

**Department of the Army
Headquarters, United States Army
Combined Arms Support Command and
Sustainment Center of Excellence
Fort Lee, Virginia 23801-2102**

16 December 2020

**Organization and Functions
U.S. ARMY COMBINED ARMS SUPPORT COMMAND
& SUSTAINMENT CENTER OF EXCELLENCE**

FOR THE COMMANDER:

OFFICIAL:

JOHN E. HALL
Deputy to the Commanding General

History. This publication is a major revision. It supersedes CASCOM Regulation 10-5, dated 15 Nov 2019. The portions affected by this revision are listed in the summary of change.

Summary. This regulation prescribes the organization, mission, and functions of the United States Army Combined Arms Support Command (CASCOM) & Sustainment Center of Excellence (SCoE). This regulation complements TRADOC Regulation (TR) 10-5 and adds greater detail to the organization of CASCOM.

Applicability. This regulation applies to all elements of CASCOM.

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by the CASCOM Deputy to the Commanding General or Chief of Staff, 2221 Adams Avenue, Fort Lee, VA 23801-2102.

Suggested improvements. The Deputy Chief of Staff (DCofS) for Resource Management/G-8 has lead responsibility for this regulation. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Deputy Chief of Staff for Resource Management/G-8 (ATCL-R), 2221 Adams Avenue, Fort Lee, VA 23801-2102.

Distribution. This publication is available in electronic media only and is published on the CASCOM & SCoE Homepage at http://www.cascom.army.mil/g_staff/sgs/Regulations.htm

Summary of Change

CASCOM Regulation 10-5
U.S. Army Combined Arms Support Command

This major revision

Contents

Chapter 1 Introduction 9

1-1. Purpose 9

1-2. References 9

1-3. Explanation of abbreviations and terms 9

1-4. Responsibilities 10

1-5. Scope 10

Chapter 2 Organization, Missions, Functions, and Designation of Responsibilities 10

2-1. Mission of CASCOM..... 10

2-2. Organization of CASCOM..... 10

2-3. Core Functions 11

2-4. Other Responsibilities 11

Chapter 3 HQ CASCOM and SCoE Command Group 13

3-1. Commanding General and Senior Mission Commander..... 13

3-2. Deputy to the Commanding General..... 13

3-3. Deputy Commanding Generals (DCGs), Army National Guard (ARNG) and U.S. Army Reserve (USAR) 14

3-4. Deputy Commanding General (DCG) for Training and Leader Development..... 15

3-5. Deputy Comamanding General (DCG) for Synchronizaing Sustainment Modernization..... 15

3-6. Deputy Comamanding General (DCG) for Enterprise Business Systems (ERP) Mission Command and Joint Concepts 15

3-7. Chief of Staff 17

3-8. Deputy Chief of Staff..... 17

3-9. Command Chief Warrant Officer (CWO)..... 17

3-10. Command Sergeant Major (CSM) 17

3-11. Command Planning Group (CPG) 18

3-12. Secretary to the General Staff (SGS) 18

3-13. Executive Operations 19

Chapter 4 HQ CASCOM Personal Staff 19

4-1. Public Affairs Office (PAO) 19

4-2. Staff Judge Advocate 20

4-3. Inspector General (IG) 21

Chapter 5 HQ CASCOM Deputy Chiefs of Staff / Coordinating Staff..... 23

5-1. Deputy Chief of Staff, G-1/4..... 23

5-2. Deputy Chief of Staff, G-3/5/7..... 26

5-3. Directorate of Training and Doctrine (DOTD) 28

5-4. Collective Training Development Division (CTDD)..... 29

5-5. Doctrine Division 30

5-6. Training Integration and Security Division..... 30

5-7. Training Evaluation Division (TED)..... 32

5-8. Operations and Plans Direcotrate (OPD) 33

5-9. Operations Division..... 34

5-10. Current Operations Branch..... 34

5-11. Training Readiness Branch 35

5-12. Logistics Proponency Branch..... 36

5-13. Plans and Futures Division (PFD).....37

5-14. Training Technology Division (TTD).....37

5-15. Deputy Chief of Staff, G-6, Command, Control, Communications, Computers (C4) & Knowledge Management39

5-16. Deputy Chief of Staff, G-8, Resource Management45

Chapter 6 Special Staff49

6-1. Safety Office49

6-2. Military Equal Opportunity Office.....50

6-3. Sharp.....50

6-4. Retention Office51

6-5. Historian51

6-6. Office of the Assistant Secretary of the Army - Procurement (ODASA-P)51

6-7. Headquarters and Headquarters Company52

Chapter 752

7-0. Fielded Forces Integration Directorate.....53

7-1. Program Integration Office53

7-2. Deployment Process Modernization Office54

7-3. Force Development Directorate (FDD).....55

7-4. Logistics and Material Readiness Directorate (LMRD)56

7-5. Enterprise Systems Directorate (ESD).....58

7-6. TRADOC Proponent Office- Sustainment Mission Command.59

7-7. TRADOC Proponent Office - Operations Contract Support61

7-8. TRADOC Proponent Office - Explosive Ordnance Disposal62

7-9. TRADOC Proponent Office - Human Resources63

Chapter 8 Army Logistics University (ALU).....64

Section I.....65

8-1. Office of the President.....65

8-2. Army Sustainment Professional Bulletin66

8-3. Reserve Component (RC) Office66

Section II.....67

8-4. Directorate of Education and Operations (DEO)67

8-5. Education Division, DEO.....67

8-6. Operations Division, DEO68

Section III69

8-7. College of Professional and Continuing Education (CPCE).....69

8-8. School of Advanced Studies (SAS), CPCE70

8-9. School of Continuing Education (SCE), CPCE70

Section IV70

8-10. Logistics Leader College, LLC70

8-11. Captain Career Training Department, LLC.....71

8-12. Basic Officer Leader Department, LLC71

8-13. Applied Logistics Studies Department, LLC71

Section V71

8-14. Technical Logistics College (TLC).....71

8-15. Ordnance Warrant Officer Training Department, TLC72

8-16. Quartermaster Warrant Officer Training Department, TLC72

8-17. Transportation Warrant Officer Training Department, TLC 72
 Section VI 72
 8-18. Logistics Noncommissioned Officer Academy (NCOA) 72
 8-19. Senior Leader Course Branch 74
 8-20. Advanced Leader Course Branch 74
 Section VII 74
 8-21. ALU Support Battalion 74
 8-22. 71st Transportation Battalion Subordinate Companies 75
 Chapter 9 Quartermaster School (QMS) 76
 Section I 78
 9-1. Command Group 78
 9-2. Reserve Component Affairs Office 81
 9-3. Training Management Office/Director of Training 82
 9-4. Training Development Office 83
 9-5. 23rd Quartermaster Brigade 83
 9-6. 262nd, 266th, and 244th Quartermaster Battalions 84
 Section II 85
 9-7. Aerial Delivery and Field Services Department (ADFSD) 85
 9-8. Aerial Delivery Division 86
 9-9. Field Service Division 86
 9-10. Operations Division 87
 Section III 87
 9-11. Petroleum and Water Training Department 87
 9-12. Advanced Petroleum and Water Division (APWD) 88
 9-13. Laboratory Training Division 89
 9-14. Basic Petroleum Logistics Training Division 90
 9-15. Water Training Division 90
 9-16. Marine Corps Petroleum Training Division 91
 9-17. Operations Division 92
 Section IV 94
 9-18. Logistics Training Department 94
 9-19. 92A10 Training Division 95
 9-20. 92Y10 Training Division 95
 9-21. Supply Excellence Award (SEA) Team 96
 Section V 96
 9-22. Joint Culinary Center of Excellence 96
 9-23. Special Programs Division 97
 9-24. Chief of Staff, Army Supply Excellence Award 97
 9-25. Army Center of Excellence Subsistence (ACES) Operations Division 97
 9-26. Joint Culinary Training Division 98
 9-27. Basic Culinary Training Branch 99
 9-28. Advanced Culinary Training Branch 100
 9-29. Special Skills Training Branch 100
 9-30. Joint Mortuary Affairs Center (JMAC) 102
 Section VI 102
 9-31. Training Division 102

9-32. Operations Division.....	102
Chapter 10	103
Ordnance School (ODS).....	103
Section I Ordnance Regimental Command Team	104
10-1. Ordnance Command Group	104
10-2. Ordnance Command Group Staff.....	106
10-3. Reserve Component Office	108
10-4. Explosive Ordnance Disposal (EOD)	108
10-5. Army Award for Maintenance Excellence (AAME)	109
Section II.....	109
10-6. Directorate of Training (DOT).....	109
10-7. Training Management Office	110
10-8. Ordnance Training Development Division	111
10-9. Armament and Electronics Maintenance Training Department	112
10-10. Track, Metal Working and Recovery Training Department	112
10-11. Wheel Maintenance Training Department	113
10-12. Tactical Support Equipment Training Department	114
10-13. Munitions and EOD Training Department.....	114
10-14. Ordnance Electronics Maintenance Training Department (Fort Gordon, GA).....	115
Section III	116
10-15. 59 th Ordnance Brigade.....	116
10-16. 832 nd , 73 rd , 16 th Ordnance Battalions	117
Section IV	117
10-17. U.S. Army Defense Ammunition Center (DAC)	117
Chapter 11 Transportation School (TS).....	126
11-1. Command Group.....	128
11-2. Personnel Development Office/Office of the Chief of Transportation (OCOT)	129
11-3. Maritime Qualifications Division.....	131
11-4. Reserve Component Affairs Office.....	131
11-5. Transportation Corps Regimental Safety Office.....	132
11-6. Transportation School	133
11-7. 2 nd /94 th Transportation Brigade.....	138
11-8. 58 th Transportation	138
11-9. Transportation Training Development (TCTD) Division	139
Chapter 12 Soldier Support Institute	140
12-1. Command Group.....	140
12-2. Training Development Directorate.....	142
12-3. Noncommissioned Officer Academy (NCOA)	144
12-4. 369th Adjutant General Battalion	145
12-5. Adjutant General School	147
12-6. School of Music (SOM)	151
12-7. Finance and Comptroller School.....	154
Appendix A	
References.....	158

Glossary..... 162

Figure List

Figure 2-1. CASCOM and SCoE Headquarters 11

Figure 4-1. Staff Judge Advocate 20

Figure 5-1. G-1/4 23

Figure 5-2. G-3/5/7 26

Figure 5-3. Directorate of Training and Doctrine (DOTD)..... 28

Figure 5-4. Operations and Plans Directorate 28

Figure 5-5. DCS, G-6 39

Figure 5-6. DCS, G-8, Resource Management..... 45

Figure 7-1. Fielded Force Integration Directorate..... 53

Figure 7-2. TRADOC Approved Organizational Concept Plan..... 62

Figure 8-1. Army Logistics University..... 65

Figure 8-2. ALU Support Battalion..... 75

Figure 9-1. Quartermaster School (QMS) 76

Figure 9-2. 23rd Quartermaster Brigade..... 84

Figure 10-1. Ordnance School (ODS) 103

Figure 10-2. Directorate of Training 110

Figure 10-3. 59th Ordnance Brigade 116

Figure 10-4. Def Ammunition Center 117

Figure 11-1. Transportation School 127

Figure 12-1. Soldier Support Institute (SSI)..... 140

Figure 12-2. Training Development Directorate (TDD) 143

Figure 12-3. NCO Academy..... 144

Figure 12-4. 369th Adjutant General Battalion 145

Figure 12-5. Adjutant General School..... 148

Figure 12-6. Finance Comptroller School 155

This page intentionally left blank

Chapter 1

Introduction

1-1. Purpose

This regulation defines and delineates organization, functions, and responsibilities for the Combined Arms Support Command and the Sustainment Center of Excellence (CASCOM and SCoE) headquarters (HQ) staff and subordinate organizations. Army Regulation (AR) 5-22, The Army Force Modernization Proponent System, and Training and Doctrine Command Regulation (TR) 10-5, U.S. Army Training and Doctrine Command (TRADOC), provide authority.

1-2. References

Required and related publications and prescribed and referenced forms are listed in Appendix A.

1-3. Explanation of abbreviations and terms

The following terms are used throughout this regulation to ensure consistent usage and understanding:

a. CASCOM encompasses both CASCOM HQ and its subordinate units which include the Army Logistics University, Ordnance School (incl Defense Ammunition Center), Quartermaster School, Soldier Support Institute (incl Finance and Comptroller School, Adjutant General School, and School of Music) and Transportation School.

b. CASCOM HQ is comprised of the CASCOM Commander (CG), his personal, special, and coordinating staff, to include Fielded Forces Integration Directorate (FFID).

c. SCoE refers to the mission to conduct Initial Military Training (IMT) and Professional Military Education (PME) at the various schools. It also includes proponenty and Fielded Force integration responsibilities for the individual branches.

d. The CASCOM CG functions as the Commander of CASCOM and SCoE, the force modernization proponent for sustainment, branch proponent for logistics, and serves as the senior mission commander for Fort Lee.

(1) CASCOM integrates the Sustainment Warfighting Function (SWF) (tactical, operational, and strategic) in support of maneuver and other Army/Joint Force Operations. The Commandants are the force modernization proponents (FMP) for adjutant general/human resources management, finance and comptroller, ordnance, quartermaster, sustainment, and transportation as assigned in AR 5-22.

(2) In addition, the CASCOM commander serves as the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTmLPE) integrator for Human Resources, Finance and Comptroller, Medical, Chaplain, and Judge Advocate General proponents as assigned in TR 71-20.

(3) The CASCOM Commander also serves as the Integrator between the Future Force (Army Futures Command) and the Fielded Force. This function is accomplished via the Sustainment Board of Directors (chaired by CG, AMC) which includes multiple Army stake holders.

(4) CASCOM coordinates with the Department of Defense (DoD), numerous elements of Headquarters, Department of the Army (HQDA), Combatant Commands, U.S. Army Reserve Command (USARC), Army National Guard (ARNG), Defense Logistics Agency, U.S. Army Materiel Command, U.S. Transportation Command, U.S. Army Human Resources Command (HRC), and U.S. Army Financial Management Command (USAFMCOM) to develop

comprehensive, integrated, and effective sustainment solutions from the tactical to the strategic/national provider levels to ensure they allow the Army to meet its Title X sustainment responsibilities.

(5) Daily operations of subordinate organizations are directed by the respective commandants/commanders.

e. Other abbreviations and special terms used in this regulation are explained in the Glossary.

1-4. Responsibilities

a. The CASCOM Deputy to the Commanding General (DtCG), who serves as the continuity within the Command, is the approval authority for the Commander for this regulation.

b. The DCS G-8 will:

(1) Serve as the proponent for this regulation.

(2) Review and coordinate proposed changes and forward recommendations to the CASCOM DtCG.

(3) Advise and assist CASCOM and SCoE elements on organizational and functional alignment.

c. CASCOM and SCoE commanders, commandants, and staff directors will ensure their organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Critical analysis and review of this regulation will occur every other year. Updates will occur as needed to maintain relevancy and ensure CASCOM remains an agile, adaptive, and innovative organization.

1-5. Scope

This regulation is focused on the mission, organization, and functions at all levels of CASCOM and SCoE. It describes major organizational structure, core competencies, essential tasks, functions for CASCOM and SCoE, and the relationships between these organizations and their assigned responsibilities.

Chapter 2

Organization, Mission, Functions, and Designation of Responsibilities

2-1. Mission of CASCOM

CASCOM trains, educates, and develops adaptive Sustainment professionals for the total force while generating, synchronizing, and integrating innovative Army and Joint Sustainment capabilities, concepts, and doctrine to sustain Large Scale Combat Operations (LSCO).

2-2. Organization of CASCOM

a. CASCOM and the SCoE consists of eight schools: the Ordnance School (including the Defense Ammunition Center), the Quartermaster School, the Transportation School, the Adjutant General School, the Finance and Comptroller School, the School of Music, the Army Logistics University, and two multi-branch NCO Academies (NCOA) (at Ft Lee and Ft Jackson).

b. The Soldier Support Institute (SSI) at Ft Jackson oversees the Adjutant General School, the Finance and Comptroller School, the School of Music (SOM), and the NCOA at Ft Jackson.

c. HQ CASCOM staff includes the Deputy to CG, Chief of Staff, personal staff, special staff, coordinating staff and the Fielded Forces Integration Directorate (see Figure 2-1).

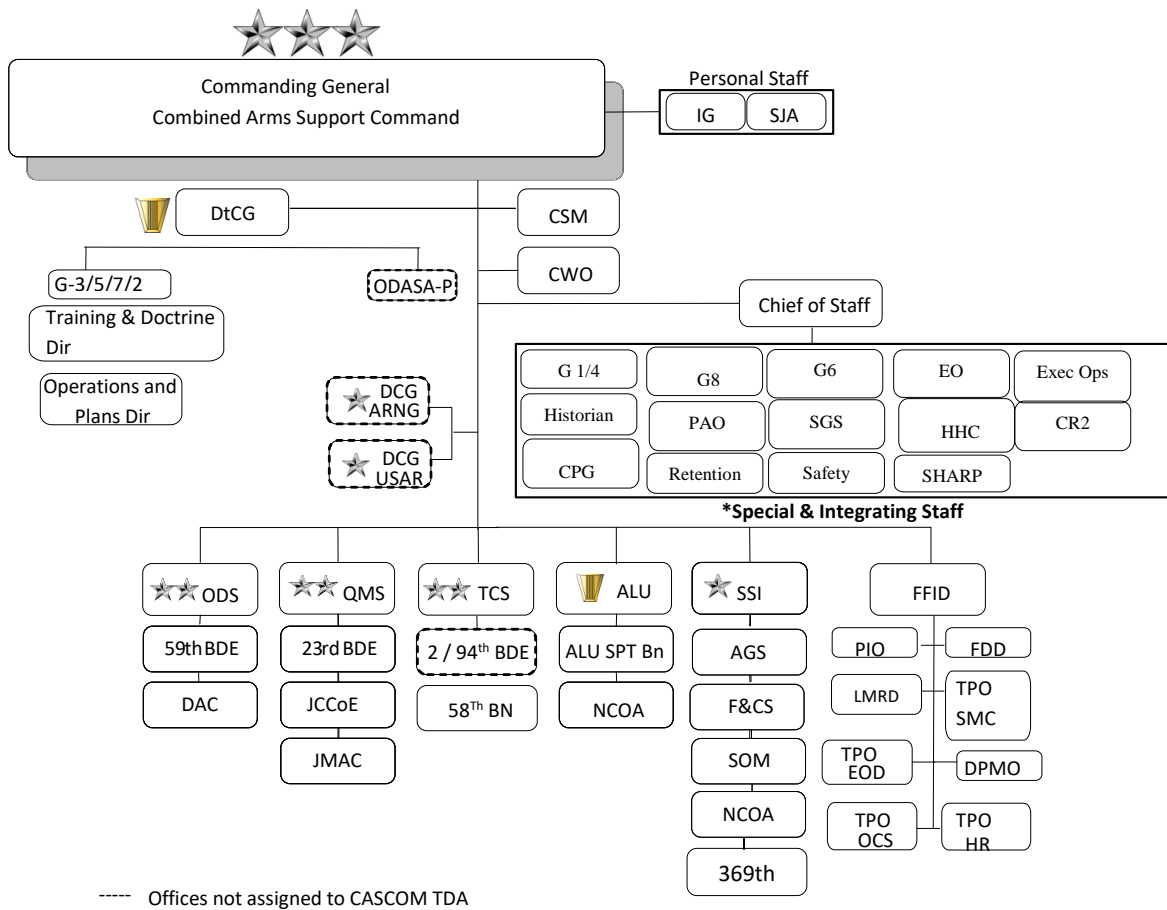


Figure 2-1. CASCOM and SCoE Headquarters

2-3. Core Functions

TRADOC has defined 13 core functions as critical major functions that one or more organizations perform to accomplish the TRADOC mission. CASCOM supports 12 of TRADOC’s core functions: IMT, Leader development, Education, Lessons learned, Doctrine, Training development, Training support, Functional training, Capability integration, Operational environment, and Fielded Force Integration.

2-4. Other Responsibilities

In addition to supporting TRADOC, CASCOM has other major responsibilities which include:

- a. The CASCOM Commander is responsible for sustainment related force modernization proponentcy, and integrating and synchronizing sustainment DOTmLPF capabilities and requirements for the Fielded Force.

b. CASCOM administers HQDA and DoD level logistics excellence awards to include Supply, Maintenance, Deployment, and Phillip A. Connelly Awards programs and the Joint Culinary Training Exercise

c. CASCOM participates on Army and Joint planning boards as lead and/or voting member (e.g.. Joint Subsistence Planning Board, Army Food Program Advisory Board, Army Mobility Fuels and Energy Council, Combat Feeding Research and Engineering Board, CSA Campaign on Property Accountability, Central Joint Mortuary Affairs Board, etc.).

d. CASCOM enables Army executive agent responsibilities for sustainment execution in Mortuary Affairs and inland transportation support, operates the Army Food Service Program, and serves as the Army recovery subject matter experts performing initial recovery procedures and evaluations at Army equipment testing centers.

e. Other Army level responsibilities include the Joint Culinary Center, Postal Operations, conducting maritime licensing, certification, and vessel audits; conducting assistance and inspection visits to include maritime safety, explosive safety, food management assistance teams, airdrop malfunction and safety analysis; and developing policies and procedures for driver standardization, safety certification and licensing across the Army.

f. CASCOM represents the Army civilian logistics community for DOD and Army on Human Capital Strategy. CASCOM recruits, hires, trains, develops and mentors top quality individuals to become premier civilian logisticians throughout the Army. CASCOM provides Army and joint training such as FA 49 Operations Research Systems Analysis in coordination with (ICW) HQDA G-8 and FA51 (Acquisition) ICW Assistant Secretary of the Army Acquisition, Logistics and Technology (ASA(ALT)). In addition to HQDA, collaborates with joint activities, DOD agencies, other services, industry, and academia in support of other career management efforts.

g. CASCOM conducts explosive safety onsite reviews, studies, assessments and technical assistance to commands; executes the technical aspects of the Army Explosive Safety management program; and conducts certificate training for all services via the Defense Ammunition Center.

h. In coordination with (ICW) the broader Army/joint community, designs, develops, and integrates the sustainment warfighting function into warfighting requirements in the Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment to ensure expeditionary, sustainable joint-nested capabilities are achieved for the combatant commands; fosters innovation in sustainment; and leads change for the future sustainment force.

i. Provides vision, priorities, and guidance to assigned organizations. Develops sustainment solutions for the Fielded Force through coordination and integration with U.S. Army Materiel Command (AMC), Army Futures Command (AFC), U.S. Army Human Resources Command (HRC), U.S. Army Financial Management Command (USAFMCOM), U.S. Army Medical Center of Excellence (MEDCoE), The Judge Advocate General's Legal Center and School (TJAGLCS), U.S. Army Chaplain Center and School (USACHCS), and CASCOM subordinate activities.

j. Serves as TRADOC lead for sustainment transformation, to include Sustainment Enterprise Systems such as the General Fund Enterprise Business System (GFEBS), Global Combat Support System-Army (GCSS-A), and Integrated Personnel and Pay System-Army (IPPS-A). Collaborates with HQDA G-1, G-4, G-8, AMC, HRC, U.S. AFMCOM, and Combined Arms Center (CAC) to produce sustainment policies, doctrine, organizations, equipment, information management systems, and sustainment-focused mission command (MC) systems. This includes the documentation of Army Enterprise Systems Integration Program capabilities that provide

information to Army tactical units and organizations, and lead responsibility for line of effort (LOE) 1, Enable the Workforce for the Enterprise Business System Campaign Strategy.

k. Serves as Army lead for the deployment/redeployment modernization process. Identifies and develops corresponding policies, concepts, doctrine, training, and conducts experiments, analyses, and studies to enhance the deployment and redeployment of Army forces. Collaborates with HQDA, TRADOC, U.S. Army Forces Command (FORSCOM), Installation Management Command (IMCOM), U.S. Transportation Command (TRANSCOM), U.S. Joint Forces Command (JFCOM), Defense Logistics Agency (DLA), other services, and the Office of the Secretary of Defense (OSD) in developing joint, integrated end-to-end distribution processes.

l. Experiments with Mission Command (MC) initiatives ICW AFC and CAC; provides standardized MC sustainment support system capabilities throughout the Army; identifies sustainment gaps and develops integrated capabilities that allow transition from the MC sustainment support system to joint logistics command and control (C2); develops and implements a migration strategy to facilitate interoperability and enhance sustainment capabilities; and integrates and standardizes sustainment tactical operation center capabilities.

m. Coordinates and integrates with CAC and joint partners on modular force-related DOTMLPF issues in support of Army sustainment transformation efforts. These include modular designs for corps and divisions, brigade (BDE) combat teams, sustainment BDEs, theater sustainment commands, and interface with the national sustainment base.

n. Ensures full integration of sustainment and sustainment federation of networks with MC, all sustainment systems, and LandWarNet to leverage and enable interdependent network centric operations within the JIIM environment. Supports Army sustainment units by performing capabilities development processes for sustainment automated information systems interface and very small aperture terminal satellite communication systems.

o. ICW Futures and Concept Center (FCC) and CAC, leads the development and exchange of deployment, sustainment, and Explosive Ordnance Disposal (EOD) concepts, doctrine, and Lessons Learned (L2) with Allies to sustain, enhance, or improve the Army's preparedness to conduct operations in a JIIM environment. Major activities include participation in Army and TRADOC Staff Talks, participation in North Atlantic Treaty Organization and American/British/Canadian/ Australian/New Zealand working groups, execution of agreed to actions, handling of requests for information, and relationship building.

p. Serves as the Army force modernization proponent for non-acquisition TRADOC Proponent Office Operational Contract Support (TPO-OCS). Collects and disseminates lessons learned, identifies capability gaps, and integrates and implements non-acquisition TPO-OCS concepts and DOTMLPF solutions across the full range of military operations. Includes both acquisition and non-acquisition force modernization responsibilities. Coordinates and synchronizes activities with ARCIC, force modernization proponents, and ASA (ALT).

Chapter 3

HQ CASCOM and SCoE Command Group

3-1. Commanding General and Senior Mission Commander

The CG supports the CG, TRADOC and CG, CAC priorities, develops leaders, generates combat and training educational products, and builds the sustainment force for the future Army. The CG is also the Fort Lee Senior Mission Commander.

3-2. Deputy to the Commanding General

The DtCG is a member of the Senior Executive Service, who acts in full authority and on behalf of the CG in all matters other than UCMJ, to include Ft Lee Senior Mission Commander roles. The DtCG supervises and directs execution of the CG's decisions and policies with a primary focus to direct the actions of CASCOM HQ personnel engaged in the development of sustainment capabilities development and training development products. The DtCG integrates Soldier Support Institute (SSI), U.S. Army Chaplain Center and School (USACHCS), Judge Advocate General's Legal Center and School (JAGLC&S), and U.S. Army Medical Center of Excellence (MEDCoE) doctrine, training, and Fielded Force Integration into all CASCOM and TRADOC efforts.

3-3. Deputy Commanding Generals (DCGs), Army National Guard (ARNG) and U.S. Army Reserve (USAR)

a. Mission. As principal advisors to the CG for all ARNG and USAR affairs, the Deputy Commanding Generals (Army National Guard and U.S. Army Reserve), direct, coordinate, and review all Reserve Components (RC) support to the command as well as all actions of the command which impact the training, equipping, deployability, and readiness of RC sustainment units and personnel. Each promotes total force integration of capabilities, concepts, and doctrine for their respective commands and serves as the principal liaison between their commands and CASCOM. They direct, coordinate, and review all actions of the command that impact DOTMLPF. The DCGs synchronize ARNG and USAR priorities, policy guidance, and resources with the CG and align all ARNG and USAR Active Guard and Reserve (AGR) staff efforts accordingly.

b. They manage ARNG and USAR tables of distribution and allowances (TDA) billets and approve ARNG and USAR personnel actions, including Active Duty Operational Support, One Time Occasional Tours, and AGR requirements. Additionally, the DCGs: determine assignment and utilization of T-10 (AGR/OTOT) Soldiers and validate Active Duty Operational Support (ADOS) requirements for USAR/ARNG Soldiers at CASCOM to ensure utilization is consistent with Command guidance; serve as approval authority for USAR/ARNG force structure modifications in advance of submission to the United States Army Reserve Command (USARC), Director Army National Guard (DARNG) and TRADOC, USAR DCG, ARNG DCG; and ensure utilization of AGRs is consistent with the DARNG, CAR, and Army personnel guidance.

c. Chief of Staff, DCG U.S. Army Reserves. The Chief of Staff (CofS) USAR synchronizes actions involving the USAR at CASCOM and Fort Lee through direction, prioritization, and coordination with USARC, Operational Sustainment Commands, 80th Training Command, 94th Training Division, CAC, TRADOC, and the USAR AGR personnel assigned to CASCOM, proponent schools and ALU. In coordination with the Reserve Component Affairs Office, provides advice and assistance to the CG, Regimental Commandants, SSI and ALU on USAR sustainment Total Force Integration matters which span across the DOTMLPF. Ensures USAR training requirements are considered in the development and refinement of One Army School System related training strategies. Provides direct assistance to the CASCOM Command Group in integrating, coordinating, processing and supervising USAR staff actions requiring concurrence, approval or signature of a member of the USARC Command Group. In coordination with the Reserve Component Affairs Office, provides advice and assistance to the CG, Regimental Commandants, ALU President and Garrison Commander on administrative processes for matters

related to USAR personnel, and utilization within CASCOM ICW applicable staff and command sections, and makes recommendations to USARC, HRC and TRADOC on TDA changes and staffing requirements.

d. Chief of Staff, DCG Army National Guard. The CofS ARNG synchronizes actions involving the ARNG at CASCOM and Fort Lee through direction, prioritization, and coordination with the ARNG Readiness Center and all ARNG AGR personnel assigned to CASCOM, proponent schools and ALU. Provides advice and assistance to the CG, Regimental Commandants, SSI and ALU on ARNG sustainment Total Force Integration matters which span across the DOTMLPF. Ensures ARNG training requirements are considered in the development and refinement of One Army School System related training strategies. Provides direct assistance to the CASCOM command group in integrating, coordinating, processing and supervising ARNG staff actions requiring concurrence, approval or signature of a member of the ARNG Command Group. Provides advice and assistance to the CG, SSI and Regimental Commandants, ALU President and Garrison Commander on administrative processes for matters related to ARNG personnel. The position oversees ARNG AGR authorizations on the CASCOM TDA, reviews ARNG personnel assignments and utilization within CASCOM ICW applicable staff and command sections, and makes recommendations to ARNG and TRADOC on TDA changes and staffing requirements.

3-4. Deputy Commanding General (DCG) for Training and Leader Development

a. Mission. On behalf of the CASCOM/SCoE Commanding General, executes oversight for all Army Sustainment training development, execution, and synchronization of related policies and priorities identified by Training and Doctrine Command (TRADOC), Combined Arms Center (CAC), Initial Military Training (IMT), and CASCOM for institutional training and education.

b. Guides and facilitates training integration across the various training and leader development domain stakeholders in coordination with CASCOM G-3/5/7. These include, but are not limited to: Platoon Leader publications; Knowledge Skills and Behaviors (KSBs) in coordination with LOGPRO; Career Long Assessments, Digital/Virtual Learning Capabilities; Pre Command Course (PCC) re-design; Annual Training Conference; Command and General Staff College (CGSC) and Army War College (AWC) integration and synchronization; Sustainment Warfighting Function (WfF) training strategy; and the Integration of Data Analytics into Officer Professional Military Education (PME).

c. Incorporates training guidance and training objectives into the annual Combat Training Center (CTC) Collaboration event, and lessons learned from Warfighting Exercises (WFXs) and Operational Exercises into doctrine and training requirements. Additionally, facilitates the annual review, update, and publishing of the Sustainment Training Strategy and Guide for Sustainment personnel, organizations, and systems as required. As required, represents the CASCOM/SCoE Commanding General in an official capacity at various training forums, conferences, events, etc. Attends General Officer (GO) Forums to include, but not limited to: Training General Officer Steering Committees (T-GOSC), TT PEG Sessions, CCG, and LD. Engages with GO/SES counterparts within other stakeholder organizations to resolve issues when required. Conducts required internal coordination across Sustainment proponents and within CASCOM.

3-5. Deputy Commanding General (DCG) for Synchronizing Sustainment Modernization

a. Mission. On behalf of the CASCOM/SCoE Commanding General, coordinates with CASCOM's Fielded Force Integration Directorate (FFID) and Futures and Concepts Center

Sustainment Capabilities Development and Integration Directorate (FCC S-CDID) on sustainment synchronization across the fielded force and future force.

b. Integrates the design and development of Army, and multinational logistics capabilities of the future force from concept to capability development. This integration includes CASCOM and SCoE force modernization proponents with AFC, Cross Functional Teams (CFTs), and other modernization stakeholders. This will include but may not be limited to: How the Army Fights; Gaps 4/10/17 solutions and mitigations; EE PEG; TAA; S&T Portfolio; LEDLOG Reform; and the Tactical Wheeled Vehicle Study.

c. Oversees development and integration of sustainment concepts, concept capability plans (CCPs), architectures, and DOTMLPF-P capabilities in support of Multi-Domain Operations (MDO). Coordinates and integrates concepts, organizations, and materiel requirements with capabilities development and integration activities at CASCOM, CAC, HQ TRADOC, AFC, and HQDA staff. Oversees all design, development, and integration of sustainment aspects for the future force in coordination with FCC S-CDID, to include emerging technologies and concepts for Army Sustainment. Ensures DOTMLPF-P developments associated with required sustainment capabilities are coordinated, synchronized, and integrated across the community of practice to include TRADOC, AFC, ACOMS, and sister services.

d. Represents the CG as the senior sustainment liaison officer between CASCOM and TRADOC, CAC, AFC, AMC, Branch Proponents, and CFTs for future and materiel development as applicable. Ensures internal and external future information requirements are coordinated and facilitates interaction with communities both inside and outside CASCOM through coordinating meetings, and tracking actions, milestones, and acquisition product development; and coordinating efforts, building sync matrices, documenting Board of Director (BOD) processes, and syncing calendars (in time and nested with Army processes like ASRC, SPAR, AROC, ASAC, PPBE, deep dives, etc. Maintains situational awareness of latest processes, regulations, documentation requirements, policies, and techniques related to preparation of requirement documents (Organization, Materiel, and Problem Statements).

e. Coaches and mentors staff personnel on the development of Sustainment operational concepts, doctrine, and training integration and requirements for Sustainment organizations, functions and systems. Engages with GO/SES counterparts within other stakeholder organizations to resolve issues when required, and conducts required internal coordination across sustainment proponents and within CASCOM.

