Department of the Army   ***TRADOC Regulation 71-12**
Headquarters, United States Army
Training and Doctrine Command
Fort Eustis, Virginia 23604-5700

03 October 2012

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Force Development

U.S. ARMY TRAINING AND DOCTRINE COMMAND CAPABILITY MANAGEMENT

</div>

FOR THE COMMANDER:

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                                          Major General, U.S. Army
                                        Deputy Chief of Staff

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History. This regulation is a rapid action revision. The portions affected by this revision are listed in the summary of change.

Summary. This regulation establishes policy and responsibilities for managing doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) for selected capability areas and user activities for acquisition categories I and II, or other high priority materiel or non-materiel capabilities within the U.S. Army Training and Doctrine Command (TRADOC).

Applicability. This regulation applies to all TRADOC elements involved in developing and/or managing user aspects of designated capability areas and those involved in the materiel acquisition process.

Proponent and exception to policy. The proponent of this regulation is the TRADOC Director, Army Capabilities Integration Center (ARCIC)/Deputy Commanding General, Futures. The proponent has the authority to approve exceptions or waivers to this document consistent with controlling law and regulations. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or

senior leader of the requesting activity and forwarded through higher headquarters to Director, ARCIC (ATFC-O), 950 Jefferson Avenue, Fort Eustis, Virginia 23604-5767.

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

Supplementation. Do not supplement this regulation without approval from Director, ARCIC (ATFC-O), 950 Jefferson Avenue, Fort Eustis, VA 23604-5767.

Suggested improvements. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Director, ARCIC (ATFC-O), 950 Jefferson Avenue, Fort Eustis, VA 23604-5767.

Distribution. This publication is only available on the TRADOC homepage at http://www.tradoc.army.mil/tpubs/.

Summary of Change

TRADOC Regulation 71-12
TRADOC Capability Management

This rapid action revision, dated 03 October 2012

o Changes the titles of the United States Army Training and Doctrine Command System Managers and the United States Army Training and Doctrine Command Program Integration Offices to United States Army Training and Doctrine Command Capability Managers. This reflects the change from a system focus to a capability area or organizational focus (chapters 2 and 3).

o Explains the United States Army Training and Doctrine Command Capability Manager relationship with the Capability Development and Integration Directorates or similar organizations (paras 2-1e and 2-2).

o Eliminates routine annual reviews of offices to consider terminating or realigning offices (para 2-3).

o Introduces United States Army Training and Doctrine Command Capability Managers with organizational integration responsibilities for various types of organizations such as brigade combat teams (para 2-2f).

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Chapter 1
Introduction

1-1. Purpose
This regulation establishes United States (U.S.) Army Training and Doctrine Command (TRADOC) policy and guidance for assigned Army proponents having or desiring to establish TRADOC Capability Managers (TCM) and TRADOC Project Offices (TPO), major subordinate commands, TRADOC staff elements, and TRADOC Centers of Excellence (CoE) and the Combined Arms Center (CAC) and their respective Capability Development and Integration Directorate (CDID) responsible for managing doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) for capability areas and user aspects of acquisition categories I and II, or other high priority solutions by chartered TCMs and TPOs. This regulation delineates leadership responsibilities for applying the management and leadership skills necessary to bring together all aspects of the DOTMLPF domains.

1-2. References
Required and related publications are listed in appendix A.

1-3. Explanation of abbreviations and terms
Abbreviations and terms used in this regulation are explained in the glossary.

1-4. Responsibilities

    a. Commanding General (CG), TRADOC serves as the Army's primary capability developer and operational architect for current and future forces and is responsible for determining and developing the DOTMLPF capabilities required to fulfill all designated Army and Joint required capabilities in accordance with Army regulation (AR) 70-1 and AR 71-9.

    b. Director, Army Capabilities Integration Center (ARCIC) will –

        (1) Serve as the manager of the TRADOC Capability Management Program.

        (2) Advise the CG, TRADOC on the establishment and termination of TCM offices.

        (3) Prepare TCM charters for CG, TRADOC approval and signature in coordination with CAC, COEs, and other staff.

        (4) Publish concept and capability development and integration guidance by providing updates to the ARCIC Campaign Plan.

        (5) Provide a central TRADOC Capability Management Program point of contact to disseminate policy and resolve issues.

    c. Commander, CAC will –

(1) Recommend through the Director, ARCIC to the CG, TRADOC the proposed modification of TCM offices and/or charters.

(2) Approve and establish TPOs when management of solutions across all dimensions of DOTMLPF is needed for capability areas that do not reach the level of needing a TCM.

d. Deputy Commander CAC for Training (CAC-T) –

(1) Provide integrated program management oversight, and resources, for TCMs whose primary function is to provide training products and capabilities.

(2) Review charters for assigned TCMs.

e. CoE Commanders will –

(1) Recommend through the Director, ARCIC to the CG, TRADOC the proposed modification of TCM offices and/or charters.

(2) Approve and establish TPOs when management of solutions across all dimensions of DOTMLPF is needed for capability areas that do not reach the level of needing a TCM.

f. Directors, CDIDs will –

(1) Supervise assigned TCMs in accordance with approved TRADOC charter.

