

TRADOC

STRATEGIC PLAN



U.S. ARMY

U. S. Army Training and Doctrine Command

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GEN Robert W. Cone

Message from the Commander

As the Army transitions from over a decade of war and looks to the future, a series of powerful global trends will shape the strategic environment and present challenges both at home and abroad. Any future conflict or contingency will inevitably feature a complex mixture of threats, from simple opportunists to groups of opponents sharing common goals and strategies. When combined with current information age technologies, political, cultural and religious agendas and economic realities, commanders in 2020 will face a truly complex environment. At home we face an austere fiscal environment and changing national strategy. In this uncertain future the Army must be ready when called so we remain the joint team's force of decisive action in our Nation's defense.

As the architect of the Army of 2020, TRADOC must develop the capabilities that create the intellectual agility and operational adaptability which allow the Army to prevent conflict, shape the environment and, when required, win our nation's wars. First and foremost, we must always support the most important part of our Army – those in harm's way – by providing them with cutting edge training, quality Soldiers and leaders and helping them rapidly see and disseminate lessons from the battlefield. We must also transition our Army to the force our nation needs in the future – from designing the Army of 2020 to the delivering the training, doctrine and leader development programs that the Army of 2020 will require. Finally, TRADOC must learn our own lessons from a decade of war and become more operationally adaptable as an organization. We must develop the capability and capacity to rapidly deliver innovative capabilities and solutions. Our efforts are critical in maintaining a modern Army with a high state of readiness that can fight and win across the range of military operations.

This TRADOC Strategic Plan (TSP) provides the framework that enables mission command while we execute TRADOC operations. This plan is intended to enable commanders and leaders while ensuring we produce the capabilities the Army needs on the schedule the Army requires.

Our task may seem daunting, but history is on our side. As we approach our fortieth birthday, we look back and remember that TRADOC's first mission was rebuilding and redesigning the Army after Vietnam. Our founders faced that challenge and delivered some of the most innovative solutions in training, doctrine and equipment our Army has seen. Knowing the talented men and women who serve here today, I know we will be equally successful. **Victory Starts Here!**

A handwritten signature in black ink that reads "Robert W. Cone". The signature is fluid and cursive, written in a professional style.

ROBERT W. CONE

General, U.S. ARMY
Commanding



Purpose

The purpose of this plan is to describe how the U.S. Army Training and Doctrine Command (TRADOC) will adapt to strengthen our Army as America's Force of Decisive Action. As TRADOC moves into an uncertain future, it must become the premier learning organization for the Army.

Scope

This plan begins execution in Fiscal Year (FY) 13 and spans a seven-year period. Fiscal Year 13 is the year of execution, FY14 is the Budget Year, and for planning, FYs 15-19 are aligned with the Program Objective Memorandum (POM) and the Future Years Defense Program (FYDP). This plan will be applicable to all headquarters and units assigned to or under the administrative control of TRADOC. It will serve as the baseline reference for all of the commands and agencies that support TRADOC in the execution of TRADOC's mission. To keep up with the rapid pace of change inherent in the operational environment, this plan will be updated annually and managed dynamically. In support of the Army Campaign Plan (ACP) (see Annex F), and as the operating environment changes, we will continue to support the Army as "Army Lead" for several ACP major objectives and assist other Army leads as a valued team member.

Risk

TRADOC must address short-term budgetary challenges facing both the command and the Army while supporting the current fight, achieve the proper balance between current and future demands, and address longer-term threats. We have neither sufficient resources nor the predictability to completely eliminate risk; therefore, we must routinely analyze the strategic and operational environments and make informed decisions to mitigate risk. TRADOC's failure to adapt in structure, outcomes, and its ability to balance current and future demands will jeopardize the Army's strategic flexibility, and reduce the strategic depth needed to meet unforeseen challenges now and in the future. Our ability to identify and manage risk is essential to our successful support of the Generating and Operating forces.

Strategic Environment

As the Army continues to transition after a decade of war, the strategic environment will continue to be complex, uncertain and dynamic. While this environment provides opportunity for cooperation and partnership, the potential for conflict is real. Failing states will occur due to a number of factors, including the inability to effectively support increasingly volatile populations. Shifting economic power and access to natural resources will challenge the status quo. Globalization will lead to even more complex and rapidly changing networks of people and

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things. Proliferation of technology down to even single individuals, including the capability to build weapons of mass destruction, will level the operational environment and change the way groups interact. Demographic changes due to a lack of resources, a desire for improved economic conditions and changes in climate have the potential to cause conflict. Manmade and natural disasters will continue to require intervention for humanitarian reasons.

A wide array of threats will operate in this environment which will challenge the U.S. Army with many combinations of forces and capabilities. The Army will need to continue to mature its capabilities to counter insurgents and terrorists. At the same time traditional armies are investing in increasingly effective conventional capabilities including armor, air defense, and unmanned aerial systems. Foreign military sales will continue to impact the potential for overmatch. Adversaries attempting to regionally dominate while maintaining the capability to avoid decisive defeat are developing specific strategies, organizations, equipment, and doctrine for this very purpose. Hybrid adversaries will use every means at their disposal including proxies, criminals, terrorists and opportunists in addition to their own regular and irregular forces. They will employ increasingly sophisticated technology solutions that could even include nuclear weapons, cyber, and unmanned aerial systems to accomplish their objectives. The abilities to adapt rapidly, handle transitions, and deal with uncertainty are essential attributes required for success in the future.

TRADOC Vision

Victory starts here – *by recruiting, training and educating the Army that fights today while leading the human and structural transitions which build an Army that understands, adapts to and dominates future conflicts.*

TRADOC Mission

Training and Doctrine Command develops, educates and trains Soldiers, civilians, and leaders; supports unit training; and designs, builds and integrates a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army as America's Force of Decisive Action.

Commander's Intent

PURPOSE: *Strengthen America's Force of Decisive Action and provide the Nation an adaptable Army for an uncertain future.*

KEY TASKS

- Lead the Army in institutional adaptability by effectively seeing the future, mastering continuous change and rapidly adapting ourselves
- Develop agile and adaptive leaders who thrive in complex, uncertain, and changing environments (*Leader Development*)
- Develop, evaluate, and integrate capabilities that create an adaptive, dominant land force for the Joint Force Commander (*Capabilities Development, Integration, & Evaluation*)

- Design innovative concepts for the force of the future, and develop doctrine that is effective and flexible enough to adapt to evolving conditions (*Concepts & Doctrine*)
- Train and educate agile Soldiers, leaders, and versatile units adaptable to any operational environment through lifelong learning (*Training & Education*)

ENDSTATE: *The Army of 2020 possesses the best trained and educated Soldiers, civilians, and leaders, organized and equipped in a versatile mix of adaptable units capable of providing decisive action in any operation.*

Key Terms

Line of Effort

A Line of Effort (LOE) is a mechanism to link multiple tasks with goal-oriented objectives that focus efforts toward establishing operational and strategic conditions. Lines of Effort (LOEs) are used to accomplish specific Strategic Objectives.

Major Objectives

Major Objectives (MOs) are mid-long term (2-7 years) efforts that are necessary to collectively achieve the TRADOC Commander's vision and endstate. MOs are clearly defined, attainable goals with measurable outcomes. The Army Campaign Plan (ACP) provides a fundamental and enduring source for the development of TRADOC's MOs. Concomitant with this, TRADOC's MOs are nested within the ACP work currently underway. Each TSP MO is nested within one of the three TRADOC LOEs. Major Objectives are accomplished through the development and execution of their nested SubTasks, Supporting Tasks and the associated Milestones, Decision Points and resourcing plans and are managed in terms of the TSP's Time Horizons. Finally, all MOs are supported in planning and execution by the TRADOC Key Enablers. (*See Figure 1*)

SubTasks

SubTasks are clearly defined, measurable, and quantifiable statements of work to be done. They are the result of a deliberative process where the MO Leads plan the development and way-ahead of specific tasks. TRADOC Staff Managers assist MO Leads in the examination of each of the TRADOC Core Functions (CFs) to determine how integration of the CFs supports SubTask execution. This is necessary to gain an understanding of required actions and activities to achieve Major Objectives' endstates within the three time horizons. SubTasks, when executed over the timeframe of the plan, collectively define achievement of Major Objectives. Each SubTask has defined and measurable Supporting Tasks, Milestones, Decision Points (DPs) and a resourcing plan. Many Army Campaign Plan tasks for which TRADOC is lead or team member are reflected as TSP SubTasks.

Supporting Tasks

Supporting Tasks are measurable and quantifiable tasks which must be completed in order to accomplish a SubTask. Based upon mission analysis, Major Objective and SubTask Leads assign Supporting Tasks to organizations which serve as Leads and Assists as required to accomplish the SubTasks. Assigned Leads develop and mature their Supporting Tasks and

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identify execution in terms of the Time Horizons, Milestones, Decision Points and resourcing requirements to execute the plan. Major Objective and SubTask Leads track Supporting Task accomplishment at their levels. In some cases a Supporting Task may be of such importance that (as a critical step towards achievement of a Decision Point or in support of a critical node) it may be raised in hierarchy to the SubTask level, if only to provide visibility to the Deputy Commanding General (DCG) TRADOC.