3-6. Deputy Commanding General (DCG) for Enterprise Business Systems (ERP), Mission Command, and Joint Concepts

a. Mission. On behalf of the CASCOM/SCoE Commanding General, ensures proper coordination is maintained with all stakeholders primarily within CASCOM, but also HQDA G-4, Army Shared Services Center (ASSC), PEO-EIS, AMC, and CAC to ensure integration with mission command systems.

b. Integrates into and improves: DOTMLPF-P development of ERP Capabilities; business enterprise systems into mission command systems; MEDLOG into GCSS-Army; schools and proponents on Objective SSA, Shop Office, and Supply Room; Visualization Tools to assist Operational Commanders (e.g. C@RD and others); modernizing and replacing BCS-3 and CPCE; STN Modernization; and the Joint Concept for Contested Logistics (JCCL). Additionally, attends FORSCOM and Division Material Readiness Reviews and Logistics Readiness Reviews.

c. Guides and assists the Enterprise Systems Directorate/TRADOC Proponent Office in its role as the functional lead on capabilities development, deployment, and post-deployment software support for GCSS-Army and other tactical and operational level sustainment automation systems.

d. Coaches and mentors staff personnel on the development of Sustainment operational concepts, doctrine, and training integration and requirements for the Sustainment organizations, functions and systems. Conducts required internal coordination across sustainment proponents and within CASCOM.

3-7. Chief of Staff

The CofS is responsible for day-to-day execution of the CASCOM HQ staff functions through direction, supervision, prioritization, and coordination of the special, personal, and coordinating staffs; and works directly with the DtCG, Chief Warrant Officer (CWO), and the Command Sergeant Major (CSM) to ensure coordinated actions. ICW the DtCG, CWO, and CSM, the CofS also oversees execution and implementation of the CG's decisions, intent, and policies. The CofS synchronizes GO/SES calendars to ensure the CG's intent is met via appropriate GO/SES representation at critical events.

3-8. Deputy Chief of Staff

The DCofS reports directly to the CofS and serves as the staff synchronizer to the Command Group in the management and execution of the CASCOM HQ daily mission. The DCofS directly supervises the Secretary to the General Staff (SGS), Executive Operations, G-6/Knowledge Management, Public Affairs Office (PAO), Safety, Historians, SHARP Program Manager, and sponsors the Foreign Liaison Officers (LNOs) from Germany, France, United Kingdom, and Brazil. The DCofS coordinates with the CASCOM appointed Foreign Disclosure Officer in the G-3/5/7/2 on all matters dealing with release of CASCOM controlled information to other countries.

3-9. Command Chief Warrant Officer (CWO)

Serves as the Command Chief Warrant Officer (CWO) for the command and is the principal warrant officer (WO) advisor to the CG on all warrant officer matters. Shapes the duties, responsibilities, utilization and expectations of 19 sustainment warrant officer specialties across the total force by influencing DOTmLPP-P. Examines trends in order to develop and implement proposals, concepts, and solutions affecting career management programs and opportunities for Sustainment Warrant Officers. Coordinates and integrates all warrant officer actions for the command between multiple agencies to include HQDA, AMC, HRC, TRADOC, CAC, operational commands, and Branch Proponents. Provides oversight and coordination with the Army Recruiting Command, HQDA G-1, and Branch Proponents to develop annual warrant officer accession plans. Executes visits to various units, posts, and activities. Serves as voting board member on the Army Senior Warrant Officer Council, providing Army leadership with enterprise level solutions to organizational design, personnel development, and Warrant Officer Cohort related issues. Provides mentorship, guidance, counsel, and resource tools ICW the schools and other directorates within CASCOM including Pre-Command Course (PCC), Logistics Captains Career Course (LOG C3)), and Basic Officer Leadership Course (BOLC) and to WOs and their commanders as required.

3-10. Command Sergeant Major (CSM)

The CSM provides advice and recommendations to the CG on issues regarding individual Soldier training, Soldier morale and welfare matters, and noncommissioned officer (NCO) development. The CSM monitors the execution of policies and interprets them for Soldiers as appropriate. The CSM also provides an open and "unique" channel of communications between the CG and the NCO support chain. The CSM advises the CG on quality of training provided by CASCOM schools, conducts visits to selected units, and provides feedback to the appropriate CASCOM activity.

3-11. Command Planning Group (CPG)

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

b. Functions.

(1) Completes executive level support and correspondence for the Command Group to include speeches/talking points, briefings, presentations, video teleconference support, and articles for publication. Ensures all products for Command Group and external audiences are accurate, and professionally prepared.

(2) Coordinates CG's strategic vision/intent and message with the entire staff to ensure the CG's message is consistent throughout CASCOM engagements. Captures and disseminates CG's guidance and intent for the staff.

(3) Plans, coordinates, and prepares for the CASCOM Command Group attendance at all events to include Army two-star and higher level conferences.

(4) Gathers information, reviews, and conducts executive analysis of designated key staff actions and exercises quality control over the Command Group's read-ahead.

(5) Provides independent analysis of documentation sent to the Command Group.

(6) Maintains effective communication with HQ TRADOC and other DoD agencies as required.

(7) Coordinates strategic messages and communications for the CG.

(8) CG's engagement planning and execution: Develops, manages, and synchronizes the CG's engagement plan. Prepares the CG for engagements with internal and external audiences.

(9) Coordinates and prepares the CG for participation in 2-star level forums/conferences, installation visits, outside the continental United States (OCONUS) trips and other events as required.

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

(11) Event preparation and coordination: Conducts necessary reconnaissance, coordination and on-site preparation in support of the CG's engagements.

(12) Special Projects: The CPG accomplishes special projects as directed by the CG.

(13) Leads or facilitates the CASCOM Inform Cell and maintains an Information Engagement Action Officers Meeting, Working Group, and Board (IEAO MTG/IEWG/IEB). Synchronizes activities that inform key leaders, Soldiers, civilians, and families across the CASCOM sphere of influence on priorities and initiatives that support: The Army People Strategy; the TRADOC

Campaign Plan's Inform LOE; CAC's Developing Leaders (LOE 1) and Driving Change (LOE 2); and all of the CASCOM LOEs.

3-12. Secretary of the General Staff (SGS)

a. Mission. Provides comprehensive administrative mission support to the Command Group, Special Staff and subordinate organizations and schools. Ensures continuing application of, and compliance with, applicable regulations, policies and laws governing administration and personnel management. Coordinates directly with TRADOC, CAC, and AMC on various types of administrative actions, awards and evaluations.

b. Functions.

(1) The key advisor to CASCOM for administration, including quality assurance, coordination, and execution of all staff actions, military and civilian correspondence, and policy letters of the Commanding General and Chief of Staff.

(2) Central point of contact for awards, evaluations, military and civilian personnel actions, rating scheme consolidation, CG's Senior Rater Profile, and Congressional RFIs requiring action by the Commanding General, Chief of Staff, or CASCOM Schools.

(3) Provides administrative support by facilitating the execution of annual budget requirements for the Command Group and Special Staff through the Government Purchase Card (GPC) program, the Defense Travel System (DTS), and funding of special requirements.

(4) Has primary responsibility for personnel, information and administration for CASCOM Command Group and Special Staff. Serves as a central contact point for actions/taskers disseminated by the TRADOC Office of Congressional Legislative Liaison (OCLL).

(5) Responsible for facility management for HQ CASCOM facilities, through managing access control, maintenance, and special project funding and execution.

(6) Supports the CASCOM security mission.

3-13. Executive Operations

a. Functions.

(1) Provides direct protocol support to the CASCOM CG, DtCG, Command Sergeant Major, Command Warrant Officer, School Command teams, and ALU President.

(2) Plans, coordinates, and executes ceremonies, conferences, meetings, and social events hosted by CASCOM general officers or SES's.

(3) Provides protocol advice and guidance to Fort Lee tenant activities including: Garrison, Defense Contract Management Agency, Defense Commissary Agency, and others as requested.

(4) Coordinates protocol support for CASCOM visitors in the rank of Colonel (P) and above and personnel in nominative positions (escort, transportation, etc.) as required.

(5) Facilitates and coordinates visits by Foreign Delegations to CASCOM.

(6) Maintains and schedules Larkin Hall and the James Madison Conference Room.

Chapter 4

HQ CASCOM Personal Staff

4-1. Public Affairs Office (PAO)

a. Mission. The Public Affairs Office/ Officer (PAO) mission is to tell the Army story by promoting awareness and understanding of the CASCOM, TRADOC, and the U.S. Army

missions, activities and programs. Public Affairs (PA) fulfills the Army's obligation to keep the American people and the Army informed, and helps to establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war. The CASCOM PAO plans and implements PA activities and its functions (media relations, internal and external information, community engagements, and social media) within Headquarters, CASCOM, the Ordnance School, the Quartermaster School, Transportation School, Army Logistics University, Soldier Support Institute and subordinate units. PA develops and executes information strategies, facilitates media engagement and community relations, and conducts PA planning and training. Coordinates engagement/plans with organizational staff; DoD, HQDA, TRADOC, U.S. Recruiting Command, joint organizations, and other services, agencies and organizations. The CASCOM PAO serves as the principal advisor to the Senior Commander on strategic engagement, PA plans, outreach and operations. Provides PA guidance and technical support to all CASCOM and SCoE units, as well as the Staff Judge Advocate Legal Center and School, Charlottesville, Va.

b. Functions.

(1) Serves as the principal advisor to the CG, CASCOM on all PA matters and in execution of Title 10 responsibilities. Lead for development of media engagement and outreach plans and products in support of organizational priorities and desired outcomes.

(2) Co-lead in support of the CASCOM Inform Cell activities to synchronize and integrate CASCOM staff to inform our stakeholders through the participation and conduct of the Information Environment staff action group, working group and Board in support of the CASCOM, CAC and TRADOC Inform Line of Operations while nesting with U.S. Army communication objectives.

(3) Provides professional and technical expertise to the CG, CASCOM leadership and staff for PA plans and policy, internal/external outreach opportunities, social media activities, marketing and media/ PA training. Conducts training, develops and markets media opportunities in support of CASCOM, TRADOC and the U.S. Army.

(4) ICW DoD, HQDA and TRADOC, facilitates PA guidance for CASCOM operations and provides mission specific guidance to support public discussion and understanding of CASCOM operations, priorities and initiatives.

(5) Reviews publications/manuscripts and news articles prepared by CASCOM elements for release on missions and functions of the command for comprehensiveness, accuracy and policy implementation.

(6) Provides the means to analyze and assess the communication production and its effects (Measures of Performance and Measures of Effect).

(7) Serves as a liaison with the US Army Garrison, Fort Lee. Ensures synchronization, integration and coordination of communication goals of the command with Garrison, Installation Management Command and regional offices for information and planning, as needed.

4-2. Staff Judge Advocate

a. Mission. The Staff Judge Advocate (SJA) is the principal legal advisor to the CG and the CASCOM Staff. The SJA also serves as the principal ethics counselor and directs all legal services provided on Fort Lee, VA. to include all tenant organizations.

b. Organization. The CASCOM office of the SJA consists of four divisions: Military Justice Division; Client Services Division (Legal Assistance, Claims, and the Tax Assistance Center); Administrative Law Division; and Civil Law Division (see Figure 4-1).

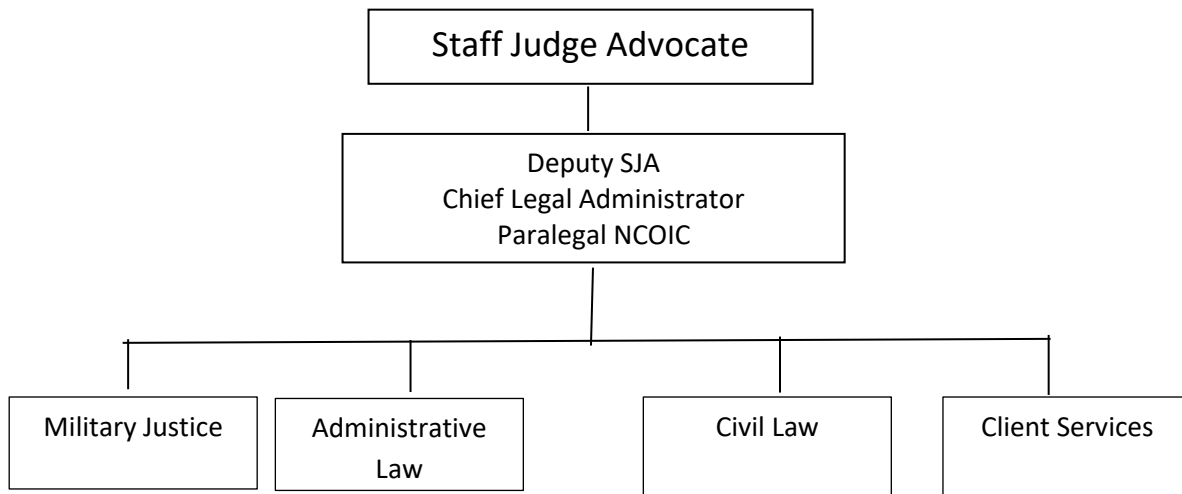


Figure 4-1. Staff Judge Advocate

c. Functions.

- (1) Provides legal advice to the CG, CASCOM DtCG, Commandants, and staff.
- (2) Controls command legal correspondence and furnish guidance in interpreting administrative directives, policies, and procedures.
- (3) Advises on the administration of military justice and other criminal law actions within the general court-martial convening authority jurisdictions of the CG, CASCOM and Commandants.
- (4) Oversees the U.S. District Court cases arising within the jurisdiction of Forts Lee, and Pickett, VA.
- (5) Provides legal advice on the duties, functions, and authority of command as well as civil law matters as it affects installation activities.
- (6) Provides assistance and advice to active duty and retired military personnel, military dependents, and other authorized personnel.
- (7) Provides claims services and legal assistance to Fort A. P. Hill, Fort Pickett, VA, as well as claims services to most of Virginia (except Northern Virginia), including the Tidewater area and West Virginia.
- (8) Supports the U.S. Army Trial Defense Field Office, Fort Lee, VA.
- (9) Plans and executes a preventative law program.
- (10) Maintains liaison with RC and ARNG Judge Advocates and offices, local legal organizations, and local Commonwealth and Assistant U.S. Attorney's offices.

4-3. Inspector General (IG)

a. Mission. Serves as a confidential, fair, and impartial advisor to the Commanding General and subordinate commands by performing the four IG functions—inspections, assistance, investigations, and teaching and training—for the specific purpose of enhancing the command's readiness and warfighting capability. The IG provides oversight, insight, and foresight to commanders at all levels by watching over Army systems, programs, and functions. IGs use

historical trends to provide predictive analyses that help commanders anticipate and prevent problems that will affect readiness. Specifically, IGs use the four functions to seek out systemic issues that adversely affect the command and the Army and then inspect those systemic issues to identify problem areas and make recommendations that directly address the causes of these problem areas. The two main concepts that bear directly upon and often characterize the execution of these four functions are the IG tenet of confidentiality and the restrictions placed upon the distribution and use of IG records.

b. Functions.

(1) *Inspections.* The primary purpose of an IG inspection is to resolve systemic issues by determining their root causes and not to assign personal or collective blame. IGs will not normally reveal the names of individuals or units that provide information during the course of an inspection. When IGs prepare inspection reports, they must ensure that they protect the identity of those individuals and units that provided information during an inspection. An IG must recognize that the commander will not be the only one to view the final report. The report may list the units or agencies visited in an appendix but in no way will connect a finding or any other information to a specific source such as a person or unit. This requirement allows IGs at the lowest level to disseminate the report widely without revealing confidential IG information so that the command may implement the recommendations. When IGs conduct general, compliance-oriented inspections, the report becomes much more restrictive, because the IG findings are directly linked to a specific unit and that unit's commander. Therefore, only the inspected commander and the directing authority can receive copies of the report. Further release of the report requires adherence to the procedures for the release of confidential IG information as outlined in this regulation. IG inspection teams conducting out-briefings of inspected units may reveal an information source at the team leader's discretion if revealing that source promotes best business practices or highlights the proper way to do something. An IG who opts to reveal such information must use extreme discretion when doing so and then must qualify that release by explaining to the unit commander that he or she cannot use the IG information to reward, punish, or evaluate the person or unit.

(2) *Assistance.* When a person seeks assistance from the IG, the IG must often reveal the person's identity to obtain the help needed to resolve the issue. The IG will inform the person of that necessity, and the IG file and case notes will reflect that notification. If the individual does not consent to the release of his or her identity to resolve the matter, the IG may not be able to fully assist that person and must inform him or her accordingly.

(3) *Investigations and investigative inquiries.* When a person provides information about an impropriety or wrongdoing, the IG may disclose the complainant's identity to another IG; the local, supporting legal advisor; and/or the directing authority without the complainant's consent unless the IG determines that such disclosure is unnecessary or prohibited during the course of an investigative inquiry or investigation. The IG must not disclose further the complainant's identity without the complainant's consent unless the IG determines that such disclosure is unavoidable or mandated by a higher authority during the course of an investigative inquiry or investigation. If the IG determines that disclosure is unavoidable, the IG will inform the person prior to disclosure. If the person objects, the IG will consult with the local legal office before proceeding. The IG will include in the record and case notes all efforts to notify the person and the circumstances of disclosing the person's name. (4) Teaching and training as both an embedded and independent function. Teaching and training is the fourth of the Army IG system's four functions and is traditionally embedded in the first three—inspections, assistance, and investigations. While inspecting, assisting, or investigating, IGs

enhance the warfighting and readiness capabilities of the Army by teaching and training commanders, Soldiers, and Civilians at all levels on current Army policy and doctrine. Current operational tempo and the demands of the sustainable readiness model (SRM) necessitates the need for IGs to also perform teaching and training as a separate function independent of the other three functions. This teaching and training approach helps units to re-establish internal systems following redeployment and to serve as a critical substitute for experience when commanders have lost their more experienced officers and NCOs and need help training new staffs and subordinate commanders. The Readiness Assistance Visit is an example of how IGs—who are selected based on their experience, knowledge, demonstrated maturity, wisdom, and judgment—are ideally suited to assist unit commanders in the early phases of SRM. Specifically, they help commanders re-establish internal systems that have withered following redeployment and the reassignment of experienced leaders (see The Teaching and Training Guide available from TIGS or the school’s website at <https://tigs-online.ignet.army.mil/>). An IG’s knowledge of the Army also increases while serving as an IG due to the extensive research and analysis that IG duties require. As a result, IGs develop a broader perspective of the Army that few Soldiers in other duty positions attain. The benefit of this broad perspective is that IGs can incorporate teaching and training into all aspects of their duties. For example, when IGs notice that inspected personnel are unaware of regulatory requirements, they explain the requirements and the reason the Army established those requirements. Additionally, IGs pass on lessons learned and good practices observed during other inspections, assistance visits, and teaching and training sessions. During these current periods of transformation, organizational change, and high operational pace, the IG’s teaching and training function has become more critical than ever as IGs ensure that Army leaders have a complete understanding of current Army policies and procedures.

Chapter 5
HQ CASCOM Deputy Chiefs of Staff / Coordinating Staff

5-1. Deputy Chief of Staff, G-1/G4

a. Mission. Provide Command focused policy, support and advice on military and civilian human resources, logistics, engineering, and integration of base support.

b. Organization. The G-1/4 consists of four divisions: Civilian Human Resources Division, Military Human Resources Division, Logistics Division, and Engineering Division (see Figure 5-1).

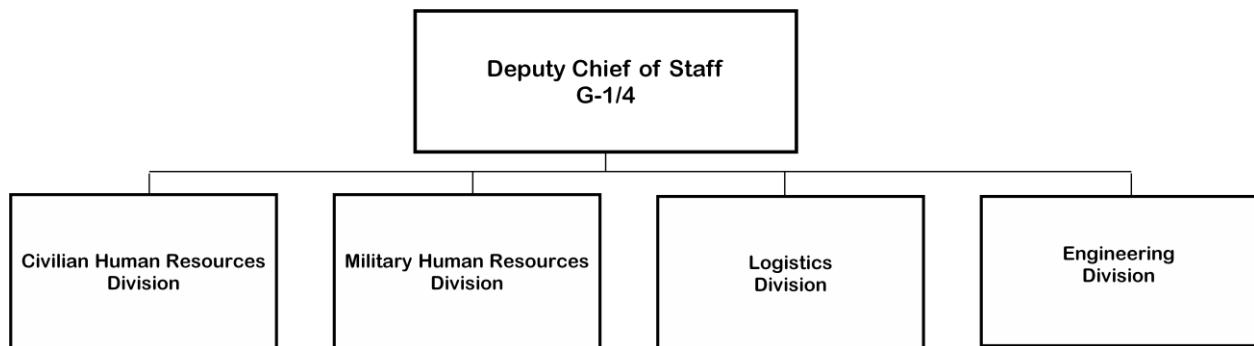


Figure 5-1. G-1/4

c. Functions

(1) The Civilian Human Resources Division

(a) Ensures Civilian Human Resource (CHR) Readiness through managing CHR information in the network unit status report (NETUSR) used by CASCOM CG, TRADOC CG, and HRC to brief the CofS Army.

(b) Establishes, integrates, oversees, evaluates, and manages CHR program priorities, needs, and requirements and execute the daily operations and emphasis of the CASCOM CHR Program.

(c) Provides Command-wide Civilian personnel management direction with respect to CHR program operations, mission and vision.

(d) Develops, implements, and evaluates CHR program policies, procedures, and strategic and operational plans and needs through workforce assessments, analysis and forecasting.

(e) Serves as Senior Advisor to the Command on all CHR functions (e.g. workforce management, performance management, employee-management and labor-management relations, recruitment and placement, position management and classification and compensation, and civilian professional development). Serves as program proponent for all CHR special actions/projects and higher HQ driven taskers and requirements. Develop and advise on the Civilian Incentive and Honorary Awards Program.

(f) Advises and assists CASCOM leadership on position management, organizational and functional alignment, and structure.

(g) Advises and coordinates full scope of organizational change through workforce planning initiatives such as restructure and reshaping, reorganization, realignment and expansion/contraction of missions.

(h) Apprises of emerging and changing trends and requirements. Develops and implements strategies and initiatives as necessary for effective program management.

(i) Develops, implements and evaluates CASCOM/SCoE Civilian employee development and training program. Serves as the Civilian training coordinator for CASCOM/SCoE, to include conducting annual training, needs surveys, and securing requisite training to address major training needs.

(2) Military Human Resources Division

(a) Aligns and manages the inbound, assigned or reassignment of Active Component Soldiers assigned to CASCOM HQS & SCoE organizations/activities based on documented authorizations and IAW DA, TRADOC and CASCOM CG established manning guidance for priority fill. Requisitions for all losses and process By Name Requests (BNRs) for Officers. Establishes rapport with Installation Soldier Support, TRADOC G-1, HRC / TRADOC Account Managers and pertinent Branch assignment managers for mission accomplishment.

(b) Provides timely, accurate military personnel accountability, HR Essential Personnel Services functions, and coordinates programs directly influencing Soldier well-being. Maintains access to Military HR databases (Total Officer Personnel Management Information System, Enlisted Distribution and Assignment System, Computerized Officer Planning System, Electronic Military Personnel Office) and grants permission to CASCOM/SCoE Human Information Management System users.

(c) Inputs and manages Military HR information in CUSR used by CASCOM CG, TRADOC CG, and HRC to brief the CSA.

(d) Collects, creates, consolidates HR data and makes recommendations for various reports or briefings for CASCOM HQS, Board of Directors (BOD) and TRADOC as required e.g.. Military Personnel Center (MILPC) Reports for CSM/SGM, COL, LTC, ACQ Officers and Projected Change of Command Date for COL, LTC, CSM/SGM, Non-Deployable Personnel. Manages the Captain and Major Order of Merit Lists. Maintains and manages the Worldwide Individual Augmentee System deployability and dwell time roster.

(e) Provides subject matter expertise related to military HR manning and TDA development to maintain accurate accountability of authorizations/ fills on TDAs.

(f) Manages the G-1 Hand Receipt for automation equipment.

(3) Logistics Division

(a) Serves as the CASCOM subject matter expert for logistics, developing, executing, and managing supply, maintenance, and transportation programs and policies. Provides integration and coordination for all logistics services provided by the U.S. Army Material Command, Logistics Readiness Centers and Fleet Management.

(b) Establishes, coordinates, and manages Command Supply Discipline Program (CSDP) and Property Accountability Command Policy and Standard Operating Procedures. Conduct higher headquarters CSDP and Property Accountability annual assessments.

(c) Manages and maintains the Command Financial Liability Investigation for Property Loss (FLIPL) Program. Reviews FLIPL findings and make recommendations to Command on proper FLIPL program administration, coordination, program management and accountability.

(d) Co-Chairs Equipment Review and Validation Board for equipment additions or deletions to School TDAs. Reviews proposed equipment requirements for subordinate schools and serves as CASCOM champion to TRADOC/DA for subordinate schools equipment requirements. Serves as the Command point of contact (POC) to obtain disposition instructions for excess equipment across the Command including multiple continental U.S. (CONUS) locations.

(e) Establishes and manages Fleet Management Expansion (FMX) Command Maintenance Memorandum of Agreement. Monitors and ensures Command equipment readiness is aligned with Command priority and any readiness challenges are identified and resolved. Serves as liaison between FMX and subordinate Schools. Monitors the Maintenance Command Discipline Program.

(f) Manages the command mission support transportation requirements of Non-Tactical Vehicles (NTVs). Represents the Command in all matters pertaining to NTV utilization (e.g. Vehicle Utilization and Review Board).

(g) Manages Supply and Maintenance information in NETUSR used by CASCOM CG and TRADOC CG.

(h) Serves as the GCSS-A Administrator for CASCOM/SCOE; Liaison with TRADOC, DA and GCSS-A team.

(4) Engineering Division

(a) Serves as the CASCOM Engineer with program responsibility for engineering, facilities, and environmental programs encompassing the entire Command, located at multiple installations across CONUS.

(b) Manages CASCOM Military Construction (MILCON) and Unspecified Minor Military Construction Army (UMMCA) projects in conjunction with Directorate of Public Works (DPW) Engineer for all Installation Management Command (IMCOM) installations, Base Civil Engineer (BCE) for Air Force Bases and Public Works Engineer for Naval Stations.

(c) Manages Sustainment, Restoration and Modernization (SRM) project list and Military Construction, Army (MCA) and Unspecified Minor Military Construction Army (UMMCA) programing and project list prioritization recommendations to the CASCOM Commander in full coordination with IMCOM, Air Force and Navy personnel throughout the CASCOM Area of Responsibility (AOR).

(d) Provides oversight of the CASCOM Installation Status Report - Infrastructure to multiple installation DPWs.

(e) Coordinates with TRADOC Engineer SRM, MILCON, UMMCA, Training Barracks Upgrade Program and Training Classroom Upgrade Program fiscal priorities and funding.

(f) Coordinates Engineer requirements for Schools' Stationing Actions document preparation and review IAW Army Regulation 5-10.

(g) Manages the G4 Hand Receipt for automation equipment.

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

a. *Mission.* Provides planning and staff management for the integration of programs, processes, and initiatives among CASCOM and SCoE agencies to include the aligned schools, and activities under direct authority of CASCOM. Synchronizes responsibilities for current operations, individual training, collective training, training development, doctrine development, quality assurance, lessons learned and training readiness. Integrates and synchronizes the staff in support of the command's training mission. Executes these duties to ensure timely and effective prioritization, direction, monitoring, and implementation of the CASCOM CG's intent. Primary tasking authority for the CASCOM and SCoE.

b. *Organization.* Under the direction of the Deputy Chief of Staff, G-3/5/7, the organization has two directorates: Operations and Plans Directorate (OPD) and Directorate of Training and Doctrine (DOTD), (see Figure 5-2).

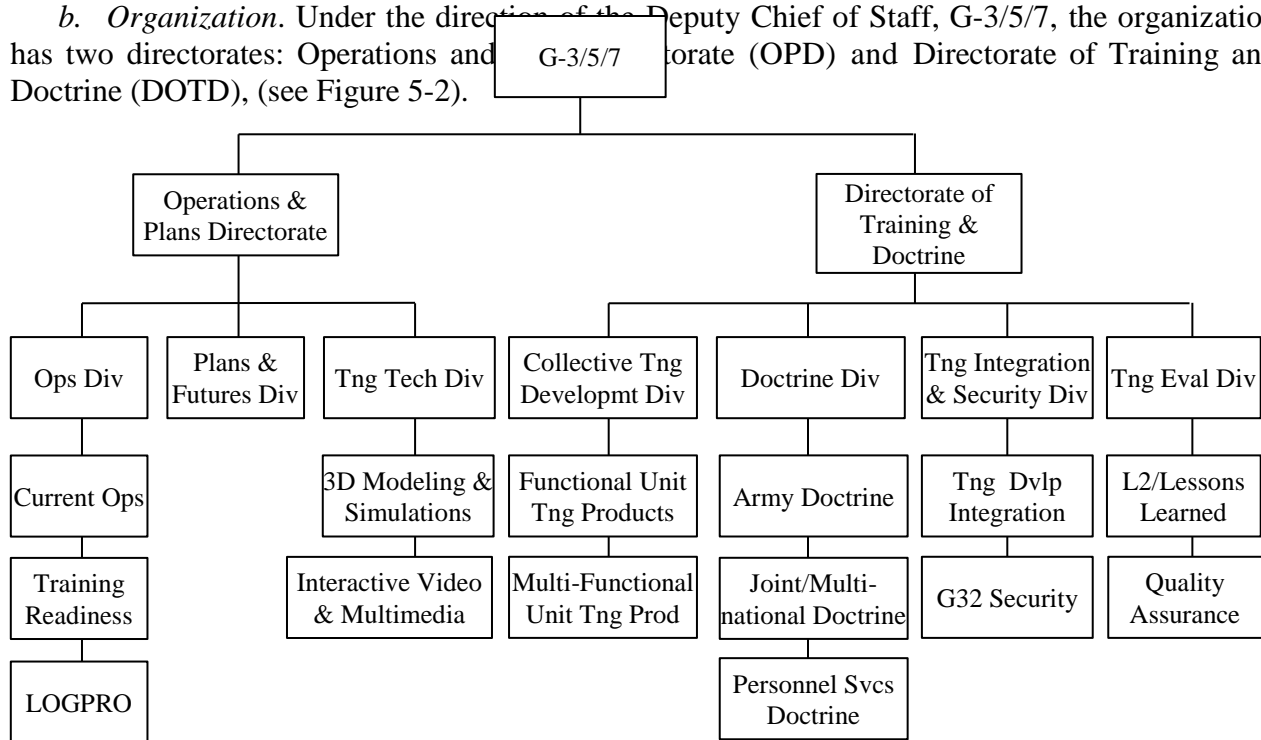


Figure 5-2. G-3/5/7*c. Functions.*

(1) Oversees design and development of all sustainment training and doctrinal products for Sustainment Soldiers and units and civilians, and integrates training and doctrine products throughout the SCoE and sustainment proponents.

(2) Develops resources and integrates the Army sustainment forces training and doctrine efforts and programs.

(3) Develops capabilities-based solutions to leverage technologies that support training, recommends sustainment science and technology (S&T) priorities, supports logistics experimentation.

(4) Manages CASCOM integration of sustainment Concept Capability Plans (CCPs), architectures, and DOTMLPF capabilities into training products.

(5) Coordinates, manages and integrates initiatives and programs supporting IMT.

(6) Provides training products at sustainment schools for the sustainment mission area; sets standards for sustainment-related individual training, including individual training in units.

(7) Assesses the application of new training or training delivery systems and develops support packages in support of the operational Army for collective training.

(8) Provides training development support capabilities to training development divisions enabling sustainment forces training in units and at other schools.

(9) Oversees Army sustainment force training efforts and initiatives to enhance PME throughout the SCoE.

(10) Ensures all training development products are developed and fielded in accordance with approved Army Learning Policy and Systems and approved TRADOC policies and guidelines.

(11) Supports the initiatives and strategies of the One Army School System (OASS) and the Total Army School System (TASS) BNs, Regional Training Institutes (RTI), TASS training centers (TTC), and regional training sites - maintenance (RTS-M).

(12) TRADOC Lead for the full range of automated information systems training development and evaluation for sustainment forces.

(13) CASCOM G-3/5/7 Training Technology leads the exploration and application of emerging technology for use in developing immersive, interactive training products for all of CASCOM's proponents; exploring the true potential that technology offers for instructing and learning while striving to deepen and enhance the learning process.

(14) CASCOM G-3/5/7 Training Technology supports all of CASCOM's proponents by integrating different technological capabilities to alleviate specific needs or learning gaps without sacrificing standards to provide credible, relevant, and on demand training and education for Soldiers and leaders. The Training Technology provides significant and lasting contributions of blending innovative techniques and creating immersive experiences through research and practice which significantly impacts the production of compelling and engaging technology-enhanced training products.

(15) Leads in developing, managing, and integrating Army and Joint Sustainment doctrine, and Allied Logistics doctrine.

(16) Provides staff management and oversight in support of the command's institutional training mission. Integrates, coordinates and synchronizes command training initiatives.

(17) Provides the CASCOM Headquarters, Ordnance School, Quartermaster School, and Transportation School, senior leadership Quality Assurance "eyes and ears" support and feedback across the DOTmLPPF domains.

(18) Serve as the Staff Lead for the Command’s sustainment Lessons Learned and Combat Training Center program.

(19) Serves as the Staff Lead for development and publication of annual CASCOM Plan, ensuring alignment with TRADOC and HQDA strategic plans and initiatives.

(20) Serves as the Staff lead for reviewing and summarizing The Army Plan (TAP), TRADOC Strategic Plan (TSP) and associated fragmentary orders (FRAGOs) for required action within CASCOM.

(21) Serves as the Staff Lead for the development, coordination and integration of sustainment strategies, initiatives, practices and organizations.

5-3. Directorate of Training and Doctrine. (DOTD)

a. *Mission.* Develops innovative collective training strategy and products to train adaptive sustainment professionals; enables CASCOM with continuous and relevant feedback; develops relevant Army, joint, allied and coalition sustainment doctrine to enable Unified Land Operations.

b. *Organization.* DOTD consists of four divisions: Collective Training Development Division, Doctrine Development Division, Training Integration and Security and Training Evaluation Division (see Figure 5.3).