(2) Provide manning to support TCM and TPO responsibilities identified in this regulation (e.g. responsibilities below).

g. TCMs and TPOs will –

(1) Ensure the integration and synchronization of DOTMLPF requirements for their chartered capability areas and programs.

(2) Provide intensive and centralized capability management for all assigned DOTMLPF capabilities.

(3) Represent the user throughout the capability/system life cycle across all dimensions of DOTMLPF within their capability area including the Training Support Enterprise as required.

(4) Review and in some cases develop, staff, and gain approval for capability documents and any other TRADOC DOTMLPF products as required. Coordinate with other TCMs, TPOs, CoEs, CDIDs, materiel developers, and operational commands for the purpose of ensuring coordinated and integrated DOTMLPF products and services key to the TCM's or TPO's assigned capability areas.

(5) Ensure all aspects of DOTMLPF are synchronized with the fielding of new systems and/or capabilities.

(6) Participate in the materiel developers' system concept, cost performance trade-off, and cost as an independent variable analyses by providing detailed warfighting capability impact of specific system characteristics.

(7) Provide membership to Integrated Concept Development Teams, when directed by Director, ARCIC or requested by other proponents.

(8) Serve as the CG, TRADOC representative to the Program Executive Office and/or program manager for those capabilities for which the TCM is responsible.

(9) Work with CDIDs and appropriate capability developer divisions to review requests for proposals and statements of work prior to being released for competition in order to ensure the program manager is correctly describing the required performance and other DOTMLPF attributes.

Chapter 2
United States (U.S.) Army Training and Doctrine Command (TRADOC) Capability Managers

2-1. TCM managed capability areas and assignments

a. TCM managed capability areas are based upon designated proponent areas and core and specialized functions as assigned to their respective major subordinate organization, CoE, or branch in accordance with AR 5-22, tables 2 and 3 and TRADOC Regulation (TR) 10-5 series. Capability areas normally include: family of systems or system of systems; umbrella training capabilities consisting of training systems or training support programs; and warfighting organizations. TCMs are chartered by TRADOC to integrate DOTMLPF for their assigned capability area(s). These capability areas require long-term management due to their comprehensive and enduring nature.

b. Due to the enduring nature of established capability areas, TCM offices will not routinely be disestablished. Every effort will be made to maintain a constant number of TCMs consistent with the mission need and resource availability. Therefore, there will be few, if any, new offices created. Organizations requiring temporary non-chartered TCM level supervision should rely on their designated TRADOC "lead" as defined in TR 10-5, paragraph 2-6.

c. Headquarters (HQ) TRADOC ARCIC typically assigns Colonels to perform as TCMs in the CDIDs. The CDID portion of the CoE tables of distribution and allowances (TDA) authorizes Colonels for TCMs assigned to the COEs. The Director, ARCIC must approve any changes to the TCM TDA affecting the colonel authorizations. The DCG CAC-T will approve changes to Training TCM TDA affecting Colonel authorizations.

d. TCMs are placed at various installations to facilitate, coordinate, and act on behalf of CG, TRADOC. They exercise their responsibility to apply a TRADOC perspective to a specific capability through ARCIC, CAC, CoEs, and CDIDs.

e. TCMs are embedded in a CDID or similar organization (National Simulation Center, HQ Space and Missile Defense Command) and are supervised by the chain of command. When authorized by the CDID Director or similar organization, the TCM represents the CoE CG and the CG, TRADOC at Army, other Services, multinational, and coalition requirements forums. The CDID authorization can include routine coordination and DOTMLPF development support for chartered capabilities. TCM requests for resource intensive support will be in compliance with the TCM's local installation policies and procedures for requesting resources.

f. CDIDs or similar organizations (above) submitting new charters or proposed changes in chartered capability areas will submit charters or changes through respective major subordinate organizations and the Director, ARCIC for CG, TRADOC approval. (See appendix B for an example charter).

g. CAC-T TCM charters will be submitted through the DCG CAC-T; CG, CAC; and Director, ARCIC for CG, TRADOC approval.

2-2. TCM duties and responsibilities

a. The TCM is the user's representative for all matters across DOTMLPF and the single point of contact for users to provide feedback and issues for action.

b. The commander, director, or chief of the CoE, CDID, or appropriate staff element assigns TCM actions and tasks and ensures operating procedures are in place to support the TRADOC mission and chartered responsibilities.

c. In addition to the responsibilities assigned in paragraph 1-4(g), TCMs assigned organizational integration capability areas (such as brigade combat teams), Fires organizations, Battlefield Surveillance Brigade, and Maneuver Support) will:

(1) Provide TRADOC DOTMLPF points of contact to designated Warfighting organizations.

(2) Provide information on CoE-developed DOTMLPF proposals and products to designated Warfighting organizations in order to enhance their unit capabilities.

(3) Support Army force generation reset:

(a) Coordinate with commanders, Army staff, other TCMs, and program/project managers to facilitate and synchronize new equipment/capabilities fielding, retro-fit or implementation.

(b) Coordinate new doctrine and tactics, techniques, or procedures fielding.