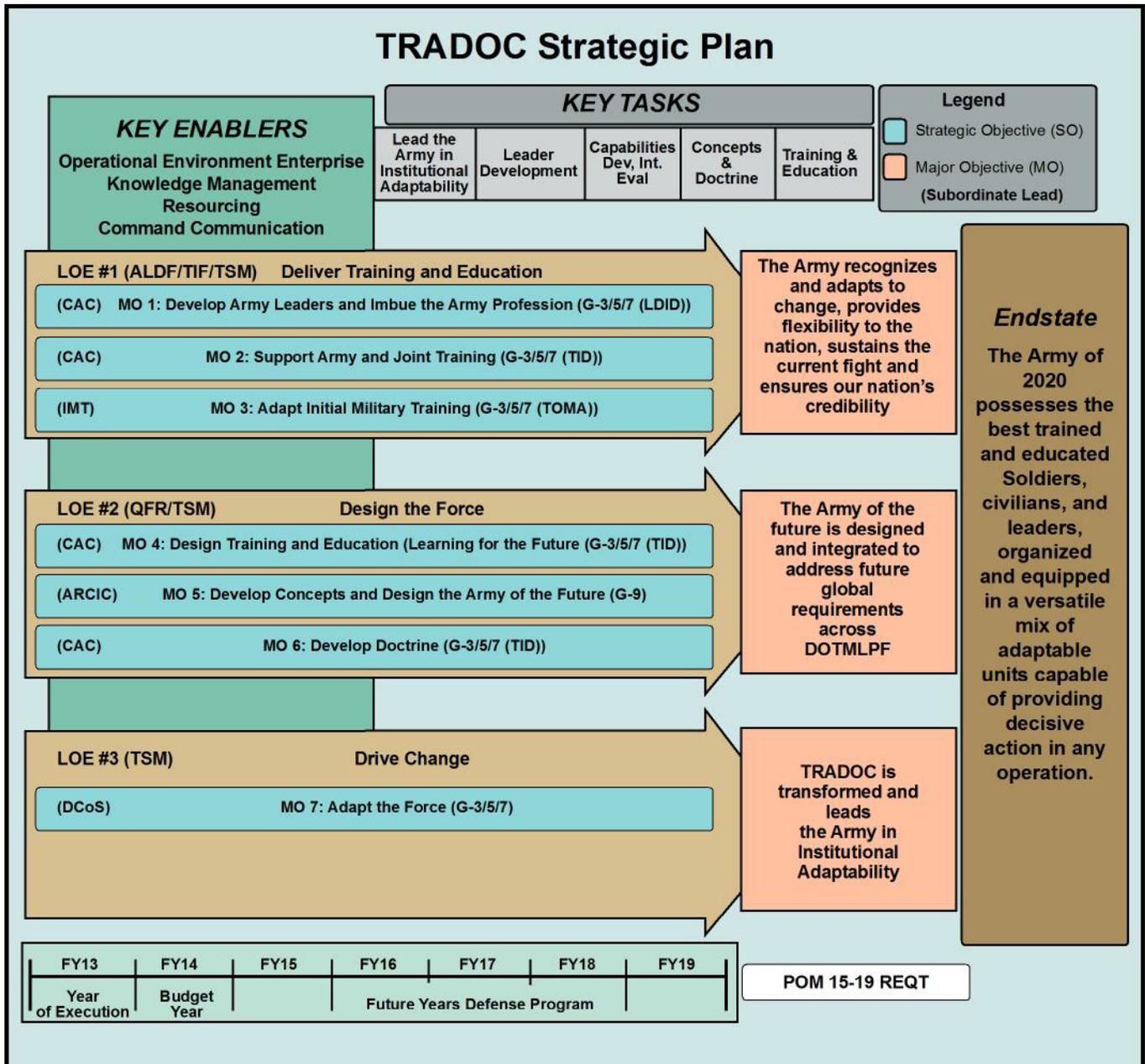


Figure 1: TRADOC Strategic Plan

Roles and Responsibilities

Lead

Leads have primary responsibility for a task, objective, function or role, from task or objective assignment, through development of plans, and monitoring of progress until completion. A Lead can be assigned for an MO, a SubTask, or any level of Supporting Tasks. Task Leads coordinate with TRADOC Staff elements, Major Subordinate Organizations and organizations responsible for TRADOC Core Functions and Key Enablers to ensure horizontal and vertical integration one level down in all aspects of planning and execution. A Task Lead at any level is responsible for seeking assistance from other organizations or staff elements as needed and is responsible for ensuring any assisting organization understands the assistance requirements. MO Leads brief MO status at TRADOC Synchronization Meetings (TSMs) and are responsible for coordinating the statuses of each of the SubTasks.

Assist

TRADOC organizations or staff elements that provide augmentation, coordination, products, funding or other support to a Lead for a function, task, objective or role, are operating in an Assist role. Support includes, but is not limited to, all applicable Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) domains, Core Functions and Key Enablers. Organizations that Assist, support in line with their roles, responsibilities and functions as required by a Lead organization.

Staff Management

Staff Management requires a staff section to serve as the integrating higher headquarters staff to coordinate with Leads in order to provide a consolidated TRADOC position, product or policy. Staff Management ensures tasks are horizontally and vertically integrated and that a coordinated position in line with Commanding General (CG) TRADOC's intent is presented. Staff Managers support Leads through their analysis, assessment, coordination, and development of recommendations for the TRADOC Command Group, and should anticipate providing interface/liaison with external agencies on behalf of Leads. Staff Managers facilitate the coordination and cross-fertilization of plans, doctrine, products, and policy with higher HQ and external agencies, as appropriate, to reach a level of integration Leads might not otherwise attain. At TSMs and ACP events, in support of the MO and SubTask Leads, Staff Managers should anticipate providing integrated insights, notes pages, or information as needed.

Lines of Effort (LOEs)

The TRADOC Strategic Plan has three Lines of Effort which serve as organizing constructs for the Major Objectives and support the achievement of three strategic objectives and the execution of TRADOC's mission and role as the Army's trainer, leading change in the Army. TRADOC's Lines of Effort are:

LOE 1: Deliver Training and Education.

LOE 2: Design the Force.

LOE 3: Drive Change.

LOE 1: Deliver Training and Education

This consists of actions to support ongoing operations through delivery of training and education, development of adaptive Soldiers and leaders, inculcation of the Army Profession and the supply of the highest quality Joint, Interagency, Intergovernmental, and Multinational (JIIM) training and education to our partners.

Strategic Objective: The Army recognizes and adapts to change, provides flexibility to the nation, sustains the current fight and ensures our nation's credibility.

TRADOC designs, develops and delivers the highest quality training and education; trains, educates and provides the best possible Soldiers and leaders to the Army; and integrates adaptable organizations into the operational environment to harvest critical lessons and synthesizes those lessons in order to provide direction to the future force.

LOE 1 has three Major Objectives

MO 1.0: Develop Army Leaders and Imbue the Army Profession

This MO focuses on the facets of experience, education, and training required to progressively develop Army leaders and inculcate the Army Profession across all Cohorts and Components (e.g., Officers, Warrant Officers, NCOs, Soldiers and DA Civilians, Active, Reserve and National Guard).

Endstate: *Leader Development is valued, emphasized and practiced across the Army. Soldiers, civilians and leaders have a refined understanding of what it means to be professionals – expert members of the Army Profession. The Army's future strategic leaders and planners are developed and prepared for leadership roles in Army, Joint, Interagency, Intergovernmental, and Multinational assignments.*



MO 2.0: Support Army and Joint Training

This MO focuses on Unit, Functional, Collective, Home Station Training, Institutional Training (i.e. school house), as well as training conducted at Combat Training Centers. This includes the training provided to Army, Joint, Interagency, Intergovernmental, and Multinational (JIIM) partners, service members, and civilians.

Endstate: *The Army maintains the best trained Soldiers, civilians, and units on an enduring basis. Training achieves mastery in fundamentals at each echelon of leadership (Army Service Component Command down through the individual Soldier). TRADOC becomes the training provider of choice for JIIM partners.*

MO 3.0: Adapt Initial Military Training

This MO focuses on the acquisition of Soldiers, and the adaptation needed in Basic Combat Training, Advanced Individual Training, One Station Unit Training, Warrant Officer Basic, and the Basic Officer Leadership Course to instill required skills, knowledge, and attributes, and complete the transformation of programs to build the future Army.

Endstate: *TRADOC provides tailored world class Initial Military Training across all cohorts (Enlisted, Warrant Officer, and Officer) and components (Active, Reserve and National Guard) adapted to the environmental and operational requirements the Army faces in the current fight and in the Army of the future.*



LOE 2: Design the Force

This consists of initiatives that will shape the Army in the future and ensure that concepts and capabilities are synchronized from end-to-end and integrated across DOTMLPF.

Strategic Objective: The Army of the future is designed and integrated to address future global requirements across DOTMLPF.

TRADOC produces a holistic design for the Army of the future which provides the Nation with a decisive land force capable of winning in any complex environment – adaptive Soldiers and leaders who thrive in complex, uncertain, and changing environments; effective capabilities developed through agile processes; innovative concepts; relevant doctrine; revolutionized methods of learning and training; and versatile units capable across the range of military operations.

LOE 2 has three Major Objectives

MO 4.0: Design Training and Education (Learning) for the Future

This MO focuses on Institutional Training design, development and implementation to create competitive and adaptive learner-centric training and education systems, including Professional Military Education, to deliver foundational learning to prepare Soldiers and civilians for the competitive future operating environment.

Endstate: *Revolutionized training which replicates Operational Environment complexities and integrates a realistic home station training environment that is consistent with the Joint Operating Environment. Professional Military Education in each cohort (Non-Commissioned Officer, Warrant Officer, and Officer, Active, Reserve and National Guard) delivers the foundational learning required to meet the education requirements of an adaptive Army.*



MO 5.0: Develop Concepts and Design the Army of the Future

This MO focuses on developing concepts embodying the understanding of the future environmental requirements, (human, operational and materiel), and those concepts which provide the basis for the design and development of the Army of the Future. Development of the future force provides an Army Force that is: affordable, agile, capable, networked, responsive and adaptive and able to address the complexities of the future operating environment and provides flexibility for national security decision makers in defense of the nation, at home and abroad.

Endstate: *The Army of the Future provides flexibility for national security decision makers in defense of the nation, at home and abroad.*

MO 6.0: Develop Doctrine

This MO focuses on the development and propagation of Army Doctrine. It distinguishes enduring doctrine from transient doctrine.

Endstate: *Doctrine is more accessible, clearly defines the language of our profession, distinguishes enduring doctrine from transient doctrine, and rapidly infuses information that Soldiers gain in the field.*

LOE 3: Drive Change

This consists of those internal and external actions, tasks and processes required to support and transform the entire force and make TRADOC more efficient, effective, adaptable, and responsive. TRADOC will continue the integration of key organizations and processes to provide education, concepts and adaptation to the future force. TRADOC will take opportunities to understand the requirements of the Operating, Generating, and Joint Forces by interacting with Forces Command, Army Materiel Command, Installation Management Command and JIIM partners, and lead the Army through a continuing process of change required to meet the realities of the future operating environment.

Strategic Objective: TRADOC is transformed and leads the Army in Institutional Adaptability.