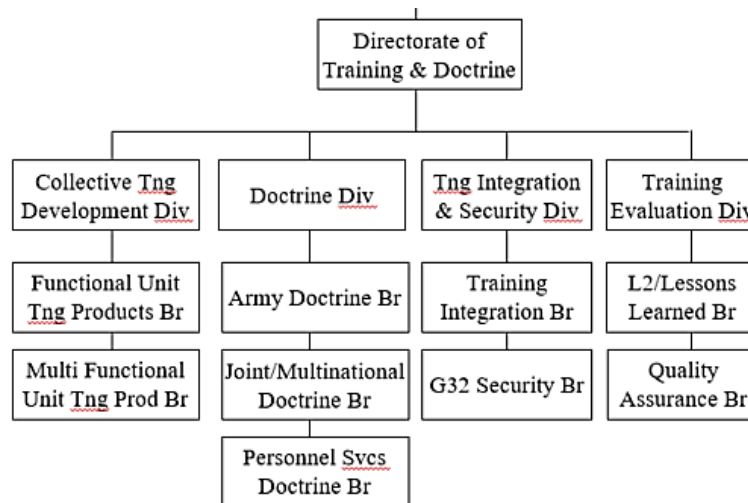


Figure 5-3. Directorate of Training and Doctrine (DOTD)

c. *Functions.*

(1) Develops, revises, manages, and integrates Army sustainment doctrine, and joint and allied sustainment doctrine, and logistics handbooks, and reviews/contributes to other proponent's doctrine, and conducts doctrinal studies which advance Army readiness to conduct Army, joint allied and coalition operations.

(2) Develops, integrate, synchronize training and education standards, and strategies across the Sustainment learning spectrum to optimize learning effectiveness, maximize institutional support for sustainment operational units to build and assess training readiness.

(3) Identify technological change and its application to the training development process. Research and acquire technologies to enhance training development and incorporate interactive multimedia instruction in support of the Army Learning Model.

(4) Serves as the Fort Lee Activity Career Program Manager (ACPM) for Career Program (CP)32, Training, Capability, and Doctrine Warfighting Developers. Provides leadership, professional development opportunities, high quality, highly valued training and strategic direction to all Fort Lee CP32 careerists.

(5) Performs all command-level security functions and maintains security across the command.

(6) Collects, assesses, analyzes, stores and distributes sustainment L2, and accreditation findings through continuous flow of operating force feedback across DOTMLPFP and CASCOM individual training and education.

5-4. Collective Training Development Division (CTDD)

a. Mission. Analyzes, designs and develops unit training products to support AC/RC Quartermaster, Ordnance, Transportation and Multifunctional Logistics units. Provides the Army's current and future force with products that enable building and assessing unit training readiness and leads to well-trained organizations.

b. Organization. The CTDD has two branches: Functional Unit Training Products Branch and Multifunctional Unit Training Products Branch.

c. Functions.

(1) Develops logistics proponent collective training product standards; determines collective training requirements; and manages training products that enable logistics staffs and units to conduct the full range of military operations in the decisive action environment.

(2) Serves as the command's designated representative on matters relating to collective training of operational logistics units. Serves as CASCOM collective training development proponent for Multifunctional Logistics (minus TPO-OCS), Quartermaster (minus Mortuary Affairs (MA)), Ordnance (minus TPO-EOD), and Transportation.

(3) Analyzes, designs/revises and develops Collective Tasks, Unit Task Lists (UTLs), Combined Arms Training Strategies (CATS), Mission Essential Task Lists (METLs), Training Models, Unit Task Lists (UTLs) Warfighter Training Support Packages (WTSP), Drills, Training Circulars (TC), and other collective training products in support of CASCOM proponent units. Develops collective training products IAW TR 350-70, TP 350-70-1, CAC guidance, CASCOM Collective Training SOP and other applicable regulations.

(4) Manages all Multifunctional Logistics, Quartermaster, Ordnance and Transportation collective tasks (less MA, TPO-OCS and TPO-EOD).

(5) Supports unit training requirements in coordination with other CASCOM directorates, FORSCOM, NGB, USARC, TRADOC and DA. This includes preparing Standards for Training Readiness Advisory Group (STRAG) changes to Mission Essential Task Lists (METL), individual, crew served and platform (I/CS/P) qualification, Collective Live Fire and Time to Train foundational components of training readiness for CASCOM proponent units.

(6) Represents CASCOM before the Army Munitions Requirements Council of Colonels (AMRCoC) in matters pertaining to Standards in Weapons Training (STRAC) collective training ammunition requirements. Coordinates with proponent training developers for POI ammunition requirements and FFID for Combat Load requirements.

(7) Responsible for development and revision of Sustainment unit gunnery and live fire exercise requirements.

(8) Integrates training strategies for sustainment units, and seek applications for innovative and new technologies to improve collective training. Develops and maintains training products to support CASCOM proponent unit home station training.

(9) Ensures appropriate logistics lessons learned are incorporated into collective training material.

(10) Coordinates with Training Technology Division (TTD) to ensure Sustainment Unit One Stop portal information provided is current/relevant.

(11) Conducts quarterly unit assistance visits to CASCOM proponent units worldwide.

5-5. Doctrine Division (DD)

a. Mission. Leads sustainment doctrine development, synchronization, and integration to support TRADOC Combined Arms Center, Army and joint forces, the Joint Staff, NATO and the America, Britain Canada, Australia, New Zealand, (ABCANZ) Armies Program. This includes: functional and multifunctional doctrine contained in Army Doctrine Publications (ADP), Field Manuals (FM) and Army Tactics Publications (ATP); joint doctrine; multiservice TTP doctrine, allied standardization agreements, and allied joint and land publications and coalition handbooks Reviews and contributes to the development of other proponent's doctrine. Conducts doctrinal studies.

b. Organization. The Doctrine Division consists of three branches: The Army Doctrine Branch and the Joint/Multinational Doctrine Branch, and Personnel Services Doctrine Branch

c. Functions.

(1) Develops functional and multifunctional sustainment doctrine synchronized and integrated with doctrine across all proponents and centers of excellence.

(2) Develops logistics, human resources, and finance and comptroller proponent functional doctrine (less Deployment Process Modernization Office (DPMO), TPO-EOD, Mortuary Affairs, TPO-OCS, and Field Feeding) integrated with other doctrine.

(3) Provides oversight of CASCOM subordinate doctrine development activities, including DPMO, TPO-EOD, Joint Culinary CoE (JCCoE), Joint Mortuary Affairs Center (JMAC) and TPO-OCS. Coordinates the integration of sustainment related doctrine from other proponents and activities, including but not limited to AMEDD, JAG, Chaplain and SOF.

(4) Reviews, develops, comments on, and provides input to produce Army, joint, multi-service and allied doctrine as directed, as well as coalition handbooks for the ABCANZ Armies Program.

(5) Advises the Commander and Commandants on matters of Army, joint, multi-service and allied doctrine as well as operational art, principles, and other multifunctional doctrine. Performs doctrine studies as required.

(6) Develops input for allied doctrine and coalition handbooks. Support U.S. Head of Delegation (HOD) or their representatives on the NATO Logistics Doctrine Working Group and panels; the ABCANZ Armies Program working groups; other allied doctrine and ABCANZ related events.

(7) Develops input to web-based sustainment doctrine forums (e.g., Sustainment Knowledge Network, Sustainment Unit One Stop).

(8) Supports logistics proponent and SSI Commandants and Schools, and other sustainment DOTMLPFP development activities in analysis, project development, studies, and various written products as required.

5-6. Training Integration and Security Division (TISD)

a. Mission. Works in collaboration with G-3/5/7 and all of CASCOM's proponent schoolhouses to provide CASCOM the capability to develop engaging and immersive training

products of varying levels of interactivity that can be published to multiple platforms and accessed at the point of need with precision and without unnecessary cost, helping to maintain a shared responsibility to support the learning continuum of Soldiers among the institutional schoolhouse and operational force.

b. Organization. The Training Integration and Security Division consists of two branches, the Training Development Integration Branch and the G32 Security Branch.

c. Training Development Integration Branch Functions:

(1) Serves as the CASCOM/SCoE lead for training, education, and technology strategies that support TRADOC and Army University learning activities in support of TRADOC Pam 525-8-2, the Army Learning Concept for Training & Education 2020-2040.

(a) Directs the command engagement for Army Training and Education governance, procedures, and standards for the Army Learning Coordination Council (ALCC), Army University, Army Learning Strategy OPTs, ALCC Council of Colonels Forum, Training Managers and Developers Forum, and Training Development Capability OPTs).

(b) Incorporates DoD, HQDA, TRADOC, ArmyU, and CASCOM/ SCoE governance, procedures, metrics and standards in the development of learning concepts supporting all proponent cohorts (Officer, Warrant Officer, Non-Commissioned Officers, and Army Civilian Corps).

(c) Develops and implements innovative processes and procedures to enhance the command's ability to maintain current and relevant learning products and minimize the training development backlog.

(d) Provides the CG and other senior leaders with routine metrics to ensure learning products are current and relevant.

(e) Provides program management oversight and fiscal controls for the Army Virtual Learning Environment (AVLE) training and education contracts for CASCOM Proponent Schools. This includes the Enterprise Classroom Program (ECP), TRADOC Director of Distributed Learning (DDL), and the OASS.

(f) Conducts front-end analysis: defines project requirements based on specific needs/gaps, describes the ideal training products to meet the project requirements, and identifies the target audience and distribution methods/platforms of the required training products. Front-end analysis includes input from Subject-Matter Experts (SMEs), Instructional Systems Designers (ISDs), Training Specialists, and Instructors.

(2) Serves as the Lead Training Development Capability (TDC) Administrator for CASCOM.

(a) Provides management, oversight, and guidance to CASCOM proponent domain administrators.

(b) Acts as proponent domain administrator when requested.

(3) Serves as the ECP CASCOM Classroom Modernization Coordinator.

(a) Coordinates the installation, removal, reset, and technology refresh of classroom technology equipment requirements between CASCOM Schools and TRADOC ATSC-ECP for classrooms located at all CASCOM subordinate schools and sites.

(b) Coordinates site surveys and engineering design plans with proponent schools.

(4) Develops and provides life-cycle career management resources to develop a competent, adaptive Career Program (CP32) civilian workforce that keeps pace with learning innovation and technological advancements and is able to incorporate this knowledge into capability and doctrine development documents as well as training and education curricula.

(5) Manages CASCOM Career Program (CP) 32 - Training, Capability and Doctrine Warfighting Developers. Responsibilities include: Serve as Fort Lee CP32 Regional Training Site;

manage CP32 Recent Graduates Program for Fort Lee; conducts CP-32 workforce assessments; identifies training requirements, submits training budget for HQDA resourcing; obligates approved CP-32 training funds; develops and expands training and development opportunities for the CP-32 Civilian workforce (1701, 1702, 1712, 1750, 301-T, 301-DD); keeps workforce informed of CP-32 program initiatives.

(6) Serves as the Staff lead/integrator for higher HQs (TRADOC/CAC) training initiatives; to include Functional Training 1-N Reviews and Assessments; Functional Course Validation and Analysis; TRADOC/CAC Course Growth process.

(7) Develops a CASCOM collaborative approach using business rules and procedures for Commandants, COE Commander to validate and prioritize AC/RC course growth that exceeds approved course resources.

(8) Manages Training Development Robotic Process Automation (Bot).

(a) Ensures the Bot is accurately and efficiently transposing lessons from the SharePoint repositories to TDC.

(b) Makes any required changes to the Bot to account for changes in TDC or its follow-on system.

(c) Provides any necessary training to CASCOM TD community to ensure lessons are properly transposed to TDC.

(d) Leads efforts to expand the Bot to TRADOC.

d. *G32 Security Branch Function:*

Provides staff management for the CASCOM Information Security Program which consists of Information Security, Industrial Security, Personnel Security, Operations Security (OPSEC), Physical Security, Emergency Management (EM) and the Security, Education, Training, and Awareness program.

5-7. Training Evaluation Division (TED)

a. *Mission.* Collects, assesses, analyzes, stores, and distributes sustainment L2, and accreditation findings focusing on ongoing sustainment training contingency operations and decisive action training environment (DATE); through continuous flow of operating force feedback across DOTMLPFP and CASCOM individual training and education. The focus is to be the CASCOM senior leadership “eyes and ears” and bridge the information gap between the generating force, operating force, and sustainment training through close coordination with CASCOM headquarters staff, proponent schools, Center for Army Lessons Learned (CALL) with determination of relevant and effective sustainment functions across the DOTMLPFP domains.

b. *Organization.* The TED consists of two branches: L2/Lessons Learned Branch and the Quality Assurance Branch.

c. *L2/Lesson Learned Branch Functions.*

(1) Collects, archives, and distributes sustainment Lessons Learned, focusing on Combat Training Center observations. The focus is to bridge the information gap between the generating force and operating force through close coordination with the CALL to determine the relevancy and effectiveness of sustainment functions across the DOTMLPFP domains.

(2) Annual Collection Plan. The L2 has the capability to coordinate up to eight key leader engagements annually. Develops CASCOM’s Annual Collection Plan, a synchronized collection and training feedback program for obtaining operational force sustainment DOTMLPFP-P OLBs. Senior commanders and staff conduct key leader engagements (KLEs) for war fighter exercises

(WFXs), CTCs, and other engagements to capture sustainment observations that enable total force sustainment training and readiness.

(3) Combat Training Centers. Provides CASCOM and SCoE a direct link to the units in the field. Through close association with National Training Center, Joint Readiness Training Center, Battle Command Training Program, and Joint Maneuver Readiness Center, the Branch assists CASCOM commanders and staff to observe and collect data from units through one of the combat training sites. Provides the means for proficiency and doctrine review visits (right-seat-rides) and annual right-seat-rides for our SMEs.

d. Quality Assurance Branch Functions.

(1) Quality Assurance Elements (QAEs). Provides the CASCOM HQs/SCoE functions, Soldier Support Institute (Adjutant General, Finance and Comptroller, School of Music), Ordnance School and Defense Ammunition Center, Quartermaster School, Transportation School, and the Army Logistics University senior leadership “eyes and ears” support and feedback across the DOTMLPF-P domains.

(2) Active Army Training Evaluation. Conducts internal evaluation of the CASCOM Headquarters/SCoE functions and aligned sustainment training institutions (Ordnance School, Quartermaster School, Transportation School, Army Logistics University Soldier Support Institute (Adjutant General, Finance and Comptroller, School of Music), and proponent NCO academies) using Army Enterprise Accreditation Standards (AEAS), evaluate corrective actions, and provide governance procedures to respective commandants through the accreditation process to include self-assessments. Assesses and assist the improvement of IMT, PME, and functional training as a precursor to a formal accreditation visit from HQ TRADOC. Assesses learning outcomes, AC/RC equivalency, and critical task site selection boards, assists in get well plans, and reports observations, findings and trends to the CASCOM and school leadership.

(3) Reserve Component Training Evaluation. Conducts assessment, accreditation, and assistance visits to verify functionally aligned (Ordnance School, Quartermaster School, and Transportation School, Army Logistics University, Soldier Support Institute (Adjutant General, Finance and Comptroller, School of Music) RC training institutes meet TRADOC accreditation standards and verify administration, operations, and the sustaining base are adequate to support training course standards.

5-8. Operations and Plans Directorate (OPD)

a. Mission. Develops and implements plans and orders for CASCOM that are aligned with TRADOC, HQDA and DoD priorities and initiatives to include the development, deployment and execution of the CASCOM Strategic Plan and other key documents. Analyzes higher headquarters strategic planning documents to determine their implications on Sustainment. Ensures higher headquarters directives are implemented as part of the annual CASCOM Plan. Manages the command’s short and long term calendars. Leads command level current operations and training mission readiness. Integrates and synchronizes the staff in support of the command's training mission. Develops and integrates learning technologies into the Sustainment learning community. Provides staff management and oversight in support of the command’s institutional training mission. Integrates, coordinates and synchronizes command Section training initiatives.

b. Organization. The OPD consists of three Divisions: Operations, Plans and Futures and the Training Technology Divisions (see Figure 5.4).

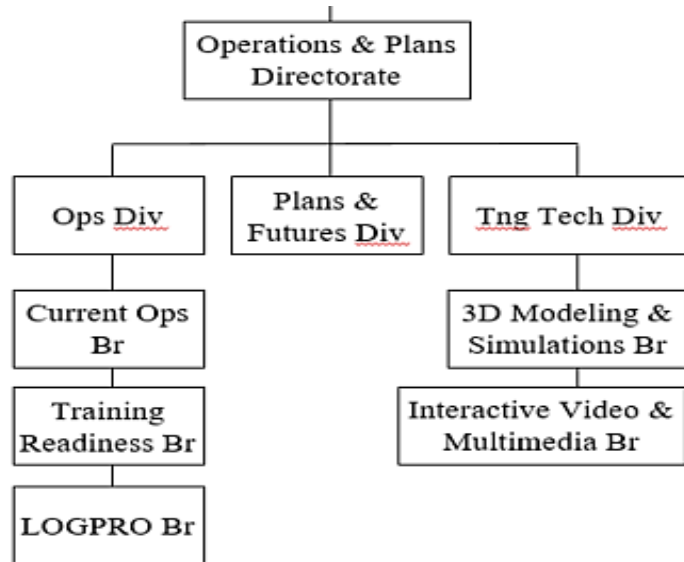


Figure 5-4. Operations and Plans Directorate

c. Functions.

(1) Develops, manages, and implements operational and functional plans in support of the CASCOM and SCoE. Leads command level operations and readiness. Integrates and synchronizes the staff in support of the command's training mission.

(2) Develops and coordinates actions in support of the CASCOM Commander's vision and focus areas.

(3) Conducts policy analysis for the command; responsible for developing plans that align CASCOM initiatives with TRADOC, HQDA and DoD policy, strategy, and plans; coordinates and synchronizes CASCOM Plan long-term objectives across internal and external organizations.

5-9. Operations Division (OD)

a. Mission. Provides command wide support and oversight of current operations and unit training readiness to maintain situational awareness and ensure timely and accurate command and control reporting.

b. Organization. The Operations Division consists of Current Operations Branch, Training Readiness Branch, and Logistics Propensity Office.

5.10. Current Operations Branch (COB)

a. Functions

(1) Responsible for the process and monitoring of operational, organizational, and personnel taskings (WIAS), both internal and external for CASCOM and SCoE. Receives, clarifies, distributes, monitors, and tracks all taskings originating from outside of the CASCOM and SCoE and issues, monitors, and tracks taskings originating internal to the CASCOM and SCoE. Tracks execution of the command's institutional training mission.

(2) Implements operational orders in support of the CASCOM and SCoE. Integrates and synchronizes operations across CASCOM.

(3) Provides 90-day calendar management tool for the command.

(4) Monitors the support and execution of installation-wide events to include Funeral Honors and Casualty Assistance Officer/Casualty Notification Officer (CAO/CNO) support to Garrison, and Retirement Ceremonies.

(5) Oversees the execution of command-wide events such as Soldier Competitions, Changes of Command, Continuity of Operations (COOP) exercise, and runs.

(6) Conduit of official communication between TRADOC G-3/5/7, CASCOM, and its subordinate activities.

5.11. Training Readiness Branch (TRB)

a. Functions.

(1) The Training Readiness Branch is responsible for staff management and oversight of the Command's unit readiness program, institutional training mission execution, and training resources. Specific functions of the branch include:

(2) Plans, prepares, and coordinates the monthly Net-centric Unit Status Report (NETUSR) and the associated Commanders Unit Status Report (CUSR) preparation sessions and decision briefings.

(3) Ensures the Command is resourced to meet mission requirements and recommends solutions for resource shortfalls. Analyzes and monitors execution of the center's Structure Manning Decision Review (SMDR) mission, CUSR input, Training Resources Arbitration Panel (TRAP) actions, and course waiver program. Utilizes SharePoint to manage and support branch programs. Utilizes the Army Training Requirements and Resources System (ATRRS) to monitor and analyzes mission data. Coordinates with the Training Operations Management Agency (TOMA) to resolve institution training mission issues and resource requirements.

(4) Serves as the Command's program lead for Initial Entry Training (IET), the Army Training Management System (ATMS) / Digital Training Management System (DTMS), and Soldier 2020 (S2020).

(5) Coordinates Reserve Component support for instructor and support personnel needed to meet School TRAP and other un-programmed support requirements. Provides staff support for the utilization of the Tour of Duty (ToD) system.

(6) Develops and manages the CASCOM multi-school instructor, training support and development (ITSD) contract. Coordinates and synchronizes with both internal and external organizations to ensure optimum contracted support. Serves as the omnibus contract Contracting Officer's Representative (COR) and related Trusted Agent (TA) and Trusted Agent Security Manager (TASM) for the Defense Manpower Data Center (DMDC), Trusted Associate Sponsorship System (TASS).

(7) Coordinates, synchronizes, and de-conflicts training and operational resources. Monitors and recommends priorities for Training Support System (TSS) resources. Provides staff support in the resolution of resources shortfalls. Serves as the lead for the TSS-Warfighter Contracted Logistics Support (WCLS) program.

(8) Responsible for planning, coordinating and conducting the quarterly Commander's Update Briefing (CUB) and Training Support Meetings.

(9) Supports CASCOM Plan efforts to include planning and execution of near and mid-term objectives and requirements. Manages and synchronizes CASCOM mid-term (more than 90 days) internal and external taskings.

(10) Manages and synchronizes CASCOM near and mid-term operations and taskings.

(11) ICW the CASCOM CPG, plans the CG's semiannual CASCOM Senior Leader Conference (CSLC) on-site.

(12) Serves as the Lead for CASCOM Strategic Management System (SMS) execution.

5.12. Logistics Proponency Branch (LOGPRO)

a. Mission. Principal advisor to the CASCOM CG to execute Personnel Development actions and their associated Life-Cycle Management Functions (Acquisition, Compensation, Deployment, Development, Distribution, Sustainment, Structure and Transition) for all Active Component, Army National Guard and U.S. Army Reserve Logistics Branch Officers. Coordinates and synchronizes all personnel proponency actions amongst sustainment branches (Finance, Ordnance, Transportation, Adjutant General, and Quartermaster).

b. Functions.

(1) Ensures the health and welfare of the Logistics Branch and coordinates with the sustainment community; Synchronizes HRC quarterly updates for the CASCOM CG with the most relevant sustainment topics that can ensure an adequate assessment.

(2) IAW AR 5-22, fosters and maintains a relationship with the other domains (DOTMLPF) for sustainment branches and community.

(3) IAW, AR 600-3, responsible for the eight personnel development system life cycle management functions within Logistics branch.

(4) Ensures the ARNG and USAR are considered in every proposal, action, and review.

(5) Ensures actions impacting other branches, FAs, and commands are coordinated with affected organization.

(6) Requests additions and deletions to the DA CSL for COL, LTC, and CSM.

(7) Develops proponent slating guidance for DA CSL and Key Billets for COL, LTC, and CSM.

(8) Recommends personnel management policy changes to the appropriate command channels.

(9) Develops, reviews, and updates LG branch portion of DA Pam 600-3 and coordinate with the other Sustainment proponents on the updates of DA Pam 600-25.

(10) Reviews and updates area of concentration (AOC) prerequisites.

(11) Recommends approval for COMPO 2 and COMPO 3 branch transfer requests, review requests for exception to proponent prerequisites; grant waivers as appropriate.

(12) IAW AR 621-1, manages the Branch Training with Industry (TWI) program for officers, and identifies and recommends Army Educational Requirements System (AERS) coded positions for TWI and Advance Civil School (ACS) utilization.

(13) Prepares military occupational classification structure (MOCS) proposals and maintains Standards of Grade (SG) for 90A AOC in accordance with AR 611-1 and DA Pam 611-21.

(14) Provides the “P” domain conduit between branch proponents, higher commands and HRC.

(15) Serves as the developer for AOC 90A’s Knowledge, Skills, Behaviors, and other capabilities.

(16) Provides analysis and data concerning force structure and integration through the Total Army Analysis (TAA), validating personnel requirements and authorizations to determine force development documentation for the LG branch.

(17) Identifies professional and career guidance for LG branch officers through personnel management, self-development programs, assignments, and military and civilian education requirements.

(18) Collaborates with sustainment branch proponents to identify and define key development positions and broadening assignments to fulfill vital capabilities and skill sets for future specialty, functional and multifunctional requirements.

5-13. Plans and Futures Division (PFD)

a. Mission. Analyzes higher headquarter strategic planning documents to determine their implications on Sustainment. Incorporates higher headquarters directives as part of the annual CASCOM Plan. Develops and publishes the annual CASCOM Plan. Manages and synchronizes CASCOM mid-term (more than 90 days) internal and external taskings. Synchronizes command activities with a yearly event synchronization matrix and two year calendar governed by the Council of Colonels.

b. Organization. The PFD integrates external changes to the operating environment into the CASCOM Plan and integrates the command's long-range major event and operations calendar.

c. Functions.

(1) Serves as the Lead for development and publication of annual CASCOM Plan, ensuring alignment with TRADOC and HQDA strategic plans and initiatives.

(2) Maintains the CASCOM 90-365 day task order tracker and two-year calendar.

(3) In conjunction with the CPG and CDID, develops recommended near and mid-range sustainment strategies and objectives for CASCOM.

(4) Develops and publishes Department of the Army mandated plans such as Continuity of Operations, Mobilization, and pandemic planning.

(5) In conjunction with QA\L2 develops exercise collection plans.

(6) Prepares orders, CONOPs, other operational execution documents as needed in support of mid, and long range planning.

5-14. Training Technology Division (TTD)

a. Mission. Leads CASCOM's integration of high tech capabilities to alleviate specific needs or learning gaps by leveraging technology, blending innovative techniques, and creating immersive experiences without sacrificing standards to provide credible, relevant, and on demand training in support of all training domains and COMPOs to facilitate point of need access to information and learning content, enable problem-based learning and creative application of concepts and knowledge to enhance readiness and meet the challenge of a complex world. TTD works in collaboration with G-3/5/7 and all of CASCOM's proponent schoolhouses to provide CASCOM the capability to develop engaging and immersive training products of varying levels of interactivity that can be published to multiple platforms and accessed at the point of need with precision and without unnecessary cost, helping to maintain a shared responsibility to support the learning continuum of Soldiers among the institutional schoolhouse and operational force.

b. Organization. The TTD consists of two branches: 3D Modeling and Simulation and Interactive Video and Multimedia.

c. Functions.

(1) Leverage technology to enable rapid development of training products that increase proficiency, are readily available at the point of need (COMPOs 2, 3) and provides opportunities for cost savings.

(a) Develops interactive videos and 2D/3D animations (video enhancements, customized after effects, and audio overlays)

(b) Develops e-learning products (Level 1/2 IMI)

(c) Develops and integrates 3D assets and virtual simulations (Level 3/4 IMI)

(d) Develops Virtual Reality (VR) and Augmented Reality (AR) applications

- (e) Integrates serious game programming (interactive mobile/touchscreen development)
 - (f) Sustainment Unit One Stop Support (design, update, and maintain)
 - (g) Conducts front-end analysis: define project requirements based on specific needs/gaps, describe the ideal training products to meet the project requirements, and identify the target audience and distribution methods/platforms of the required training products. Front-end analysis includes input from Subject-Matter Experts (SMEs), Instructional Systems Designers (ISDs), Training Specialists, and Instructors.
 - (h) Leverages technology to personalize learning, improve instruction, increase motivation, and streamline systems and processes and reduce costs of living resources.
 - (i) Helps instructors gain a better understanding of the complex relationships among content, pedagogy, and technology and turn that knowledge into practice.
 - (j) Supports proponent schools in development of Distributed Learning (DL) content to ensure it adheres to Army functionality and educational standards to include all utilized eLearning authoring tools.
 - (k) Advises senior leaders on new and emerging technology and its application to learning. Explore emerging instructional technologies such as gaming, 3D modeling and simulations, virtual reality, video streaming, and internet/mobile applications; seeks ways to incorporate these concepts into development programs where they will effectively improve the learning environment.
 - (l) Supports the AVLE with technical expertise referencing development, quality, and operability on Non-classified Internet Protocol (IP) Router Network (NIPRNet) systems via Technical Evaluation Boards (TEBs), Instructional Media Design Packages (IMDPs), revising Performance Work Statement (PWS), ensuring future in-house manipulation or addition of 3D assets, and overall technical review of publish settings, system requirements and equipment analysis.
 - (m) Archives and distributes instructional process videos while engaging with the YouTube Community by leaving/responding to comments and uploading video responses if necessary. CASCOM's Instructional process videos can now be optimized for the Internet and regularly shared to a growing worldwide audience.
- (2) Blackboard Domain Administration.
- (a) Serves as the Lead for management and oversight of Blackboard as administrators for CASCOM domains ensuring leaders, course managers, Training Developers and instructors can delivery training to soldiers locally and world-wide.
 - (b) Organizes users, courses, organizations into groupings; delegating authority for Instructors, Teaching Assistants, Graders, Course Managers, Test Control Officers and Students.
 - (c) Provides Help Desk support for CASCOM staff and students.
 - (d) Advises Training Developers on the development of synchronous and asynchronous training material for optimal accessibility via the Portal

5-15. Deputy Chief of Staff, G-6, Command, Control, Communications, & Computers (C4) & Knowledge Management

(a) *Mission.* The G-6 develops CASCOM-wide IT, IM and KM plans, policies, and procedures and its respective enterprise architecture and knowledge-sharing environment. In addition, the G-6 executes C4 and KM specific directives for NETCOM and TRADOC to promote

CASCOM’s integration into the evolving Global Network Enterprise Construct and knowledge-sharing environment. The G-6 provides staff management for the development, acquisition, integration, operation, and sustainment of IT, IM, IA/CS applications, systems, services and knowledge management for CASCOM and its subordinate Schools.

(b) *Responsibility.* The CASCOM G-6 serves as the senior advisor to the CG, CASCOM, the Commandants of the Quartermaster, Ordnance, and Transportation Schools, the President of the Army Logistics University, and other CASCOM entities for all Information Technology (IT), Information Management (IM), Information Assurance/Cyber Security (IA/CS), and Knowledge Management matters necessary for the execution of the CASCOM mission.

(c) *Organization.* The G-6 Office consists of five divisions: Information Integration, Operations, Cyber Security, Technology Integration, and Knowledge Management (see Figure 5-5).

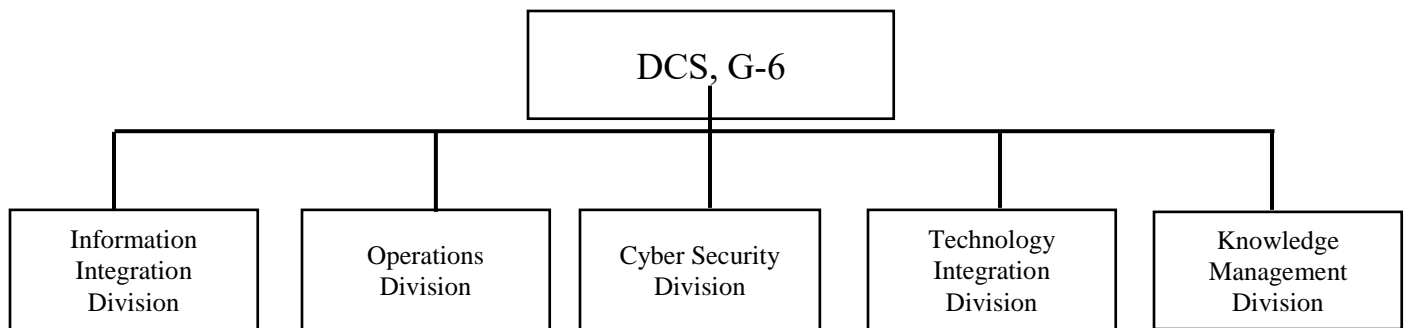


Figure 5-5, DCS, G-6

d. Functions.

(1) *Information Integration Division.* Develops strategies, goals, tasks, roles, responsibilities, and information for the formulation of CASCOM policies and procedures regarding IM/IT to implement DoD, DA, and TRADOC objectives. Develops and enforces the TRADOC IM/IT Strategic Plan and the IT Capital Planning and Investment Management Program. Responsible for development and implementation of policy to ensure compliance with the Administrative Procedure Act and the Clinger-Cohen Act. Provides direct support to and assists the members of the CASCOM G-6 staff by providing management services in the areas of human resources management, budget, manpower, travel and logistics services.

(a) Exercises program responsibility for formulation, development, preparation, presentation, and administration of IT objectives, policies, programs, plans, and projects for the Center to include capital planning, resource management, project management, and IT governance.

(b) Ensures the effective integration of plans, programs, and operations encompassing information systems. Ensures compliance with TRADOC and Army enterprise architecture standards and reporting requirements.

(c) Executes IM/IT capital planning, investment, and portfolio management.

(d) Reviews all IT procurements for CASCOM and subordinate schools. Conducts technology assessments and assists with IT-enabled process improvements.

(e) Develops, implements, and monitors all IT related contracts for CASCOM and its subordinate schools.

(f) Administers copier, printer, mobile device, and special IT projects contracts for the command.

(g) Provides staff management of the acquisition, integration, and utilization of information management/information technology systems CASCOM-wide.

(h) Manages governance processes to include developing and enforcing IM/IT strategy, plans, and policy.

(i) Manages IM/IT projects that affect CASCOM-wide operations.

(j) Resource management: Programs, manages, executes, and reports MDEPs, and MX5T resource requirements.

(k) Capital planning and investment management: Develops and executes the IT capital planning process to provide efficient and effective prioritization of IM/IT needs throughout CASCOM. Develops and the coordinates development of IT spending plans for CASCOM's other procurement, Army (OPA) appropriation.

(l) Information technology governance: Develops and monitors IT governance structures to ensure transparency and value of IT-related programs and assets. Maintains the portfolio of IT-based systems and assets, and coordinates approvals and milestone reviews with HQ TRADOC elements regarding high-visibility IT projects.

(m) Acquisition oversight: Reviews IT-related contracts and acquisition vehicles to ensure consistency with command policies and security and architecture standards. Develops and executes procedures for approving IM/IT acquisitions and services.

(n) Serves as the G-6 GPC billing official for assigned cardholders.

(o) Manages day-to-day G-6 operations and serves as G-6 tasking authority to G-6 divisions and personnel.

(p) Manages G-6 logistical operations to include procurement and facility maintenance.

(q) Prepares the G-6 annual assurance statement.

(r) Coordinates the Government Travel Card Program for G-6 personnel

(s) Serves as the G-6 DTS administrator.

(2) *Cyber Security Division*. Serves as the command's lead regarding the development, execution, and sustainment for all cyber security related policies, programs, and processes. Provides program oversight, execution, and technical support for the command's change control, classified system, communications security (COMSEC) equipment, FOIA/Privacy Act, incident response, patch management, portfolio management, records administration, security, system architecture/design, video conferencing, and public/private website capabilities. Provides facilitator support for CASCOM command group conference rooms. Serves as the G-6 lead for personnel security and the Trusted Agent Sponsorship System.

(a) Provides staff management, program execution, strategy, and direct support for the command's cyber security program to ensure the confidentiality, integrity, and availability of CASCOM assets and resources. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQ DA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations. Programs, manages, executes, and reports command MS4X requirements.

(b) Provides oversight, guidance, and direct support for DoD Risk Management Framework (RMF).

(c) Provides staff management, program execution, strategy, and direct support for Change Request (CR) and Change Configuration Board (CCB) activities for command systems, applications, and programs.