(c) Provide assistance to designated organizations and program managers to ensure coordination for mobile training teams.

2-3. Review of TCM offices
CG, TRADOC, Director, ARCIC, or DCG CAC-T reviews the TCM offices as needed. Reviews will be conducted if capability development resources change substantially or there is a need to reassess the TCM capability area(s) due to shifting priorities in DA, TRADOC, and TCM processes.

Chapter 3
TRADOC Project Offices

3-1. TPO managed capability areas

a. Commanders may assign a TPO director to manage a major or high-interest capability area or system requiring an increased level of oversight when a TCM is not warranted or TCM resources are unavailable.

b. Commanders authorize a TPO director to act on their behalf in discharging responsibilities to integrate all the dimensions of DOTMLPF for an assigned capability area in the same way that a TCM acts for the CG, TRADOC.

c. Commanders typically assign a Lieutenant Colonel or civilian equivalent to perform as TPO directors using internal resources.

d. When a TPO is established, commanders must send notification of the TPO title, system(s) or capabilities to be managed, TPO director's name and grade, and any subsequent changes to Director, ARCIC (ATFC-O), 950 Jefferson Avenue, Fort Eustis, VA 23604-5767. This ensures the TPO is recognized as a part of the TRADOC Capability Management Program.

3-2. Review of TPOs
Commanders, CAC and TRADOC CoEs will terminate the TPOs upon their determination that the capability area or system no longer justifies TPO level oversight. When a TPO is terminated, commanders and directors will send notification to Director, ARCIC (ATFC-O), 950 Jefferson Avenue, Fort Eustis, VA 23604-5767.

Chapter 4
Staffing and Training

4-1. Staffing
TCM Commanders, CDID Directors, and Deputy Commander, CAC-T will ensure TCMs and TPOs have sufficient staff to perform their chartered missions.

4-2. Training

a. Training for the TCM and TPO and their staff should take place prior to being assigned. When it is not feasible to attend training prior to being assigned, training is required within 6 months of assignment to the position.

b. Coordinate training with the Director, ARCIC (ATFC-O), 950 Jefferson Avenue, Fort Eustis, Virginia 23604-5767.

c. TCMs will attend the 1-week resident RQM 310, Advanced Concepts and Skills at Fort Belvoir, VA. Prerequisites for RQM 310 are web-based training programs:
CLR 101, Introduction to Joint Capabilities Integration and Development System (JCIDS) and RQM 110, Core Concepts for Requirements Management. Optional training includes the Modified Army Force Management Course at Fort Belvoir, VA or the Capability Developments Course (ATTRS: CS #2G-F109/551-F37) at Fort Lee, VA or the TRADOC Senior Training Manager Course at Fort Eustis, VA. If there is an aligned branch Pre-Command Course for the capability area being assigned, commanders are encouraged to allow TCMs to attend on a space available basis.

d. The TCM staff, TPO, and the TPO staff will attend the Capability Developments Course (ATTRS: CS #2G-F109/551-F37) or the Advanced Force Management Course and web-based CLR 101, Introduction to Joint Capabilities Integration and Development System (JCIDS).

Appendix A
References

Section I
Required Publications
ARs, DA pamphlets, and DA forms are available at Army Publishing Directorate – Home Page at http://www.apd.army.mil. TRADOC publications and forms are available at the TRADOC Homepage at http://www.tradoc.army.mil/tpubs/.

AR 70-1
Army Acquisition Policy

AR 5-22
The Army Proponent System

AR 71-9
Warfighting Capability Requirements

TRADOC Policy Memorandum (ATFC-RB) for Geospatial Requirements for Joint Capabilities and Integration Development System, dated 11 February 2008

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.

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

AR 350-1
Army Training and Leader Development

TR 71-20
Concept Development, Capabilities Determination, and Capabilities Integration

TR 10-5
U.S. Army Training and Doctrine Command

TR 10-5-1
Headquarters, U.S. Army Training and Doctrine Command

TR 10-5-2
Army Capabilities Integration Center

TR 10-5-4
United States Army Combined Arms Center

TR 10-5-5
United States Army Combined Arms Support Command and Sustainment Center of Excellence

TR 350-70
Systems Approach to Training Management, Processes, and Products

Section III
Prescribed Forms

This section contains no entries.

Section IV
Referenced Forms

This section contains no entries.

Appendix B
Example of a TCM charter

See figure B-1 for an example of a proposed TCM charter. There is not a standard charter for TPOs.

HEADQUARTERS
U.S. ARMY TRAINING AND DOCTRINE COMMAND
FORT EUSTIS, 23604-5767
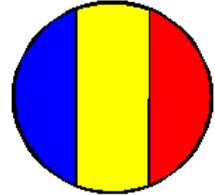
TRADOC CAPABILITY MANAGER CHARTER

By my authority as TRADOC Commanding General, I hereby appoint

Colonel Joe Army

as the TRADOC Capability Manager (TCM) for

Army Brigade Combat Team (ABCT)

TCM ABCT, reporting to the Director, Capabilities Development and Integration Directorate (CDID), Maneuver Center of Excellence, will act as TRADOC's centralized manager for user activities associated with the ABCT. TCM ABCT coordinates work on doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) integration in support of the ABCT to ensure success on the battlefield. TCM ABCT executes its mission by coordinating DOTMLPF development to ensure these key areas remain integrated and support operational requirements. TCM ABCT coordinates with ABCTs, program managers, pertinent TCMs, other capability developers, and the CDID, Maneuver Center of Excellence, to accomplish this mission.