LOE 3 has one Major Objective

MO 7.0: Adapt the Force

This MO focuses on the adaptation of TRADOC as well as the larger Army, Generating and Operating Forces, and the need to rapidly adapt the institution to meet the requirements of a dynamic operational environment to support current operations and enhance the capabilities of the future force. It includes the integration of new organizations into the command and the internal transformation and adaptation of TRADOC into an organization postured to provide the Army effective, anticipative and adaptable support now and in the future.

Endstate: *TRADOC is transformed into an optimized organization which provides effective, anticipative and adaptable support to the Army and postures the Army to transition to the future force capable of meeting the requirements of the current and future operational environments.*

Integration of Key Enablers

Key Enablers provide significant capabilities that underpin TRADOC's ability to execute its Core Functions and are an integral component of the set of actions required to achieve outcomes across all MOs. SubTask and Key Enabler Leads are responsible for consideration and incorporation of Key Enablers into each SubTask. They support the execution of the Major Objectives by integrating efforts and linking capabilities required for execution. Key Enabler Leads are responsible for briefing Key Enabler integration for SubTasks and MOs as required.

There are four Key Enablers which support planning and execution which are described below.

Operational Environment (OE) Enterprise

The Operational Environment is the command's most fundamental enabler. Joint doctrine defines 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 (JP 1-02). In the context of TRADOC enabler, an OE is a subset of the strategic environment and is defined as the aggregate of factors that affect the planning and execution of all facets of the command's mission. The wide diversity of the TRADOC mission combined with OE uncertainties and complexities preclude responding to OE requirements with any single or narrowly-scoped set of OE offerings. As a result, Major Objective and SubTask Leads will initiate dialogue with TRADOC's G2 to identify, capture and document their respective intelligence and information mission needs that require OE support.

The G2 produces most OE products as well as validates and accredits all OE key enabler outputs. In general terms, the ways that TRADOC OE output and activity supports command mission functions and enables achievement of TRADOC objectives is by providing the context for leader development; training and education; capabilities development, integration, and evaluation; and development of concepts and doctrine. Support may include (but is not limited to): characterization of the global setting; definition and representation of threats: institutional and operational individual and collective training support across each Live/Virtual/Constructive/Gaming (LVCG) domain; and OE benchmarking to support testing and analytically-based assessments. The Operational Environment Enterprise is the principal means to develop and deliver OE products, services and support to TRADOC's supported users. See Annex B.

Resourcing

Resourcing provides a focus on the requirements for manpower, time and funding needed for the execution of Strategic and Major Objectives. The resourcing Key Enabler support the development of a resourcing strategy for each Major Objective and SubTask.

TRADOC, as part of the Army and the Department of Defense, will face resourcing challenges for the foreseeable future. This requires each TRADOC organization to prioritize their efforts and activities to successfully execute this strategic plan. Major Objective and SubTask Leads will address resources required to execute their objectives. See Annex C.

Command Communication

Command Communication is a proactive, integrated, command-wide communication system designed to inform/educate key audiences in support of TRADOC objectives and the

commanding general's priorities. Major Objective and SubTask Leads will account for and develop Command Communication plans and policies to support the execution of their tasks. See Annex D.

Knowledge Management (KM)

Knowledge Management supports the execution of the TRADOC Strategic Plan by training and educating Soldiers, civilians and leaders on KM. Major Objective and SubTask Leads work with KM professionals during the planning and execution processes to develop, provide and sustain KM support and solutions tailored to each Major Objective and SubTask. Consultation between KM professionals and Leads facilitates the delivery of Major Objectives and their SubTask through the identification and exploration of KM technological applications, enablers and process capabilities, e.g. knowledge sharing and collaboration platforms such as SharePoint and milBook.

Knowledge Management enables and enhances Staff Managers' abilities to ensure horizontal and vertical integration across Major Objectives and LOEs. KM facilitates cross-functional coordination with collaboration tools, techniques, task tracking tools, status metrics, data management and improved knowledge search and discovery capabilities. The use of dashboards will manage the risk of uncertainty, supports collaboration and the pace of institutional change, and enhances business process improvement across DOTMLPF. See Annex E.

Plan Management

Command and Control

Command is exercised by the TRADOC CG through the Major Subordinate Organizations and the execution of the TRADOC Key Tasks. Control is exercised by TRADOC Deputy Commanding General (DCG.) He has visibility across all aspects of the TRADOC Staff and the command. Therefore, he has the overall responsibility for ensuring integration and control of execution.

The DCG manages the LOEs through the key governance forums. The forums associated with the LOEs are: LOE # 1, *The Army Leader Development Forum (ALDF)*, *Training Integration Forum (TIF)*, and *TRADOC Synchronization Meeting (TSM)*; LOE # 2, *Quarterly Futures Review (QFR)* and *TRADOC Synchronization Meeting*; LOE # 3, the *TRADOC Synchronization Meeting*. MSO and Staff Leads for these forums provide support to the DCG in managing the temporal progress of Major Objectives (MOs) and ensuring integration of TRADOC Core Functions within Major Objectives and LOEs, as well as any cross-linkages among LOEs and MOs. Staff Managers provide execution support, assist with external agencies forums and assist in briefing the progress across MOs and SubTasks from a TRADOC perspective.

Within a given LOE, MO and SubTask Leads brief the DCG on progress across their MOs and SubTasks at the TRADOC Synchronization Meetings. The purpose of the TSM is to report progress, resolve friction points, and provide visibility to the Command Group, TRADOC Leadership, and Staff of emergent issues, requirements and any upcoming CG Decisions and Milestones.

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Responsibility for execution is at the Major Objective and SubTask level. Subordinate organizations and TRADOC Staff are assigned as Leads for MOs, SubTasks and Supporting Tasks. They are responsible for producing executable plans, managing the day to day activities, and ensuring Milestones and Decision Points are developed and executed towards project completion. TRADOC Staff organizations are assigned as Staff Managers for specific MOs and provide staff support to MO Leads. Staff Managers, MO Leads, and SubTask/Supporting Task Leads will cooperate in: efforts to refine and scope Tasks, developing the plan and execution thereof, and identifying and remaining abreast of associated Decisions Points and Milestones and linkages to other activities within TRADOC and the Army.

Integration of Core Functions (CF)

Responsibility for the execution of TRADOC's Core Functions (CFs) is distributed across the command to Major Subordinate Organizations. Many of the MOs and SubTasks have linkages and requirements related to CFs that cut across the command. During mission analysis, MO and SubTask Leads conduct an analysis to determine linkages, requirements and the level of required integration of the TRADOC CFs in both planning and execution of the MOs and SubTasks (see TR-10-5-1). Relevant CFs are identified, developed and then incorporated into MOs, Subtasks and activities which will be executed in one of the three Time Horizons. This evaluation is necessary to support horizontal integration across the command and is essential to understanding the requirements for execution. TRADOC Staff Managers will remain engaged with MO and SubTask Leads throughout the planning process and actively support horizontal integration of CFs.

TRADOC Synchronization Meetings (TSMs) and TSP Governance

Progress towards the completion of MOs, SubTasks, Supporting Tasks, their Decision Points, timelines, and Milestones is recorded and managed on the TRADOC portal in an iterative, collaborative database. The TSP and the Army Campaign Plan (ACP) share much of the same work, and where this work converges, this database records both efforts. MO and SubTask Leads are responsible for ensuring Decision Points and Milestones are recorded in this database, are available for TSMs, and remain updated. To ensure horizontal and vertical integration and the presentation of a consolidated TRADOC product at TSMs, MO and SubTask Leads brief the status of their MOs and SubTasks, while Staff Managers provide TRADOC Staff input to the Leads and DCG, as well as into the database to update the statuses of the MOs and SubTasks.

In general, one TSP LOE, with its Major Objectives and SubTasks, will be reviewed each month in a DCG-hosted TSM, so that in a given quarter all LOEs will have been reviewed. MO Leads focus on addressing the progress of ongoing work, identifying CG Decision Points, major Milestones, and issues associated with each Major Objective and its respective SubTasks. To ensure that TRADOC equities are considered during MO reviews, Staff Managers support MO Leads in their development of an integrated TRADOC perspective.

To prepare for the TSMs, the TRADOC G3 will chair the G3 Synchronization Meetings to review progress along the targeted LOE before each month's TSM.

TSMs are primarily for an internal TRADOC audience and are in addition to externally focused forums such as *The Army Campaign Plan (ACP)*, *The Army Leader Development Forum (ALDF)*, *Quarterly Futures Review (QFR)*, and *Training Integration Forum (TIF)*. There should naturally

be convergence of topics, issues and discussions that occurs among the TSMs and externally focused forums, as well as feedback mechanisms, e.g., SubTasks in the TSP should naturally address topics in either the QFR, the ALDF, the ACP, or all three, and vice versa. TRADOC will, where possible, seek to minimize briefing information multiple times in different forums. Therefore close coordination is essential and expected between the Forum Leads, assigned Staff Managers, and the TRADOC G-3/5/7. (See figure 2)