(d) Provides staff management, program execution, strategy, and direct support for all automated data processing, privacy act, and classified data incidents, breaches, and spillages. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQ DA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(e) Provides staff management, program execution, strategy, and direct support for the DoD Cyber workforce framework, ensuring all cyber workforce personnel receive the necessary training and complete required certification, as required, to complete mission objectives.

(f) Provides staff management, program execution, strategy, and direct support for the Army's Information Assurance Vulnerability Management (IAVM) program.

(g) Provides staff management, program execution, strategy, and direct support for Systems Development Life Cycle (SDLC) actions through the Army Portfolio Management System (APMS) and the Enterprise Mission Assurance Support Service (eMASS).

(h) Provides staff management, program execution, strategy, and direct support for CASCOM, the Army Logistics University (ALU), Ordnance School (OD), Quartermaster School (QMS), and Transportation School (TS) classified systems. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQ DA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(i) Provides staff management, program oversight, requirement validation, strategy, and direct support for communications security (COMSEC) equipment.

(j) Provides staff management, program execution, strategy, and direct support to include site management, design, publishing, content management, and direct webmaster support for CASCOM, ALU, OD, QMS, TS, Army Women's museum, and Quartermaster museum public facing and private websites. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQ DA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(k) Provides staff management, program execution, and direct support for CASCOM, ALU, OD, QMS, TS staff and faculty Installation campus area network (ICAN) unclassified and classified network accounts, security groups, security permissions, and email services. Supports functions include process, educate, implement and manage new users; establish policy and standard operating procedures; initial, modifications, and deletion of accounts; design, approval, and implement security controls and permissions; management of active directory organizational units and group policy. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQ DA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(l) Provides staff management, program execution, and direct support for CASCOM, the ALU, OD, QMS, and TS Installation campus area network (ICAN) unclassified and classified network file storage solutions. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in

accordance with HQ DA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(m) Provides staff management, program execution, and direct support for CASCOM, the ALU, OD, QMS, and TS staff, and faculty system authorization access request information assurance validation. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQ DA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(n) CASCOM Records Administrator. Manages CASCOM Records Management Program to include: recordkeeping, office symbols, abbreviations, brevity codes, acronyms, management information control, publishing in the Federal Register, EO 13526 classification/declassification, Freedom of Information Act, Privacy Act, and other major records management subprograms as identified in AR 25-1, Chapter 1-5. Ensures the adequacy of documentation, maintenance, and disposition of official records. Coordinates periodic records management program evaluations for HQ CASCOM, schools, and activities. Serves as lead for TP 25-53.

(o) Provides staff management, program execution, and strategy for command video teleconferencing capabilities, and C4 facilitator support to HQ CASCOM command group conference rooms. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQ DA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations. Assists with staff management, program execution, strategy, and direct support for the command Information Operations Condition (INFOCON), operations security, and force protection programs.

(p) Provides staff management, program execution, strategy, and direct support for G-6 personnel security and the Trusted Agent Sponsorship System.

(3) *Operations Division*. Provides staff management to CASCOM activities on the use of IT, including wired and wireless devices, networks, and video teleconferencing. Develops and maintains CASCOM enterprise collaboration environment. Identifies and incorporates information technology solutions to improve business processes and increase efficiency across CASCOM. Coordinates implementation of command-wide IT initiatives. Provides property book, and Lifecycle management for all IT equipment within CASCOM.

(a) Coordinates and monitors all common-user Command, Control, Communications, Computers, and Information Management (C4IM) baseline service delivery and support from NETCOM, identifying and validating requirements and funding for above baseline services.

(b) Provides information technology support to the ALU, OD and TS schools for their training requirements per the Program of Instructions, to include networking, system maintenance, and acts as the focal point for training/education IT capabilities.

(c) Performs replacement and coordinates warranty repair of IT equipment for CASCOM, and support to the ALU, OD, QMS and TS schools.

(d) Provides C4 support to HQ CASCOM senior leaders.

(e) C4 management. Plans, coordinates, and manages the use of network services (VTC, internet, e-mail, messaging), networking technologies (wide area networks, local area networks), and. Performs duties, as required, in support of HQ CASCOM EOC operations. Coordinates the resolution of C4 issues affecting the execution of CASCOM IT missions.

(f) HQ CASCOM IMO. Provides staff management for all IT-related programs, issues, and initiatives supporting HQ CASCOM. Works with staff activity IMO and information security officers to achieve integrated IT support and solutions among HQ CASCOM elements. Assists in project management for IT-related initiatives at the HQ. Identifies resourcing required to support enhanced and mission specific service and program delivery.

(g) Policy enforcement advisory tasks and other DoD and DA directives.

(h) Provides acquisition oversight: Reviews IT-related acquisition requests to ensure technical compatibility and lifelong sustainment capabilities.

(i) Receives delivery of all IT acquisitions; establishes accountability, issues to the requestor by lateral transfer, and ensures setup and configuration. Develops and executes procedures for lifelong sustainment, warranty repair, and lifecycle replacement when needed.

(j) Provides staff management, program execution, and strategy for all Life Cycle replacement (LCR) to CASCOM, and the ALU, OD, QMS and TS schools for their training requirements per the Program of Instructions in support of their mission.

(4) *Technology Integration Division*. Develops and plans system integration of software, hardware, and applicable equipment into the existing infrastructure for the ALU, OD, QMS and TS schools, to include development, sustainment, and upgrades to classroom technology required per approved Programs of Instruction. Performs technical assessments to ensure architectural compatibility and compliance.

(a) Evaluates and implements IT capabilities. Develops partnering relationships with branch and functional proponents on IT-related initiatives to ensure architectural compliance, technical feasibility, and information structure integration.

(b) Coordinates, creates, and reviews IT projects fielding plans, equipment integration onto the network, verifies security compliance, and processes Systems Integration Change Control Boards.

(c) Provides information technology support of Program Management systems to ALU, OD, QMS and TS schools for their training requirements in accordance with the Program of Instructions, to include networking and system maintenance. Acts as the focal point for system program managers.

(d) Coordinates CASCOM Logistics Information Systems infrastructure requirements and priorities with TRADOC DCS, G-6; IMCOM; Army Contracting Command; and Network Enterprise Technology Command.

(e) Provides staff assistance and oversight to CASCOM elements developing institutional information systems (IS) supporting CASCOM's core functions.

(f) Integration. Identifies impacts and develops CASCOM positions on TRADOC, DoD, DA, and NETCOM policies and programs related to IM/IT. Coordinates with CASCOM activities and external organizations to ensure integration of CASCOM IM/IT requirements, policies, procedures, and standards.

(g) System and Technical Architectures. Oversees CASCOM Logistics Information Systems compliance and technical architecture policies, plans, and standards, which guide acquisition, development, and employment of IT systems.

(h) IM/IT service and requirements integration. Coordinates CASCOM IM/IT requirements with TRADOC, NETCOM, Program Managers, or proponents. Coordinates resolution of issues related to the employment of centrally fielded automated systems and the provisioning and delivery of IT services to meet CASCOM mission needs from external providers.

(i) Mission-specific applications. Maintains CASCOM schools mission-specific network, servers, equipment, applications, and databases.

(j) Mission Command Systems. Monitors and evaluates mission specific systems through analysis, design, and programming, documentation, testing, and fielding efforts. Maintains Logistics Information Systems/Automated Information Systems, which support multiple functional areas employed throughout the Army. Supports CASCOM schools and university software engineering life-cycle infrastructure.

(5) *Knowledge Management Division*. Leads, develops, and implements DoD, Joint, Army, and TRADOC enterprise Knowledge Management (KM) and collaboration policies, practices, and technologies within CASCOM, SCoE, and the global Army Sustainment Community. The KM Division is a special staff element and is led by the Chief Knowledge Officer (CKO).

(a) Establishes a doctrine of collaboration and knowledge sharing within Army, Joint, and DoD Sustainment/Logistics organizations by developing and implementing KM-PI practices, processes, and tools.

(1) Facilitates collaboration and knowledge exchange between the Generating and Operating Forces Sustainment Soldiers, Civilians and leaders through the Sustainment Knowledge Network (SKN), to include but not limited to, the Sustainment Warfighters Forum (SustainWfF), SustainNet, SKN-Live, CASCOM SharePoint Site Collections, and other SKN platforms.

(2) Assists, familiarizes, and supports CASCOM staff, faculty, and schools in using SKN, SustainWfF, SKN-Live, and related capabilities to interact with Operational Sustainment formations, other Army/Joint/DoD Sustainment, and Logistics partners, in order to efficiently and effectively share strategic communications, experience, best practices, and lessons learned.

(3) Provides a holistic knowledge sharing environment by teaming with Army G-4, AMC, FORSCOM G-4, and other Joint/DoD logistics agencies to collectively leverage SKN capabilities to support the entire Army Sustainment Community.

(b) Trains and educates Sustainment Soldiers, Civilians, and leaders on KM, and apply knowledge sharing and collaboration capabilities within CASCOM schools in order to harvest talent, leverage experience, and support achieving the Army Learning Model (ALM).

(1) Provides Sustainment KM familiarization, training, and professional development to CASCOM staff, faculty, and students attending CASCOM schools.

(2) Develops, implements, and supports CASCOM schools, instructors, and training developers in using Sustainment KM capabilities to train and educate within both resident and virtual learning environments, and extends the learning reach beyond traditional brick and mortar classrooms in order to efficiently leverage the value of experiential and collaborative learning.

(c) Develops, adapts, and implements enterprise knowledge sharing and collaboration services in order to link Sustainment Soldiers, Civilians, and organizations through classified/unclassified and non-DoD internet based capabilities, in both fixed and mobile environments.

(1) Develops, adapts and maintains Sustainment knowledge sharing and collaboration capabilities on Army/DoD enterprise collaboration networks and services, to include but not limited to Army Knowledge Online (AKO), TRADOC Knowledge Enterprise, milSuite, DISA Enterprise Collaboration Services (ECS), SharePoint, Defense Collaboration Services and Army Professional Forums.

(2) Assists and supports CASCOM staff, faculty, and schools in using Army/DoD enterprise network services and approved non-DoD internet based capabilities to meet their knowledge sharing and collaboration requirements.

(3) Researches, tests, and contributes to Army/DoD development of emerging applications and technologies in order to support Sustainment knowledge sharing and collaboration requirements.

(d) Stimulates innovation, creativity, and changes to CASCOM staff and school business processes in order to improve efficiency and effectiveness, and serve as a change agent to achieve an environment of enduring transformation.

(1) Performs formal and informal knowledge assessments to determine knowledge needs/gaps, and identify regulatory, cultural, or procedural shortfalls hindering the effectiveness and efficiencies of CASCOM business processes.

(2) Establishes and applies creative knowledge sharing and collaboration techniques within CASCOM that continually stimulate innovation, adaptability, and changes to business processes in order to improve efficiency, enhance effectiveness, and reduce costs.

(3) Enables and supports efforts within CASCOM, and contributes to TRADOC, Army and DoD initiatives to adapt, transform, and improve how the Army operates, now and in the future.

5-16. Deputy Chief of Staff, G-8, Resource Management

a. *Mission.* The CASCOM G-8 formulates, allocates, administers, and reviews the use of CASCOM and SCoE funding and manpower programs to execute CASCOM missions, and serves as principal advisor to the CG, Commandants, CASCOM command and staff on finance, resource, and management matters.

b. *Organization.* CASCOM G-8 consists of four divisions: Budget Division; Manpower, AMO & Programs Division (MAP); Managerial Accounting Division; and Program, Analysis, and Evaluation Division (PA&E) (see Figure 5-6).

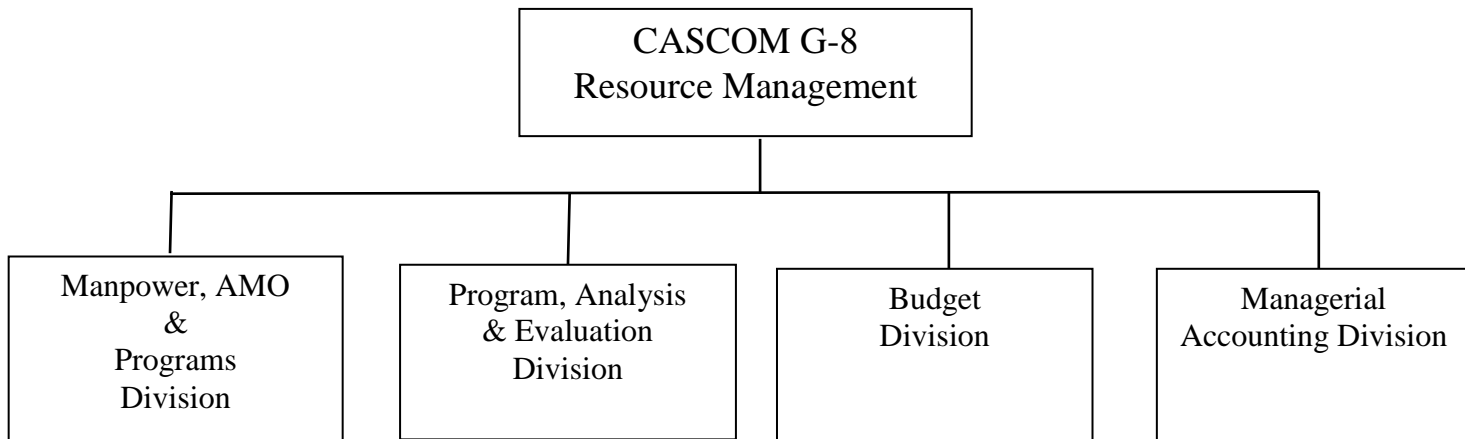


Figure 5-6. DCS, G-8, Resource Management

c. *Functions.*

(1) Provides all resource management support and services required to maintain oversight, allocate resources, and facilitate the planning, programming, budgeting, and execution of the operating budgets and manpower programs for the CASCOM Headquarters and subordinate

schools and affiliated organizations on Fort Lee, and to integrate resources within the Command across the Soldier Support Institute and the Defense Ammunition Center.

(2) Member of the HQ, TRADOC Mission Resources Board (MRB) representing CASCOM requirements.

(3) Chairs CASCOM Program Budget Advisory Council (PBAC) Working Group to manage the allocation of budget resources. Coordinates and serves as member of Senior PBAC, with the final resourcing decisions resting with the CG.

d. PA&E Division

(1) Provides strawman prioritization of program objective memorandum (POM) requirements to the PBAC (SIIs and POM issues). Conducts PBAC and provides PBAC recommendation to the Commanding General for approval.

(2) Conducts special studies, projects, prioritization integration drills, and analyses to support senior CASCOM leadership decisions.

(3) Provides costing expertise for course growth/reductions, emerging requirements and other programs as requested by CASCOM Schools, Agencies and Leadership.

(4) Conducts, assists with, and validates cost analyses, cost-benefit analyses, concept plans, and stationing packages to support resourcing decisions.

(5) Reviews current and past spending to determine enduring requirements that should be programmed; works with schools/staffs to develop program requirements.

(6) Provides expert research and analysis on the Institutional Training Resource Model.

(7) Develops and distributes CASCOM POM kick-off guidance.

(8) Reviews, validates, and prioritizes (ICW the PBAC) CASCOM branch proponent and schools' input for the POM/program budget review and requirement submissions.

(9) Develops POM submission decision briefing and briefs Commanding General.

(10) Provides POM requirements and justifications to Core Function Leads (CFL) in TRADOC, the TRADOC Mission Resource Board (MRB), Senior Review Committee (SRC), and the Board of Directors.

(11) Assists in development and review of TRADOC Commander's program assessment to HQDA for the POM.

(12) Validates/edits special items of interest (SIIs).

(13) Provides input to HQDA, through HQ TRADOC, for CASCOM requirement documentation and justification; assists TRADOC in building and briefing CASCOM enduring requirements to the program evaluation groups for POM builds.

(14) Integrates with Budget and Manpower, AMO and Programs Divisions to perform program to budget and manpower interface analyses to ensure programmed resources are received and command programs are resourced for enduring mission needs.

(15) Represents G-8 equities at Council of Colonels and Decision Board as required; ensures resource impacts are discussed when necessary.

(16) Develops and updates resourcing guidance for CASCOM Strategic Plan.

e. Managerial Accounting Division

(1) Serves as installation program coordinator for the Defense Travel System (DTS) and the Lead Defense Travel Administrator (LDTA) for CASCOM. Serves as installation activity program coordinator for the government travel card program.

(2) Provides professional accounting advice on finance and accounting policy. Advises others on the legal restrictions on fund usage and other fiscal law issues.

(3) Implements and manages new financial and accounting system implementation and sustainment.

(4) Coordinates audit readiness programs and preparations for the command. Tracks audit readiness and execution.

(5) Performs and completes tri-annual joint reviews for all assigned funds and accounts. Analyzes and reconciles accounting reports with supporting financial records. Researches and resolves abnormal conditions and balances. Performs prior year fund certification and optimizes the use of current and prior year funds for within scope contract changes, foreign currency fluctuations and mission requirements.

(6) Monitors closing year appropriations to ensure modifications to closing contracts are received prior to year-end close out and ensure proper actions are taken to close out in the accounting systems and in accordance with applicable regulations.

(7) Manages the de-obligation reduction program in order to identify excess funding which can be made available during the current year and reduce the number of de-obligations made in the prior year.

(8) Develops and executes local accounting guidance for year-end closeout. Validates year-end accounting reports in support of the certifying officer's actions.

(9) Liaison between appropriated fund civilian employees and the Defense Finance and Accounting Service (DFAS) payroll office.

f. Manpower AMO & Programs Division

(1) Reviews and processes acquisition management oversight packages for all CASCOM activities.

(2) Provides expertise and technical support to the Managers' Internal Control Program, management studies, and in-sourcing packages. Conducts, assists and validates cost-benefit analyses, concept plans, and stationing packages to support resourcing decisions.

(3) Manages the SCOE equipment program, validates and processes all TDA equipment change request (DA Form 4610-R), validates equipment readiness codes annually, reviews and validates LIN divestiture lists. Coordinates and performs equipment walk-throughs with Commanders/Commandants reconciling on hand quantities with POI's, current TDA requirements and authorizations, and the property book officer.

(4) Provides all resource management support and services required to maintain oversight of inter-service and/or intra-service support agreements, memorandums of understanding (MOU) and memorandums of agreement (MOA).

(5) Maintains CASCOM input to the TRADOC Contract Database.

(6) Manages and administers the CASCOM Government Purchase Card (GPC) Audit Program.

(7) Serves as CASCOM lead for Transformation, Grade Plate Review, TAA Review, Mission and Functions 1-N, CIV2MIL, CME2MIL and all organizational reviews as dictated by TRADOC, HQDA and higher level commands.

(8) Researches, identifies and validates requirements for a multitude of functions including, but not limited to: Instructors, Drill Sergeants, Direct Support to Training, NCOA, BDE/BN and Company Overhead.

(9) Conducts studies, projects, prioritization integration drills, and analyses to support senior CASCOM leadership decisions.

(10) Based upon analysis and Command Mission, provides recommendations to Command Leadership for prioritization and distribution of earned resources.

(11) Provides management analysis and manpower documentation support functions for CASCOM.

(12) Analyzes, manages and coordinates CASCOM TDAs and mobilization TDA development, preparation, maintenance, and publication; develops and maintains the manpower modules.

(13) Establishes and manages CASCOM Civilian Execution Report, which provides the CASCOM Senior Leadership visibility and situational awareness of all civilian employees, to include overhire and temp/temp, enabling him to better manage command resources. Based upon this report and command guidance, provides oversight of civilian personnel actions for all CASCOM organizations.

(14) Analyzes changes in manpower requirements, organizational changes and resources provided by higher headquarters and provides recommendations to management for distribution of resources within staff elements of activities assigned.

(15) Performs independent analyses and compiles statistical data as necessary of methods, procedures, or organization designed to evaluate and improve manpower utilization and control; and documentation procedures and control.

(16) Serves as G-8 liaison during the Pre-SMDR and SMDR Meetings. As requested, conducts analysis and historical data pulls for the SMDR. In preparation for the IMRL, conducts additional analysis of new programs, and/or those programs that have been flagged during the SMDR process.

(17) Develops, implements and enforces CASCOM Civilian Monetary Awards Program Policy. Based upon TRADOC Budget Guidance, calculates and monitors the awards ceilings by organization, to ensure the budget is not exceeded.

(18) Supports schools with manpower expertise during the SMDR.

g. Budget Division

(1) Prepares and conducts analysis on the TRADOC Budget Guidance and develops an annual program decision brief for the commanding general to include 1-N Unfinanced Requirements List, Contract Execution Plan, and Commander's Narrative Assessment.

(2) Conducts a Program Budget Advisory Committee throughout the fiscal year and make necessary program adjustments during the initial, mid-year, and year-end for review at the Decision Board.

(3) Prepares and analyzes program adjustments for each quarters of the fiscal years or frequently to allocate the Program Budget Advisory Committee funding towards critical requirements.

(4) Integrates with key functional divisions within G-8 on the various funding as it pertains to the POM requirements, Institutional Training Resource Model (ITRM), and civilian hire.

(5) Integrates with key stakeholders and enterprise partners to include the Mission and Installation Contracting Command, Directorate of Public Works, and the Logistics Readiness Center for any related funding requirements.

(6) Receives, processes, and analyzes funding, procurement, and personnel transactions; pre-validates requirements; and certifies funds by inputting data into the appropriate automated systems or preparing the appropriate manual documents for the various systems and programs utilized by DFAS. Supports the execution of current and prior operating budgets.

(7) Provides liaison resource management service and support to those activities whose functions, command and control, source of funding, and budget execution are split between the Senior Mission Command and Garrison Commander, Fort Lee, VA.

(8) Manages, executes, and certifies funding received for international student training to include International Military Security Assistance Program and Foreign Military Sales reimbursement earnings.

(9) Prepares, processes, reconciles, analyzes, and maintains various reports, schedules, and requests for information in support of DFAS inquiries; TRADOC budget estimates, and budget guidance processes; TRADOC budget data calls; and local budget reporting requirements, budget data calls, and inquiries.

(10) Coordinates year-end closeout operations for CASCOM, TRADOC Analysis Center – Fort Lee, and Logistics Exercise and Simulation Directorate (LESD).

(11) Develops and analyzes CASCOM resource allocation and prioritization processes and strategies for budget and execution years. Develops CASCOM budget guidance.

(12) Reviews, validates, and prioritizes the CASCOM branch proponent and Schools' input for the budget year requirement submissions. Works with proponents and function owners to provide operational impacts of not validating or resourcing requirements.

(13) Analyzes, validates, and prioritizes CASCOM branch proponent and schools' unfinanced requirements, TRADOC budget guidance, appropriation, and mid-year and year-end closeout requirements. Consolidates operational impacts provided by using activities regarding funding shortfalls.

(14) Assists TRADOC in reviewing CASCOM program element split of allocation; receives Funding Authorization Documents for distribution.

(15) Prepares, reconciles, analyzes, validates, and submit all audit inquiries, preliminary and test samples to TRADOC.

Chapter 6 Special Staff

6-1. Safety Office

a. Mission. Plans, directs, and coordinates a comprehensive Safety Program which provides professional oversight to the CASCOM headquarters, Proponent Schools, Institutes and Universities. Provides staff management of safety policies and procedures for integrating safety and occupational health and risk management for CASCOM. As a member of the special staff, serves as principal safety advisor to the CASCOM CG, DtCG, and CASCOM staff.

b. Functions.

(1) Serves as CASCOM's senior safety point of contact responsible for providing professional leadership and management over the subordinate school safety resources. Responsible for identifying and implementing safety, risk management, and accident trend analysis policies throughout the command to ensure full implementation of the Army's and TRADOC's safety doctrine. Serves as lead for safety and occupational health matters as they apply to programs, personnel, property, equipment, and accident causation database.

(2) Provides a principal safety advisor to leaders of each Proponent School, Institute, and University.

(3) Fully integrates safety and risk management into all branch/school proponent products.

(4) Manages the CASCOM Safety Program and supports each school safety representative in the full implementation of required safety education, training, and promotion activities;

inspections and assessments; accident investigation, reporting and recordkeeping; hazard analysis; and countermeasure development as it applies to CASCOM organizations, personnel, property, and equipment.

(5) Ensures integration of risk management, safety, and occupational health into doctrine, training, and capability developments.

(6) Ensures the full implementation of safety and risk management into requirements documents; reviews, assesses, and validates new equipment training requirements; and reviews requirements and capability documents. Reviews Manpower and Personnel Integration (MANPRINT) for integration of human factor considerations during system development.

(7) Serves as the Functional Career Manager for all CP-12 personnel assigned to CASCOM in the GS-0018, Safety and Occupational Health Field.

(8) Oversees the Senior Commander's Safety Program for Fort Lee and ensures the full spectrum of safety and occupational health support is delivered in accordance with public law and DoD and Army regulation.

6-2. Military Equal Opportunity Office

a. Mission. Advises the CG, CASCOM on Military Equal Opportunity (MEO). Monitors the execution of the MEO program and Command Climate Assessments (CCA) for all commands, agencies, and activities under CG, CASCOM jurisdiction to ensure equal and fair treatment of all military personnel and Family members without regard to race, color, sex (to include gender identity), religion, sexual orientation, or national origin. Provides training, awareness, and the prevention of discrimination and hazing / bullying to include promoting diversity, cultural awareness, and inclusion among military and civilian personnel.

b. Function. Ensures fair treatment for military personnel and Family members without regard to race, color, sex (to include gender identity), religion, sexual orientation, or national origin and promotes an environment free from unlawful discrimination and offensive behavior.

c. Creates and sustains a positive unit climate by eliminating discriminatory behaviors that undermines the Commanders policies, teamwork, respect, loyalty and support of the Army Values.

6-3. SHARP

a. Mission. Serves as the SHARP Program Manager at the Division HQ, Major Subordinate Command (MSC) HQ, or Army's largest installations. The incumbent manages the Sexual Harassment/Assault Response and Prevention (SHARP) Program for a typical serviced population of at least 10,000 which includes Soldiers, Family members, DA Civilians and authorized contractors. The incumbent emphasizes the commitment to maintain a workplace environment that rejects sexual harassment and sexual assault and attitudes that promote such behaviors. This position is responsible for program management support, including strategic planning and policy development, coordination of actions plans, providing assistance to Army units, and conducting analysis of policy/program effectiveness, for the SHARP program.

(1) Creates a climate that encourages victims to report incidents of sexual harassment and sexual assault without fear.

(2) Promotes a climate that minimizes sexual harassment and sexual assault incidents, and if, an incident should occur, ensure that the victims and subjects are treated according to Army policy.

(3) Establishes sexual harassment and sexual assault prevention training and awareness programs to educate Soldiers, Service and Family member, DA Civilians and authorized contractors. Plans, coordinates and executes the annual CASCOM SHARP Summit.

(4) Ensures sensitive and comprehensive treatment to restore victims' health and well-being.

(5) Ensures leaders understand their roles and responsibilities regarding response to sexual harassment and sexual assault victims, thoroughly investigate allegations of sexual harassment and sexual assault, and take appropriate administrative and disciplinary action.

6-4. Retention Office

a. Mission. Personnel readiness is a responsibility of command. All Commanders are Retention Officers, responsible for sustaining Army personnel readiness by developing, implementing, and maintaining aggressive local Army Retention Programs, designed to accomplish specific goals and missions consistent with governing laws, policies, and directives.

b. Functions.

(1) Develops, implements, and sustains the CASCOM Retention Program, accomplishing all assigned missions, tasks, functions, and fulfill responsibilities, as established by this regulation and higher headquarters.

(2) Monitors monthly, quarterly, and FY retention statistics and trends, adjusting command emphasis and resources as required to accomplish assigned missions.

6-5. Historian

a. Mission. Serves as principal advisor to CG and CASCOM Staff on matters pertaining to Army and Sustainment History. Proponent for the TRADOC Military History Instruction Program IAW TR Regs 870-1 and 350-13. Responsible for the preservation of historical records pertaining to CASCOM IAW Title 10 USC 2572. In support of CG Fort Lee role, serves as the de facto Fort Lee Historian, and also serves as the Logistics Branch Historian. Non-voting member of the Fort Lee Memorialization Board. IAW AR 870-5 collect and publish the CASCOM Annual History.

6-6. Office of the Deputy Assistant Secretary of the Army - Procurement (Fort Lee)

a. Mission. The Office of the Deputy Assistant Secretary of the Army – Procurement (Fort Lee) is an ASA (ALT) field office aligned to the Deputy Assistant Secretary of the Army - Procurement (DASA-P). ODASA-P (Fort Lee) provides support to ODASA-P's mission to provide policy and guidance to the Army to execute the contracting mission in multi domain, large scale combat operations supporting all warfighting functions. ODASA-P (Fort Lee) also includes the Contingency Contracting Support Reform Group (CCSRG). The CCSRG provides dedicated and focused effort to rapidly address contingency contracting reform initiatives assigned by the DASA-P.

b. Within CASCOM the ODASA-P (Fort Lee) serves as the liaison between ODASA-P, the Army acquisition proponent, and CASCOM, the Army non-acquisition operational contract support proponent to provide DOTMLPF support to table of organization and equipment (TOE) contracting formations. The senior ODASA-P (Fort Lee) member serves as the Fort Lee site lead to coordinate tenant support with the CASCOM Command Group.

c. External to CASCOM the ODASA-P (Fort Lee) works directly with the Army Materiel Command (USAMC), the Army Contracting Command (ACC), the Acquisition Support Center (ASC), the Corps of Engineers (USACE), and the National Guard Bureau (NGB) to provide DOTMLPF support to TOE contracting formations.

6-7. Headquarters and Headquarters Company

a. Mission:

(1) Responsible for the health, morale, welfare, training, discipline, conduct and combat readiness of Soldiers assigned or attached to HQ CASCOM, and their Families.

(2) Provides C2, logistics, military justice, training and readiness, quality of life, worldwide deployment status tracking, and administrative support for the health, morale, and welfare of the command group, special staff, and directorates.

(3) Provides a command climate that supports the CG's efforts in ensuring HQ CASCOM and SCoE mission are effectively and efficiently performed.

(4) Directs the unit training program, the Army Combat Fitness Test, Physical Training, Weapons Qualification, Army Body Composition Program and Leader Professional Development, and Primary Military Education tracking of enlisted Soldiers through the use of DTMS.

(5) (FM 1-0; ATP 1-0.1) Oversees HHBN - Postal Operations, Command Programs, Evaluations, MWR, Records Update, Military Pay, Legal, Strength Reports, Personnel Readiness Management, Personnel Accountability, Customer Service.

Chapter 7

7-0. Fielded Forces Integration Directorate (FFID)

a. Mission. Determines, develops, synchronizes, and integrates Army Fielded Force sustainment capabilities within the Army and Joint, Interagency, Intergovernmental, and Multinational (JIIM) environments for CASCOM and force modernization proponents across the Doctrine, Organization, Training, Materiel, Leadership Development, Personnel, Facilities and Policy (DOTMLPF-P) domains, resulting in a trained and ready sustainment force fully integrated into the Army, Combined, and Joint Warfighter.

b. Organization. FFID consists of four TRADOC Proponent Offices (TPO); Operational Contracting Support (TPO-OCS), Explosive Ordnance Disposal (TPO-EOD), Sustainment Mission Command (TPO-SMC), and Human Resources (TPO-HR); three directorates; Force Development Directorate (FDD), Logistics and Material Readiness Directorate (LMRD), Enterprise Systems Directorate (ESD), and two offices; Deployment Process Modernization Office (DPMO), Program Integration Office (PIO).

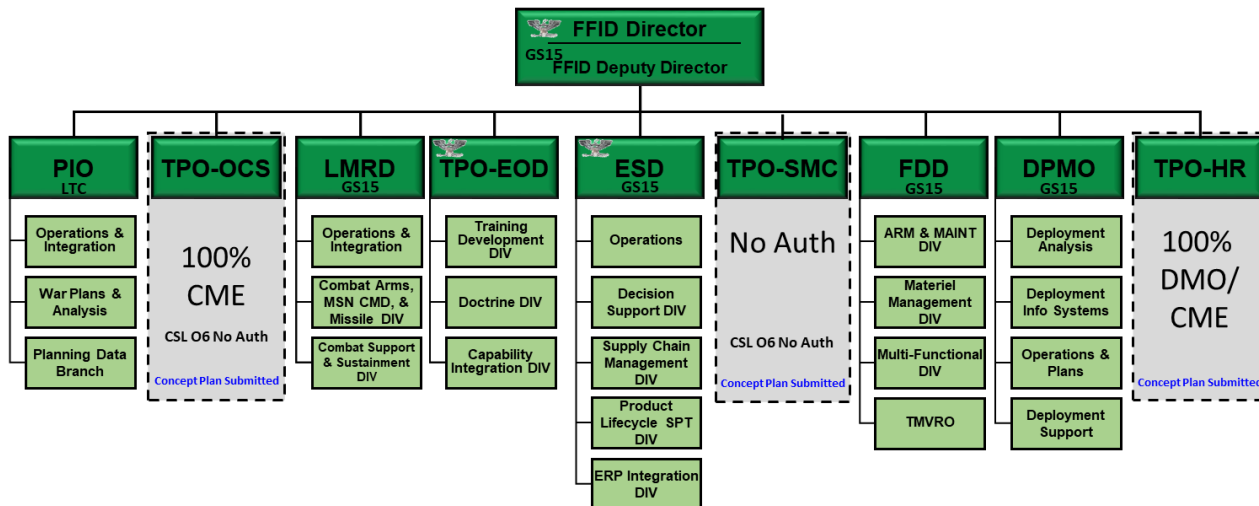


Figure 7-1. Fielded Force Integration Directorate

c. Functions.

- (1) Designs, develops, and integrates all sustainment aspects of the force.
- (2) Performs duties outlined in TR 71-12.
- (3) Develops and coordinates guidance, recommends policy, and provides direction to integrate DOTMLPF-P developments to support required capabilities; and coordinates, synchronizes, and integrate Army capabilities developments with TRADOC, ACOM, combatant commands, Joint Staff, and other service logistics organizations.
- (4) Manages the development of documents which propose DOTMLPF-P solutions to sustainment capability gaps and other enhancements of capabilities.
- (5) Develops sustainment organizational requirements, force structure requirements, and associated products.
- (6) Serves as the Army lead for logistics planning factors, Operational Logistics (OPLOG), and LEW.
- (7) Directs and integrates all automated sustainment capability development activities for the Sustainment Warfighter, within Mission Command, and Sustainment Business Systems.
- (8) Develops requirements validation documents (Business Case Analysis consisting of Problem Statements and Analysis of Alternatives) for defense business systems.

