality assurance office
RC	Reserve Component
ROTC	Reserve Officers' Training Corps
RRC	Recruiting and Retention College
SGS	secretary of the general staff
SHARP	sexual harassment/assault response and prevention
SJA	staff judge advocate
SME	subject matter expert
STB	special troops battalion
TAA	Total Army Analysis
TASS	Total Army School System
TOMA	Training Operations Management Activity
TR	U.S. Army Training and Doctrine Command regulation
TRADOC	U.S. Army Training and Doctrine Command
TSS	Training Support System
UAP	unified action partner
U.S.	United States
USACC	U.S. Army Cadet Command
USACHCS	U.S. Army Chaplain Center and School
USAREC	U.S. Army Recruiting Command
USAR	U.S. Army Reserve
USC	United States Code
WFF	warfighting function
WMA-S	Warfighter Mission Area-Sustainment

Section II

Terms

Administrative control

Direction or exercise of authority over subordinate or other organizations in respect to administration and support. Also called ADCON. (See JP 1.)

Army command

The highest level of command, designated by the SECARMY, primarily responsible for generating Army forces and planning and executing 10 USC functions. (See AR 10-87.)

Authority

The right and power to judge, act or command. (See ADP 6-0.)

Branch proponent

The commandant of a branch school or the chief of a branch of the Army with assigned responsibilities for that branch. (See AR 5-22.)

Capability

The ability to execute a specified course of action. (A capability may or may not be accompanied by an intention.) (See AR 71-9.)

Capability Development Integration Directorate (CDID)

This organization develops center of excellence-related concepts and requirements, and conducts experiments to validate DOTMLPF-P integrated combined arms capabilities that complement Joint, Interagency, and Multinational capabilities. (See TR 71-20.)

Center

An enduring functional organization, with a supporting staff, designed to perform a Joint function within a headquarters. (See JP 3-33.)

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 WFFs; and performs Force Modernization Proponent responsibilities for the Army where assigned. In accordance with general support requirement HQ EXORD 176-18 each warfighting COE will have a CDID, to focus on concept development, experimentation and requirements determination in support of the COE mission. Each COE will have an FFID containing Army Capability Managers, organizational design, personnel proponentcy, and threat analysis. (See TR 10-5.)

Community of practice

This is a group of organizations with a common interest in a subject area who interact to share information, processes, and products. A community of practice is defined by three characteristics: the shared domain of interest, the relationships defining the community (typically networked, consisting of the organizations as nodes), and a shared set of practices for the subject area. (See TR 71-20.)

Concept

A notion or statement of an idea – an expression of how something might be done (AR 71-9). A military concept is the description of methods (ways) 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 for resolution, 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. (See TR 71-20.)

Core function

Core functions are critical major functions one or more organizations perform that accomplish TRADOC's mission that ensures mission success for the command and Army.

Direct support

A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. (See ADP 3-0.)

Doctrine

Fundamental principles with supporting tactics, techniques, procedures, and terms and symbols, used for the conduct of operations and as a guide for actions of operating forces, and elements of the institutional force that directly support operations in support of national objectives. (See ADP 1-01.)

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 is the Army's operational architect for current 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. (See AR 71-9.)

Education

A structured process to impart knowledge through teaching and learning to enable or enhance an individual's ability to perform in unknown situations. Instruction with increased knowledge, skill, and/or experience as the desired outcome for the student. This is in contrast to training, where a task or performance basis is used and specific conditions and standards assess individual and unit proficiency. It is also developing an employee's general knowledge, capabilities, and character through exposure of learning theories, concepts, and information. Delivery of education through an accredited institution, and may relate to a current or future mission-related assignment. (See AR 350-1.)

Executive agent

A term used to indicate a delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. Also called EA. (See JP 1.)

Field force integration

The refinement, integration, and implementation of DOTMLPF-P solutions in the fielded force, generally for use within the Future Year Defense Program, informed by the current operations and operational environment and in coordination with objectives developed by the future force proponent, while simultaneously informing future force concepts ensuring the synchronization of the fielded and the future force. (See GO 2018-10.)