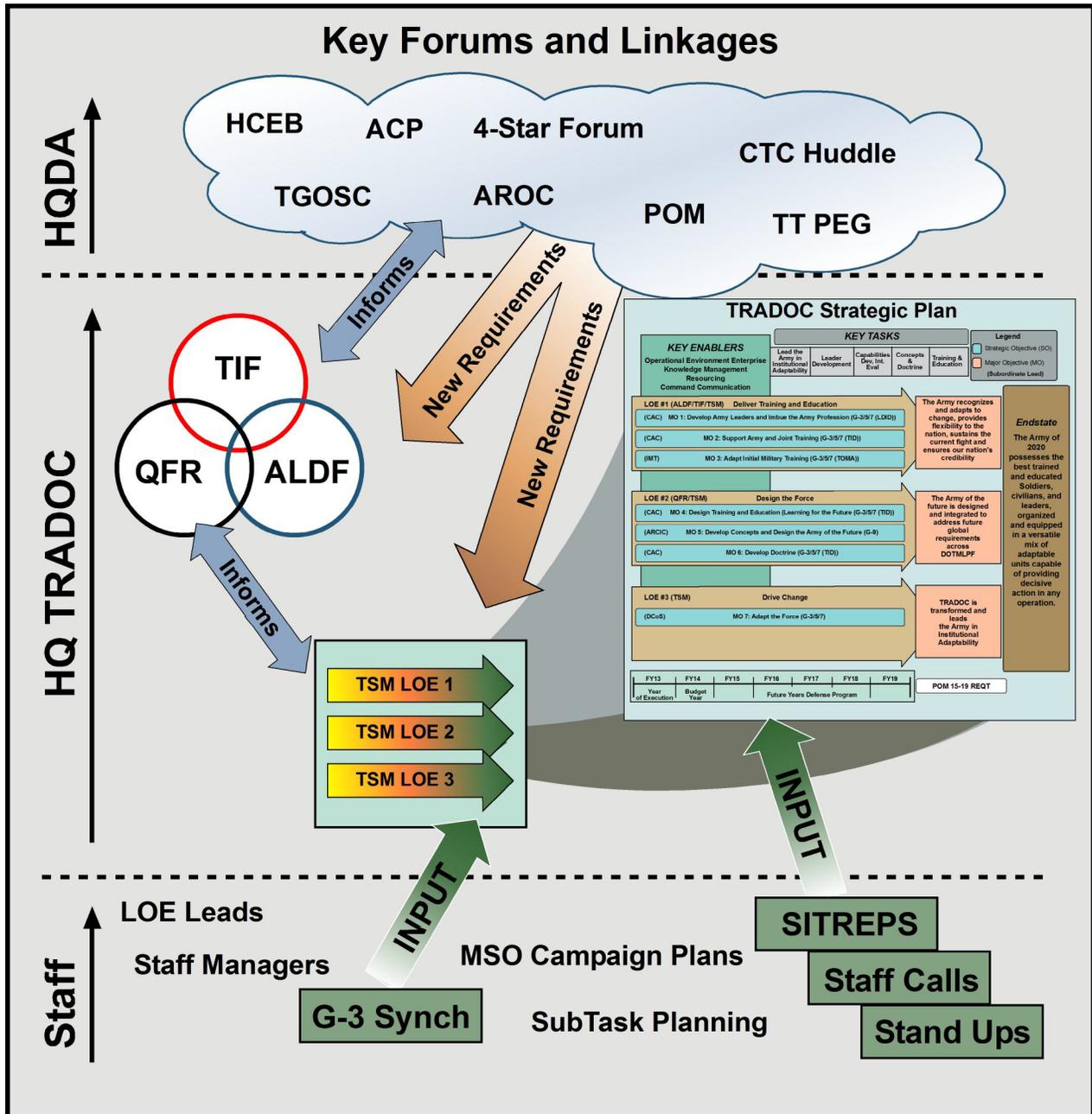


Figure 2: Key Forums and Linkages

Time Horizons

TSP execution is divided into three Time Horizons: Near-Term (year of execution); Mid-Term (budget year); and Long-Term (POM and FYDP). Each Time Horizon defines and prioritizes our organizational efforts. Time Horizons are nested with the execution of milestones and resource allocation cycles. Time Horizons are defined as follows:

Near-Term, Year of Execution, (1 OCT 12 – 30 SEP 13), Major Objective and SubTask Leads will analyze required milestones and actions and determine how they will prioritize (identify bill payers and resource shortfalls) and execute, using year of executions funds. In cases where subordinate organizations are not resourced adequately to execute planned Major Objectives or SubTasks, they, in coordination with the assigned Staff Manager, must develop a TRADOC leadership resourcing decision brief for guidance and decision on the way-ahead to be briefed at the TSM or one of the “Big Three” forums.

Mid-Term, Budget Year, (1 OCT 13 – 30 SEP 14), Major Objectives and SubTask Leads conduct an analysis of required milestones and actions for resourcing requirements. Then they, in coordination with the assigned Staff Manager, develop the requirements and identify resourcing required for the Budget year as Unfinanced Requirements (UFR) and compete for TRADOC resourcing.

Long-Term, POM (FY15 – 19) and FYDP, Major Objectives and SubTask Leads conduct an analysis of required milestones and actions for resourcing. Then they, in coordination with the assigned TRADOC Staff Manager, develop the necessary documents required to compete for TRADOC resourcing in the POM Process.

Conclusion

Our Army cannot depend on superior technologies and weapons alone to prepare us for an uncertain future. We require intellect, dedication and a remarkable sense of duty from our Soldiers. They are the core reason for our preeminence as a combat force. We must invest heavily in our Soldiers and civilian workforce. We must imbue them with the mindset of Anticipation, Operational Adaptability, and an understanding of their roles in the Army Profession.

TRADOC must become experts at understanding the 21st century operational and strategic environments. To rapidly deliver combat systems, training, concepts and doctrine, and Leader Development to our Army, we must be capable of anticipating the needs of the Army and adapting faster than our enemies. Embracing of change and leading the Army in developing the Army of 2020 is the ultimate imperative for this command. **Victory Starts Here!**

Annex A

TRADOC Strategic Plan Matrix to the TRADOC Strategic Plan FY 2013-19

1. Situation

This annex provides an overview of how the TRADOC Strategic Plan Matrix will be used to support of the planning and execution of the TRADOC Strategic Plan.

2. TRADOC Strategic Plan Matrix in the Development of Plans

- a. The Matrix lists the Major Objectives and Subtasks developed during the planning process.
- b. The Matrix provides a vehicle for assessment and identification of potential gaps in the TRADOC Strategic Plan. During the planning process, Major Objective and SubTask Leads identify requirements, Decision Points and Milestones. The Matrix allows the plotting of decision points and milestones in alignment with the Program Objective Memorandum and the Future Years Defense Program which supports resource planning, integration, and coordination within TRADOC and the Army.

3. TRADOC Strategic Plan Matrix in the Execution Process

- a. The TRADOC Strategic Plan Matrix supports accountability and execution as measured at the Major Objective, and SubTask level. The Matrix supports the synchronization and execution of the TSP through the use of a software management tool that will be used to provide updates to TRADOC senior leaders. Major Objective and SubTask owners will update the established database allowing near-real time display of status to both leaders and system users. Monitoring and reporting will occur through key governance forums and the established database to measure progress, identify risk, facilitate coordination and avoid duplication of effort.
- b. The Matrix supports leadership through the continuous identification of decision points, major milestones, reporting of progress, resolving of friction points and in providing visibility to the TRADOC Leadership to include emergent issues and requirements. The Deputy Commanding General, with support from the Major Objective Leads and TRADOC Staff, uses the Matrix to identify issues or tasks that are at risk or otherwise require decisions or direct involvement from the Commanding General (CG).
- c. Use of the Matrix in plan implementation will gain efficiencies and improve effectiveness in terms of knowledge management, information flow to and from the Commanding General, across the headquarters and subordinate organizations. This allows TRADOC leadership to more effectively apply needed guidance and resources to achieve TRADOC's mission and the Army's vision.

Annex A

- d. The Matrix is not a static document; rather it is in essence a living document that will evolve as the Operational Environment changes. Throughout plan execution SubTasks will be added, completed, changed, deleted. Changes in Army guidance to TRADOC or future development of the Army Campaign Plan may require examination and subsequent change to TRADOC Strategic Plan Major Objectives or SubTasks. As these changes occur, the Matrix will be dynamically updated to reflect changes in SubTasks under the respective Major Objectives.
- e. Initially the Matrix will be maintained using Microsoft Excel. Work is underway to develop an appropriate automation tool set to replace Excel.
- f. At the time of publishing, there are 7 Major Objectives and 91 SubTasks as depicted below.

MO	Sub Task	Sub Task	Description	Lead
1.0			Develop Army Leaders and Imbue the Army Profession	CAC
	1.1		Institutionalize The Army Profession (ACP 2012, MO 4-8)	CAC
	1.2		Implement the Army Leader Development Strategy (ACP 2012, MO 4-2)	CAC
	1.3		Coordinate leader developments efforts	CAC
	1.4		Develop strategic planners for the Army	CAC
	1.5		Develop ethics training for the Army	CAC
	1.6		Enable leaders to train units and develop leaders for operations	CAC
2.0			Support Army and Joint Training	CAC
	2.1		Identify and Master Fundamentals (ACP 2012, MO 4-5)	G-3/5/7
	2.2		Enable training management/ product delivery	CAC
	2.3		Transform The CTCs (Combat Training Centers)	CAC
	2.4		Review how the Army resources training to include Operational Tempo and Live, Virtual, Constructive (L/V/C)	CAC
	2.5		Define a Concept of Regional Experience	CAC
	2.6		Codify Operational Environment Enterprise (OEE) Training Brain Operations Center (TBOC) Support relationships in support of Army training.	G-2
	2.7		Develop a training strategy for Low Density Leaders In Modular Formations	CAC
	2.8		Mission Command Training Program Training Program 5-year strategy	CAC

TRADOC Strategic Plan Matrix

MO	Sub Task	Sub Task	Description	Lead
	2.9		Leverage the capabilities of Mission Command Training Program (MCTP) and U.S. Army Reserve Command (USARC) Mission Command to train brigade and higher units in support of CTC Program	CAC
	2.10		Execute the MCTP mission	CAC
	2.11		Execute the Army Joint Support Team (AJST) mission	CAC
	2.12		Establish an Integrated Training Environment (ITE)	CAC
	2.13		Implement TRADOC findings of Army Training Summit II (ATS-II)	CAC
	2.14		Implement TRADOC findings of Army Training Summit III (ATS-III)	CAC
	2.15		Develop an Institutional Definition to define support to Home Station Training (HST)	CAC
	2.16		Clearly define requirement for Army Low Overhead Training Toolkit (ALOTT)	CAC
	2.17		Integrate Training and Education (T&E) requirement into capabilities development product and processes	CAC
3.0			Adapt Initial Military Training	IMT
	3.1		Develop a standardized test that measures baseline Soldier physical readiness	IMT
	3.2		Reestablish the Master Fitness Training Course	IMT
	3.3		Determine feasibility of relocating E Company Defense Language Institute (DLI) and English Language Center (ELC) at Lackland AFB to a TRADOC Army Training Center	IMT
	3.4		Institutionalize Soldier Credentialing in the training base	G-3/5/7
4.0			Design Training & Education (Learning) for the Future	CAC
	4.1		Operationalize The Army Learning Model 2015 (ACP 2012, MO 4-1)	G-3/5/7
	4.2		Implement findings of the 2012 Functional Course Review	G-3/5/7
	4.3		Field Individual Training Common Operating Picture (COP)	G-3/5/7
	4.4		Implement recommendations from the Training Integration Task Force (TITF)	CAC
	4.5		Mid-Grade Learning Continuum	CAC
	4.6		Identify how we coordinate consolidated POIs with other Services	G-3/5/7
	4.7		Resource Non-Commissioned Officers Academy (NCOA) Table of Distribution and Allowance (TDA) in 2012 To HQ Department of the Army (HQDA)	G-3/5/7
	4.8		Assume responsibility for Army Materiel Command (AMC) and Defense Ammunition Center (DAC) Courses	CASCOM