7-1. Program Integration Office (PIO)

a. Mission. Provides centralized integration and operations support across DOTLMPF areas within FFID. Analyzes DoD, HQDA, TRADOC, and Joint guidance, plans, policies, and initiatives to synchronize FFID actions.

b. Organization. PIO consists of three sections: Operations & Integrations, War Plans & Analysis, and Planning Data Branch.

c. Functions.

- (1) Ensures that required capabilities and associated gaps are analytically supported and that DOTLMPF-P solutions are properly coordinated, synchronized, and integrated across the sustainment warfighting function.

- (2) Provides military and civilian administrative and logistical support: conducts and reports programmatic analysis.
- (3) Supports the development of manpower and fiscal requirements.
- (4) Integrates information technology.
- (5) Provides logistics analysis of capstone Army, Joint, and DoD plans.
- (6) Manages the implementation of the FFID initiatives.
- (7) Provides Army logistics transformation coordination to ensure the synchronization of CASCOM related actions with TRADOC, AMC, AFC, Army, and Joint Staff.
- (8) Manages FFID taskings, personnel actions, and position management tasks.
- (9) Identifies all FFID operational requirements and works the synchronization and integration of actions with appropriate organizations.
- (10) Collects, validates, maintains, and disseminates Army sustainment planning factors, consumption rates, and data, ref AR 700-8, Logistics Planning Factors and Data Management.
- (11) Maintains force requirements generator model configuration and coordinates model enhancements with Center for Army Analysis (CAA).
- (12) Plans and coordinates collection, validation, and development of sustainment planning data and factors with other ACOMs and DRUs.
- (13) Provides Army sustainment planning factors to all DoD, Joint, and Army activities (to include acquisition programs and DoD-sponsored contractors) as required.
- (14) Serves as the HQDA G-4 lead for all Army sustainment planning factors and the development and implementation of the operations logistics planner, a multi-echelon, user-driven sustainment planning tool.

7-2. Deployment Process Modernization Office (DPMO)

a. Mission. Chartered by HQDA G-3/5/7 and G-4 as lead for the Army's deployment/redeployment process. Collects, consolidates, analyzes, validates, and integrates deployment requirements across the Army and develops solutions for their resolution to satisfy current and evolving total Army deployment and redeployment requirements. Guides the integration of deployment and distribution by identifying and developing corresponding policies, concepts, doctrine, training, related deployment and distribution automated information systems, and enablers; and conducting experiments, analyses, and studies to facilitate deployment and distribution capabilities.

b. Organization. DPMO consists of four branches: Plans and Operations Branch, Deployment Information Systems Branch, Deployment Support Branch, and Deployment Analysis Branch.

c. Functions.

- (1) Serves as the proponent for the Army's deployment process and provides recommendations to HQDA G-3/5/7 and G-4 on deployment and distribution doctrine, regulation, policy, and process.
- (2) Represents CG, TRADOC and the Chief of Transportation (COT) on all issues concerning deployment and redeployment of Army forces and the integration with Joint services across DOTMLPF-P.
- (3) On Behalf Of (OBO) TRADOC, serves as Office of Primary Responsibility (OPR) for multiple priority issues (PI) under the All Things Enterprise (ATX) framework.
- (4) OPR for initiatives associated with the Deployer's Toolbox.
- (5) Serves as the lead Army agency for incorporating deployment tools and products into the TRADOC training and education system.

(6) Develops for publication deployment, redeployment and distribution doctrine, including terminal operations and Army Prepositioned Stocks (APS). Assists HQDA G-3/5/7 and HQDA G4 with concept development and policy revision associated with deployment and redeployment.

(7) Per AR 595-93, Army Deployment and Redeployment, serves as the OPR for the Army-level Command Deployment Discipline Program (CDDP).

(8) IAW HQDA EXORD 087-17, serves as a member of FORSCOM's assessment team conducting CSA-directed Emergency Deployment Readiness Exercises Program (EDREs) in support of the Army's Deployment Readiness Exercise (DRE) program.

(9) Supports the developing, testing, and fielding of deployment and distribution transportation information systems. Prioritizes DoD data requirements for incorporation into current deployment and distribution automation systems. Serves as Chair of Capability Control Board for select Transportation Information Systems.

(10) Supports U.S. Transportation Command (USTRANSCOM) and HQDA G4 in developing Army requirements and functionality in support of the Joint Transportation Management System (TMS).

(11) Develops, collects, and screens issues and desired capabilities for the next generation Army transportation automation information system or subsystem. Allies with CASCOM ESD to develop and facilitate a comprehensive end-to-end logistics enterprise solution.

(12) Responsible for deployment and distribution capability gap analysis that cross-walks the needs of the current and future Army with the other services and joint forces capability "Gap" requirements. Identifies capability gaps and technological shortfalls in the Army deployment and redeployment process.

(13) Assesses the value of emerging deployment enablers to address the gaps and shortfalls through technology demonstrations, experimentation, analysis, and simulation. Supports Army/Joint Force Projection related Science and Technology (S&T) Research and Development (R&D) programs, experiments and wargames to shape the Army's force projection and deployment capabilities.

(14) Provides deployment analysis in support of Joint and Army Title 10 wargames, concepts, and force design.

(15) Administers Program Manager for the Chief of Staff Army, Logistics Excellence Award (CLEA) program, Deployment Excellence Award (DEA) Program IAW AR 525-93, Army Deployment and Redeployment.

(16) Produces the Spearhead newsletter for worldwide distribution in support of the Chief of Transportation (COT).

(17) Provides matrixed support across CASCOM/SCoE and the Schools as required for all matters pertaining to deployment, redeployment, deployment/transportation information systems, movement control, and reception, staging, onward movement and integration (RSOI).

7-3. Force Development Directorate (FDD)

a. Mission. Develops sustainment organizational and force structure requirements for the following functions: human resource, finance, field support, maintenance, ammunition storage and supply, Explosive Ordnance Disposal (EOD), supply storage and distribution; retrograde; petroleum supply, distribution and services; water purification and distribution; mortuary affairs; aerial delivery; field services, force provider, field feeding, motor transport operations, Army watercraft, movement control, rail operations, terminal operations, and multifunctional sustainment organizations within the operational Army.

b. Organization. FDD consists of five divisions: Quartermaster Division; Ordnance Division; Multifunctional Division; Soldier Support Division; and Transportation Division.

c. Functions.

(1) Designs and integrates all sustainment designs, force structure, and TOE documentation actions to include the development of quantitative and qualitative Rules of Allocation for TOEs in support of Total Army Analysis (TAA).

(2) Identifies organizational and force structure solutions to resolve or mitigate gaps in sustainment capability.

(3) Provides analysis and data to CASCOM concerning force structure and integration through the TAA and force design update (FDU) processes.

(4) Develops sustainment TOE and manpower requirements for U.S. Army Force Management Support Agency (USAFMSA) validation and approval. Reviews Manpower Requirements Criteria (MARC) schedules, questionnaires, and revision documents for functional adequacy.

(5) The single Army manager for validating the form, fit, and function applicability of TWV in Army Force Structure Requirement Documents, in support of Capabilities Developers. The Tactical Wheeled Vehicle Requirements Management Office (TWVRMO) validates TWV requests through the DA TOE Organizational Requirements Documentation Approval Briefings and TDA Equipment Review and Validation Board. Conducts TWV requirements analysis/mobility studies to support TWV modernization and force structure decisions. Ref. AR 71-32, Force Development and Documentation Consolidated Policies.

(6) Provides sustainment force structure customer assistance and expertise to DoD, Joint agencies, HQDA, ACOMs, and Army service component commands.

(7) Coordinates and supports sustainment force design issues with the HQDA G-3 organizational integrators.

(8) Develops organizational sustainment solutions for all Army Standard Requirements Codes (SRC) units.

(9) Reviews Basis of Issue Plan Feeder Data (BIOPFD) for materiel systems and determines organizational requirements.

7-4. Logistics and Material Readiness Directorate (LMRD)

a. Mission. User representative “Sustainment Face to the Field” – Supports all sustainment equities in combat system readiness. Supports capability developers, training developers, materiel developers, and testing for Army systems supportability, sustainability, maintainability, and maintenance training assessment. TRADOC lead for logistics product development and evaluation process, and lifecycle supportability.

b. Organization. The Directorate consists of three Divisions: Combat Arms, Missiles, and Mission Command Division; Combat Support and Sustainment Division; and the Sustainment Operations and Integration Division.

c. Functions.

(1) Supports capability, training, materiel developers and testing agencies in the system maintenance and training assessment and logistics product development processes.

(2) Serves as the logistics user representative to materiel developer Product Support Management IPTs (PSMIPT). Provides direction to ensure materiel capabilities are supportable, sustainable, trainable and logistically ready for fielding.

(3) Reviews and endorses Life Cycle Sustainment Plans (LCSP) for materiel developers as the system sustainment user representative.

(4) Provides input to system test and evaluation (T&E) plans. Supports systems logistics T&E and assessment events to include, but not limited to system maintainability and supportability assessments, technical manual validations and verifications, and maintainability evaluations. Coordinates with the Test Support and Resourcing Committee (TSARC) for subject matter expert (SME) T&E support.

(5) Assesses and evaluates post fielding system engineering change proposals (ECP) and modification work orders (MWO) to determine impacts to maintenance, training, and logistics supportability.

(6) Provides direction for developing and implementing operator and field level maintenance training to support new or emerging systems.

(7) Conducts verification of maintenance technical manuals and QM, OD, TC proponent operator technical manuals IAW AR 25-30.

(8) Provides input and reviews the materiel developer's contract strategies, statements of work, contract data requirements lists and related documents.

(9) Coordinates with the appropriate proponent training developers, assesses training equipment requirements and training aids, devices, simulations and simulators (TADSS) to support new or emerging systems.

(10) Monitors and/or participates in developmental and operational tests, software developmental, and user acceptance test activities.

(11) Evaluates the Training Test Support Package (TTSP), evaluates test player training, and prepares the Training Operational Test Readiness Statement (OTRS) authorizing a new system to enter operational testing.

(12) Coordinates with the CASCOM G-3, initiate, coordinates and updates proponent System Training Plan (STRAP). Coordinates with appropriate activities and schools to prepare/submit input to the STRAP, providing concepts, detail and utilization of the training support products. Participates in IPRs to review contractor-developed logistical support analysis.

(13) Provides input to Basis of Issue Plans (BOIP) Feeder Data IAW AR 71-32.

(14) Reviews, comments and adjudicates JCIDS documents to ensure system logistics and sustainment training requirements are documented appropriately to the proposed capability.

(15) Monitors STRAP input and provides feedback to sustainment training.

(16) Provides input for the development and review of statements of work and requests for proposals for new systems.

(17) Provides input on test training certification for proponent Military Occupational Specialty (MOS), areas of concentration (AOC) and specialty skill identifiers (SSI).

(18) Participates in Instructor and Key Personnel Training (IKPT) to ensure training integration for all sustainment and maintenance training.

(19) Provides test training certifications for proponent MOSs, AOCs, and SSIs.

(20) Coordinates with and support of the CASCOM G-3 provides input to CASCOM Training Support Systems (TSS), ensuring the Training Aids, Devices, Simulations and Simulators (TADSS) are adequate to support new systems and training in all domains IAW AR 350-1. Evaluates all new systems for adequate field level maintainer training support and TC, OD, QM and SSI new systems for adequate training support in preparation for Materiel Release IAW AR 700-142. Provides the training support release in support of material release for these systems.

(21) Coordinates with Army acquisitions agencies, PEOs, PM, and PDs in the development of Integrated Product Support (IPS) policy and procedures and participates in scheduled Operational Sustainment Reviews (OSR).

(22) Coordinates with AFC CDIDs for all fielded force equities, concepts, emerging requirements, and Strategic Portfolio Analysis Review (SPAR) to ensure sustainability and supportability of new concepts, and capabilities throughout the Army are planned for and resourced.

(23) Conducts sustainment level analysis of sustainment solutions across the Army that address the fielded force's materiel readiness issues or concerns to ensure the Army can support the force in any future operating environment.

7-5. Enterprise Systems Directorate (ESD)

a. Mission. Directs and integrates all capability development and user activities associated with enterprise systems, training integration, and capability areas and contributes to sustaining multi-domain operations. Represents CASCOM in all matters of sustainment WfF automation design, development, testing, fielding, and sustainment and coordinates with the DoD, Joint Staff, ACOM, TRADOC Proponent Office-SMC, Combined Arms Center (CAC) and other joint or interagency organizations to ensure effective integration. Ensures automated sustainment solutions for multifunctional sustainment capability gaps are identified, documented, programmed for and properly fielded. This includes the automated capturing of capabilities related to supply (including ammunition), maintenance, property accounting, transportation and distribution, financial accounting and human resources and integration into the Enterprise Resource Planning (ERP) solution.

b. Organization. ESD consists of three divisions: Business Systems Integration Division, Systems Lifecycle Support Division, and the Workforce Integration Division.

c. Functions.

(1) Monitors and synchronizes all aspects of total system design, development, testing, fielding, and sustainment including direct interaction with DoD, ASA (ALT), HQDA G4, the Program Executive Office, Program Manager and development activities of allied and interfacing trading partners, Joint and Army test community, and the fielded ACOM, ASCC, and DRU commands.

(2) Participates in both capability and materiel development. Included in these efforts are design, development, testing, fielding, and sustainment. Also included are system concept analyses; cost performance tradeoff; and cost analyses by providing detailed warfighting capability impact of specific system characteristics and concepts of operation.

(3) Serves as user representative for the sustainment WfF within sustainment business systems. Prepares TRADOC position and obtains approval, and participates in decision reviews (IPR/Army Systems Acquisition Review Council/Army Requirements Oversight Council/Joint Requirements Oversight Council (JROC)/Defense Acquisition Board) and business process reengineering for assigned systems.

(4) Serves as the functional lead for definition, design, test development, fielding and sustainment of bridging and enterprise logistics systems.

(5) Supports information management aspects of sustainment battle lab and concept evaluation prototype initiatives designed to define sustainment enterprise systems requirements.

(6) Serves as the primary POC for the identification, analysis, review, and documentation of Sustainment Warfighter communications requirements.

(7) Maintains partnership for architecture responsibilities with Army Integrated Logistics Architecture (AILA) for sustainment enterprise systems.

(8) Develops all associated automated system documentation. Provides essential documentation required for sustainment systems.

(9) Provides Department of Defense Architecture Framework (DoDAF) and Joint Capabilities Integration & Development Documents (JCIDS) / Business Capability Acquisition Cycle (BCAC) for business systems requirements and acquisition, compliant operational architecture, capability-based, and organizationally-based support for seven Army branches (Quartermaster, Transportation, Ordnance, Adjutant General, Finance, Medical Logistics (MEDLOG), and Controller, Chaplain, and Judge Advocate General).

(10) Develops communication requirements for logistic automated systems.

(11) Develops the structure, staffing, and deployment of the Sustainment Automation Support Management Office (SASMO). Provides tactics, techniques, and procedures (TTPs); mission statements; assistance and guidance to other activities and field users for the proper utilization of sustainment automation support management office organizations in the force.

(12) Serves as the CASCOM and SCOE lead for Army Logistics Portfolio Management reporting and coordination with HQDA G4 and Army Logistics Enterprise Integration Office.

(13) Facilitates the GCSS-Army Command Review of System Enhancements as required.

(14) Develops required operational training products for new capabilities, updates existing training products as required, and synchronizes ERP training across the command and troop schools to ensure that training is current and relevant.

(15) Serves as lead agent for Line of Effort One, Enabling the Workforce, and support to the other four lines of effort within the Enterprise Business System Campaign Plan for modernization and convergence of the Army Logistics & financial ERPs.

(16) Develops enhanced user interface (UI) /experiences (UX) for sustainment systems.

(17) Develops and sustains required business intelligence products including tactical and operational visualizations.

7-6 TRADOC Proponent Office – Sustainment Mission Command (TPO-SMC)

a. Mission. Directs and integrates sustainment mission command efforts across the DOTMLPF-P spectrum in order to provide Soldiers, Commanders, and decision-makers with sustainment information advantage to sustain and win in Multi-Domain Operations.

b. Organization. TPO-SMC consists of government and temporary contracted personnel led by a Centrally Selected List Colonel. The TPO-SMC is organized into three teams to address sustainment DOTMLPF-P integration, sustainment data integration and acquisition, and sustainment mission command plans.

c. Functions.

(1) Manages integration of all capability development user activities and capabilities associated with current and emerging automated sustainment systems, including the Commander's Dashboard and visualization and integration of ERP data into the various Computing Environments of MC COE as required.

(2) Integrates and synchronizes sustainment, including business software efforts, in the U.S. Army Mission Command (AMC) Common Operating Environment.

(3) Serves as user advocate and counterpart to the Project Manager for Mission Command (PM MC) in the development of the Common Operating Environment, to include the Command Post Computing Environment (CPCE), the Joint Battle Command-Platform (JBC-P), and the Mounted Computing Environment (MCE).

(4) Provides input and assists with the development of DOTMLPF documentation and COE capabilities of the next generation of a real-time sustainment common operational picture for effective warfighting and non-warfighting operations. Develops the sustainment war fighting function to bridge MC to the sustainment ERPs and the strategic partnerships that makeup the JIIM environment.

(5) Serves as user advocate for visualization and integration of the ERPs that provide the ability to requisition, obtains status, tracks personnel, and influences distribution to the Program Executive Office for Enterprise Information Systems (PEO EIS).

(6) Plans near and long-term efforts to meet sustainment mission command capabilities needs. In the near-term, through FY25, TIO-Sustainment Mission Command advises and influences the development of associated systems and capabilities to ensure the objectives are accomplished.

(7) Serves as the user representative, ensuring requirements are captured, vetted, and identified, to Product Director Global Combat Support System-Army (GCSS-Army) and Product Manager Army Enterprise System Integration Program (PM-AESIP) for Post Increment 1 development.

(8) Provides input and assist with the development of DOTMLPF-P assessments for GCSS-Army.

(9) Establishes interoperability capabilities for all sustainment information systems with GCSS-Army.

(10) Establishes interoperability and/or integrated capabilities with current and emerging sustainment enterprise systems within the Human Resource (e.g., IPPS-A), Finance (e.g., GFEB) and Medical communities.

(11) Serves as the user representative, ensuring requirements are captured, vetted, and identified, to the Program Manager Mission Command (PM-MC), and PM-AESIP.

(12) Participates and provides user guidance/feedback at systems test events, Army and Joint integrated product teams, and user mission rehearsal events.

(13) Provides input and assists with the development of common data services across computing environments based on common interoperability data standards.

(14) Serves as the user representative for Sustainment as a (WfF), within the six Computing Environments of Mission Command.

(15) Serves as the user representative, ensuring requirements are captured, vetted, and identified, to Product Manager JBC-P.

(16) Provides input and assists with the development of the next generation of the platform logistics automation variant.

(17) Supports efforts and initiatives that support logistical platform automation within the MCE effort.

(18) Continues to train new and improved capabilities to SIS users through sunset.

(19) Establishes interoperability capabilities for all SIS with GCSS-Army.

(20) Ensures all SIS security and information assurance vulnerability alerts (IAVAs) are current.

(21) Develops and validates SIS functional sustainment requirements.

(22) Provides input and assists with the development of DOTMLPF-P documentation and capabilities of the next generation tactical sustainment satellite communications.

(23) Monitors and synchronizes all aspects of capability development, testing and evaluation, and fielding, to include direct interaction with the Program Manager for the Combat Service

Support Very Small Aperture Terminal (CSS VSAT) and the Combat Service Support Automated Information Systems Interface (CAISI).

(24) Serves as the Representative/Advocate for sustainment data requirements and equities into the Army Mission Command Enterprise to enable near and long term decision making to support units and Commanders in the tactical, operational, and strategic environments.

(25) Incorporates both user-fed and platform generated data to maximize human and artificial intelligence analysis ensuring Army Forces maintain sustainment capabilities in Multi-Domain Operations.

7.7 TRADOC Proponent Office - Operational Contract Support (TPO-OCS)

a. Mission. Collects and disseminates lessons learned, identifies capability gaps, integrates and implements Non-Acquisition OCS concepts and DOTMLPF-P solutions across the full range of military operations. Coordinates and synchronizes activities with both OCS force modernization proponents, CASCOM (non-acquisition) and the Assistant Secretary of the Army for Acquisition, Logistics and Technology (acquisition).

b. Organization. OCS consists of government personnel (see Figure 7-2).

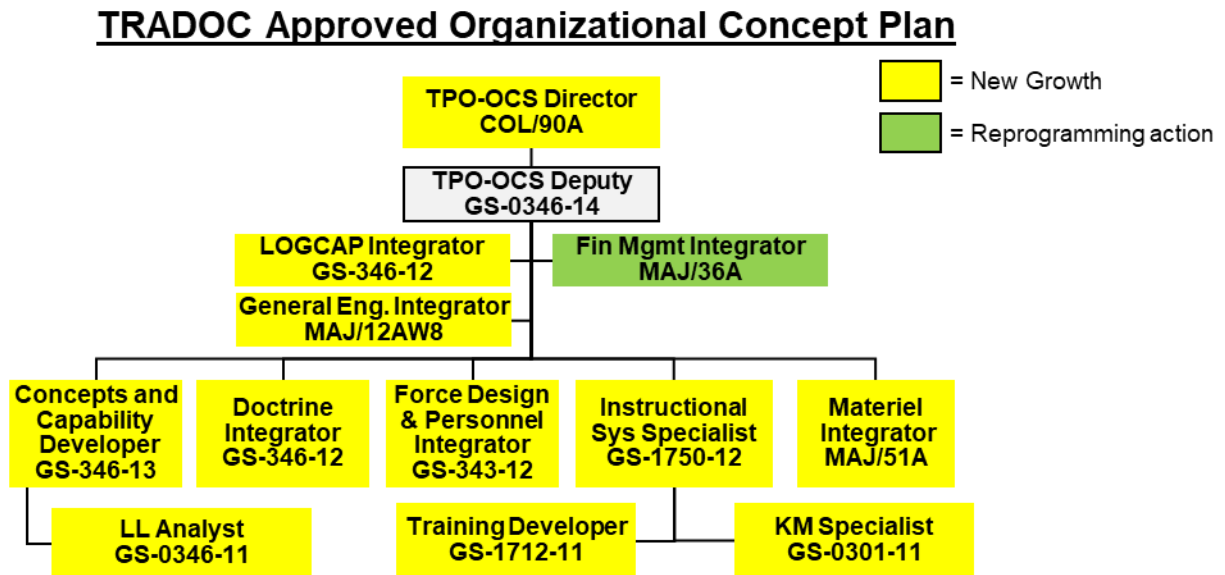


Figure 7-2. TRADOC Approved Organizational Concept Plan

c. Functions.

(1) Serves as the Army’s user representative for all non-acquisition OCS matters across DOTMLPF-P spectrum. Manages Army OCS knowledge management and lessons learned programs and serves as TRADOC’s single point of contact for users to provide feedback and identify issues for action.

(2) Develops, reviews, and updates doctrine to ensure OCS integration.

(3) Analyzes non-acquisition OCS force structure in coordination with appropriate organizations. Works through Force Development, initiates force design updates, rules of allocation, basis of issue plans (BOIPs), and OCS planning factors. Reviews and updates non-

acquisition OCS skill identifiers in coordination with force modernization and branch proponents, and other organizations with OCS equities.

(4) Develops, manages, and coordinates OCS training, programs, and products for non-acquisition personnel as part of TRADOC's training strategy.

(5) Serves as the Army's primary OCS stakeholder and user representative for development and integration of materiel solutions that support OCS processes.

(6) Coordinates and synchronizes with force modernization and branch proponents to incorporate OCS within professional military education programs of instruction.

(7) Develops, manages and integrates skill identifiers and duty positions involved in non-Acquisition OCS planning and execution. Integrates cognitive, physical and social components of the human dimension within the development of OCS capability solutions.

(8) *Policy.* Coordinates with HQDA G-4 on development, updates, and integration of policy relating to the Army OCS programs. Serves as the Army's user representative for all non-acquisition OCS matters across DOTMLPF-P spectrum. Manages OCS knowledge management and lessons learned programs and serves as TRADOC's single point of contact for users to provide feedback and identify issues for action. Partners with DASA-P as the coordinating, integrating, synchronization, and management activity for Army Operational Contract Support (acquisition and non-acquisition OCS).

7-8. TRADOC Proponent Office - Explosive Ordnance Disposal (TPO-EOD)

a. Mission. Determines, develops, synchronizes, and integrates Army Fielded Force Explosive Ordnance Disposal (EOD) capabilities within the JIIM environments for CASCOM and force modernization proponents across the DOTMLPF-P domains, resulting in a trained and ready EOD force fully integrated into the Army, Combined, and Joint force.

b. Organization. TPO-EOD consists of two divisions and one forward coordination element at the Maneuver Support Center of Excellence (MSCoE): Training Development Division, Doctrine and Integration Division, and MSCoE Coordination Element.

c. Functions.

(1) Develops, maintains, monitors, and executes EOD individual and collective combined arms training strategies for EOD formations and TRADOC schools.

(2) Monitors TRADOC proponent support for new equipment training for EOD organizations' systems and associated equipment, ensuring adequate training and certification procedures are in place to support fielding and institutional training.

(3) Supports the Chief of Ordnance and Defense Ammunition Center by coordinating and integrating training and education for respective EOD Forces and Ordnance Corps personnel in ammunition accountability and explosives safety.

(4) Monitors low-density specialty training needs throughout EOD organizations.

(5) Develops and maintains instructional content for EOD related content of EOD Logistics Captains Career Course.

(6) Conducts collective, individual and leadership development training task analysis; develops, revises, and reviews resident courses for 89D and 89E EOD Soldiers based on DOTMLPF changes and lessons learned; develop TSPs, training aids, and simulations; develop training strategies; integrate EOD training within TRADOC and JIIM agencies.

(7) Serves as the Army's primary EOD stakeholder and user representative for capability developments and integration.

(8) Monitors and assists as required EOD materiel developmental efforts, the fielding of systems, and testing efforts.

(9) Provides input to proponent schools, Program Managers, HQDA, Deputy Chief of Staff G-8 during the development of the Strategic Portfolio Analysis Review (SPAR) and the POM, prioritization of planned upgrades (1-N list), and future research and development efforts.

(10) Holistically monitors DOTMLPF-P impacts associated with the fielding of systems to EOD organizations.

(11) Serves as the management and development of TRADOC programs of instruction and related documents for EOD organizations, ensuring leader and professional development are relevant and available to EOD Soldiers for career progression. Also develops and manages the MSCoE Explosive Ordnance Clearance Agent program of instruction.

(12) Coordinates and synchronizes with EOD organizations, force modernization and branch proponents, and other Army organizations to review and update TOEs and modified TOE force structures.

(13) Coordinates with all continental United States (CONUS) and OCONUS basing locations, including TRADOC schools and test centers, ensuring a common understanding of required EOD system maintenance and training facilities, combined arms training, and live fire range requirements to conduct EOD training.

(14) Coordinates with HQDA, G-38 EOD Branch on integration of policy relating to Army and multi-service EOD efforts.

(15) Monitors and writes doctrine ensuring availability and relevance to current and future operations. Monitors lessons learned and ensures proper application when updating EOD doctrine and/or any modifications to TTPs supporting EOD organizational capabilities.

(16) Assists FFID Force Development Directorate in designing and integrating all EOD designs, force structure, and TOE documentation actions to include the development of quantitative and qualitative Rules of Allocation for EOD TOEs.

7-9. TRADOC Proponent Office – Human Resources (TPO-HR)

a. Mission. In coordination with the DA G-1, CAC, CASCOM, and the Adjutant General School the TPO-HR provides fielded force integration for HR solutions across the DOTMLPF-P domains.

b. Organization. TPO-HR consists of government and contracted personnel.

c. Functions.

(1) Develops, monitors, reviews, and coordinates updates to Army fielded force concepts in order to integrate HR equities across all U.S. Army warfighting functions.

(2) Conducts and participates in Business Case Analysis, Capabilities-Based Assessments (CBAs) and other studies or analysis to determine HR capability gaps.

(3) Monitors, reviews, and coordinates doctrinal updates to ensure HR integration and relevance in current and future operations.

(4) Monitors lessons learned and ensures proper application when updating HR doctrine and/or any modification to TTPs supporting HR organizational capabilities.

(5) Monitor HR force structure changes across all appropriate TRADOC CoEs.

(6) Monitors force design updates, rules of allocation, basis of issue plans (BOIPs), and HR planning factors, in coordination with the Adjutant General School, SCoE FFID, and TRADOC.

(7) Coordinates HR system training strategies, programs and products with all CoEs as part of TRADOC's training strategy.

(8) Supports the Chief of the Adjutant General Corps by monitoring and coordinating individual and collective combined arms training strategies as it applies to HR systems.

(9) Monitors TRADOC proponent training support for new equipment training for HR organization systems and associated equipment.

(10) Ensures adequate training and certification procedures are in place to support fielding and institutional training.

(11) Recommends CP-50 education requirements.

(12) Monitors HR developmental efforts as well as the fielding of systems and testing efforts.

(13) Holistically monitors DOTMLPF-P effects associated with the fielding of HR systems to ensure the proper addressing of approved operational requirements in requests for proposal (RFPs).

(14) Coordinates efforts with the functional lead, functional sponsor, appropriate TRADOC schools and CoEs to account for considerations during requirements determination activities.

(15) Coordinates and synchronizes with HQDA G-1, force modernization, and branch proponents to document and integrate HR leader development requirements within professional military and civilian education programs of instruction for career progression.

Chapter 8

Army Logistics University (ALU)

a. Mission. Trains, educates, and develops Army and joint leaders in logistics, contracting support, and operations research systems analysis.

b. Organization. ALU consists of a headquarters, three colleges, Dean of Education & Operations (DEO), the Logistics Non-Commissioned Officer (NCO) Academy and the ALU Support Battalion. The three colleges are College of Professional and Continuing Education (CPCE), Logistics Leader College (LLC), and Technical Logistics College (TLC) (see Figure 8-1).

c. Functions. Manages, integrates, directs, and resources colleges to provide Initial Military Training (IMT), Professional Military Education (PME), Department of the Army Civilian apprentices, and functional training and education to Army and DoD Military and Civilian personnel. ALU also provides Staff & Faculty development courses in support of all CASCOM training and educational activities located on Fort Lee.

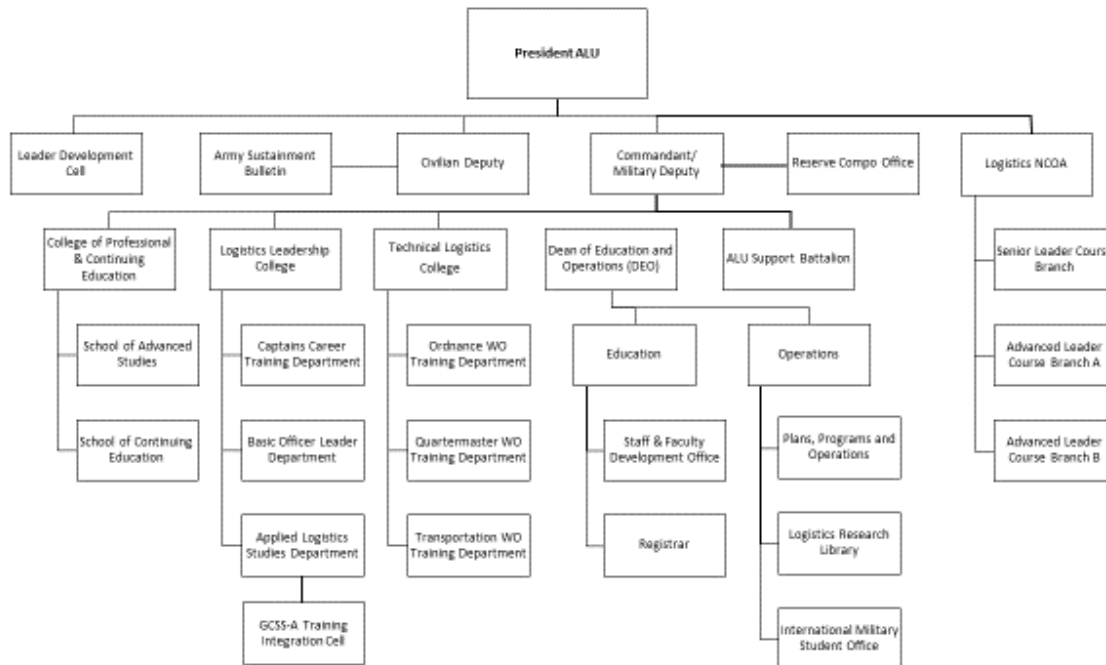


Figure 8-1. Army Logistics University

Section I

8-1. Office of the President

a. President. As a member of the Senior Executive Service, the ALU President serves as the principal advisor to the CG, CASCOM, on sustainment leader development and education programs in logistics, operations research and contract support. Directs all ALU education and operational activities in accordance with the policies and direction established by the CG, TRADOC; CG, CAC, CG, CASCOM; selected Army staff (G-1, G-3/5/7, G-4, G-8), Department of the Army Staff Agencies; Department of the Army Military Operations; the Army Director of Acquisition Career Management (Principal Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT))), and other organizations such as the Civilian Logistics Career Management Office, the Defense Logistics Agency, Joint Staff Director of Logistics (DJ4), and USAF A9. Directs and manages the ALU outreach efforts with civilian academic organizations, across DoD, and the international and interagency communities.

b. Deputies. Serves as senior advisors and consultants to the President and staff and are empowered to act for the President in his absence and to represent the University.

(1) Commandant/Military Deputy.

(a) In accordance with AR 600-20, the ALU Commandant has command authorities and responsibilities for all personnel assigned or attached to ALU. The ALU Commandant serves as the Special Courts Martial Convening Authority (SPCMCA) for all military personnel assigned or attached to ALU.

(b) Responsible for overseeing the day-to-day education and training operations, to include reserve affairs. Coordinates actions across the colleges and academy to include strategic

planning. Responsible for execution of the Sexual Harassment/Assault Response and Prevention (SHARP) program within ALU.

(2) Civilian Deputy. Has full executive authority to direct mission activities including resource management, contract management, civilian personnel management, Quality Assurance, the *Army Sustainment* professional bulletin, and strategic planning.

c. Leader Development Cell

(1) *Mission*. In coordination with the Sustainment proponents, responsible for development and oversight of Sustainment leader development strategies, initiatives, programs and policy in support of Army, TRADOC, FORSCOM, and AMC Sustainment leader development strategies and programs for Officers, Warrant Officers, Non-Commissioned Officers and Department of the Army Civilians. Provides advice and counsel to senior leadership of the Combined Arms Support Command. Serves as a spokesperson for and represents the Command on Leader Development.

(2) *Functions*.

(a) Maintains close liaison with the Center for Army Leadership and Combined Arms Center (CAC) and remain current on the CAC Commander's Leader Development (LD) vision and objectives. Maintains close contact with other CoEs to understand, leverage, and share best practices in leader development.