Assisted by appropriate force modernization proponents, other TCMs, Program Executive Offices, PMs, and CDIDs, TCM ABCT will ensure appropriate coordination and integration is accomplished to meet Army/organizational timelines. TCM ABCT will coordinate with applicable combat developers, training developers, materiel developers, testers, major commands, and Department of the Army on DOTMLPF solutions and other issues impacting the ABCT organization, fielding, deployment, and sustainment.

TCM ABCT, by means of this charter, is hereby delegated the full-line authority of the TRADOC Commanding General for the centralized management of TRADOC activities related to the ABCT.

Figure B-1. TCM charter

This appointment will remain in effect as long as the TCM is assigned, unless responsibilities are modified or the office is terminated by the TRADOC Commanding General.

Enclosure   ROBERT W. CONE
                                                  General, U.S. Army
                                                  Commanding

Figure B-1. TCM charter, continued

ANNEX A
TCM ABCT Charter

1. TCM ABCT monitors the integration of DOTMLPF, primarily conducted through visits to the Combat Training Centers and ABCTs.

    a. Doctrine. Lessons learned from ABCTs are collected and passed on to appropriate proponents. This provides proponents the information needed to update doctrine and/or provide any modifications to tactics, techniques, and procedures that support the ABCT capabilities.

    b. Organization. The ABCT must maintain an organizational balance between deployability, sustainability, and in-theater footprint with lethality, mobility, and survivability. ABCT organizations will evolve as operating environments change. Therefore, TCM ABCT must monitor current, proposed, and future Tables of Organization and Equipment to ensure they reflect the needs identified by ABCT organizations. This requires TCM ABCT to collaborate with ABCTs, TRADOC Headquarters, proponents, and Department of the Army agencies to ensure the ABCT organizational structure remains relevant.

    c. Training. Monitor the development of individual and collective combined arms training strategies with ABCT Brigades and TRADOC schools. Monitor TRADOC proponent support for new equipment training for ABCT Brigade systems and associated equipment. TCM ABCT will also monitor low-density specialty training needs throughout the brigade.

    d. Materiel. Serve as TRADOC's primary ABCT stakeholder for materiel systems development and integration. Coordinate efforts with appropriate TRADOC schools and centers to account for considerations during capabilities development activities. Monitor developmental efforts, systems fielding, and test efforts. Provide input to proponent schools, program managers, and HQDA G-8 during the development of program objective memorandum, prioritization of planned upgrades (1-N list), and future research and development efforts. Holistically monitor DOTMLPF impacts associated with fielding systems to ABCTs. To ensure that approved operational requirements are properly addressed in Request for Proposals (RFP), the TCM will proactively communicate with associated PMs to ensure all RFPs get a crosswalk with Capability Development/Capability Production Documents prior to RFP release, regardless of acquisition category.

    e. Leader Development. Coordinate with ACBT Brigades and TRADOC institutions to ensure leader and professional development courses are relevant and available to ABCT Soldiers.

    f. Personnel. Coordinate with ABCT Brigades, TRADOC proponents, and Department of the Army organizations to review and update ABCT personnel force structure.

Figure B-1. TCM charter, continued

g. Facilities. Coordinate with all ABCT basing locations, to include TRADOC schools and test centers, to ensure a common understanding of required ABCT system maintenance and training facilities (i.e., simulation centers) and combined arms training and live fire range requirements to conduct ABCT maneuver training.

2. Provide input to or manage the following acquisition programs from a user perspective.

   a. Abrams MBT.

   b. Bradley Family of Fighting Vehicles.

   c. M113 and any subsequent replacement vehicles.

   d. Paladin and FAASV.

   e. Tactical Wheeled Vehicle platforms.

   f. M88 Family of Vehicles.

   g. Armored Security Family of Vehicles (includes ASV and Armored Knight).

3. Others.

Ground Combat Vehicle (upon selection as an Acquisition Program).
Network and related radio systems.
Tactical Unmanned Aircraft Systems (Shadow and Raven).
Nett Warrior and Mounted Soldier Systems.
Wolverine and Joint Assault Bridge.
Large and medium caliber direct fire ammunition.

Figure B-1. TCM charter, continued

Appendix C
Additional TCM and TPO Tasks

TCM and TPO responsibilities are not standard across all offices. This appendix lists a more extensive list of possible tasks to assist TCMs, TPOs, and CDIDs in determining tasks to perform.

   a. Is the users representative for all matters across DOTMLPF and the single point of contact for users to provide feedback and issues for action.

   b. Coordinate and facilitate efforts to improve the formation for which they are chartered by having a solid feel for the current health of the organization; understanding the critical required

capabilities; and capability gaps and planned/programmed and budgeted means to help mitigate these shortfalls across the DOTMLPF.

c. Coordinates within TRADOC and other organizations to facilitate Warfighter Forums, as applicable, for the conduct of lessons by:

(1) Gathering post combat feedback.