Field operating agency (or activity)

An agency under the supervision of an ARSTAF principal, but not an ACOM or part of an ACOM that has the primary mission of executing policy. (See AR 71-32.)

Force modernization

The process of improving the Army's force effectiveness and operational capabilities through force development and integration. (See AR 5-22.)

Force Modernization Proponent

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

Functional area

A grouping of officers (other than arm, service, or branch) that possess and interrelated number of tasks or skills, which usually require significant education, training, and experience. (See AR 600-3.)

Functional training

Training designed to qualify leaders, Soldiers, and DA Civilians for assignment to duty positions that require specific functional skills and knowledge. (See AR 350-1.)

Human dimension

The cognitive, physical, and social components of Soldier, Army Civilian, leader, and organizational development and performance essential to raise, prepare, and employ the Army in unified land operations. (See TRADOC Pamphlet 525-3-7.)

Institutional training

Institutional training domain- The Army's institutional training and education system, which primarily includes training base centers and schools that provide initial training and subsequent professional military education for Soldiers, military leaders, and DA Civilians. (See AR 350-1.)

Integration

The process of making or completing, by adding or fitting together into an agreed framework (architecture), the information requirements, data, applications, hardware, and systems software required to support the Army in peace, transition, and conflict. (See AR 25-1.)

Interagency

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

Knowledge management

The process of enabling knowledge flow to enhance shared understanding, learning, and decision-making. (See ATP 6-01.1.)

Leader development

Leader development is the deliberate, continuous, sequential and progressive process – founded in the Army Values- that grows Soldiers and DA Civilians into competent and confident professional leaders capable of decisive action. Leader development achievement is through the life-long synthesis of the knowledge, skills, and experiences gained through the training and

education opportunities in the institutional, operational, and self-development domains. (See AR 350-1.)

Lessons learned

A resolved issue or best practice that improves operations or activities and results in an internalized change to capability, process, or procedure. (See CJCSI 3150.25G.)

Level I integration

Integration of DOTMLPF-P requirements across the time horizon (present to future) for the fielded and future force relative to a specific warfighting function, function, and/or formation.

Level II integration

Integration of DOTMLPF-P requirements and solutions across the different WFF proponents.

Level III integration

Integration of DOTMLPF-P requirements and solutions with other Joint Services and Multi-National Partners.

Materiel

All items (including ships, tanks, self-propelled weapons, aircraft, and so forth, and related spares, repair parts, and support equipment but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (See AR 5-22.)

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. (See JP 1.)

Operational environment (OE)

A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (See ADP 3-0.)

Operational Environment Enterprise (OEE)

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 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), 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. (See TR 10-5-1.)

Program objective memorandum force (programmed force)

The POM force is that force projected to be raised, provisioned, sustained, and maintained within resources available during the FYDP. It includes the operating and generating, all Army components and DA Civilians. TAA is the basis for the Army's POM development, articulated in the Army Structure Memorandum. (See AR 71-32.)

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. (See TR 25-35.)

Staff management

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

Supported commander

The commander having primary responsibility for all aspects of a task assigned by Chairman of the Joint Chiefs of Staff Instruction 3110.01J, (U) 2015 Joint Strategic Capabilities Plan (JSCP) or other Joint Operation Planning authority. In the context of Joint Planning, the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (See JP 3-0.)

Supporting commander

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

Training development

The process of developing, integrating, prioritizing, resourcing and providing quality control/quality assurance of the Army's training and education concepts, strategies and products to support the Army's training and education of Regular Army and RC Soldiers, DA Civilians and units across the institutional, self-development and operational training domains. (See AR 350-1.)

Training support

The entire spectrum of products, services, and facilities, that provide the networked, integrated, interoperable training support necessary to enable operationally relevant, full spectrum, unified action partners training for Soldiers, units, and DA Civilians anytime, anywhere. (See TRADOC

Pamphlet 525-8-2.)

Unified action partners (UAPs)

Those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. (See ADP 3-0.)