(b) Provides guidance and oversight to the leader development activities of the Sustainment proponents (OD, QM, TC, F&C, HR) to include LOGPRO. Ensures leader development activities across Sustainment community are integrated and complementary across all components and cohorts - AC/RC, officer, warrant officer, NCO, and civilian.

(c) Provides integration and oversight of LD initiatives. Maintains coordination with the Army Talent Management Task Force (ATMTF) through LOGPRO and provides Sustainment input to initiatives as required and determines CASCOM/SCoE actions required to meet objectives.

(d) Leads CASCOM LD initiatives. Develops long-range and annual leader development planning and determines required programs and products to be provided in support of leader development. Reviews new initiatives and requirements to determine Sustainment leader development activities to support. Analyzes and evaluates proposed initiatives for probable impact on existing leader development programs.

(e) Support the CASCOM DCG for Training and Leader Development

8-2. Army Sustainment Professional Bulletin

Publishes quarterly issues of *Army Sustainment*, the official Army professional bulletin on sustainment, and maintains the *Army Sustainment* web site. *Army Sustainment's* mission is to publish timely, authoritative information on Army and Defense sustainment plans, programs, policies, operations, procedures, and doctrine for the benefit of all Army personnel. *Army Sustainment* provides a forum for the exchange original, creative, and innovative thoughts about sustainment functions.

8-3. Reserve Component (RC) Office

Deputy Assistant Commandants for the USAR and the ARNG. Advise ALU leadership on all matters concerning the RC and assists the ALU staff and faculty on administrative and instructional matters pertaining to the RC. Administers and coordinates RC programs within ALU and promotes the ALU curriculum within the Reserve community. Represents the Chief, USAR, and the Chief, National Guard Bureau (NGB), on ALU matters that impact on the RC. Serves as

key elements in the Army multi-component unit force, ensuring that the Active Army (AA), USAR, and ARNG work as a fully integrated team. Provide instruction on RC-specific topics as required.

Section II

8-4. Directorate of Education and Operations (DEO)

a. Mission. Provides logistics, administrative, operational, training, and academic support to allow the effective functioning of the ALU.

b. Organization. The Directorate of Education and Operations consists of two subordinate elements: Education Division (ED); and Operations Division. The ED includes Staff & Faculty Development Office, Training Requirements Analysis System (TRAS) Office, and the Office of the ALU Registrar. The Operations Division includes the Programs, Plans & Operations Branch; the Logistics Research Library, and the International Military Student Office.

c. Functions.

(1) Prepares guidance for training execution initiatives IAW HQDA and TRADOC standards.

(2) Develops policies and procedures pertaining to the conduct and administration of resident, mobile, and distance learning training. Maintains liaison and coordinates with TRADOC G-3/5/7 and the Army University.

(3) Responsible for posting ALU inputs and graduates into the Army Training Requirements and Resources System (ATRRS).

(4) POC for ALU input and support of the annual Structured Management Decision Review (SMDR) to validate training requirements and school capacities while identifying out-year resources and training workload. Builds ALU course schedules after the release of the HQDA ARPRINT.

(5) Coordinates ALU training issues with HRC and HQDA G-3/5/7; POC for training requirements of the NGB; Office of the Chief, Army Reserves (OCAR); FORSCOM; U.S. Marine Corps (USMC); U.S. Navy (USN); the U.S. Air Force (USAF); and the U.S. Coast Guard (USCG).

(6) Lead Defense Travel Administrator for the ALU.

(7) Synchronizes training requirements and resources across ALU.

(8) Manages ALU MOA/MOU and partnerships with other educational institutions and organizations.

8-5. Education Division, DEO

a. Functions

(1) Provides staff supervision of university level programs, develops short term and strategic plans, and manages current training and education initiatives.

(2) Supports ALU by providing the university with TRAS, Staff & Faculty Development and Registrar support functions.

(3) Serves as ACE Coordinator for CASCOM and Program Lead for ALU. Facilitates academic accreditation with Council on Occupational Education (COE).

(4) Conduit of official communication between TOMA/TRADOC HQ, Course Sponsors, Proponents, MOA/MOU stakeholders, the university, and its subordinate activities.

(5) Serves as TDC Administrator and Instructional Design consultant.

(6) Ensures CASCOM instructors and curriculum development/training support personnel have the capability to perform their jobs to standard.

(7) ED consists of the following:

(a) Training Resource Analysis System (TRAS) Office. Assists ALU's functional course directors with TRAS documents developed for ALU implementation and submits TRAS documents to TRADOC for validation. Provides instructional design SME and TDC administration assistance and guidance to the CPCE/LLC staff and faculty; assigns roles and permissions to users in TDC. Reviews and reconciles course information housed in ATRRS and TDC. Serves as ACE Coordinator for CASCOM and Program Lead for ALU. Performs academic support tasks to include the preparation for COE accreditations and ACE reviews (course and occupational).

(b) Staff and Faculty Development Office. Ensures CASCOM instructors and curriculum development/training support personnel have the capability to perform their jobs to standard. Develops and qualifies CASCOM faculty and cadre members through course offerings on instruction, training and education, curriculum development, and the Army Profession and Ethics. Provides educational and professional development opportunities to support members in maintaining their military and educational competencies. Consults and researches on matters concerning instruction/facilitation and training and education curriculum development areas.. Conducts the Instructor/Educator (IOY/EOY) of the year program for ALU and coordinates TRADOC IOY/EOY submissions. Coordinates and participates with CASCOM and HQ TRADOC/ Army University on instructor, training and education development initiatives. Supports CASCOM CP32 initiatives. Reviews and provides feedback on associated TRADOC Regulations, manuals, and other publications. Provides Installation Staff and Contractor Training Course support to tenant units and organizations.

(c) Registrar. Manages all functions associated with ALU courses within the Army Training Requirement Reporting System (ATRRS) including Structured Manning Decision Review (SMDR) milestones, course scheduling upon release of the annual Army Program for Individual Training (ARPRINT), Training Resource Arbitration Panel (TRAP) review actions, and student coding. Provide statistical student load reports that include projected loads and actual inputs. Performs academic services to include: Establishing resident student records in the Digital Training Management System (DTMS), finalizing student records, and preparing graduation documents/diplomas and student transcripts.

8-6. Operations Division, DEO

a. Functions:

(1) Provides staff supervision of university level programs, develops short term and mid-term strategic plans, and manages current operations.

(2) Serves as the ALU lead agent for official communication between the CASCOM G-3, ALU, and subordinate ALU organizations.

(3) The Operations Division consists of the following:

(a) International Military Student Office. Plans and executes the International Military Education and Training and Foreign Military Sales components of the TRADOC Security Assistance Training Field Activity at Fort Lee according to AR 12-15, Joint Security Assistance Training. Provides control, liaison, logistical, and administrative support to all assigned international military officers, NCOs, and their families attending each logistics branch school and ALU.

(b) Army Logistics Research Library. Provides academic, technical, combat development, and doctrinal research support. Maintains a collection of reference material and online databases in support of PME, IMT, functional courses, and sustainment research.

(c) Programs, Plans and Operations Branch. Manages DEO instructor and support contracts; conducts QA reviews of contract instructors' work; develops and documents unfinanced requirements; prepares procurement actions; prepares and maintains all university GFEBS transactions; oversees the university SharePoint dashboard; documents university history; receives, processes, and acts on all external OPORDs, taskings and requirements directed to the university; develops plans for events and future operations; coordinates and publishes OPORDs, WARNORDs and FRAGORDs; manages current operations of the university; and supervises facility maintenance. Manages the Privatized Army Lodging (PAL) program at the university.

Section III

8-7. College of Professional and Continuing Education (CPCE)

a. Mission. Trains and educates military and civilian professionals in the areas of joint and enterprise level logistics, operations research/systems analysis (ORSA), non-acquisition operational contract support, and requirements determination – capabilities, doctrine, and manpower – to enhance the readiness and sustainability of U.S. Forces.

b. Organization. CPCE consists of two schools: School of Advanced Studies and School of Continuing Education.

c. Functions.

(1) Educates across the enterprise in the areas of joint logistics, operations research/systems analysis, Army Materiel Command and Defense logistics management, contracting support, and requirements development. Provides career development education for Army and strategic logisticians, and provides corporate development of select personnel under the auspices of U.S. Army Materiel Command (USAMC), TRADOC Combined Arms Center (CAC), Army Futures Command (AFC) Futures and Concepts Center (FCC), the Defense Logistics Agency (DLA), the Army G-1, G-3/5/7, G-4, G-8, DASA and DAMO, the Army Director of Acquisition Career Management (Principal Military Deputy to the ASA) (ALT), Joint Staff Director of Logistics (DJ4), Department of the Army Office of Business Transformation (DA OBT), and the Center for Joint and Strategic Logistics.

(2) Educates on the acquisition and capabilities processes including capability identification and integration, requirements determination, contracting, program management, operational contract support and contracting officer representation.

(3) Educates on military applications of operations research/systems analysis including tools, techniques and study team leadership and the intermediate level education (ILE) credentialing course for functional area 49.

(4) Reviews and comments on DoD, HQDA, and TRs, manuals, and other publications. Consults with proponent offices on matters concerning the specific functional areas within ALU.

(5) Conducts periodic reviews of courses in concert with the many entities that sponsor or provide technical reviews of CPCE courses such as Army G-1, Army G4, Army G-8, DLA, AMC, DA OBT, AFC, and the principle Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT)).

8-8. School of Advanced Studies (SAS), CPCE*a. Functions*

(1) Under the auspices of the Army DCS G-8, SAS programs are designed to develop military and civilian career analysts in the discipline of ORSA. SAS provides detailed professional military education (PME) instruction and application of mathematical, statistical, and computer skills necessary for military applications of operations research including: ORSA, statistics, combat modeling and other IT applications to Army officers, and DoD civilians in the Occupational Specialty 1515. SAS conducts the PME intermediate level education qualification course for functional area 49 majors.

(2) Develops and delivers other ORSA courses as directed.

(3) Under the functional proponency of the JCS J4 and the Army Office of Business Transformation, SAS teaches Joint Logistics and Army business operations-oriented courses, respectively.

8-9. School of Continuing Education (SCE), CPCE*a. Functions*

(1) SCE programs are focused at the enterprise level of logistics in support of USAMC, DLA, and other DoD elements covering specialized topics in: Army logistics apprentice education, distribution, demilitarization, hazardous materials and waste handling, and international officer logistics education and other programs.

(2) SCE also develops and conducts courses that support the DoD, HQDA, CAC and AFC capabilities and integration, training processes requirements development, and contract management. These course include Army capabilities and development, manpower and force management, and other courses for non-acquisition professionals responsible for performing contract management support in the areas of operational contract support and contracting officer representation.

Section IV**8-10. Logistics Leader College (LLC)**

a. Mission. Trains and educates QM, OD, TC and Logistics (LG) personnel, select Army Medical Service Corps officers, select officers of other U.S. services, and international students on all functions associated with logistics leadership and sustainment operations. Provides functional training on sustainment operational topics to military and civilian personnel.

b. Organization. Consists of three departments: Captains Career Training Department, Basic Officer Leader Department, and Applied Logistics Studies Department.

c. Functions.

(1) Conducts IMT and PME training and educational courses for officers designed to develop branch technical, tactical, and multifunctional logistics competencies as well as leadership capabilities of career logisticians.

(2) Conducts all AC and RC logistics career courses.

(3) Conducts functional sustainment courses to NCOs, warrant officers, officers, and Civilians.

(4) Conducts the pre-command courses for command designees for Army operational logistics organizations, depots, and Surface Deployment and Distribution Command, and Army Capabilities Manager positions.

(5) Conducts Basic Officer Leader course (BOLC) for QM, OD and TC branched officers.

(6) Conducts mission command and sustainment information system training across the university.

(7) Serves as the CASCOM lead for sustainment leader development within Army-wide forums.

8-11. Captain Career Training Department, LLC

Educates officers on all aspects of the logistics Active Duty and Reserve component Captain Career Courses (CCCs). Courses are attended by AA, RC and U.S. Marines 1st Lieutenants (Promotable) and Captains, and international officers. Upon course completion, U.S. Army officers are accessed into the LG. Serves as point of contact for distance learning requirements for CCCs.

8-12. Basic Officer Leader Department, LLC

Educates, trains, and develops QM, OD, and TC branched officers under the Logistics (LG) BOLC concept. Courses are attended by AC and RC lieutenants; and international officers. Upon course completion, officers are prepared to serve as multi-functional Logistics platoon leaders and maintenance control officers in a large Scale Combat Operational environment.

8-13. Applied Logistics Studies Department, LLC

Conducts the sustainment pre-command course and functional sustainment courses focused on the officer, warrant officer, and NCO level to include the Theater Sustainment Planners, the Sustainment Automated Systems Management Office, Support Operations, and GCSS-Army Middle Manager's courses. Supports instruction across all ALU cohorts for mission command systems, Logistics planning, GCSS-Army, and other logistics automated systems.

a. GCSS-A Training Integration Cell Mission. Instructs, supervises, and supports all aspects of GCSS-A PME and ALU sponsored functional training that includes but is not limited to Program of Instruction (POI) training development, POI/module implementation, and platform instruction via both the live and training production databases/servers. This includes the execution of proponent developed GCSS-A blocks of instruction/modules for the Logistics Non-Commissioned Officers Academy and the Technical Leaders College for Warrant Officers. Coordinates with CASCOM FFID ESD for system updates requiring updates to instructional materials and training execution, including changes to the training database.

Section V

8-14. Technical Logistics College (TLC)

a. Mission. Provides Initial Military Training (IMT) and Professional Military Education (PME) to Army QM, OD, and TC Warrant Officers (WO) to enhance Army readiness and sustainability through mentoring, training, education, consulting, and research.

b. Organization. Consists of a Dean and three departments: Ordnance WO Training Department, Quartermaster WO Training Department, and the Transportation WO Training Department.

c. Functions.

(1) Provides administrative oversight and support for implementing and executing WO IMT in basic WO courses and WO PME in advanced WO courses, intermediate level education follow-on courses, and senior service education follow-on courses.

(2) Coordinates course schedules with ALU and branch proponent schools, student in-processing within the ALU, common-core instruction, and matrix instructional support provided to sister colleges/academies in the ALU. Provides matrix support to branch and proponent schools, to include their graduation ceremonies. Assists CASCOM and CASCOM G-3 training, individual branch, and proponent schools in course POI and lesson plans reviews, and assists in the critical task review process to ensure training is relevant to the operational needs of the Army.

(3) Provides matrix support and access to all ALU facilities to support branch school commandants in training their WO force. This includes classrooms, general labs, GCSS-Army labs, and specific SME instructional talent within ALU.

(4) In partnership with ALU, provides the doorway to develop ongoing partnerships with accredited civilian institutes of learning specifically designed for WOs within the Logistics Corps.

8-15. Ordnance Warrant Officer Training Department, TLC

Coordinates select OD warrant officer course schedules with ALU and other branch proponent schools, conducts student in-processing within the ALU, executes all common-core instruction, and provides matrix instructional support to the branch commandant schools. Responsible to synchronize each branch's shared common core training within the ALU master schedule and manage common core training execution in shared environments under ALU.

8-16. Quartermaster Warrant Officer Training Department, TLC

Coordinates QM warrant officer course schedules with ALU and other branch proponent schools, conducts student in-processing within the ALU, executes all common-core instruction, and provides matrix instructional support to the branch commandant schools. Responsible to synchronize each branch's shared common core training within the ALU master schedule and manage common core training execution in shared environments under ALU.

8-17. Transportation Warrant Officer Training Department, TLC

Coordinates selected TC warrant officer course schedules with ALU and other branch proponent schools, conducts student in-processing within the ALU, executes all common-core instruction, and provides matrix instructional support to the branch commandant schools. Responsible to synchronize each branch's shared common core training within the ALU master schedule and manage common core training execution in shared environments under ALU.

Section VI

8-18. Logistics Noncommissioned Officer Academy (NCOA)

a. Mission. Trains, educates and grows adaptive sustainment professionals. Provides PME to QM, OD, and TC NCOs to enhance readiness and sustainability. Technical and hands-on training

is provided ICW the support of branch schools. The academy also develops NCOs that can successfully meet the challenge of the Operational Environment (OE) and sustainment for Large Scale Combat Operations.

b. Vision. Develops skilled and adaptive logistics NCO leaders capable of supporting the force and leading Soldiers in the current operating environment.

c. Organization. Consists of a Commandant, Assistant Commandant, Civilian Deputy to the Commandant, S1, S3, S4, and two training branches: Senior Leader Course (SLC) and Advanced Leader Course (ALC).

(1) Commandant. The LNCOA Commandant is overall responsible for establishing all LNCOA policies and procedures as it pertains to functions of the academy. The Commandant coordinates with other elements within ALU, school's CSMs, and the CASCOM CSM to affect change and implementation of all new POI updates and initiatives. It is the responsibility of the Commandant to establish the missions and priorities for the academy. Develops agile and adaptive NCOs capable of operating in current and future combat environments as well as serve as the strategic visionary for the academy. The Commandant will develop and communicate LNCOA leader development themes and messages. Exercises mission command over all assigned and attached personnel. As Senior Enlisted Advisor, advises the ALU President and Commandant on all matters. Focuses on the status of NCOPDS, quality of training and assigns Senior NCOs within ALU. Provides professional development, mentorship, and counseling on career management to Officers and enlisted Soldiers assigned and attached to ALU.

(2) Assistant Commandant. The Assistant Commandant is empowered to act on behalf of the Commandant and is responsible for the day-to-day operations of the academy, reviewing TASKORDS, the professional development of assigned personnel, and all Program of Instruction updates. The Assistant Commandant provides advice to the Commandant on all matters related to cadre, students, and POI updates. The Assistant Commandant coordinates with external agencies for any requested student engagements which may affect POI time. Serves as coordinator of the staff and faculty for academic matters to ensure compliance with policy and reviews academic matters. When directed, establishes LNCOA policies and procedures as it pertains to functions of the academy.

(3) Civilian Deputy to the Commandant. The Deputy manages the administrative work of LNCOA with responsibility for planning, directing, and coordinating all activities associated with resource management, contract management, logistics support and related functions. Serves as the senior Civilian in the academy. Shares the responsibility of ensuring QA\QC Standards are following TRADOC regulations. Responsible for providing advice and recommendations on all Civilian matters. Serves as the LNCOA SME for all civilian hiring actions and labor relations matters.

(4) S1 (Administration). Provides human resources support and administrative actions to assigned and attached LNCOA students, staff, and faculty for academic functions.

(5) S3 (Operations). Coordinates and plans for all operations and training for all assigned and attached LNCOA students, staff, and faculty. Prepares short and long-range training for personnel assigned to the academy. Coordinates all support for courses requiring external exercises and training.

(6) S4 (Supply). Manages and maintains LNCOA property IAW applicable regulations and guidance.

d. Functions.

(1) LNCOA conducts technical and hands-on training for Advanced Leader Courses (ALC) and Senior Leader Courses (SLC) in QM, OD, and TC specialties. (Exceptions are 91L Construction Equipment Repairer at Fort Leonard Wood, MO; and 91A Abrams Tank System Maintainer, at Fort Benning, GA).

(2) Provides the knowledge and professional development of Noncommissioned Officers ensuring they can operate in current and future environments.

(3) Provides administrative, operations management, and logistics support for assigned NCOA faculty, staff, and students.

(4) Exercises mission command over assigned staff, faculty, and students.

8-19. Senior Leader Course Branch

Responsible for the conduct of all OD, QM, and TC Senior Leaders courses. Maintains oversight of the 89D ALC at Fort A.P. Hill, VA. Responsible for the conduct of all OD, QM, and TC Senior Leaders courses. Maintains oversight of the 88K and 88L SLC Phase II at Fort Eustis, VA

8-20. Advanced Leader Course (ALC) Branch

Responsible for the conduct of all OD, QM, and TC Advanced Leader courses. Maintains all oversight of the 89D ALC at Fort A.P. Hill, VA.

a. ALC Branch A: Responsible for the conduct of all TC Advanced Leader course to include 88K and 88L at Fort Eustis, VA. Responsible for the conduct of Ordnance ALC for MOSs 91B, 91S, 91H and 91P.

b. ALC Branch B: Responsible for the conduct of all QM Advanced Leader courses and responsible for the conduct of Ordnance ALC for MOSs 89B, 94 CMF, 94H, 91E, 91F, 91C, and 91J.

Section VII**8-21. ALU Support Battalion**

a. Mission. Provides mission command, force protection, administration, logistical support and leadership to the Army Logistics University's Leadership, cadre and students. The Battalion enhances readiness and sustainability for the Army Logistics University through seamless integration of multiple student populations and the careful management of the university's permanent staff.

b. Organization. Consists of a Command Group, S1, S2/3, S4, Chaplain Office and six companies (see Figure 8-2).

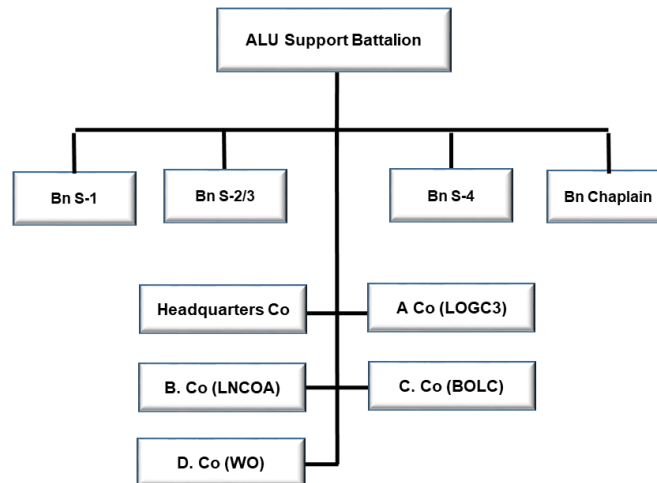


Figure 8-2. ALU Support Battalion

c. Functions.

(1) Commander.

(a) Executes policies directed on behalf of the ALU President and Commandant for staff, faculty and students attached and assigned.

(b) Serves as the Summary Court Martial Convening Authority (SCMCA) for personnel assigned and attached to ALU.

(c) Provides administrative and operations security support to the ALU.

(2) Command Sergeant Major. Assists the Commander as the Senior NCO within the battalion. Principal advisor to the Commander regarding Soldier issues, disciplinary actions, and the execution of training for assigned staff and faculty.

(3) Executive Officer. Assists the Commander in all areas related to the planning, resourcing, and execution of battalion activities. Assumes command in the absence of the Commander. Coordinates the efforts of the battalion staff and subordinate elements.

(4) Bn S1 (Administration). Provides human resources support and administrative actions to assigned and attached students, staff, and faculty for ALU. Maintains the BN's sponsorship programs. Ensures the accountability of military personnel.

(5) Bn S2/3 (in conjunction with DEO (Operations, Training, and Intelligence/Security Office)). Coordinates and plans for all operations and training for personnel assigned and attached. Prepares short- and long-range training for personnel assigned to the Battalion. Coordinates all support for courses requiring external exercises and training. Manages ALU serious incident reports (SIR). Serves as the security manager for ALU. Oversees security as it pertains to operations, information, personnel, anti-terrorism, and physical.

(6) Bn S4 (Logistics Office). Manages and maintains BN property IAW applicable regulations and guidance. Manages the Command Supply Discipline Program for the battalion.

(7) Bn Chaplain. Provides comprehensive religious support to the Soldiers, Families and leadership of the ALU to enhance readiness through Spiritual Fitness and Resiliency.

8-22. ALU Support Battalion Subordinate Companies

a. Headquarters Company, A Company, C Company, and D Company: Provides command, logistical, administrative support to personnel assigned or attached to enable supported

organizations to execute their assigned missions. Directs the unit training program and conducts the Army Combat Fitness Test, physical readiness training, weapons qualifications, Army Body Composition Program, Unit Prevention Leaders program, and other required activities.

b. Bravo Company: Provides logistical and administrative support to personnel assigned or attached to enable the LNCOA to execute their assigned mission. Bravo Company assists in the development and execution of unit activities such as the Army Combat Fitness Test, Army Body Composition Program, SHARP, Equal Opportunity, and other required activities as determined by 600-20.

c. Chaplain. Provides comprehensive Religious Support to the Soldiers, Families and leadership of the ALU to enhance readiness through Spiritual Fitness and Resiliency.

Chapter 9

Quartermaster School (QMS)

a. Mission. Trains, educates, and develops Army, Joint, and Multi-national Sustainment Professionals; drives change and supports Total Force modernization through DOTMLPF-P solutions in support of Unified Land Operations.

b. Organization. Consists of a Command Group, a Personnel Development Office, the Quartermaster and Army Women’s Museums (operational mission oversight), a Reserve Component Affairs Office, a Training Management Office (TMO), a Training Development Office, the 23rd Quartermaster Brigade, and five training departments: Aerial Delivery and Field Services Department (ADFSD); Petroleum and Water Department (PWD); Logistics Training Department (LTD); Joint Culinary Center of Excellence (JCCoE); and the Joint Mortuary Affairs Center (JMAC) (see Figure 9-1).

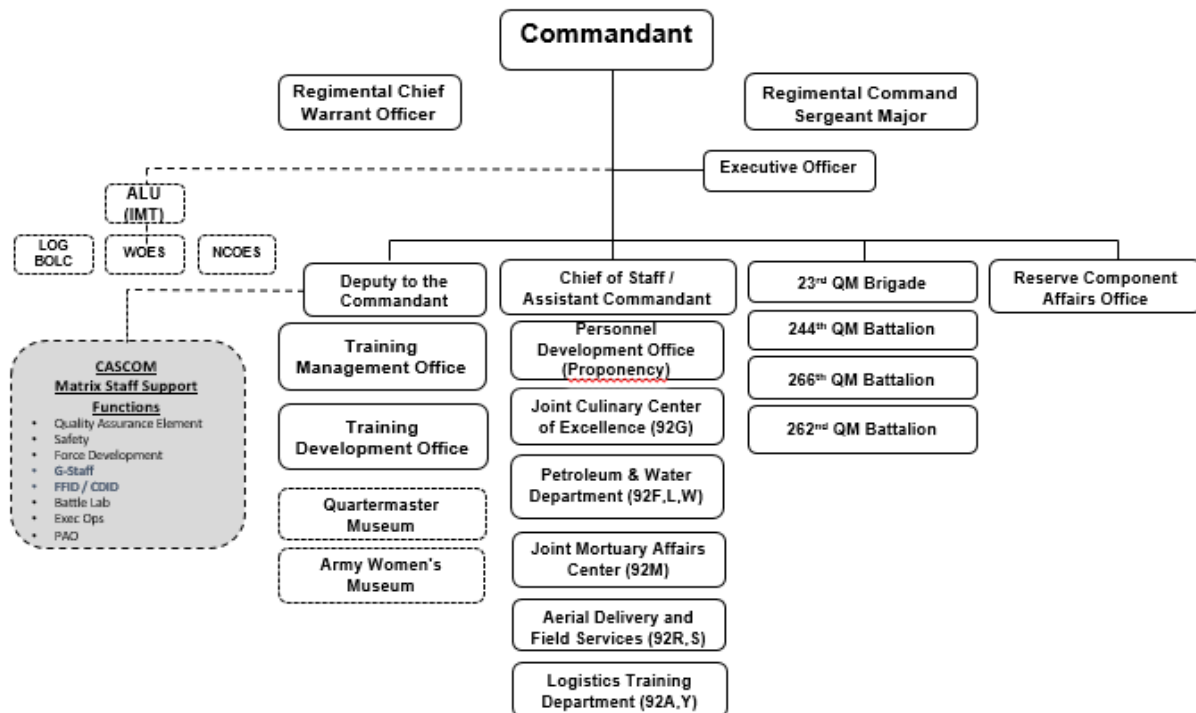


Figure 9-1. Quartermaster School (QMS)

a. Functions.

(1) Trains and educates Soldiers, Civilians, and members of other services and partner nations in various Quartermaster skills and functions. Develops aerial delivery, Mortuary Affairs (MA), and food service doctrine for the current and future Army and supports the Army's accessions mission.

(2) Conducts Advanced Individual Training (AIT), Soldierization, common skills, and warrior tasks and battle drills training for nine enlisted MOS. Lead on all Quartermaster matters to include Quartermaster commissioned officer specialty codes, Warrant Officer (WO) MOS, enlisted career management fields (CMF), additional skill identifiers (ASI), civilian occupational series, and associated lifecycle management functions, IAW AR 600-3, The Army Personnel Development System. Executes the eight lifecycle personnel development functions (structure, acquisition, distribution, sustainment, separation, deployment, individual training, and professional development) for Quartermaster Soldiers and Civilians.

(3) Supports Mobile Training Teams (MTT) to assist deploying units and unified operation training requirements.

(4) Provides requisite management oversight and execution authority for over 90 courses in support of supply logistics requirements across the various military services. Executes special courses and training in support of DoD/DA directives and/or initiatives.

(5) Trains, educates, and develops MA professionals. HQDA G-4 lead for select MA functions/tasks. Provides MA Subject Matter Expert (SME) assistance and Army input to the Joint Staff, other services, and other agencies as needed for the Mortuary Affairs Reporting and Tracking Systems (MARTS); for common MA equipment development; and for mass fatality planning, management, and operations to support federal and civil emergency response efforts.

(6) HQDA G-4 lead for the Army Food Service Programs. Maintains regulation interface with CASCOM-CDID for materiel development, acquisition, and fielding. Provides a Chairman and voting member of DoD Food Service Programs and Equipment Committees, to include chairing the semi-annual Operational Rations Forum (ORF).

(7) HQDA G-4 lead for airdrop parachute recovery and aircraft personnel escape systems; joint airdrop inspection records; and malfunction investigations and activity reporting.

(8) CASCOM Quality Assurance Branch (QAB) provides matrix staff support to the QMS Commandant; advises the QMS Commandant and subordinate commanders on the quality of proponent Quartermaster training/education and other DOTMLPF-P functions IAW the Army Enterprise Accreditation Standards (AEAS) within the QMS, CASCOM's Army Logistics University, and functionally aligned Reserve Component TASS Brigades/Battalions. Ensures academic and training standards are known and followed by the training institutions. Assists with implementing new standards and ensures standardization and compliance.

(a) Conducts accreditation assessment and QA staff assistance visits of functionally aligned RC training organizations and internal evaluations of QM staff, training and education functions against Army Accreditation Standards IAW the Master Evaluation Plan.

(b) Ensures training meets compliance standards IAW TRADOC regulations.

(c) Recommends changes to instruction to improve training effectiveness (trends, findings, recommendations for improvement).

(d) Advises training unit Commanders/course managers on ways to implement and/or improve training quality control measures.

(e) Provides assessments and recommendations to ensure the quality and effectiveness of QM training by conducting and assessing training through the use of a variety of assessment tools (observations, evaluations, surveys).

(f) Provides accreditation oversight by assisting in preparing the Quartermaster School for TRADOC accreditation evaluations.

(g) Assists with training QMS leads the annual self-assessment and pre-accreditation self-assessment against Army accreditation standards.

(h) Provides focused and special assistance to commanders and course managers to improve identified areas of concern related to training, education, and training support.

(i) Provides Accreditation oversight and leads the assessment and approved QA staff assistance visits of all aligned Quartermaster Commandant approved RC training at Army National Guard (ARNG) Regional Training Institutions (TASS Battalions), 1st Brigade (QM), 94th Training Division, United States Army Reserve (USAR), and the 4960th Multi-functional Training Brigade (MFTB), 80th Training Command, United States Army Reserve (USAR).

(j) Provides liaison between the senior CASCOM and Quartermaster School ARNG and USAR advisors, the ARNG QM SMEs, USAR CMF SMEs, and the QM RC TASS Battalion commanders.

(9) Executes the HQDA Supply Excellence, Military Culinary Arts Competitive Training Event, and Philip A. Connelly Award Programs.

Section I

9-1. Command Group

a. Quartermaster General (QMG)/QMS Commandant.

(1) Deputy commanding General (DCG) roles and responsibilities are defined in the CASCOM Terms of Reference (ToR) document.

(2) Quartermaster General (QMG)/Commandant commands the QMS.

(3) Principal advisor to the CG, CASCOM and TRADOC on QM DOTMLPF matters.

(4) CASCOM and SCoE DCG Training – Provides oversight and integration of policies and priorities for Institutional training and education requirements.

(5) Ensures the QMS recruits, trains, and educates Soldiers, develops leaders, and supports training in units. Provides and supports equipment-oriented technical training requirements for officers, WOs, and NCO courses within the ALU and the QMS.

(6) QMG, serves as chief of branch, leads all matters of proponency and development of the U.S. Army QM Corps to ensure it can perform its mission ISO the U.S. Army.

(7) As Commandant, focuses talent management on growing leaders (officers, warrant officers, and Non-commissioned officers) for the future success of the Army; engage and mentor leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly connects, schoolhouse and command engagements, Brigade Combat Team Commander Development Program.

(8) Serves as the DCG-Modernization for the CASCOM Commanding General.

b. Deputy to the Commandant.

(1) *Mission.* Senior civilian advisor and consultant to the commandant and staff.

(2) *Functions.*

(a) Exercises full executive authority to approve resources and force structure decisions.

(b) Directs mission activities including: synchronizing of DOTMLPF-P actions with the organic and CASCOM matrix staff to ensure unity of effort in supporting current and future Operating Force requirements, civilian personnel management, contract management, resource management, QA, reserve affairs and strategic planning.

(c) Activity career program manager (ACPM) for CP13-Suppl Logistics.

c. *QM Corps Command Sergeant Major.*

(1) *Mission.* Principle enlisted advisor on all enlisted matters.

(2) *Functions.*

(a) Advises the commandant on status of QMS quality of training and recommends assignment of QM Sergeants Major (SGM) ICW SGM branch and HRC.

(b) Responsible for reviewing/examining trends and developing and implementing proposals affecting career programs for QM Total Force enlisted Soldiers.

(c) Provides professional development, mentorship, and counseling on career management.

(d) Provides oversight of Quartermaster training in the Noncommissioned Officers Academy in ALU.

d. *QM Corps Chief Warrant Officer.*

(1) *Mission.* Principal advisor to the Commandant on all WO matters.

(2) *Functions.*

(a) Promotes the Army profession by institutionalizing and communicating the need to serve as officers of character, who are stewards of the profession, and consistently represents Army moral standards which support the culture of trust necessary within the Army enterprise and in support of the American people.

(b) Mentors and shapes the duties, responsibilities, development, utilization, and expectations of QM Warrant Officers across the Total Force by influencing the DOTMLPF-P elements of QM Proponent functions.