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MO	Sub Task	Sub Task	Description	Lead
	4.9		Identify and develop Training and Education (T&E) requirements and concepts	CAC
	4.10		Improve The Army Distributive Learning Program by Improving connectivity and Graphic User Interface (GUI)	CAC
	4.11		Implement Warrior Leader Course (WLC)	INCOPD
	4.12		Implement NCO Instructor Development Program	INCOPD
	4.13		Institutional Training in support of "THE AGILE PROCESS"	G-3/5/7
	4.14		Develop a Counter Improvised Explosive Device (CIED) Campaign Plan	MSCoE
5.0			Develop Concepts and Design the Army of the Future	ARCIC
	5.1		Design The Army Of 2020 (ACP2012,MO 7-1)	ARCIC
	5.2		Adapt Capabilities Development Process	ARCIC
	5.3		Refine Sustainment Capabilities for the Force (ACP 2012, MO 6-3)	CASCOM
	5.4		Support Army Officer/NCO Grade Plate Review	ARCIC
	5.5		Develop an enduring Human Terrain System Capability for the Army	G-2
	5.6		Conduct a MOS/AOC/ASI/SI (MAAS) Knowledge, Skills, Abilities, and Other Characteristics(KSAO) requirements review	G-3/5/7
6.0			Develop Doctrine	CAC
	6.1		Implement The Army Doctrine 2015 Campaign (ACP 2012,MO 7-4)	CAC
	6.2		Develop doctrine survey	CAC
	6.3		Incorporate The Human Domain into doctrine	CAC
7.0			Adapt the Force	DCOS
	7.1		Provide a safe working, training and living environment	Safety
	7.2		Implement the One Army School System (OASS)	G-3/5/7
	7.3		Execute The Army War College Restructuring Plan	AWC
	7.4		Complete the Transition of U.S. Army Recruiting Command (USAREC) and U.S. Army Cadet Command (USACC)	G-3/5/7
	7.5		Assess and improve Institutional Effectiveness	QAO
	7.6		Implement Operational Environment Enterprise	G-2
	7.7		Integrate New Organizations	G-3/5/7
	7.8		Implement Institutional Education and Training Reform Report recommendations (Braverman)	G-3/5/7

TRADOC Strategic Plan Matrix

MO	Sub Task	Sub Task	Description	Lead
	7.9		Develop and Implement a Defense Language Institute Restructure Plan	DLI
	7.10		Complete the Army Staff Management College consolidation at CAC	CAC
	7.11		Review TRADOC regulation 10-5 and 10-5-1	G-3/5/7
	7.12		Determine Functional Area (FA) 49 Requirements and associated structure	TRAC
	7.13		Identify positions for "Re-greening TRADOC"	G-3/5/7
	7.14		Assess Future Force Generation Model	TRAC
	7.15		Realize organizational and geographical opportunities to generate efficiencies and improve effectiveness	G-3/5/7
	7.16		Implement Mission Command	CAC
	7.17		Complete the integration of the Asymmetric Warfare Group (AWG) Into TRADOC and fully use AWG'S capabilities to support the Army	G-3/5/7
	7.18		Move FA 59 Proponency to USAWC	USAWC
	7.19		Transfer CONUS Replacement Center (CRC) responsibility to FORSCOM	G-33
	7.20		Examine moving FA 48 (Foreign Area Officer) Proponency	USAWC
	7.21		Conduct an analysis to establish the Army Culture Center and where to establish it	CAC
	7.22		Implement the TRADOC Plan in support of The Army Culture and Foreign Language Strategy	CAC
	7.23		Operationalize Lessons Learned and Best Practices	CAC
	7.24		Initiate Civilian Workforce Transformation (CWT)	G-1/4
	7.25		Develop Leader Development process with a standardized program management capability	G-3/5/7
	7.26		Review Total Army Analysis (TAA)	G-8
	7.78		Mitigate Drill Sergeant Shortage	G-1/4
	7.28		Manage equipment readiness and logistics services	G-14
	7.29		Develop a plan to move Leader Development and Assessment Course (LDAC) from Joint Base Lewis-McCord (JBLM), WA to Fort Knox KY in FY14	USACC
	7.30		Implement the TRADOC Protection Program	G-3/5/7
	7.31		Promote Force Readiness Resiliency, Fitness and Wellness	G-1/4
	7.32		Streamline TRADOC Equipment Expansion	G-1/4

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MO	Sub Task	Sub Task	Description	Lead
	7.33		Facilitate Fleet Management Expansion	G-1/4
	7.34		Implement Lead Materiel Integrator in TRADOC	G-1/4
	7.35		Synchronize TRADOC MILCON requirements	G-1/4
	7.36		Synchronize TRADOC facilities requirements	G-1/4
	7.37		Oversee energy savings and conservation	G-1/4
	7.38		Develop workforce skill in line with requirements	G-1/4
	7.39		Acquire a well rounded workforce, military and civilian	G-1/4
	7.40		Sustain the workorce through performance management, retention and planning	G-1/4
	7.41		Restructure the workforce consistent with army Guidance	G-1/4

4. The current Matrix can be located at the following URL

https://www.tkeportal.army.mil/sites/g3/future_ops/2013_COMMAND_BATTLE_RHYTHM/default.aspx

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LTC Thomas Patrinicola, thomas.patrinicola.mil@mail.mil, 757-501-5824.

Annex B

Operational Environment Enterprise to the TRADOC Strategic Plan FY 2013-19

1. Situation

This annex provides the CG TRADOC's specified requirements for OE Enterprise support to the TRADOC Strategic Plan by describing how the OE Enterprise will engage Major Objective (MO) Leads, and Staff Managers by defining responsibility for integrating the OE into MO task planning and execution.

2. OE Enterprise in the Development of Plans

- a. The OE Enterprise is the set of: OE capabilities (tailored OE products, services, and support); Army OE users (TRADOC centers and schools and operating force units in receipt of training support); and enterprise management, led by an Executive Steering Council (ESC) chaired by the G2.
- b. The enterprise is decision-centric—focused on aligning and “delivering” OE products, services and support to satisfy Army users’ OE requirements. Therefore, clear identification and mutual understanding of user requirements is critical.
 - (1) At the enterprise management level, the OE Enterprise will regularly participate in TRADOC's key decision forums—Quarterly Futures Reviews (QFR), the Training Integration Forum (TIF), and the Army Leader Development Forum (ALDF). TRADOC proponents of these forums are responsible for identifying OE-related issues and engaging the OE Enterprise to satisfy OE requirements related to leader development, training and education, and capability development.
 - (2) At the TSP MO and task level, MO Leads and Staff Managers are responsible for initiating a dialogue with the OE Enterprise to ensure that OE requirements – especially end-user requirements¹ – are appropriately identified. Each MO Staff Manager, in collaboration with the OE Enterprise, will provide an inventory of OE information and OE conditions that must be known and to what degree of certainty to inform accomplishment of the objective. The results will form the basis for MO-specific OE requirements; help to shape both enterprise development and “delivery” of useful OE products, services, and support; and in general serve as a framework for effective, ongoing collaboration between TSP MO Leads, Staff Managers and the OE Enterprise.

1. e.g., TRADOC training, leader, and capability developers at Centers and schools as well as providers of training support to CTCs and home station training.

3. OE Enterprise in the Execution Process

- a. OE Enterprise implementation is itself a task under TSP MO 7.0, Adapt the Force, so specific enterprise operating procedures are still evolving. However, in execution, the OE Enterprise ESC will be supported by user-focused “work groups” (e.g., Scenario Board of Governors) that will focus on how best to respond to particular user or functional requirements and issues.
- b. OE Users will be invited and expected to participate in these types of activities. Specific end-user representation will be determined by MO Staff Managers.
- c. OE Enterprise implementation milestones and decision points will be visible in the OE Enterprise implementation plan (TSP SubTask 7.6).
- d. Several TSP MOs contain tasks that direct specific OE action. Staff Managers and MO Leads with OE-related SubTask and /or supporting tasks will collaborate with the G2 to identify OE-related decisions points and milestones required to support achievement of MO outcomes.

4. Key Enablers Point of Contact

Mr. John W. Smith, john.w.smith.ngo@mail.mil, 757-501-6211.

Annex C

Resourcing the TRADOC Strategic Plan FY 2013-19

1. Situation

The Army's 2013-2019 Program supports the needs of a force that will be smaller, leaner, agile and ready to perform a full range of potential missions. It begins to move the Army in line with the priorities set forth in the President's defense strategy (3 January 2012) and reflects the evolving constrained fiscal environment. Within TRADOC in the development and execution of specified TSP tasks, you should assume that these tasks will be executed within existing resources and any new tasks will require reprioritization of existing missions to support new requirements.

2. Key Enabler Resourcing in the Development of Plans

- a. The TRADOC DCS, G-8 serves as the principal management and financial advisor to CG TRADOC; assists MSOs and staff with finance, resource, and management matters; and is responsible for long-range planning, programming, receipt, distribution, and execution of all resources assigned to TRADOC.
- b. Performs overall resource planning, integration, and coordination for TRADOC. Develops policy and provides oversight for the command's acquisition management and oversight program.

3. Key Enabler Resourcing in the Execution Process

- a. The TRADOC DCS, G-8 programs and formulates, allocates, administers, and reviews the utilization of all TRADOC resources to include funding and manpower. G-8 ensures resources are managed to enable execution of TRADOC missions in line with CG priorities. The G-8 serves as the principal advisor to the CG and TRADOC's command and staff on finance, resource, and management matters.
- b. In identifying the resources for the functions/activities/organizations within a Line of Effort (LOE) and those that require command and control realignment either internal or external to a LOE, use the most current TRADOC Budget Guidance as your baseline funding. Use the most current Table of Distribution and Allowance to identify military and civilian manpower. For contract manpower equivalents, use the most current Panel for Documentation of Contractors as the baseline for manpower realignments.
- c. Ensure that fiscal integrity and effective key controls exist which supports financial management requirements, sound stewardship of resources, and compliance with audit readiness requirements.