(2) Identifying issues/shortfalls across DOTMLPF domains.

(3) Assessing actionability of gathered data.

d. Conducts periodic direct liaison with each formation/BCT to:

(1) Understand the mission essential needs of assigned formations.

(2) Educate the formation leadership on near- to mid-term potential changes to the formation.

e. Provides intensive, centralized, total capability management and integration of all DOTMLPF considerations.

(1) Doctrine. Coordinate the development of doctrine and tactics, techniques and procedures from individual to collective, tracing back to the operational and organizational concept.

(2) Training. Coordinate development of home station and institutional training for individual, crew, and unit. Coordinate development and fielding of training aids, devices (system and non-system), simulations and simulators for use in training in the institution, home station, and Combat Training Centers.

(3) Leader Development. Coordinate development of leaders (noncommissioned and commissioned officers) training and development.

(4) Organization. Coordinate development of basis of issue plans for assigned systems and associated ancillary equipment, including all aspects of logistical support. Coordinate development of force design updates and Tables of Organization and Equipment related to assigned systems.

(5) Materiel. Coordinate TRADOC position on system reviews, ensure requirement documents are updated as needed, ensure DOTMLPF and the logistics support system are in place for system testing and first unit equipped, and plan for system product improvements and recapitalization.

(6) Soldier. Identify and reconcile all Manpower and Personnel Integration issues, including safety. Coordinate development of new military occupational specialty and appropriate career progression as needed.

f. Monitor and synchronize all aspects of total system development, testing and evaluation, corrective actions, acquisition, materiel release, and fielding, to include direct interaction with the program/project/product managers and materiel developers (MATDEVs) of the primary and ancillary system(s), test community, and the fielding/gaining commands.

g. Using an Integrated Concept Development Team with empowered membership from schools and MATDEVs, coordinate the development and documentation of all related materiels, as needed:

Operational and System Architecture
Capability Document
Operational Mode Summary/Mission Profile
System Threat Assessment Report
Manpower and Personnel Integration
Supportability Strategy
System Training Plans
Software Development Plans
Doctrinal Publications
System Evaluation Plans Critical Operational Issues and Criteria
Simulation Support Plan
User input to Qualitative and Quantitative Personnel Requirements Information and Basis of
    Issue Plan Feeder Data
Integrated Logistics Support Plan
Table of Organization and Equipment
Cost-benefit Analysis

h. In coordination with the proponent CDID, propose refinement of system requirements in capability documents. Justify or validate system requirements at all levels of the Army, Department of Defense, and Congress, as directed.

i. Participate in MATDEV system concept analyses and cost performance trade-off and cost as an independent variable analyses by providing detailed warfighting capability impact of specific system characteristics. Provide TRADOC senior leadership recommendation for all design reviews.

j. Prepare TRADOC position on, receive TRADOC leadership approval, and participate in decision reviews (In Progress Review (IPR)/Army Systems Acquisition Review Council/Army Requirements Oversight Council/Joint Requirements Oversight Council (JROC)/Defense Acquisition Board) for assigned systems. Provide user input for documentation of these reviews, such as Acquisition Program Baseline. Act as user representative on any other acquisition reviews/boards for assigned systems.

k. As a part of unit set fielding, support total package fielding by managing a coordinated schedule of work for TRADOC schools and activities in support of system development and initial fielding.

l. Identify and prioritize system hardware and software deficiencies to the MATDEV for corrective action. Review and evaluate proposed actions and engineering change proposals of the project or program manager to ensure that user requirements are adequately addressed.

m. Provide for system improvements (Preplanned Product Improvements, System Enhancement Program, Service Life Extension Program, recapitalization efforts, etc.) in coordination with the proponent. This is accomplished through the identification of Science and Technology, Science and Technology Objectives, Advanced Technology Demonstrations, Advanced Concept Technology Demonstrations, and Concept Experimentation Programs for systems assigned to the TCM.

n. Ensure test units are trained and prepared for testing. Coordinate all user involvement in system testing (for example, scenario development, test support, unit training, and user subject matter expertise). Monitor technical and user test activities for assigned systems to keep TRADOC leadership informed of system progress and to initiate corrective action for user unit or test personnel/activities as needed.

o. Crosswalk and reconcile Capability Production Documents characteristics to the request for proposal materiel specifications, ensuring the acquisition strategy meets user needs.

p. Articulate system operational and organizational concepts associated with their system as a member of combined arms system of systems and joint environments.

q. Provide user coordination to manpower estimates.

r. Provide user representation in analysis of alternatives and other studies, evaluations, and efforts supporting the development programs.

s. Provide TRADOC representation to allied/prospective users of the assigned systems.

t. In support of testing activities the TCM serves as the Capability Developer responsible for overseeing CDID organizations develop and approve doctrine, organization, training, and materiel objectives relating to the employment of assigned programs.

u. Coordinate all training requirements, to include the Training Test Support Package and the Doctrinal/Organizational Test Support Package.

v. Manage the development of the Threat Assessment (AR 381-1) which is used as a basis for test and evaluation.