(c) Examines trends in order to develop and implement proposals affecting career programs and opportunities for QM Warrant Officers.

e. *Assistant Commandant/Chief of Staff*

(1) *Functions.*

(a) Manages the Quartermaster School's Enduring Priorities. Coordinate actions with the Deputy Commandant, Command Sergeant Major, and Chief Warrant Officer to ensure unity of effort across the enlisted, noncommission officer, warrant officer, and officer career fields.

(b) Works with the Total Force Integration Officer to support the One Army School System.

(c) Synchronizes Quartermaster DOTMLPF-P actions with the organic and matrix staff to ensure unity of effort in supporting current and future Operating Force requirements.

(d) Leads or Co-Chairs Quartermaster working groups as required.

(e) Leads the staff in development of the Quartermaster Strategic Communications Plan integrating themes and messages across the core competencies, Enduring Priorities, and total force to inform and influence key audiences responsible for Quartermaster programs, projects, policies, funding, and operations.

(f) Coordinates actions with CASCOM, TRADOC, Army Commands, and Headquarters Department of the Army.

(g) Serves as the Acting Commandant during absence of the Commandant/Quartermaster's absence.

f. Quartermaster Personnel Development, Office of the Quartermaster General.

(1) Mission.

(a) Executes personnel development actions and their associated Life-Cycle Management Functions for the total QM Force. Serve as the primary coordination cell between QMS HQs, Training Departments, 23rd BDE, and the CASCOM staff. Publishes/synchronizes operation orders, plans/executes programs/ceremonies, and administers/manages command level strategic communications platforms.

(2) Functions.

(a) Initiates/sustains actions to support healthy personnel force structure, conduct personnel analysis in support of Force Design updates, personnel and unit structure actions, prescribe grading guidance for TOE and TDA positions.

(b) Maintains MOS specifications, Standards of Grade Criteria, Physical Demand requirements, and Skilled Identifiers IAW DA Pam 611-21, Military Occupational Classification and Structure.

(c) Researches, staffs, and submits Military Occupational Classification Structure changes to ensure QM Officers, Warrant Officers and Enlisted Soldiers are staffed with appropriate grades to meet both operating and generating force requirements.

(d) Provides force structure data analysis and integration through the Total Army Analysis validating personnel requirements and authorizations to determine force development documentation for the QM branch.

(e) Executes personnel restructuring actions to ensure Warrant Officer and Enlisted personnel structure meets HQDA G-1 Grade Cap Distribution and Average Grade Distribution Matrix targets.

(f) Provides functional and professional career guidance for Career Management Field 92 personnel through self-development programs, assignments, and military/civilian education opportunities.

(g) Develops and maintains DA Pam 600-3, Officer Professional Commissioned Officer Professional Development and Career Management and DA Pam 600-25, U.S. Army Noncommissioned Officer Professional Development Guides.

(h) Develops policy and provides branch promotion and command slating guidance to assist HRC slating boards to identify Officers and Senior NCOs who possess unique skills and requisite experience to lead Quartermaster commands and key billets.

(i) Manages the QM Training with Industry Program, serve as the TWI training coordinator and liaison between the Private Sector Host, the TWI participant, and Army Human Resources Command.

(j) Plans/Executes the QM Corps Honors Program and recognition events.

(k) Reviews and processes MOS prerequisite and Entry requirements waiver requests.

(l) Support Officer Education activities to assist Reserve Officer Training and United Military Academy Cadets in making an informed branching decisions and provide branch education to Cadets.

(m) Manages the Warrant Officer Accession Program, maintain MOS Prerequisites, and review accession applications to determine technical qualification.

(n) Manages the U.S. Army Quartermaster School Credentialing Program to assist Soldiers in earning civilian certifications and licenses related to their QM MOS.

(o) Manages Continuing Education Degree Programs to enable Soldiers to voluntarily work to earn an Associate or Bachelor's degree in their assigned discipline Manage MOAs with various higher education universities.

(p) Receives operations orders/tasking from CASCOM; writes, tracks, and publishes orders to subordinate commands

(q) Organizes/facilitates command level meetings (DAMS-G/DAMS-F, CUB, QMS Update).

(r) Plans/executes QMS recurring events, (Town Hall, Corps Honors, BOLC In-Brief/discussion panels, Best Warrior Competition, and Distinguished Instructor Awards Program, Instructor of the Year Recognition Program)

(s) Develops, updates, and publishes the QMS Action Plan, Campaign Plan and Strategic Plan.

(t) Plans/coordinates internal/external support requirements between 23D BDE and CASCOM.

(u) Manages recurring reports, long range calendar, and updates command level briefings.

(v) Develops/maintains strategic communications platforms (Newsletters, Significant Activities, QM Connect).

(w) Plans, manages, coordinates, and facilitates VIP and Foreign Delegation visits.

(x) Composes executive level speeches, strategic talking points/briefings for designated events.

(y) Processes branch awards and recognition; coordinates talent management actions for the command.

9-2. Reserve Component Affairs Office

a. Mission. Partners with Quartermaster School (QMS) and CASCOM Staff for Total Force Integration across all Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) domains. Advises the QMS Commandant on personnel, equipment, training, and deployment issues that pertain to the RC QM community. RC liaison NCO assists in the reception and processing of RC Soldiers through the completion of their AIT training.

b. Functions.

(1) Increases CASCOM, QMS, NGB and USAR Sustainment command unity of effort.

(2) Enables Total Force Integration for individual and Sustainment collective training.

(3) Serves as the One Army School System (OASS) implementation.

(4) Communications with RC sustainment community on Quartermaster proponent specific areas.

(5) Advises on the Health of the RC Sustainment Force and Leader Development.

(6) Ensures RC QMS instructors are certified and compliant.

(7) Processes all RC Warrant Officer (WO) accession packets, assists in development and implementation of QM WO recruiting strategies.

(8) Advises QMS on individual mobilization augmentee program, Individual Ready Reserve (IRR) training, and other RC specific programs.

(9) Coordinates QMS training requirements and compliance with RC training centers (TTC's and RTI's).

(10) Supports conferences, workshops, training site visits, and staff assistance visits.

(11) Assists RC Soldiers and Families while at Fort Lee.

(12) Assists and coordinates with all QMS departments for RC Total Force Integration actions.

9-3. Training Management Office / Director of Training (DoT)

a. *Mission.* Plans, coordinates, and synchronizes training for the QMS, to include training support requirements in order to facilitate producing combat ready logisticians, relevant today and prepared for tomorrow.

b. *Functions.*

(1) Reviews acquisition packages concurrently with director of contracting, and provides contracting officer representatives for contract administration.

(2) Prepares guidance for training execution initiatives IAW HQDA/TRs and standards.

(3) Develops policies and procedures pertaining to the conduct and administration of resident/mobile training, and DL ICW CASCOM G-3/5/7 and TRADOC G-3/5/7.

(4) Coordinates priorities of QMS input into the HQDA/TRADOC ATRRS defining out- year resources and training workload.

(5) Recommends approval for waiver requests for any deviations to course Programs of Instruction (POIs) taught by the QMS to the Commandant.

(6) Prepares and submits the TRADOC NETUSR or successor system.)

(7) Serves as the POC for the SMDR to validate training requirements and capacities. Coordinates resident training issues with HRC and HQDA G-3. Also the QMS POC for training requirements of the NGB, OCAR, FORSCOM, USMC, USN, USAF, and the USCG.

(8) Serves as the liaison for all matters pertaining to the TRADOC Inter-service Training Review Organization (ITRO).

(9) Serves as the Lead Defense Travel Administrator (LDTA) for the QMS.

(10) Spearheads the Council on Occupational Education assessment in conjunction TRADOC Accreditation

(11) Develops mobilization training input to the QMS mobilization plan.

(12) Manages TRAP requests and resolves training constraints/issues.

(13) Coordinates requests for schedule deviations and resolves resulting conflicts.

(14) Responsible for academic records functions to include management of Resident Individual Training Management or successor system.

(15) Manages all Freedom of Information Act requests in the QMS.

(16) Serves as Records Manager for the QMS.

(17) Manages the Instructor Certification/Development and Recognition Program for the QMS.

(18) Ensures training equipment is in the POIs, on the TDA, properly documented on the Property Book and hand-receipts.

(19) Provides facilities support to all QMS departments and the BDE.

(20) Conducts Training Management Review Board (TMRB)

(21) Integrates Army Learning Model requirements for QMS.

(22) Coordinates and facilitates American Council on Education visits as required to ensure Service Members receive recommended college credits for QM courses and occupational experience.

9-4. Training Development Office (TDO)

a. Mission. Develops all Quartermaster AC/RC/NG individual training products, except as noted previously, in support of the Quartermaster General (QMG), Quartermaster School (QMS) and field units.

b. Organization. Provisional – TBD (FY22):

c. Functions.

(1) IAW TR 350-70 develops and/or revises all individual level (MOS specific) TD products and associated training materials for AC/RC/NG institutional and operational (unit) training requirements.

(2) Coordinates training development priorities with the QMS.

(3) Develops and fields all training development products IAW TR 350-70 and CASCOM policy.

(4) Develops training strategies to optimize training productivity and effectiveness. Coordinates with the TTD to ensure effective use of learning technologies in support of training strategies.

(5) Provides developed training materials to respective institutions for review and validation of content and subject matter.

(6) Conducts periodic IPRs with resident and Reserve training institutions to review course curriculum.

(7) Conducts job and task analysis and task selection boards for each proponent course with appropriate agencies or training institutions.

(8) Coordinates CAD and POI with training institutions to identify resource requirement for the SMDR and review of manpower processes for the QMS.

(9) Updates POIs as needed based on feedback from formal analysis, field reports, after action reviews, and training surveys administered by the L2/CTC for the QMS School.

(10) Develops and manages POIs for the QMS.

(11) Develops lesson plans for the QMS.

(12) Maintains TRAS source documentation and instructional publications and resource trade-off documentation.

(13) Participates in the proponent's Training Management Review Board (TMRB).

(14) Prepares input to contract strategies, statements of work and related documents for individual training products; ensure that contractor-developed materials are in compliance with the terms of the contract.

(15) Develops Enterprise Resource Planning (ERP) training products for institutional and operational Army use.

(16) Conducts GCCS-A live environment instructor training across The Army School System (TASS).

(17) Coordinates and facilitates American Council on Education visits as required to ensure Service Members receive recommended college credits for QM courses and occupational experience.

9-5. 23rd Quartermaster Brigade

a. Mission. The 23rd Quartermaster Brigade trains, educates, and develops sustainment Soldiers prepared to immediately contribute to the Operational Force in support of Unified Land Operations (ULO) in a safe and secure environment, and develops sustainment professional capable of returning to the force to enable ULO while care for Family teams.

b. Vision. The Army’s premier training Brigade providing sustainment professionals to the Joint Force.

c. Organization. Consists of a Headquarters, Staff, Chaplain’s Office, Headquarters and Headquarters Company, and three BNs: 244th QM BN, 262nd QM BN, and the 266th QM BN. (See Fig 9-2)

d. Functions.

(1) Directs the completion of the Soldierization process. Transitions students from the total control environment of basic combat training (BCT) into the AIT environment.

(2) Graduates technically and tactically proficient, physically fit QM, TC, and other Service members capable of surviving on the modern battlefield and able to contribute to their first unit of assignment.

(3) Ensures permanent party Soldiers are prepared technically, tactically, physically, and administratively for worldwide deployment.

(4) Responsible for the personnel portion of the USR.

(5) Promotes comprehensive Soldier fitness and resiliency.

(6) Cares for the BDE’s Soldiers, Sailors, Airmen, Marines, Civilians, and Families.

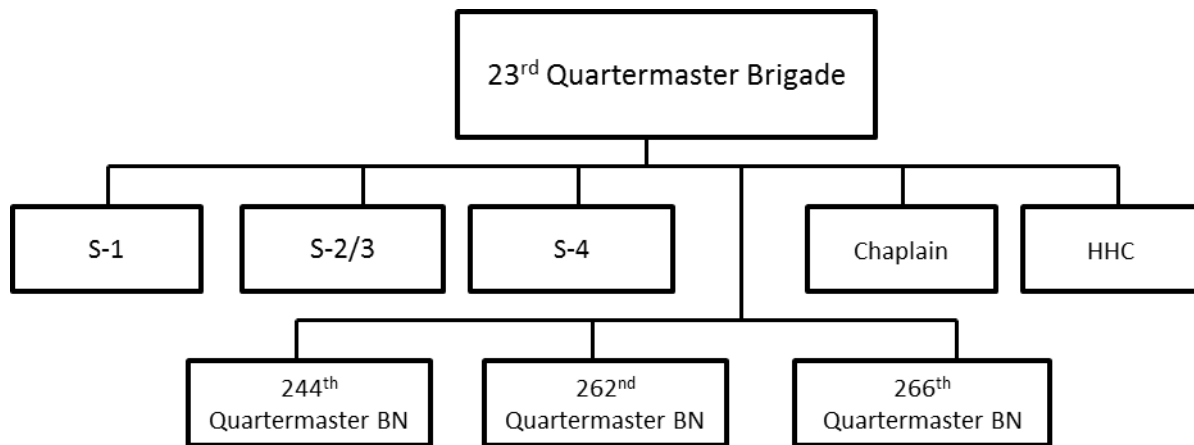


Figure 9-2. 23rd Quartermaster Brigade

9-6. 262nd, 266th, and 244th Quartermaster Battalions

a. Mission. Provides a safe and secure environment to develop physically fit, technically competent Sustainment Soldiers, familiar with the operational force environment, grounded in Army Values and the Warrior Ethos, and able to immediately contribute to their next unit of assignment. Provides mission command to include C2, force protection, administrative, and logistical support for assigned and attached personnel.

b. Organization. Each Battalion (BN) consists of up to seven companies adjusted annually through SMDR.

c. Functions.

(1) Transitions BCT Soldiers into the AIT environment and completes the Soldierization process.

(2) Serves on a rotational basis as the Mission Command element for the QM field training exercise (FTX) that reinforces warrior tasks, battle drills, and field craft that culminates in a Situational Training Exercise (STX).

(3) Maintains readiness and care for Soldiers, Civilians, and their families through the Comprehensive Soldier and Family Fitness Program and the Ready and Resilient Campaign.

(4) Provides Soldierization training for inter-service transfers and prior service Soldiers (MOS-T).

(5) Company E, 266th QM BN provides command, control, administrative, and logistical support for Transportation AIT at JBLE, VA.

Section II

9-7. Aerial Delivery and Field Services Department (ADFSD)

a. Mission. Trains Soldiers from all branches of the armed services, allied nations, and civilians as parachute riggers; airdrop load inspectors; sling load inspectors; and laundry & shower specialists (field services). Additionally, the aerial delivery and field services department develops doctrine, airdrop rigging and sling load operations manuals, resident and nonresident training support materials, and performs several proponent functions related to aerial delivery, sling load, and field services. The Lead Agency for the HQDA G-4 providing knowledge and subject matter expertise on Aerial Delivery functions and capabilities.

b. Organization. The department consists of three divisions: Aerial Delivery Division, Field Service Division, and Operations Division.

c. Functions.

(1) Trains MOSs 92R10 and 92S10 ASI producing and functional courses.

(2) Trains Soldiers, Sailors, Airmen, Marines, civilians and students from other nations to standard.

(3) Designs, develops, and validates inter-service rigging and sling load general subject technical manuals. Maintains liaison with U.S. Army Airborne Special Operations Test Board; Natick Research, Development, and Engineering Center; Soldiers System Command; USAF Air Mobility Command; and Yuma Proving Grounds to obtain technical data for doctrine manuals.

(4) Conducts and hosts review and analysis of inter-service Airdrop Summary and Malfunction Reports.

(5) Publishes airdrop malfunction information in the Triennial Airdrop Malfunction and Safety Analysis Review.

(6) Focal point for field services operations training.

(7) HQDA G-4 field lead for AR 750-32, Airdrop Parachute Recovery and Aircraft Personnel Escape Systems, and AR 59-4, Joint Airdrop Inspection Records, Malfunction/Incident Investigations, Activity Reporting (*RAR 001, 06/23/2009).

(8) Addresses inter-service airdrop issues for rigging procedures, questions, and philosophies. Coordinates with all USAF major commands, and Army, Navy, and Marine Corps airdrop units for the airdrop of personnel and equipment. Develops and reviews inter-service General Subject Technical Manuals/technical order revisions and changes. Provides USAF input to DoD airdrop testing agencies. Focal point for information and interpretation of policy and procedures for joint airdrop inspection. Provides oversight of USAF students while attending QMS courses.

(9) Holds Triennial Airdrop Malfunction and Safety Analysis Review Board, commonly referred to as the Malfunction Review Board (MRB), in accordance with AR 59-4 Joint Airdrop Inspection Records, Malfunction/Incident Investigation, and Activity Reporting.

9-8. Aerial Delivery Division

a. Mission. Coordinates student training and airborne operations to support the Parachute Rigger; Aerial Delivery Materiel Officer; RAM-Air; Airdrop Load Inspectors; USN EOD Parachute Rigging Courses; and the Sling Load Certification Course. Writes lesson plans for courses and conducts airborne operations to support POIs.

b. Organization. Aerial Delivery consists of six teams: Airdrop Materiel Officer Section Team; Sling Load Section Team; Parachute Pack Section Team; Airdrop Section Team and the Aerial Equipment Repair Section Team.

c. Functions.

(1) Trains fundamentals and procedures for packing personnel, small cargo, extraction parachutes, and RAM-air cargo and personnel parachute systems.

(2) Trains fundamentals and procedures on types and methods of airdrop rigging to include packing of cargo parachutes including the G-11B, Joint Precision Airdrop System (JPADS), and G-12E large cargo parachute extraction systems, release systems, container delivery systems, rigging of supplies and equipment for airdrop, rigging, and inspection of combat rubber raiding crafts, and joint airdrop load inspection.

(3) Trains fundamentals and procedures, and certifies personnel to prepare, pack, service and maintenance equipment and classification, and repair personnel parachutes and equipment to include the Emergency Activation Device (EAD / Military Cypress).

(4) Trains procedures in the inspection of rigging sling load equipment.

(5) Trains fundamentals, procedures, and certifies personnel to prepare, rig supplies and equipment for sling load operations, inspection of rig equipment and classification, and rig Low Cost Low Altitude (LCLA) equipment.

(6) Provides New Equipment Training (NET) and Mobile Training Team (MTT) instructional support.

9-9. Field Service Division

a. Mission. Coordinates student-training operations to support the Laundry & Shower Specialist Course. Writes lesson plans for courses and conducts training to support POIs.

b. Organization. The Field Services Division's two teams: Laundry Section Team; Shower Section Team.

c. Functions.

(1) Trains fundamentals and procedures for Laundry and Shower systems.

(2) Trains procedures for the setup and operation of shower and laundry equipment.

(3) Trains fundamentals and procedures of setting up, operating, and dismantling laundry advance system equipment used in laundry operations; how to inspect, mark, and classify clothing; how to perform operator maintenance, adjustments, troubleshooting, and operating clothing system equipment.

(4) Trains fundamentals and procedures of setting up, operating, and dismantling container batch laundry equipment used in laundry operations; how to inspect, mark, and classify clothing; how to perform operator maintenance, adjustments, troubleshooting, and operating clothing

system equipment.

- (5) Provides Mobile Training Team (MTT) instructional support.

9-10. Operations Division

a. Mission. Responsible for the central direction, management, and oversight of inter-service Airdrop General Subject Technical Manuals for Commandant and all services.

b. Organization. The Operations Division's Support Branch consists of four teams: Operations Section Team, Aerial Delivery Manual/Malfunction Office (ADM/MO) Technical Writer Team, USAF Liaison Team, and Aerial Delivery Equipment Repair (ADER) Section Team.

c. Functions.

(1) Represents the QMS, and inter-service agencies on issues, updates, and revisions involving inter-service general service technical airdrop manual management and hosts and conducts review and analysis of inter-service Airdrop Summary and Malfunction Reports.

(2) Manages and coordinates all inter-service airdrop issues on rigging procedures, questions, and philosophies. Coordinates with all USAF major commands, and Army, Navy, and Marine Corps airdrop units for the airdrop of personnel and equipment.

(3) Develops inter-service airdrop general subject technical manuals/technical order revisions and changes. Provides input to DoD airdrop testing agencies. Focal point for information and interpretation of policy and procedures for joint airdrop inspection.

(4) Develops inter-service sling load general subject technical manuals/technical order revisions and changes. Provides input to DoD sling load testing agencies. Focal point for information and interpretation of policy and procedures for inter-service sling load inspection.

Section III

9-11. Petroleum and Water Training Department

a. Mission. Provides quality training to select military personnel from various branches of the U.S. Armed Forces, allied nations, and DoD civilians on petroleum and water logistics systems, equipment and doctrine. Assists with doctrine development and force readiness items which help satisfy petroleum and water requirements for U.S. Forces globally. The Petroleum and Water Department (PWD) is proponent for four MOSs and one officer functional specialty code. The MOSs are 92F (Petroleum Supply Specialist), 1391 (Bulk Fuel Specialist), 92L (Petroleum Laboratory Specialist) and 92W (Water Treatment Specialist) and the officer specialty code (AOC) is R-8 (Petroleum and Water Officer Course). Additionally, the Petroleum and Water Department, via formal arrangements, provides specified administrative, logistical and technical support to the DoD Agencies and the U.S. Navy's bulk shore/ground training program.

b. Organizations. PWD consists of six divisions: Advanced Petroleum and Water Division, Laboratory Training Division, Basic Petroleum Logistics Training Division, Water Training Division, Marine Corps Petroleum Training Division and Operations Division.

c. Functions.

(1) Directs/monitors the mission of training students (residents, nonresident) and assists in the development of external materials (e.g., technical manuals and field manuals), Materiel Fielding Plans (MFP), Materiel Fielding Agreements (MFA), Mission Support Plans (MSP), and other supporting documents; assist with the development/validation of testing protocols for life cycle/sustainment equipment support. Trains MOSs 92L, 92F, and 92W functional courses.

(2) Serves as Commandant's official liaison for petroleum and water logistics actions and coordinates directly with activities/agencies and organizations internal and external to the Command Group.

(3) Provides overall supervisory and managerial oversight for a composite work force consisting of more than 300 authorized (331 required) U.S. Military, Department of Army Civilians and Department of the Army contracted personnel; provides requisite technical advice and assistance; directly responsible for the implementation and successful execution of the department's Composite Risk Management Program.

(4) Spearheads the development of the organization's strategic plan to ensure alignment with higher headquarters' guidance and the Commander's intent; monitors plans and schedules as warranted.

(5) Establishes mid and long range milestones/goals/objectives.

(6) Provides operational directions; controls and directs same.

(7) Reviews and approves documentation of requirements/requests for resources (budget, manpower, facilities, equipment, etc.).

(8) Monitors the total expenditure of resources via effective management controls.

(9) Applies policies and directives prescribed by higher authority.

(10) Presents briefings and tours to visiting officials.

(11) Provides technical and augmentee support to combatant commanders.

9-12. Advanced Petroleum and Water Division (APWD)

a. Mission. Provides petroleum and water functional training to all service component's Officers. Additionally, trains Allied, International Officers as well as Department of the Army and Department of Defense civilians on petroleum and water concepts and operations. APWD provides proponent oversight and control for ASI R-8 (Petroleum Officer). Serves as subject matter experts (SMEs) on all petroleum or water related issues.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active and Reserve Component Army, Navy, Air Force, and Marine Corps personnel. Additionally, provides training to Allied and other international officers and warrant officers as well as DoD Civilians in the following areas:

(a) Petroleum and water logistics staff functions and procedures at the various levels within the Joint arena (strategic, operational, and tactical).

(b) Environmental considerations, operations, and maintenance of petroleum and water distribution systems and equipment.

(2) Serves as SMEs to the Joint Warfighter for petroleum and water operations, doctrine, equipment and future developments.

(3) Reviews and/or revises resident course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates all exportable officer/noncommissioned officers training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.

(4) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(5) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.

- (6) Participates in conferences, development field testing of new equipment, support for military displays, etc.
- (7) Provides petroleum and water doctrinal input to CASCOM organizations, and other government agencies.
- (8) Conducts tours, dignitary briefings, orientation team visit demonstrations, and student field trips.
- (9) Maintains accountability of division budget and manpower resources.

9-13. Laboratory Training Division

a. Mission. The Laboratory Training Division (LTD) provides MOS 92L (U.S. Army), and Bulk Fuel 1391 EAH (U.S. Marine Corps) resident instruction and serves as the subject matter expert for QMS. Responsible for addressing all petroleum quality (assurance and surveillance) lab-related issues/concerns surfaced to the QMS. Provides requisite technical assistance and support for validated instructional and operational requirements sanctioned by the Commandant, QMS.

b. Functions.

- (1) Plans, directs, coordinates, and provides the following instruction to Active Army, Marine, Reserve, National Guard, civilian and Allied student personnel:
 - (a) Petroleum laboratory performs physical and chemical testing of petroleum products; evaluation of tests based on specification and deterioration limits; and disposition and reclamation techniques.
 - (b) Operation and maintenance of petroleum laboratory equipment.
 - (c) Serves as DoD standardized bulk fuel quality center for all services less US Navy.
- (2) Performs quality surveillance testing in support of DoD/DA authorized local petroleum product users.
- (3) Maintains liaison with and performs operational testing of equipment for the U.S. Army Material Command (AMC).
- (4) Provides NET and MTT instructional support.
- (5) Reviews and/or revises resident course materials and assists in developing video tapes, television scripts, and Army-wide and command-wide training literature. Coordinates all exportable entry-level enlisted petroleum laboratory related training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.
- (6) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.
- (7) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.
- (8) Participates in conferences, QM Field Training, developmental field testing of new equipment, displays, etc.
- (9) Provides MOS related doctrinal input to QMS organizations and other government agencies.
- (10) Conducts tours, dignitary briefings, orientation team visit demonstrations.
- (11) Maintains accountability of division budget manpower resources.
- (12) Provides quality surveillance training support to Army Logistics University, PWD's Advance Petroleum and Water Division and Defense Logistics Agency-Energy.

(13) Manages three fixed laboratories and two tactical laboratory systems representative of all DoD laboratory testing requirements consisting of both manual and automated laboratory testing and training

9-14. Basic Petroleum Logistics Training Division

a. Mission. The Basic Petroleum Logistics Division (BLPD) provides MOS 92F resident instruction, in addition to serving as SMEs in petroleum operations.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active, Reserve and National Guard components – U.S. Army, U.S. Navy, U.S. Marine Corps personnel:

- (a) General petroleum subjects.
- (b) Class III supply point operations (aviation, rail, pipeline and ground/maneuver).
- (c) Operation of military petroleum terminals and pipelines (Inland Petroleum Distribution System and Offshore Petroleum Discharge System).
- (d) Supply of petroleum products to the forces in the field.

(2) Maintains, operates, and controls a combined 75 acre Petroleum Training Facility (PTF), Fire Suppression training facility, and Military-in-the Field (MIF) training areas; responsible for management oversight for facilities and equipment/vehicles with an estimated value of \$90 million.

(3) Provides NET and MTT instructional support.

(4) Reviews and/or revises resident course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates all exportable entry-level enlisted petroleum supply related training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.

(5) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(6) Coordinates and maintains loan agreements for interim non-approved TDA equipment.

(7) Supervises and coordinates accomplishment of authorized division maintenance of equipment, training aids, and facilities.

(8) Participates in conferences, Quartermaster Field Training exercises, developmental field testing of new equipment, displays, etc.

(9) Provides MOS/specialty-related doctrinal input to QMS organizations, and other government agencies.

(10) Conducts tours, dignitary briefings, orientation team visit demonstrations, and student field trips.

(11) Maintains accountability of division budget and manpower resources.

9-15. Water Training Division

a. Mission. The Water Training Division (WTD) provides MOS 92W resident and non-resident instruction for U.S. Army Active, Reserve and National Guard Components, as well as subject matter experts (SMEs) for water logistics operations.

b. Functions.

(1) Plans, directs coordinates, and provides the following instruction to Active Army, Reserve, and National Guard personnel:

- (a) Performs set up, operation, maintenance, and movement of water purification and distribution equipment.

- (b) Procedures to analyze and test both raw and treated water.
- (c) Performance of water site reconnaissance and selection.
- (d) Supervision of water point operations.
- (e) Instructs and complies with Environmental Protection Agency (EPA) standards during all training.
- (f) Identifies and mitigates risks and associated hazards.
- (2) Maintains, operates and controls five water training facilities/locations (ranging in geographical size area of three to five acres); responsible for management oversight for facilities and equipment/vehicles with an estimated value of \$25 million.
- (3) Provides NET, Training Assistance Visits, and MTT instructional support.
- (4) Reviews and/or revises resident course materials and assists in developing video tapes, television scripts, and Army-wide and command-wide training literature. Coordinates all exportable entry-level enlisted water purification and distribution related training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.
- (5) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.
- (6) Coordinates and monitors accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.
- (7) Participates in conferences, the Joint Water Management Action Group (JWRMAG), Quartermaster Field Training exercises, developmental field testing of new equipment, displays, etc.
- (8) Provides doctrinal input to QMS organizations and other government agencies.
- (9) Conducts tours, dignitary briefings, orientation demonstrations, and student field trips.
- (10) Maintains accountability of division budget and manpower resources.

9-16. Marine Corps Petroleum Training Division

a. Mission. The Marine Corps Petroleum Training Division (MCPTD) provides MOS 1391 resident instruction, in addition to serving as SMEs in USMC petroleum logistics matters. Coordinates and provides direct input and feedback to U.S. Marines Corps Systems Command (MARCORSYSCOM) at Quantico Marine Corps Base (VA).

b. Functions.

- (1) Plans, directs, coordinates, and provides the following instruction to Active and Reserve Component Marine Corps personnel:
 - (a) General petroleum subjects.
 - (b) Handling, storage, and distribution of bulk Class III and III(A).
 - (c) Aircraft refueling operations.
 - (d) Operation of Marine Corps tactical fuel systems.
 - (e) Tactical fuel system installation and maintenance.
- (2) Assists in the maintaining and care of the 75 acre MIF/PTF/Fire suppression facility.
- (3) Provides NET and MTT instructional support.
- (4) Reviews and/or revises resident course materials and assists in the development of video tapes and television script. Provides input on development of joint USMC/USA exportable petroleum related training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.

- (5) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.
- (6) Supervises and coordinates the maintenance of equipment, training aids, and facilities.
- (7) Participates in conferences for development of Marine unique equipment and petroleum related matters.
- (8) Provides MOS/specialty-related doctrinal input to HQMC and other government agencies.
- (9) Conducts tours and dignitary briefings.
- (10) Provides Marine instructors to assist in the training of Basic Petroleum Logistics Division and LTD students.
- (11) Responsible for the development of USMC bulk liquids doctrine and operational concepts.

9-17. Operations Division

a. Mission. Manages the Manpower, Budget, Operational, Supply, Administrative and Sustainment and Support workload.

b. Functions.

(1) *Operations.* The Operations section is responsible for scheduling and/or obtaining the department's institutional and operational training requirements. Operations is responsible for the following:

- (a) Maintains, and manages Table of Distribution and Allowances (TDA) and Unit Manning Reports (UMR).
- (b) Plans and coordinates the department's resident instructional schedules, to include instruction conducted jointly with other departments.
- (c) Maintains appropriate training records and files (e.g., class training schedules, student information, etc.).
- (d) Supports the IET Training Brigade for permanent party training.
- (e) Coordinates special training requirements (e.g., MTT; NET; Reserve and National Guard Training; weekend/night training, etc.).
- (f) Monitors/manage all classroom and auditorium usage.
- (g) Consolidates and submits the department's TRADOC Status Reports (TSR) monthly.
- (h) Receives and processes requests for training waivers from Reserve Components.
- (i) Receives and processes Training Resources Arbitration Panel (TRAP) requests for training.
- (j) Consolidates and submits the department's input for the Strategic Readiness System (SRS).
- (k) Serve as the department's primary POC for Resident Individual Training Management System (RITMS).
- (l) Manages the PWD Safety Program: serves as liaison officer/coordinating official between the PWD and the Installation Safety Office.
- (m) Develops/implements key control; serves as Physical Security Manager and Anti-Terrorism/FPCON Officer for the department.
- (n) Processes all internal/external taskings for equipment, personnel, and facilities support.

(2) *Administrative Support.* The Administrative Section/Officer is responsible for monitoring all administrative actions for military and civilian personnel. The Administrative section is responsible for the following:

(a) Prepares, proofreads, and assembles a variety of correspondence, forms, reports, and instructional materials (resident and exportable).

(b) Reviews and routes incoming and outgoing mail distribution.

(c) Maintains a working library of appropriate policies, regulations, directives, SOPs, and blank forms (requisitioning, distributing, and updating); processes requests for publications as necessary.

(d) Prepares, processes and maintains a variety of reports for management control purposes (i.e...) personnel reports, budget report, etc.).

(e) Prepares the Personnel data readiness section of the TRADOC Status Reports.

(f) Provides, submits and maintains civilian time cards; maintains the department's civilian and military records.

(g) Serves as the department's POC for the U.S. Government travel card.

(h) Provides necessary administrative support for all departmental civilian hiring actions.

(3) *Automation Support.* Serves as the focal point for PWD automation training, training issues, future training initiatives, and system management actions associated with proponent training.

(a) Participates in Life Cycle System Management processes for automated supply software and hardware systems for, training strategies, and equipment training requirements to support residents, which the PWD has proponent training responsibility. Determine training concepts training on the fielding of new automated systems and system product improvements.

(b) Supports the directives and special interest of The Petroleum and Water Department in matters associated with PWD proponent automation training.

(4) *Supply.* The Supply section is responsible for researching, requisitioning, receiving, storing, and issuing the department's supplies and equipment (TDA, common table of allowances, real property & installation). Responsible for the following:

(a) Serves as primary hand receipt holder for the department; manages excess/unserviceable property disposition actions for the department.

(b) Acquires and consolidates requirements for the department's annual operating budget; serves a member of the department's PBAC team.

(c) Formally requests, receives, stores and issues necessary expendable, non-expendable, and durable equipment items and supplies for various training courses.

(d) Initiates and/or coordinates all actions to procure (requisition or purchase) supplies and equipment.

(e) Responsible for implementation and compliance with the organization's Command Supply Discipline Program.

(f) Coordinates with Directorate and Resource Management Officials (PWD budget analysts) on funding for requisitions of supplies, equipment, and sustainment.

(g) Obtains and distributes training support items to support resident training.

(h) Coordinates and maintains loan/lease agreements for interim non-approved TDA equipment.

(i) Processes and monitors printing/reproduction requirements/requests.

(j) Prepares the Equipment on Hand Data section of the TRADOC Status Reports.