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d. Roles:

- (1) The TRADOC G-8 serves as the resource strategist and will align resources with Command Priorities (Missions) to execute the CG's intent.
- (2) MO Leads have the responsibility to ensure resources allocated in support of a major objective are executed as programmed.
- (3) Staff Managers have the primary responsibility of ensuring MO resourcing concepts and plans meet the CG's priorities and intent.

4. Summary of Resourcing Key Enabler

The resourcing key enabler provides MO Leads and Staff Managers with guidance on resourcing MOs.

5. Resourcing Key Enablers Point of Contact

Mr. Danny Sawyer, TRADOC G-8 (757) 501-6718 or danny.d.sawyer.civ@mail.mil.

Annex D

Command Communication to the TRADOC Strategic Plan FY 2013-19

1. Situation

This annex describes the purpose of and methodology for a synchronized, externally-focused, command-wide communication program, and outlines the roles and responsibilities of MO Leads and Staff Managers.

2. Command Communication Program (CCP) in the Development of Plans

- a. Generally, TRADOC achieves success when the rest of the Army decides to invest in our initiatives and products. We gain support by providing the Army the information it needs to understand and employ our initiatives and products. We communicate this information in different ways, but our efforts must be focused and sustained in order to be effective. This is the purpose of the CCP – to focus and sustain communication In Support Of (ISO) MOs and to gain support for and assist in achieving MO success across the Army.
- b. The CCP provides MO Leads and Staff Managers with the structure required to develop and execute effective communication plans that help gain Army-wide support and endorsement of initiatives and products.

3. Command Communication Program in the Execution Process

- a. The CCP will be integrated as much as possible with the G3 Synch and TSM battle rhythm, and will be supplemented with regular, TRADOC-wide coordination, integration, and synchronization meetings that will focus communication ISO MOs and SubTasks.
- b. MO Leads and Staff Managers will use these forums to help develop, coordinate, synchronize, and gain leader guidance for their communication concepts and plans.
- c. Roles:
 - (1) The TRADOC PAO will manage the CCP, will provide advice, templates and other structural support, and will de-conflict and synchronize communication concepts and communication plans at the TRADOC level.
 - (2) MO Leads will develop communication concepts and plans, execute these plans, assess effectiveness, and adjust concepts and plans as necessary.

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- (3) Staff Managers will ensure MO communication concepts and plans meet TRADOC intent, are deconflicted and synchronized with other operations and communication efforts, and will liaison within TRADOC and DA as appropriate.

4. Summary of Command Communication Program

The CCP provides MO Leads and Staff Managers with the structure and guidance required to achieve desired communication effects in support of MOs.

5. Command Communication Program Point of Contact

COL Chris Kubik, TRADOC PAO (757) 501-5886, or Christian.t.kubik.mil@mail.mil.

Annex E

Knowledge Management to the TRADOC Strategic Plan FY 2013-19

1. Situation

This Annex provides the CG TRADOC Commander's specified information requirements for the role of Knowledge Management (KM) in the TRADOC Strategic Plan (TSP) Major Objectives.

2. Key Enabler Knowledge Management in the Development of Plans

- a. TRADOC Strategic Plan MO Leads and Staff Managers are responsible for initiating a dialogue with the Chief Knowledge Office (CKO) to ensure plans will facilitate coordination to ensure horizontal and vertical integration of outputs from the various organizational units that fulfill requirements for each MO, SubTask and supporting tasks. TRADOC CKO team will meet and collaborate as well as provide tools, techniques and, where required, tailored training in their use to work groups and/or action officers to ensure plans, facilitate coordination and integration of outputs from the various organizational units to meet MO, SubTask, and supporting task requirements.
- b. As Staff Managers collaborate with MO Leads, Assists and SubTask, and Supporting Task Leads, the Major Subordinate Organization (MSO)/Centers of Excellence (CoE) CKO staffs will support their efforts to document current business processes and work flows, and assess them to identify, close or mitigate gaps that inhibit integration/coordination and knowledge flow between traditional "stovepipes" whose outputs frequently depend upon one another. KM capabilities improve knowledge flow, provide transparency and collaboration as well as provide information for enhanced decision-making.

3. Key Enabler KM in the Execution Process

- a. KM team members, MO Leads, Assists and Staff Managers must establish a dialogue to facilitate KM-informed explorations to identify short falls and implementation challenges that could be resolved or mitigated with KM inputs and support. MO Leads and Staff Managers are responsible to ensure appropriate steps are taken by all concerned to facilitate these explorations, to include virtual and/or face-to-face meetings of the relevant participants.
 - b. KM inputs in the planning stage focus on MO and task implementation requirements; how outputs will be delivered more than what must be delivered or produced.
- (1) KM teams will use work flow and process mapping to identify the required contributors to MOs, SubTask, and Supporting Task as well as linkages across MOs.

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- (2) KM support to Staff Managers overseeing coordinated project execution activity includes use of task tracking tools, status metrics, data management and robust search and discovery capabilities.
- (3) KM support will introduce KM best practices into task implementation processes. KM supports the integration of tools (e.g. Command Dashboard, Microsoft Project and SMS) to enhance senior leader decision-making.

4. Key Enablers Point of Contact

Mrs. Tammi Pierce, tammi.pierce.civ@mail.mil 757-501-6260

Annex F

Army Campaign Plan Nesting with the TRADOC Strategic Plan FY2013-19

1. Situation

This annex describes how the TRADOC Strategic Plan (TSP) is nested within and supports the Army Campaign Plan (ACP).

- a. We will use the TSP to drive TRADOC's execution of current and future Army Campaign Plans. As changes in the environment, strategic intent and emerging priorities occur, TRADOC will develop and refine the TSP; that work will further shape our inputs to and execution of the ACP. As TRADOC develop metrics for the TSP, we will incorporate them into the ACP.
- b. The current ACP 2012 is dated 30 May 12, and is published annually. TRADOC views the ACP as a management tool, to achieve the Secretary of the Army's and Chief of Staff of the Army's strategic goals and objectives.

2. ACP Definitions vs. The TSP

TSP Major Objectives (MOs) are mid-to-long term (2-7 years) efforts that are necessary to collectively achieve the TRADOC Commander's vision and end state. In general they refer to large areas of responsibilities for TRADOC missions and are nested within TRADOC's 3 Lines of Effort. However, in the ACP, an MO Lead works a specific Army objective within one of the nine (9) overarching Campaign Objectives (COs) within ACP 2012. For all ACP MOs identified within the TSP matrix as SubTasks, the wording has been kept identical; in fact, it is the same work, but viewed in different context. In this regard, in both the ACP and TSP, MOs are intended to be clearly defined, attainable goals with measurable outcomes.

3. ACP Management

- a. Each Campaign Objective (CO) listed in Annex C of ACP 2012 is managed and led by an Assistant Secretary of the Army (ASA), supported by an Army Staff Coordination Element and the affiliated Core Enterprise. Within existing authorities, ASAs determine how they assign roles and responsibilities within their CO team, to most effectively and efficiently achieve that CO and its supporting major objectives. See ACP 2012, dated 30 May 2012 for a detailed discussion.
- b. Within each ACP CO, there are Major Objectives (MOs). Each ACP MO is led by one organization, supported by a team of identified organizations with direct equities in the MO. As such, an MO lead is an Army lead working for an ASA and is accountable to Army Senior Leaders for progress and accomplishment. The Army/MO lead is responsible for close collaboration and coordination across the Army, and is responsible for briefing their MO and preparing Senior Leaders across the Army to brief the MO as directed.

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- c. Appendix C-1 to Annex C in ACP 2012, emphasizes that the Strategic Management System (SMS) is the system for successive development and performance metric tracking. SMS is used by the Army to develop requirements, review performance metrics in executing tasks and subtasks, and provides an illustrative assessment of how well the Army is supporting the Office of the Secretary of Defense's (OSD) priorities (page C-1-1, Para, 3.a.).
- d. Since the vast majority of TRADOC work relates directly or indirectly to ACP activities at some level, management of the TSP requires MO, subtask, and Supporting Task Leads to achieve and maintain a familiarity with Strategic Management System (SMS). For ACP data specifically managed in the TSP, Leads at all levels are responsible for ensuring SMS data matches what is in the ACP written document – or propose changes which must be approved by the responsible ASA after staffing through TRADOC G-35 ACP division. As of 01 Oct 2012, only G-35 ACP Division can update data for all ACP MOs; a training program is being coordinated to enable MO and Task Leads to have this same capability. IAW ACP 2012, ACP MO leads execute leadership of their assigned MO per below and provide updates of slides and data as required by the Assistant Secretary of the Army (ASA) or Army Staff Coordination Element as delineated in the ACP strategy map found in Annex C, page C-1 of ACP 2012 dated 30 May 2012.
- e. Functional Leads - Functional leads conduct coordination meetings across the Army as necessary to gain consensus to complete MO sub-tasks and provide finished product to the TRADOC HQ Army lead for input to DA. Within TRADOC there are four ACP MO leads which CAC executes functional lead responsibility for as those MOs are all within CAC's TR 10-5 area of responsibilities.
- f. Team Members – Within TRADOC, Team members are those organizations that have a defined supporting task for an MO in the ACP or are the best suited entity to represent the TRADOC commander. TRADOC organizations as team members report to the MO lead, inside or outside of TRADOC and develop metrics for their sub-task and briefs as necessary.
- g. Assists – Those that assist, are staff sections or MSOs within TRADOC that have an interest in the MO or the supporting sub-tasks, but are not tasked within the ACP. Assists provide input to TRADOC senior leaders as required.

4. ACP Requirements as part of the TSP

At the time of publishing this plan, the ACP tasks TRADOC to accomplish in general the ten tasks listed in sub-paragraph a. below. Additionally within the TSP there are currently seven ACP major objectives, specified below in sub-paragraph b. TRADOC and TRADOC subordinate organizations are team members on another 38 major objectives. These can be found in annex C of ACP 2012, dated 30 May 2012.