w. Coordinate and work with the TRADOC Combat Development Engineers to provide subject matter expertise supporting comprehensive evaluations and operational tests to ensure

assigned systems meet operational criteria established in the applicable requirements documentation. Be a key participant in Reliability, Availability, and Maintainability Assessment Conferences.

x. Jointly assist the U.S. Army Test and Evaluation Command System Team in the development of databases, procedures, and scenarios required to support all Developmental Tests and Operational Test events.

y. Coordinate and gain approval of the Critical Operational Issues and Criteria and Combat Developer's Operational Test Readiness Statement; ensure the Training Test Readiness Statement is prepared by the Directorate of Training; and provide inputs to the Test and Evaluation Master Plan.

z. Participate and serve as the user representative in all Reliability and Maintainability Integrated Product Teams (IPTs), Supportability IPTs, IPRs, Preliminary Design Reviews, and Critical Design Reviews.

aa. Develop and gain approval of the Reliability and Maintainability criteria, including Failure Definition and Scoring criteria for assigned systems.

bb. Gain approval of the Technical Architecture for assigned systems.

cc. Ensure all assigned systems are meeting all operational requirements by travelling to units deployed with these systems.

dd. Serve as a voting member in Configuration Control Boards for assigned systems".

ee. Coordinate Capability Development Documents (CDD) and Capability Production Documents(CPD).

ff. Prepare CDD/CPD briefings in accordance with the JCIDs format and brief these requirements documents at the TRADOC, Army and Joint Staff level.

gg. Attends and provides user representative perspective in HQDA Configuration Steering Boards for assigned systems.

hh. Attends and provides user representative perspective during all Program Objective Memorandum reviews and Weapons System Reviews for all assigned systems.

Appendix D
Performance Metrics

D-1. Performance metrics are a set of measurable items that provide a means to monitor all DOTMLPF-related activities during a system's development to maintain a path towards successful system fielding. Successful fielding is when Initial Operational Capability has been declared and DOTMLPF based conditions are met or corrections are significantly in place.

D-2. The performance metrics are primarily those items for which TRADOC is the lead agency. But several other items whose lead is other than TRADOC are included because they should be reviewed or monitored by TRADOC for impacts on requirements or the ability to meet requirements.

    a. Program schedules will vary greatly from system to system making it impossible to develop a standard model with event timelines. But there are items/events that must be accomplished within a certain timeframe in support of operational tests and milestone reviews. Some items are assigned timeframes based on regulatory requirements. Others were assigned using a backward planning process from milestones and operational test. Timeframes are identified as quarter years working backwards from milestones B, C, and the full-rate production reviews (FRP) (for instance, B-Q6 means MS B minus six quarters; FRP-Q2 equals full-rate production decision minus 6 months). The timeframes given do not represent the optimum schedule. They should be considered the "must do by" times in order to meet milestones.

    b. The metrics were developed based on a major acquisition program requiring Army Requirements Oversight Council and JROC. Adjustments to "must do by" dates will be made for systems not requiring those processes.

D-3. Metrics are in three sections: (1) Materiel and Organizational requirements (table D-1); (2) Doctrine, Training, Leader Development, Personnel and Facilities (table D-2); and (3) Testing (table D-3). The metrics will be continuously reviewed and updated. Recommended changes/additions to metrics are encouraged.

D-4. Evolutionary acquisition, blocking of requirements, and block modernizations are not addressed. If a system has ongoing block(s), those blocks will be measured as if they were individual acquisition programs.

Table D-1
Performance metrics materiel and organization

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
	Milestone A & B (Concept & Technology Development)		
B-Q9	TRADOC Position-Concept Approval		
B-Q8	Update/validate Mission Needs Analysis		
B-Q7	Coordinate Operational Mode Summary/Mission Profile		
B-Q7	Conduct requirements analyses		
B-Q7	Support development of preliminary initial Capability Development Document (CDD)		
B-Q7	DA Analysis of Alternatives (AoA) tasker – supports CDD. Provide operational user input to AoA.		
B-Q7	PM request System Threat Assessment Report (STAR) – supports CDD		
B-Q6	Initial STRAP w/CDD (see training)		
B-Q6	Develop system input and impact on Operational and System Architecture		
B-Q6	Integrated Concept Development Team (ICDT)/write CDD		
B-Q6	Develop Simulation Support Plan w/CDD		
B-Q6	Input to facilities requirements planning		
B-Q6	Crosswalk System MANPRINT Management Plan (SMMP)/CDD as part of ICDT		
B-Q5	CDD core staffing/prepare for next ICDT		
B-Q4	Conduct requirement trade-off analysis (as needed or required by tasking)		
B-Q3	Review draft Basis of Issue Plan (BOIP) Feeder Data		