- a. CG, TRADOC is assigned overall responsibility for the ten ACP tasks listed below:
 - (1) Adapt TRADOC processes, as required, to fully support ARFORGEN.
Lead: TRADOC, G-3/5/7 TOMA

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- (2) Army Lead for Leader Development for Officers/Warrant Officers/Enl/Civ to meet future security challenges in an increasingly uncertain and complex strategic environment.
Lead: CAC
 - (3) Army Lead for execution of Army Training Enterprise Integration (ATEI). **Lead: CAC**
 - (4) Army Lead, ICW ASA ALT, CIO/G-6, G-3/5/7, ATEC and G-8, in the design, development, integration and evaluation of force capability requirements for the Army.
Lead: ARCIC
 - (5) Army Lead for Army capability to adapt training and leader development as the mission, threat and operational environment changes. **Lead: TRADOC, G-3/5/7 LDID**
 - (6) Army Lead for reshaping of Army education in relation to the changing operating environment for soldiers, leaders and Army civilians. **Lead: CAC**
 - (7) Army Lead for operating and sustaining the deployed Human Terrain Systems (HTS) Teams and for institutionalizing the HTS capability. **Lead: TRADOC, G-2**
 - (8) Implement Rapid Adaptation Capability as part of the Army Lessons Learned Program. Implement a lessons learned forum to resolve issues and accelerate adaptation of best practices. **Lead: CAC**
 - (9) Institutionalize Mission Command; establish the Mission Command Center of Excellence and execution of the Mission Command Force Modernization Proponent with VCSA assigned network integration responsibilities. **Lead: CAC**
 - (10) Army Lead for establishing a Cultural Knowledge Consortium.
Lead: TRADOC, G-3/5/7
- b. TRADOC is assigned overall responsibility for the seven ACP strategy map major objectives listed below:
- (1) ACP MO 4-1 Operationalize the Army Learning Concept (Model).
ARMY Lead: TRADOC, G-3/5/7 TID
 - (2) ACP MO 4-2 Implement the Army Leader Development Strategy.
ARMY Lead: TRADOC, G-3/5/7 LDID
 - (3) ACP MO 4-5 Identify and Master Fundamentals. **ARMY Lead: TRADOC, G-3/5/7 TID**
 - (4) ACP MO 4-8 Institutionalize the Army Profession.
ARMY Lead: TRADOC, G-3/5/7 LDID
 - (5) ACP MO 6-3 Refine Sustainment Capabilities for the Force.
ARMY Lead: TRADOC, CASCOM

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(6) ACP MO 7-1 Design the Army of 2020. **ARMY Lead: TRADOC, ARCIC**

(7) ACP MO 7-4 Implement the Army Doctrine 2015 Campaign.
ARMY Lead: TRADOC, G-3/5/7 TID

5. Summary

This TSP covers FY 13-19 but is updated annually in order to remain current with emerging priorities and changes in strategic intent and focus. In a similar fashion the ACP is published annually with changes implemented through FRAGOs based on accumulated changes by DAMO-ZT. TRADOC will synchronize its efforts appropriately to ensure the ACP captures our efforts. The ACP is briefed usually three times per month: at the ACP 3 Star GOSC; Performance and Assessment to the Under Secretary of the Army (USA) & Vice Chief of Staff of the Army (VCSA), and Secretary of the Army (SA) & Chief of Staff of the Army (CSA) ACP Update.

6. ACP Point of Contact

Mr Christopher Barbour, Chief, ACP Division, G-35, 757-501-5823, or Christopher.r.barbour.civ@mail.mil.

Annex G

Terms of Reference to the TRADOC Strategic Plan FY 2013-19

1. Situation

This annex provides an overview of terms used throughout the document and during the development process of the TRADOC Strategic Plan.

2. Terms

Terms found in this annex are designed to facilitate common understanding. Wherever possible the terms of reference were taken from doctrinal sources, Army and Joint, Army and TRADOC Regulations and Joint Instructions. For those terms where an adequate definition could not be located in an authoritative source, dictionary definitions or past planning references were used as sources.

3. Definitions

The following definitions are used for planning and execution of the TRADOC Strategic Plan:

Administrative Control (ADCON): Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (Joint Publication 1-02, Dictionary of Military and Associated Terms, dated 8 November 2010, as amended through 15 March 2012 (JP1-02))

Army Command (ACOM): An Army force, designated by the Secretary of the Army (SA), performing multiple Army Service Title 10 USC functions across multiple disciplines. Responsibilities are those established by the SA. (Army Regulation 10-87, Army Commands, Army Service Component Commands, and Direct Reporting Units, 4 September 2007)

Army Design Methodology: A methodology for applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them. (ADRP 5-0, 17 May 2012)

Army Force Generation (ARFORGEN): The ARFORGEN process is the Army's core process for force generation, executed with supporting-to-supported relationships, that cycles units through three force pools: Reset, Train/Ready, and Available. Each of the three force pools contains a balanced force capability to provide a sustained flow of forces for current commitments and to hedge against unexpected contingencies. ARFORGEN establishes the basis

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to plan and execute Army wide unit resourcing. As a model, ARFORGEN supports the Army's planning, programming, budgeting, and execution (PPBE) process. As a process, it synchronizes the Army's efforts to provide land forces and other capabilities required by our Nation.

(AR 525-29, Army Force Generation, 14 March 2011, Effective date: 14 April 2011).

Army Leader: Anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking and shape decisions for the greater good of the organization. (ADP 6-22 (issue date 1 AUG 2012))

Army Material Command (AMC): The four-star level Army Command that provides materiel readiness – technology, acquisition support, materiel development, logistics power projection, and sustainment – to the total force, across the spectrum of joint military operations.

(www.amc.army.mil)

Army Service Component Command (ASCC): An Army force, designated by the Secretary of the Army (SA), comprised primarily of operational organizations serving as the Army component of a combatant command or sub-unified command. If directed by the CCDR, serves as a Joint Forces Land Component Commander (JFLCC) or Joint Task Force (JTF). Command responsibilities are those assigned to the combatant commander (CCDR) and delegated to the ASCC and those established by the Secretary of the Army (SA). (AR 10–87)

Art of Command: The creative and skillful exercise of authority through timely decision making and leadership. (ADP 6-0)

Assessment: Determination of the progress toward accomplishing a task, creating condition, or achieving an objective. (JP 3-0)

Assist: TRADOC organizations or staff elements that provide augmentation, coordination, products, funding or other support to a lead for a function, task, objective or role. Support includes, but is not limited to, all applicable DOTMLPF domains, core functions and Key Enablers. Organizations that assist provide support in line with their roles, responsibilities and functions to complement or sustain another organization in planning and execution as required by a lead organization.

Asymmetric: (DOD) In military operations the application of dissimilar strategies, tactics, capabilities, and methods to circumvent or negate an opponent's strengths while exploiting his weaknesses. (JP 1-02 & JP 3-15.1)

Campaign: A series of related major operations aimed at achieving strategic and operational objectives within a given time and space. (JP 5-0)

Campaign Objectives (COs): These are enduring Army enterprise-focused requirements that are necessary to and collectively will achieve the Army Senior leaders' Vision and strategic requirements. They are clearly defined, attainable goals that operationalize the Army's Overarching Requirement and Outcomes. Campaign Objectives are foundational priorities that warrant Army-wide visibility and resources (i.e. people, money and time). (Army Campaign Plan (ACP) 30 May 12)

Campaign Plan: A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (JP1-02 & JP 5-0, Joint Operations Planning, 11 August 2011)

Collective Training: Training, either in institutions or units that prepares cohesive teams and units to accomplish their missions in the full continuum of military operations. (TR 350-70)

Combatant Command: A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (JP 1-02; JP 5-0)

Combatant Command (command authority) (COCOM): (DoD) Nontransferable command authority established by 10 USC 164, exercised only by commanders of unified or specified commands unless otherwise directed by the President or the SECDEF. COCOM cannot be delegated and is the authority of a CCDR to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, Joint training, and logistics necessary to accomplish the missions assigned to the command. COCOM should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate Joint force commanders and Service and/or functional component commanders. COCOM provides full authority to organize and employ commands and forces, as the CCDR considers necessary to accomplish assigned missions. OPCON is inherent in COCOM. (AR 10-87 & JP 1-02)

Combatant Commander (CCDR): (DOD) A commander of one of the unified or specified combatant commands established by the president. (JP 1-02)

Command Communication: Proactive, integrated, command-wide communication system designed to inform/educate key audiences in support of TRADOC objectives and the commanding general's priorities. (TRADOC PAO)

Commander's Intent: A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (JP 3-0)

Command and Control: (DOD) The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. (JP 1)

Contingency Expeditionary Force (CEF): Army general purpose force units are designated during the ARFORGEN synchronization process and given an available force pool date in order to execute a contingency mission, operational plan, or other Army requirement. The CEF units

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are given an available force pool date (AFPD) for entry into the available force pool. Units assigned as CEF units will be designated not later than R + 90 days (AA) and R + 180 days (RC). These CEF units will receive an AFPD, a mission focus, and may be projected as a surge force unit. An example of an AA CEF unit is a unit which received an AFPD at R + 90 days ISO an operations plan or contingency plan. An example of an RC CEF unit is a unit which received an AFPD at R + 180 days ISO a theater security cooperation mission. (AR 525-29)

Core Function: Core functions are those critical major functions one or more organizations perform that accomplish TRADOC's mission. Core functions are derived, sustainable components integral to the core competencies. The core functions layout the foundation or blueprint for designing the organization and assigning roles and responsibilities. (TR 10-5 (2009))

Decisive Action: The continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. (ADRP 3-0 (issue date 16 May 2012))

Decisive Operation: The operation that directly accomplishes the mission. (ADRP 3-0 modifies term. (Issue date (16 May 2012))

Deployment Expeditionary Force (DEF): Army general purpose force units assigned or allocated during the ARFORGEN synchronization process have the responsibility to execute assigned operational missions. The DEF units are given a LAD in order to execute assigned missions. An example of a DEF unit (AA or RC) is a heavy BCT in receipt of a LAD ISO Operation Enduring Freedom. (AR 525-29)

Direct Reporting Unit (DRU): An Army organization comprised of one or more units with institutional or operational support functions, designated by the SA, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a HQDA principal and/or ACOM and operate under authorities established by the SA. (AR 10-87)

DOTMLPF: Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities. (JP 1-02)

We reference DOTMLPF all of the time. But what does it mean? Here is what the Defense Acquisition University has to say about it -

“DOTMLPF” stands for:

- Doctrine: the way we fight, e.g., emphasizing maneuver warfare combined air-ground campaigns
- Organization: how we organize to fight; divisions, air wings, Marine-Air Ground Task Forces (MAGTFs), etc.
- Training: how we prepare to fight tactically; basic training to advanced individual training, various types of unit training, joint exercises, etc.