Table D-1
Performance metrics materiel and organization, continued

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
B-Q3	Final STRAP w/CDD		
B-Q3	ICDT/finalize CDD		
B-Q3	TRADOC CDD actions		
B-Q3	Facility requirements planning		
B-Q4	Review completed AoA		
B-Q2	Army Requirements Oversight Council CDD actions		
B-Q2	STAR approved by TRADOC G-2		
B-Q2	Monitor STAR to DA G-2 for approval		
B-Q2	Input to program manager (PM) requested MANPRINT domain assessments		
B-Q2	Army Program Baseline review/update		
B-Q2	Review draft BOIP/QQPRI feeder data		
B-Q1	Director of Force Structure, Resources, and Assessment, Joint Staff (J8)/JROC CDD actions		
B-Q1	Monitor Defense Intelligence Agency (DIA) validation of STAR		
B-Q1	TRADOC Milestone Decision Review (MDR) position approved		
B-Q1	MDR		
B-Q1	Conduct CDD/Request for Proposal (RFP) crosswalk		
	Milestone B to C (System Integration and Demo)		
C-Q13	Provide input/advice on system designs		
C-Q12	Final BOIP/QQPRI feeder data is submitted for approval		

Table D-1
Performance metrics materiel and organization, continued

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
IPR	System Integration to System Demonstration		
C-Q10	BOIP is approved		
C-Q7	Unit Reference Sheet (URS) submitted		
C-Q4	Consolidated Table of Organization and Equipment (TOE) update		
C-Q4	ICDT develop Capability Production Document (CPD)		
C-Q4	Threat/STAR update		
C-Q3	MANPRINT assessment against System Evaluation Report (SER)/(test report)		
C-Q3	Review draft Materiel Fielding Plan (MFP) and Materiel Transfer Plan (MTP)		
C-Q3	Requirements trade-off analysis(as needed or if tasked)		
C-Q3	Assess facility requirements from gaining commands		
C-Q2	AoA update (if required)		
C-Q2	PM request MANPRINT domain assessments/SMMP update-TCM participates		
C-Q1	Monitor DIA STAR validation		
C-Q1	J8/JROC actions		
C-Q1	TRADOC MDR position approved		
C-Q1	CPD/RFP crosswalk		
C-Q1	MDR		
	Milestone C to IOC		
FRP-Q2	Review final MFP/MTP		

Table D-1
Performance metrics materiel and organization, continued

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
FRP-Q1	TRADOC MDR position		
FRP	MDR		
FRP	Effective TOE		

Table D-2
Performance metrics doctrine, training, leader development, personnel and facilities

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
	Milestone A to B		
B-Q12	From pre-milestone A MANPRINT Domain Assessment, develop DOTLPF management plan		
B-Q7	Develop/task for Operational & Organizational concept/white paper		
B-Q7	Doctrine developer conducts doctrinal assessment. Include Tactics, Techniques, and Procedures (TTP) and doctrine requirements in doctrinal literature program		
B-Q6	Initial STRAP w/CDD for core staffing		
B-Q6	Trainers/PM conduct Task Analysis		
B-Q6	Trainer/PM identify jobs/units affected		
B-Q5	Incorporate in long range individual training strategies (will include leader development, Soldier training/developments requirements)		
B-Q5	Incorporate in long range unit training strategies		
B-Q3	Identify critical tasks/develop critical task lists		
B-Q3	Trainers update STRAP with CDD		
	Milestone B to C		

Table D-2
Performance metrics doctrine, training, leader development, personnel and facilities, continued

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
C-Q15	Incorporate in short-range collective training strategy (Training Aids, Devices, Simulations and Simulators [TADSS] requirements should be refined)		
C-Q15	Incorporate in short-range individual training strategy (TADSS requirements should be refined)		
C-Q9	Revise Individual Training Plans (training implementation minus 5 years per TR 350-70)		
C-Q8	Design system education/training/Limited User Test (LUT) Training Support Package (TSP)		
C-Q7	Develop system education/training/LUT TSP		
C-Q6	Review New Equipment Training Plan (NETP) and Displaced Equipment Training Plan (DETP)		
C-Q6	Deliver LUT Threat Training Support Package		
C-Q4	Conduct LUT player training		
C-Q3	LUT		
C-Q3	Analyze/revise doctrine/TTP/training based on LUT		
C-Q1	Design Force Development Test (FDT)/Initial Operational Test (IOT) TSP		
C-Q1	Submit Course Administrative Data (training implementation minus 3 years)		
	Milestone C to FRP, First Unit Equipped (FUE) and IOC		
FRP-08	Develop FDT/IOT TSP		

Table D-2
Performance metrics for training, doctrine leader development, personnel and facilities, continued

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
FRP-08	Publish doctrine		
FRP-07	Deliver FDT/IOT TSP		
FRP-06	FDT player training		
FRP-06	FDT		
FRP-06	Verify doctrine and training		
FRP-04	Review NETP and DETP		
FRP-04	IOT player training		
FRP-03	IOT		
FRP-03	Design courses/general TSPs		
FRP-02	Analyze/revise doctrine, training, leadership and education, organizations, and Soldiers based on IOT		
FRP-02	Develop courses/TSPs		
FRP	Camera ready Mission Training Plans developed		
FRP	Camera ready Soldier Training Publications developed		
FRP+Q1	Net team training		
FRP+Q1	Field training support packages		
FRP+Q2	Implement institutional training		
FRP+Q3	Publish Mission Training Plans		
FRP+Q3	Publish Soldier and trainer publications		
FRP+Q3	Monitor new equipment training		
FRP+Q5	Monitor displaced equipment training		