- **Materiel:** all the “stuff” necessary to equip our forces, that is, weapons, spares, etc. so they can do operate effectively
- **Leadership and education:** how we prepare our leaders to lead the fight from squad leader to 4-star general/admiral; professional development
- **Personnel:** availability of qualified people for peacetime, wartime, and various contingency operations
- **Facilities:** real property; installations and industrial facilities (e.g. government owned ammunition production facilities) that support our forces (<http://soldiersystems.net/2012/05/11/dotmlpf-what-is-it/>)

End State: The set of conditions, behaviors and freedoms that defines achievement of the commander’s mission. (CJCSM 3500-03)

Expeditionary Force: An armed force organized to accomplish a specific objective in a foreign country. (JP1-02) & JP 3-0, Joint Operation (11 Aug 11))

Forces Command (FORSCOM): The four-star level Army Command that prepares conventional forces to provide a sustained flow of trained and ready land power to Combatant Commanders in defense of the Nation at home and abroad. It provides enhanced land power gaining operational depth and versatility through a mix of fully integrated Active and Reserve Component forces operating in a Joint, Interagency, Intergovernmental, and Multinational environment. (www.forscom.army.mil)

Future Years Defense Program (FYDP): The program and financial plan for the Department of Defense as approved by the SecDef. The FYDP arrays cost data, manpower and force structure over a 6-year period (force structure for an additional 3 years), portraying this data by major force program for DOD internal review for the program and budget review submission. It is also provided to the Congress in conjunction with the president’s budget. (DOD 7000.14-R)

Generating Force: Those Army organizations whose primary mission is to generate and sustain the operational Army’s capabilities for employment by joint commanders. (ADP 1)

Guidance for Development of the Force (GDF): Policy and strategy guidance with some programmatic direction on issues of paramount importance to the SecDef concerning the development of the force during and beyond the POM period. (How the Army Runs, 2009-2010, Chapter 9)

Hybrid Threat: The diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and/or criminal elements unified to achieve mutually benefitting effects. (ADRP 3-0 (16 May 12))

Individual Training: Training which officers and NCOs (leader training) or Soldiers (Soldier training) receive in schools, units, or by self study. This training prepares the individual to perform specified duties or tasks related to the assigned or next higher specialty code or skill level and duty position. (AR 350-4, Training in Units)

Installation Management Command: The three star level Direct Reporting Unit whose mission is to provide standardized, effective and efficient services, facilities and infrastructure on Army installations across the US and overseas, to Soldiers, Families and Civilians for an Army and Nation engaged in persistent conflict. (www.imcom.army.mil)

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 Army civilians. (ADP 7-0)

Irregular Warfare (IW): A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will. (JP 1-02; JP 1 & DODD 3000.7)

Joint Interagency Intergovernmental Multinational Operations: Department of Defense and other government agencies may refer to unified action as being joint, interagency, intergovernmental, multinational, or a combination of these parts. (FM 3-0, C1, (22 Feb 11))

Joint Programming Guidance (JPG): This document, issued by the SecDef, provides firm guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the Military Departments, Defense agency, and USSOCOM POMs. (CJCSI 8501.01A)

Joint Force: (DoD) a force composed of significant elements, assigned or attached, of two or more military departments operating under a single joint forces commander. (JP 3-0).

Key Enablers: Functions within TRADOC that underpin the ability to execute two or more core functions. Multiple organizations or processes across TRADOC require these enablers in order to successfully accomplish core functions. (TR 10-5 (2009))

Knowledge: Information that has been analyzed to provide meaning and value or evaluated as to implications for the operation. (FM 6-01.1 modifies term, issue date 16 JUL 2012)

Knowledge Management: The process of enabling knowledge flow to enhance shared understanding, learning, and decision making. (ADRP 6-0, 17 May 12)

Lead: A TRADOC Lead has primary responsibility for a task, objective, function or role, from assignment to completion. Leads coordinate with TRADOC Staff elements, MSOs and organizations responsible for TRADOC Core Functions and Key Enablers to ensure horizontal and vertical integration one level down in all aspects of planning and execution. The Lead Organization receives assistance from other organizations or staff elements as needed and is responsible for ensuring any assisting organization understands the assistance required.

Leadership: The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. (ADP 6-22 modifies term, issue date 1 AUG 2012)

Line of Effort (LOE): (Army) A line that links multiple tasks using logic of purpose rather than geographical reference to focus efforts towards establishing operational and strategic conditions. (ADRP 3-0, 16 May 12)

Main Effort: A designated subordinate unit whose mission at a given point in time is most critical to overall mission success. (ADRP 3-0)

Major Objectives (MOs): mid-to-long term (2-7 years) efforts that are necessary to collectively achieve the TRADOC Commander's vision and end state. MOs are clearly defined, attainable goals with measurable outcomes.

Measure of Effectiveness: A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (ADRP 5-0)

Measure of Performance: A criterion used to assess friendly actions that are tied to measuring task accomplishment. (JP 3-0)

Milestone: A significant point in development typically recorded on a timeline or calendar. (<http://www.merriam-webster.com/dictionary/milestone>)

Military Decision Making Process: An iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. (ADP 5-0)

Mission: (DoD) 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. (JP 3-0); 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. (JP 3-0)

Mission Command: (Army) The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADRP 6-0, 17 May 12)

Mission Command: (DoD) The conduct of military operations through decentralized execution based upon mission-type orders. (JP 3-31)

Mission Essential Task: A task a unit could perform based on its design, equipment, manning and table of organization and equipment/table of distribution and allowance mission. (ADRP 7-0, 23 Aug 12)

Mission Essential Task List: A compilation of mission-essential tasks (ADRP 7-0, 23 Aug 12)

Mission Type Order: (DoD) 1. An order issued to a lower unit that includes the accomplishment of the total mission assigned to the higher headquarters; 2. An order to a unit to perform a mission without specifying how it is to be accomplished. (JP 3-50)

Operational Environment: (DoD) A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

Operational Environment (OE) Enterprise: The OE Enterprise builds, validates, creates, maintains and delivers OE context and complexity for leader development, training and education (LDTE) and concept and capability development.

Operational Training Domain: The training activities organizations undertake while at home station, at maneuver combat training centers, during joint exercises, at mobilization centers, and while operationally deployed. (ADP 7-0)

Planning: The art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. (ADP 5-0)

Program Objectives Memorandum (POM): An annual memorandum in prescribed format submitted to the Secretary of Defense (SECDEF) by the DoD Component heads, which recommends the total resource requirements and programs within the parameters of SECDEF's fiscal guidance. The POM is a major document in the Planning, Programming, Budgeting and Execution (PPBE) process, and the basis for the component budget estimates. The POM is the principal programming document that details how a component proposes to respond to assignments in the Defense Planning and Programming Guidance (DPPG) and satisfy its assigned functions over the Future Years Defense Program (FYDP). The POM shows programmed needs 5 years into the future.

(<https://www.eprobe.army.mil/urm/user/home/newUser.jsessionid=24440ACC8D6CDBD8E2713E835BC1FEB3>)

Planning, Programming, Budgeting, and Execution (PPBE): The Planning, Programming, Budgeting, and Execution (PPBE) process is how the Department of Defense (DoD) "allocates its resources". It's how DoD, and their contractors, manage to stay within their fiscal budget while they follow the Secretary of Defense's policy, strategy, and goals. (<https://dap.dau.mil/aphome/ppbe/Pages/Default.aspx>)

Proliferation: (DoD) The transfer of weapons of mass destruction, related materials, technology, and expertise from suppliers to hostile state or non-state actors. (JP 3-40)

Resources: (DoD) forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command. (JP 1-02)

Staff Management: Staff Management requires the staff to coordinate TRADOC positions, products and policies both internally and externally, and ensure they are horizontally and vertically integrated across all aspects of planning and execution, and present a coordinated position in line with CG TRADOC's intent. Staff Managers assist Leads through their analysis,

assessment, coordination, and development of recommendations for the commander, and interface with external agencies such as DA on behalf of Leads.

Strategic: Designed or trained to strike an enemy at the sources of its military, economic, or political power. (Webster’s Dictionary)

Strategic Communication: (DoD) Focused United States Government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States Government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power. (JP 1-02 & JP 5-0)

Strategic Environment: (DoD) The strategic environment is characterized by uncertainty, complexity, and rapid change, which requires persistent engagement. This environment is fluid, with continually changing alliances, partnerships, and new national and transnational threats constantly appearing and disappearing. In addition to traditional conflicts, to include emerging peer competitors, significant challenges continue to include irregular warfare (IW), catastrophic terrorism employing weapons of mass destruction (WMD), and threats to disrupt the Nation’s ability to project power and maintain its qualitative edge. (JP 3-0)

Strategic Objective: A broad statement or general course of action that prescribes targeted directions for an organization. (http://wps.prenhall.com/bp_turban_dsbis_9/141/36108/9243675.cw/content/index.html#S).

SubTasks: Clearly defined, measurable, and quantifiable statements of work to be done. They are the result of a deliberative process where the MO Leads collaborate and plan the development and way-ahead of specific tasks.

Supporting Tasks: Supporting Tasks are measurable and quantifiable tasks which must be completed in order to accomplished a SubTask. Assigned Leads develop and mature Supporting Tasks and identify execution in terms of the Time Horizons, Milestones, Decision Points and resourcing requirements to execute the plan.

Synchronization: (DoD) The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (JP 2-0)

The Army Profession: The Army Profession has two components, the Profession of Arms consisting of the uniformed military, and the Army Civilian Corps. These two mutually complementary components work together to design, generate, support, and apply land combat power. This typology designates “aspiring, practicing, and retired” professionals to denote a progressive understanding of the productive roles Army professionals successively fulfill. Further, it distinguishes those who are members of the profession (all who take an oath) and those who have taken the initiative to gain the necessary credentials to achieve status as a certified Army Professional. (“The Army Profession”, Army Profession Tool Kit, at [http://cape.army.mil/Army Profession/ArmyProfession.php](http://cape.army.mil/Army%20Profession/ArmyProfession.php))

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Task: An action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability. (CJCSI 3500.01)

Unified Land Operations: How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. (ADP 3-0)

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