Table D-3

Performance metrics testing

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
	Milestone B to C		
B-Q12	Identify experimentation requirements		
B-Q9	Initial draft Critical Operational Issues and Criteria (COIC) developed soon after initial draft CDD		
B-Q7	Initial input to system Test and Evaluation Master Plan (TEMP)		
B-Q3	Draft COIC to HQ TRADOC		
B-Q3	Final TEMP input		
B-Q3	Review Army Test and Evaluation Command System Evaluation Plan (SEP)		
B-Q2	COIC approval (TRADOC or DA, as appropriate)		
B-Q2	TRADOC concur with TEMP		
C-Q13	Review initial LUT Outline Test Plan (OTP)		
C-Q9	Review LUT OTP as needed		
C-Q9	Review SEP		
C-Q9	LUT Threat Test Support Package		
C-Q7	LUT Doctrine and Organization (D&O) Test Support Package		
C-Q6	Provide representative at LUT Operational Test Readiness Review (OTRR) 1		
C-Q6	Review LUT event design plan (EDP)		
C-Q5	Review final LUT OTP as needed		
C-Q4	Review initial IOT OTP		
C-Q4	LUT player training		
C-Q4	Provide rep at LUT OTRR 2		

Table D-3
Performance metrics testing, continued

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
C-Q3	Draft COIC to HQ TRADOC		
C-Q3	Final TEMP input		
C-Q3	Provide representative at LUT OTRR 3		
C-Q3	Provide Operational Test Readiness Statement (OTRS)		
C-Q2	COIC DA approved		
C-Q2	TRADOC sign TEMP		
C-Q2	LUT executed		
C-Q2	Provide representative at LUT Data Authentication Group (DAG)		
C-Q2	Review SER for position		
	Testing Milestone C to FRP to FUE to IOC		
FRP-Q8	Review SEP		
FRP-Q8	FDT & IOT D&O Test Support Package		
FRP-Q8	IOT Threat Test Support Package		
FRP-Q7	FDT & IOT TSP		
FRP-Q6	Review IOT OTP as needed		
FRP-Q6	Provide representative to IOT OTRR 1		
FRP-Q6	Review EDP		
FRP-Q5	FDT player training		
FRP-Q5	Review IOT EDP		
FRP-Q4	FDT verify DOTLPF		
FRP-Q4	IOT player training		

Table D-3
Performance metrics testing, continued

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
FRP-Q4	Provide representative to IOT OTRR 2		
FRP-Q3	Final TEMP input		
FRP-Q3	Provide OTRS		
FRP-Q3	Provide representative to OTRR 3		
FRP-Q3	Provide representative to Data Authentication Group		
FRP-Q2	TRADOC sign TEMP		
FRP-Q2	IOT executed		
FRP-Q2	Review initial FOT OTP		
FRP-Q1	Review SER for position		
FRP+Q1	Review SEP		
FRP+Q1	Provide representative to Follow-on training (FOT) OTRR 1		
FRP+Q2	Test Support Packages for FOT		
FRP+Q2	Review FOT EDP		
FRP+Q3	FOT player training		
FRP+Q3	Provide representative to FOT OTTR 2		
FRP+Q4	Provide FOT OTRS		
FRP+Q4	Provide representative to FOT OTRR3		
FRP+Q4	Rep to FOT DAG		
FRP+Q5	Review SER for position		

Glossary

Section I
Abbreviations

AR   Army regulation
ARCIC   Army Capabilities Integration Center
BCT   brigade combat team
CAC   U.S. Army Combined Arms Center
CDID   Capability Development and Integration Directorate
CG   commanding general
CoE   U.S. Army Center of Excellence
DA   Department of the Army
DOTMLPF   doctrine, organization, training, materiel, leadership and education, personnel,
                    and facilities
G-8   resource management
HQ   headquarters
TCM   TRADOC Capability Manager
TPO   TRADOC Project Office
TR   TRADOC regulation
TRADOC   U.S. Army Training and Doctrine Command
U.S.   United States

Section II
Terms

Capability
The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.

Capability developments
The processes of analyzing, determining, documenting, and obtaining approval of concepts, organizational requirements, and materiel requirements; leading the Army community in determining solutions for capability gaps; fostering development of requirements in all DOTMLPF domains; providing user considerations to influence the Army's Science and Technology Program; and integrating the efforts and representing the user across the DOTMLPF during the acquisition of materiel and development of organizational products to fill those requirements.

Core functions
Core functions are those critical major functions one or more organizations perform that accomplish TRADOC's mission. Core functions are derived, sustainable components integral to the core competencies. The core functions lay out the foundation or blueprint for designing the organization and assigning roles and responsibilities. (TR 10-5)

Family of systems
A set of systems that provides similar capabilities through different approaches to achieve similar or complementing effects.

System of systems
A set or arrangement of interdependent systems that are related or connected to provide a given capability. The loss of any part of the systems will significantly degrade the performance or capabilities of the whole.

Section III
Special Abbreviations and Terms

This section contains no entries.