(5) *Sustainment and Support.* The Sustainment and Support section is responsible for the performance of Level I (Operator) maintenance of all equipment/vehicles assigned and/or on loan to the department, to include dispatching of all vehicles. Responsible for the following:

- (a) Monitors and ensures that preventive maintenance checks and services (PMCS) are performed on all department equipment; to include the conduct of appropriate technical inspections, etc.
- (b) Maintains current maintenance status of all department's equipment.
- (c) Maintains all maintenance-related documentation, regulations, policies to include work orders equipment data, and maintenance reports.
- (d) Dispatches all vehicles and equipment; implements/executes the department's vehicle and equipment licensing program.
- (e) Prepares and reports the maintenance readiness section of the TRADOC Status Reports (TSR).
- (f) Acts as PWD's official liaison with support maintenance personnel and authorized Government contractors.
- (g) Schedules and conducts weekly maintenance meetings (internal).
- (h) Ensures that all services, diagnostics, and calibrations are performed to standard and on time.
- (i) Coordinates training for maintenance personnel assigned to the department.
- (j) Reviews and verifies all completed work orders for allowed man hours expended and repair parts installed.

Section IV

9-18. Logistics Training Department

a. Mission. Provides quality automated supply training with Global Combat Support System – Army (GCSS-A) Training (GCSS-A) emphasis for Soldiers, DoD Civilians and allied nations personnel in two AIT MOS courses (92A10, Automated Logistical Specialist; 92Y10, Unit Supply Specialist). Provides quality training for Soldiers and DoD civilians in two functional courses: Unit Armorer Certification course and Aircraft Notebook course.

b. Responsible for executing lead Agent functions central direction, management, and oversight of the Army Property Accountability (PA)/Command Supply Discipline Program (CSDP) by facilitating strategic PA/CSDP communication, resources and training initiatives and maintaining the PA/CSDP Knowledge Center for the Commandant and HQDA G-4.

c. Organization. Consists of two divisions, 92A10 Training Division and 92Y10 Training Division, and the Supply Excellence Award (SEA) Team.

d. Functions.

(1) Directs the training for supported courses and coordinates with appropriate agencies on the fielding of new equipment as it relates to assigned courses. Monitors the technical sequencing, scope, and changes to POIs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment. Assists in forming training strategies, goals, and objectives in related technical areas. Provides SME and instructors for MTT as required.

(2) Serves as a Commander's official liaison for supply, log automation, materiel management and GCSS-A actions and coordinates directly with activities/agencies and organizations internal and external to the Command Group.

(3) Provides overall supervisory and managerial oversight for a composite work force consisting of more than 106 authorized (118 required) U.S. Military, Department of Army

Civilians and Department of the Army contracted personnel; provides requisite technical advice and assistance; directly responsible for the implementation and successful execution of the department's Composite Risk Management Program.

(4) Spearheads the development of the organization's strategic plan to ensure alignment with higher headquarters' guidance and the Commander's intent; monitors plans and schedules as warranted.

(5) Establishes mid and long range milestones/goals/objectives.

(6) Provides operational directions, controls and directs same.

(7) Reviews and approves documentation of requirements/requests for resources (budget, manpower, facilities, equipment, etc.).

(8) Monitors the total expenditure of resources via effective management controls.

(9) Applies policies and directives prescribed by higher authority.

(10) Presents briefings and tours to visiting officials.

(11) Provides technical logistics support to combatant commanders.

9-19. 92A10 Training Division

a. Mission. Provides MOS 92A10 (Automated Logistical Specialist) resident and nonresident training to Soldiers to include MOS-Transition Soldiers, DoD civilians and allied nation personnel. Provides ULLS-A/E ASI course training via resident training or MTT. Ensures each and every Soldier trained meets or exceeds course standards via QMG-approved programs of instruction.

b. Functions.

(1) Plans, schedules, directs and coordinates all training requirements and necessary resources to accomplish all training missions.

(2) Reviews and/or revises resident course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates all exportable officer/noncommissioned officers training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.

(3) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(4) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids and facilities.

(5) Participates in conferences, development field testing of new equipment, support for military displays, etc.

(6) Provides logistics automation input to CASCOM organizations and other government agencies.

(7) Conducts tours, dignitary briefings, orientation team visit demonstrations and student field trips.

9-20. 92Y10 Training Division

a. Mission. Provides MOS 92Y10 (Unit Supply Specialist) resident and nonresident training to Soldiers to include Advanced Individual Training (AIT), MOS-Transition Soldiers, DoD civilians and allied nation personnel. Provides Global Combat Support System (GCSS-Army), Principles of Supply and Physical Security and Unit Arms Room Operations training via resident training or MTT. Ensure each and every Soldier trained meets or exceeds course standards via Quartermaster School approved POIs.

b. Functions.

(1) Plans, schedules, directs and coordinates all training requirements and necessary resources to accomplish all training missions.

(2) Reviews and/or revises resident course materials and assists in the development of video tapes, television script and Army-wide and command-wide training literature. Reviews exportable Training Support Products (TSPs) for officer/noncommissioned officers training, to include Distance Learning and production of digital training enablers and interactive mobile content training products and production of digital training enablers and interactive mobile content training products.

(3) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(4) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids and facilities.

(5) Participates in conferences, development field testing of new equipment, support for military displays, etc.

(6) Provides supply input to CASCOM organizations and other government agencies.

(7) Conducts tours, dignitary briefings, orientation team visit demonstrations and student field trips.

(8) Maintains accountability of division resources.

9-21. Supply Excellence Award (SEA) Team.

a. Mission. Serves as the executing agent (lead) for HQDA G4 to establish evaluation criteria, evaluation team and recommend category winners to enhance the logistics readiness of Army organizations.

b. Functions.

(1) Enhances logistics readiness and supply effectiveness while providing a positive incentive for extraordinary supply operations, property accountability, and resource management while enhancing awareness of the Army Command Supply Discipline Program (CSDP). Provides a forum for recognition of performance, improvements, initiatives, and supply operations at the organizational and direct support levels.

(2) Executes multi-phased evaluations in support of the SEA program

Section V

9-22. Joint Culinary Center of Excellence

a. Mission. Provides joint proponent food operations training and direction and serves as the DA G4 lead organization providing direction for the Army's Food Program; central focal point for joint basic and advanced food service skills training.

b. Organization. Consists of three Directorates: Army Center of Excellence Subsistence (ACES) Operations Directorate, Joint Culinary Training Directorate, and Special Programs Directorate.

c. Functions. Provides a single platform for consolidated and collocated training for all DoD services; develops and conducts resident and nonresident training in field and garrison food service and subsistence supply operations; lead for the execution of training of all military services basic and advanced food service skill training; serves as the Lead Agent for worldwide food

service mission for oversight and training for all subsistence, equipment, operational rations, Military Construction Army (MCA) Dining Facility projects, automation, and nutrition, for the Army Food Service Program. Develops Army policy and doctrine for garrison and field food service programs.

9-23. Special Programs Divisions

a. Mission. Administers the Department of Army Philip A. Connelly Awards Program for Excellence in Army Food Service, the Army Culinary Arts Program (includes the Military Culinary Arts Competitive Training Event and the U.S. Army Culinary Arts Team) and the 92G Credentialing Program. The “Connelly” program exists as a partnership between the Army and the National Restaurant Association. The “Connelly” Program recognizes excellence in Army Food Service from top performing units from all Army Components.

b. Organization. Consists of three programs – the Philip A. Connelly Branch, the Culinary Arts Branch and the 92G Credentialing Program.

c. Functions.

(1) Conducts Special Programs sponsored by the American Culinary Federation and the National Restaurant Association (NRA) IAW the Army Deputy Chief of Staff, G4 guidelines.

(2) Provides oversight and obtain funding for emerging programs, establishes life cycle functions, develops milestones, and output at end state.

(3) Market Special Programs to encourage maximum participation.

(4) Executes the Philip A. Connelly Award Competition for Excellence in Army Food Service; conducts worldwide installation evaluations to identify and recognize the best operating dining establishments in three separate categories: Military Garrison, Active Field, and Reserve Component Field (USAR and ARNG).

(5) Conducts an annual military culinary arts training competitive training event to promote refined dining and identify potential candidates for enlisted aide appointment, and/or view potential candidates for selection to the U.S. Army Culinary Arts Team (USACAT).

(6) Works in tandem with American Culinary Federation to obtain training, certifications, and stay abreast of competition rule changes.

(7) Provides the framework for the USACAT training and competition.

(8) Executes 92G Credentialing Program as a partnership between the U.S. Army and the American Culinary Federation on behalf of the U.S. Army.

9-24. Chief of Staff, Army Supply Excellence Award

a. Mission. The annual Chief of Staff, Army Supply Excellence Award (CSA SEA) program is a total Army program that is open to Active Army, Army National Guard, and Army Reserve units.

b. Organization. The purpose of the CSA SEA program is to enhance the logistical readiness and supply effectiveness of Army organizations.

c. Functions.

(1) Annually the Chief of Staff Army (CSA), Vice Chief of Staff Army (VCSA), and the DCS, G-4, or their designated representatives present plaques to unit representatives or support activities selected as CSA SEA winners and runners-up.

(2) The ODCS, G-4 will provide program funding, guidance, policies and overall guidance to the U.S. Army Quartermaster Center and School (USAQMC&S) for the CSA SEA program.

(3) Prepares and distributes DA guidance implementing guidelines and criteria for participation in the CAS SEA program.

9-25. Army Center of Excellence Subsistence (ACES) Operations Division

a. Mission. Responsible for executing Lead Agent functions central direction, management, and oversight of the Army worldwide Food Service Program for the HQDA G-4 and QMS.

b. Organization. The ACES Operations Division consists of five branches – Quality Assurance Branch; Facilities and Engineer Branch; Reserve Component Branch (RC); Management Assistance Branch; and the Concepts, Systems, and Policy Branch.

c. Functions.

(1) Represents the Director JCCoE, QMS, and HQDA G-4 on issues involving subsistence management and feeding in both garrison and field environments for the Army.

(2) Develops HQDA regulations and doctrine governing the Army Food Service Program. Provides automated Class I system reports and Army feeding data to HQDA G-4. Develops Army prototype performance work statement for garrison dining facility contracting.

(3) HQDA food adviser for the RCs.

(4) DoD leas for operational rations. Veterinary sciences technical advisor and the environmental health sciences technical advisor to HQDA G-4 and the QMS.

(5) Develops military construction, Army renovation and décor projects and budget for Army installation dining facilities. Army leads for equipment supporting garrison and field food service operations and voting member for the Combat Research and Engineering Board (CREB).

(6) Oversees the Army Food Service Program. Evaluates, trains, and reports food service operational findings to HQDA G-4, ACOM, ASCC and DRUs.

(7) Executed review and assistance through the ACES Food Management Assistance Team (FMAT) to ensure compliance with all policy and doctrine in accordance with Army Food Program mission.

9-26. Joint Culinary Training Division

a. Mission. Serves as the principal advisor to the Director, JCCoE; the QMS Commandant; and DA DCSLOG on all issues involving entry level and advanced culinary training. Develops, manages, and provides oversight of Army and joint services basic food service training provided for all branches of the U.S. Armed Forces. Provides quality training to Soldiers, Marines, Sailors, Airmen, Coastguardsmen, DoD civilians, and members of other allied countries in basic and advanced food operations skills, subsistence, doctrine, and food service equipment operations for garrison and field training. Trains MOSs 92G (Culinary Specialist) and Service equivalent entry-level and functional courses. Provides oversight for ASI –Z5 (Enlisted Aide)

b. Organization. Consists of three division – Basic Culinary Food Service Training Branch, Advanced Culinary Food Service Training Branch, and Special Skills Training Branch; and four branches: Army Culinary Training, Marine Corps Food Service, Navy Culinary Specialist, and Air Force Services Academy.

c. Functions.

(1) Directs/monitors the mission of training students (resident/nonresident) and assists in doctrine development e.g. AR, DA Pam, ATTPs, and other supporting documents; assist with the development/validation of testing protocols for life cycle/sustainment equipment support

(2) Serves as Commandant's official liaison for entry and advanced culinary training and coordinates directly with Services/activities/agencies and organizations internal and external to the Command Group.

(3) Provides overall supervisory and managerial oversight for a composite work force consisting of more than 180 authorized U.S. Military, Department of Army Civilians and Department of the Army contracted personnel; provides requisite technical advice and assistance; directly responsible for the implementation and successful execution of the department's Composite Risk Management Program.

(4) Spearheads the development of the organization's strategic training plan ensuring alignment with higher headquarters' guidance and the Commander's intent; monitors plans and schedules as warranted.

(5) Establishes mid and long range milestones/goals/objectives.

(6) Provides operational directions; controls and directs same.

(7) Reviews and approves documentation of requirements/requests for resources (budget, manpower, facilities, equipment, etc.).

(8) Monitors the total expenditure of resources via effective management controls.

(9) Applies policies and directives prescribed by higher authority.

(10) Presents briefings and tours to visiting officials.

(11) Plans and executes the annual military joint culinary training exercise to promote refined dining operations, identify potential candidates for enlisted aide appointment, and/or view potential candidates for selection to the U.S. Army Culinary Arts Team. (USACAT).

9-27. Basic Culinary Training Branch

a. Mission. The Basic Culinary Training Branch provides MOS 92G resident instruction for Inter-service Training Review Organization (ITRO) course Phase I with USMC and USN, Army unique Phase II, and serves as SMEs in culinary operations.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active, Reserve and National Guard components; U.S. Army, U.S. Marine Corps, and U.S. Navy personnel; and Allied and international students:

(a) General culinary/food service subjects.

(b) Class I subsistence supply operations.

(c) Operation of military dining facility operations.

(d) Culinary operations to the forces in the field.

(2) Maintains, operates, and controls a 5 acre 92G Field Training Site; responsible for management oversight for facilities and equipment/vehicles with an estimated value of \$XX million.

(3) Provides NET, MTT, TAIR, and SAV instructional support.

(4) Reviews and/or revises course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates all exportable entry-level enlisted culinary related training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.

(5) Develops new training methodology supporting future joint service and Army field and garrison training equipment to include automation systems initiatives.

(6) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

- (7) Coordinates and maintains loan agreements for interim non-approved TDA equipment.
- (8) Supervises and coordinates accomplishment of authorized division maintenance of equipment, training aids, and facilities.
- (9) Participates in conferences, logistics warrior exercises, developmental field testing of new equipment, displays, etc.
- (10) Provides MOS/specialty-related doctrinal input to QMS organizations, and other government agencies.
- (11) Conducts tours, dignitary briefings, orientation team visit demonstrations, and student field trips.
- (12) Maintains accountability of division budget and manpower resources.

9-28. Advanced Culinary Training Branch

a. Mission. Provides advanced culinary training under ITRO to all Services including U.S. Coast Guard culinary/food service MOS enlisted and Warrant Officers. Serves as subject matter experts (SMEs) on all advanced culinary related issues.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active and Reserve Component Army, Marine Corps, Navy, Air Force, and Coast Guard personnel in the following areas:

(a) Advanced Culinary Training Course – ITRO course: staff functions and procedures at the various levels within the Service and Joint arena (strategic, operational, and tactical).

(b) Enlisted Aide Training Course – ITRO course: staff functions and procedures at the various levels within the Service and Joint arena (strategic, operational, and tactical) for ASI Z5 Enlisted Aide.

(c) Food safety and sanitation considerations and operations.

(2) Reviews and/or revises resident course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates all exportable training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.

(3) Develops new training methodology supporting future joint service and Army field and garrison training equipment to include automation systems initiatives.

(4) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(5) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.

(6) Participates in conferences, development field testing of new equipment, support for military displays, etc.

(7) Provides advanced culinary doctrinal input to CASCOM organizations, and other government agencies.

(8) Conducts tours, dignitary briefings, orientation team visit demonstrations, and student field trips.

(9) Maintains accountability of division budget and manpower resources.

(10) Provides NET, MTT, TAIR, and SAV instructional support.

(11) Serves as SMEs to the Joint Warfighter for advanced culinary and Enlisted Aide operations and doctrine.

9-29. Special Skills Training Branch

a. Mission. Subject Matter Experts (SMEs) that train Active and Reserve officer and enlisted personnel from all branches of the armed services, allied nations and civilians in Army Food Service operations and management; sanitation and food safety; nutrition and dietary needs and requirements. Develops food service, sanitation, safety, nutrition, and dietary training support materials.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active and Reserve Component Army, Marine Corps, Navy, Air Force, and Coast Guard personnel in the following areas:

- (a) 92G10 Culinary Specialists Advanced Individual Training (ITRO)
 - (b) Advanced Culinary Skills Training Course – ITRO course: staff functions and procedures at the various levels W/I Service and Joint arena (strategic, operational, and tactical).
 - (c) Enlisted Aide Training Course – ITRO course: staff functions and procedures at the various levels within the Service and Joint arena (strategic, operational, and tactical) for ASI Z5 Enlisted Aide
 - (d) 92G Advance Leadership Course (ALC) and Senior Leadership Training (SLC) (Active and Reserve Components)
 - (e) Food Service Management (FSM)
 - (f) 922A Warrant Officer Basic Course (WOBC) and Warrant Officer Advance Course (WOAC) (Active and Reserve Components)
 - (g) Basic Officer Leadership Course (BOLC) and Logistics Career Captains Course (LOG C3) (Active and Reserve Components)
 - (h) Adjunct Instructor Course (AIC) and Food Safety and Protection Course
 - (i) Food Service Training for Reserve Component Courses
- (2) Food safety and sanitation considerations and operations.
- (3) Reviews and/or revises resident course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates all exportable training, to include Distance Learning and production of digital training enablers and interactive mobile content training products.
- (4) Develops new training methodology supporting future joint service and Army field and garrison training equipment to include automation systems initiatives.
- (5) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.
- (6) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.
- (7) Participates in conferences, development field testing of new equipment, support for military displays, etc.
- (8) Provides advanced culinary doctrinal input to CASCOM organizations, and other government agencies.
- (9) Conducts tours, dignitary briefings, orientation team visit demonstrations, and student field trips.
- (10) Maintains accountability of division budget and manpower resources.
- (11) Provides NET, MTT, TAIR, and SAV instructional support.

Section VI

9-30. Joint Mortuary Affairs Center (JMAC)

a. Mission. The JMAC trains and educates and develops adaptive Mortuary Affairs (MA) professionals and develops Army MA doctrine in support of unified land operations. On behalf of the HQDA G-4, JMAC executes select Army responsibilities supporting the DoD MA Enterprise.

b. Organization. Consists of two divisions: Training Division and Operations Division.

c. Functions.

- (1) Trains MOS 92M10 and a functional course.
- (2) Trains Soldiers, Sailors, Airmen, Marines, civilians, and students from other nations to standard.
- (3) Executes the full training development and doctrine development mission for all training and training literature products and doctrine within the MA functional area.
- (4) Executes Army responsibilities supporting the DoD MA Enterprise on behalf of the HQDA G-4.
- (5) Provides SME support to Army component commanders.
- (6) Provides SME support to MA materiel systems modernization.
- (7) Provides SME support to MARTS.

9-31. Training Division

a. Mission. Develops, manages, and provides joint MA training to officers, enlisted personnel, and civilians in multiple courses to include IMT for Army and USMC MA enlisted personnel and MA officers and civilians from all services.

b. Functions.

- (1) Plans, schedules, directs, coordinates, and provides instruction to DoD personnel and students from other nations on MA.
- (2) Provides resident instruction for MOS 92M IMT and the MA Officer course.
- (3) Develops institutional training requirements analysis system (TRAS) products supporting MA instruction throughout the One Army School System (OASS).
- (4) Develops combined arms training strategy (CATS) products for MA TOEs.

9-32. Operations Division

a. Mission. On behalf of HQDA G-4, JMAC executes select Army responsibilities supporting the DoD MA Enterprise ensuring continuous, sustainable, and global MA support. Provides MA technical advice and SME support to Army component commanders, the joint staff, other services, and other agencies. .

b. Functions.

- (1) Develops comprehensive doctrine (1) for the Concurrent Return portion of the Army Mortuary Affairs Program.
- (2) Provides technical advice to the CASCOM matrix staff for systems training plans (STRAP) and force design development.
- (3) Provides technical advice to AFC for MA material development.
- (4) Provides comprehensive MA technical advice and SME support to Army component commanders, the joint staff, other services, and other agencies as needed.

(5) Provides Army input to and MA SME support for federal and civil disaster relief and emergency response efforts by providing MA SME, technical advice, planning assistance, coordination assistance, and functions as an Army liaison.

(6) Provides Army response to MA related requests for information, performs analysis, and prepares reports for senior leaders as needed.

(7) Serves as SME for MARTS.

**Chapter 10
Ordnance School (ODS)**

a. *Mission.* Trains, educates, and grows Ordnance professionals who drive change; employs, develops, and designs DOTMLPF solutions to sustain Army readiness and win in Multi-Domain Operations.

b. *Organization.* Consists of a Headquarters with a Command Group, Directorate of Training, Reserve Component Office, Personnel Development Office, Commander’s Initiative Group, Explosive Ordnance Disposal (EOD) Commandant, 59th Ordnance Brigade, and Defense Ammunition Center (DAC). Under the Directorate of Training, the Advanced Individual Training departments are: Training Management Office, Ordnance Training Development, Armament & Electronics Maintenance Training Department; Track, Metal Working and Recovery Training Department; Wheel Maintenance Training Department; Tactical Support Equipment Training Department; Munitions and EOD Training Department; and the Ordnance Electronics Maintenance Training Department. The Defense Ammunition Center (DAC) is a separate organization that is a direct report to the Chief of Ordnance. (Figure 10-1)

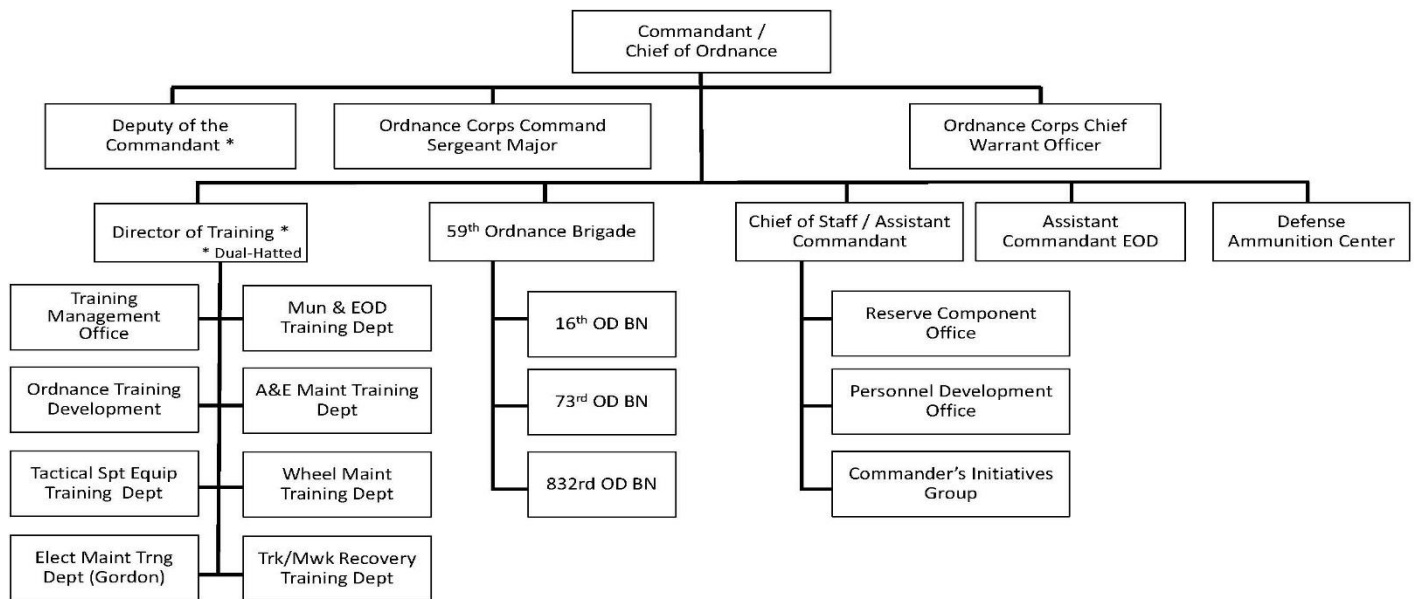


Figure 10-1. Ordnance School (ODS)

c. Functions.

(1) Trains Soldiers, Sailors, Airmen, Marines and students from other nations in the fields of ground maintenance, electronics maintenance, ammunition, explosives safety, and EOD.

Coordinates related training conducted by other Army agencies, other services and agencies.

(2) Provides Ordnance Corps DOTMLPF-P proponenty coordination for maintenance, ammunition, explosives safety and EOD.

(3) Proponent for OD training conducted at: Fort Lee, VA; Fort Benning, GA; Fort Gordon, GA; Eglin AFB, FL; Fort Sill, OK; Fort Leonard Wood, MO; Fort A.P. Hill, VA; McAlester, OK; Regional Training Sites – Maintenance (RTS-Ms); and TASS OD BNs.

(4) Coordinates with the appropriate CASCOM staff to manage and maintain Ordnance training, to include: Structure Manning Decision Review (SMDR); Army Training Requirements and Resources System (ATRRS); Training Requirements Arbitration Panel (TRAP); Program of Instruction (POI) implementation; lesson plans and training support development; and equipment fielding and training.

(5) Supervises Ordnance-unique officer, warrant officer, and noncommissioned officer Professional Military Education (PME) conducted at Army Logistics University (ALU) and other Schools.

(6) Executes the HQDA Award for Maintenance Excellence Program ICW the HQDA G-4. Develops and implements policies and directives necessary to execute the program. Provides a representative to the Army board to select nominees for the DoD Phoenix Award.

(7) Army manager for the Environmental Protection Agency 608/609 Certification Program.

Section I, Ordnance Regimental Command Team

10-1. Ordnance Command Group –

a. Chief of Ordnance (CoO)/Commandant

(1) Commands the U.S. Army Ordnance School (USAOS) and serves as the U.S. Army Ordnance Branch Proponent Chief. Principal advisor to the CASCOM CG and TRADOC on Ordnance DOTMLPF-P matters.

(2) Deputy Commanding General (DCG) roles and responsibilities are defined in the CASCOM Terms of Reference document.

(3) Ensures USAOS and reserve component schoolhouses train and educate Soldiers; develops leaders; and supports training in units.

(4) Supports technical training requirements for officers, warrant officers, and NCOs, including career lifecycle management which informs and encourages broadening opportunities.

(5) Advises CASCOM, CAC, TRADOC, and Headquarters Department of the Army on DOTMLPF-P implications relating to operational aspects and logistics support for the core competencies of maintenance, ammunition, explosives safety and explosive ordnance disposal.

(6) Executive Director of the Ordnance Materiel Board of Directors (OD BoD) and Army Ammunition Board.

(7) Executive member of and principal DOTMLPF-P advisor to the Army Maintenance Board.

(8) Directs Ordnance contributions to CASCOM's Sustainment Pre-Command Course (SPCC).

(9) Conducts the worldwide Ordnance Connect to engage sustainment community stakeholders and operational Army units on Ordnance DOTMLPF-P issues.

(10) Exercises general court-martial jurisdiction over, and acts as general court-martial convening authority for the USAOS and 59th Ordnance Brigade.

(11) Shapes Army Ordnance Doctrine through executive review of all Ordnance Doctrine publications.

(12) Maintains oversight and mission command of the Defense Ammunition Center.

(13) As the commandant and branch chief, the CoO is responsible for the talent management of critical Ordnance billets across the enterprise and is the lead on all matters of proponenty and evolution of the U.S. Army Ordnance Corps.

(14) Ensures the Corps can perform its mission in support of the U.S. operating force by collaborating with the operational Army to understand relevant issues related to the Ordnance core competencies.

(15) As Commandant, focuses talent management on growing leaders (officers, warrant officers, and non-commissioned officers) for the future success of the Army; engages and mentors leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly OD Connects, schoolhouse and command engagements, the Brigade Combat Team Commander Development Program (BCTCDP), and the CASCOM Deputy Commanding General Course Seminars.

b. Ordnance Corps Command Sergeant Major

(1) Principal enlisted advisor on all enlisted matters

(2) Advises the Commandant on status of USAOS quality of training and recommends assignment of OD SGMs in concert with SGM branch and HRC.

(3) Responsible for reviewing/examining trends and developing and implementing proposals affecting career programs for OD Total Force enlisted Soldiers.

(4) Provides professional development, mentorship, and counseling on career management.

(5) Provides oversight of Ordnance training in the Noncommissioned Officers Academy in ALU. Reviews and develops doctrine.

c. Ordnance Chief Warrant Officer

(1) Principal advisor to the Chief of Ordnance on all OD Warrant Officer matters.

(2) Mentors and shapes the duties, responsibilities, development, utilization, and expectations of OD Warrant Officers across the Total Force by influencing the DOTMLPF-P elements of OD Proponent functions.

(3) Examines trends in order to develop and implement proposals affecting career programs and opportunities for OD Warrant Officers.

(4) Develops the technical prerequisites and serves as the approval authority for Total Force OD Warrant Officer applications optimizing future accessions through a constant and deliberate analysis of future requirements and its effects on the skills, education and knowledge requirements of future candidates.

(5) Reviews all Warrant Officer technical training to ensure content is relevant and supports the Army Operating Concept.

(6) Ensures all aspects of technical training requirements enable leader development, improves individual and team performance and develops agile and adaptive warrant officers.

(7) Provides oversight and coordination with the United States Army Recruiting Command and Headquarters DA G-1 to develop annual OD accession plans.

(8) Serves as voting board member for Army Senior Warrant Officer Council, provides staffing and recommendations for Department of the Army decisions, synchronization, integration, and advice for Warrant Officer cohort related issues. Advises the CASCOM DCG course on all OD related issues, reviews and develops OD doctrine, and initiates or manages special OD DOTMLPF-P projects.

10-2. Ordnance Command Group Staff

a. Deputy to the Commandant

(1) Roles and responsibilities are defined in the CASCOM Terms of Reference document.

(2) Serves as the USAOS Commandant in the absence of the Chief of Ordnance.

b. Executive Officer (XO) to the Chief of Ordnance

(1) Principle assistant to the CoO for directing, coordinating, and planning of tasks, personnel, and proponent actions assigned to the Ordnance Command

(2) Manages, controls, and synchronizes the CG's calendar.

(3) Monitors and assesses USAOS Command Group operations (including higher/adjacent units) for their impact on future operations.

(4) ICW the Chief of Staff, plans USAOS Command Group staff operations

(5) Establishes and monitors the Command Group Battle Rhythm and nesting with higher and subordinate HQs Battle Rhythms for effective planning support, decision-making and other critical functions.

(6) Reviews all administrative documentation and correspondence for the CG's attention and/or signature.

c. Assistant Commandant/Chief of Staff

(1) Directs, supervises, and prioritizes the daily workload of the Ordnance School headquarters staff in support of the primary mission to train and educate soldiers and civilians, develop leaders, and support Total Force training in the four core competencies of maintenance, ammunition, explosives safety, and explosive ordnance disposal.

(2) Manages the Ordnance School's priorities. Coordinates actions with the Deputy Commandant, Ordnance Command Sergeant Major, and Ordnance Chief Warrant Officer to ensure unity of effort across the enlisted, noncommissioned officer, warrant officer, and officer career fields.

(3) Works with the Reserve Component Officer to support the One Army School System.

(4) Synchronizes Ordnance DOTMLPF-P actions with the organic and matrix staff to ensure unity of effort in supporting current and future Operating Force requirements.

(5) Leads or co-Chairs Ordnance working groups as required.

(6) Leads the staff in development of the Ordnance Strategic Communications Plan integrating themes and messages across the core competencies, enduring and near-term priorities, and total force initiatives to inform and influence key audiences responsible for Ordnance programs, projects, policies, funding, and operations.

(7) Coordinates Ordnance School actions with CASCOM, TRADOC, Army Commands, and Headquarters Department of the Army.

(8) Serves as the Chief of Ordnance during the actual Chief of Ordnance's absence and ensures integration of OD equities into higher-headquarters initiatives.

d. Personnel Development Office (PDO)

(1) Branch proponent and principal advisor to the Chief of Ordnance on all matters relating to Ordnance personnel. Primary POC and coordinator for the CoO on all Ordnance affiliated matters to include Ordnance officer AOCs, warrant officer MOS, and enlisted Career Management Fields (CMF).

(2) IAW AR 600-3, responsible for the eight personnel development system life cycle management functions for Ordnance Corps enlisted Soldiers, officers, warrant officers, and civilians including structure, acquisition, distribution, development, deployment, compensation, sustainment, and transition.

(3) IAW AR 5-22, executes the personnel functions relative to DOTMLPF-P for the Ordnance Branch

(4) Recommends personnel management policy changes to the DCS, G-1, through Commander, TRADOC. Develops actions and proposals in coordination with and assistance of CG, HRC; DCS, G-1, and Reserve Component personnel agencies, as appropriate.

(5) Develops and reviews the Ordnance Branch portion of DA Pam 600-3 and DA Pam 600-25 for all three components. These pamphlets provide professional development guidance to assist officers; warrant officers; noncommissioned officers; their commanders; rating chain; HRC; and DA-centralized officer, warrant officer, and enlisted selection boards in providing career progression benchmarks and milestones within a branch, Functional Area, or CMF. These pamphlets will be made available to each selection board by the DA Secretariat.

(6) Develops command slating guidance for DA centrally selected commands with Ordnance centric missions.

(7) Monitors career progression patterns and develops the Professional Development Model (PDM) by AOC and CMF.

(8) IAW 611-1, reviews and updates MOS prerequisites. Reviews requests for exceptions to MOS prerequisites and grants waivers as appropriate.

(9) Recommends/prepares change proposals to AOC 89E and 91A, CMF 89, 91, 94, and warrant officer specialties. Uses the Military Occupational Classification Structure (MOCS) regulation AR 611-1 to request changes to DA Pam 611-21 (MOS SmartBook) Standards for all officer AOCs, warrant officer MOSs and enlisted CMFs.

(10) Participates in quarterly CMF review with Officer and Enlisted Personnel Management Divisions (OPMD) (EPMD) at HRC.

(11) IAW 621-1 manages the Ordnance Branch Training with Industry (TWI) Program for officer, warrant officer, and noncommissioned officer. Identifies and recommends Army Educational Requirements System (AERS) coded positions for TWI and Advanced Civil Schooling (ACS) utilization.

(12) IAW AR 600-82 executes the Ordnance Corps Affiliation System, including duties as Corps Adjutant, and liaison to the Ordnance Corps Association. Implements and sustains the Honorary Colonel, Warrant Officer, and Sergeant Major of the Corps. Executes the Ordnance Corps Hall of Fame Program.

(13) Performs special assignments as directed by the Chief of Ordnance, including Ordnance Corps conferences, worldwide teleconferences, and ceremonies.

(14) Develops academic degree opportunities and credentialing programs.

(15) Reviews and refines Ordnance doctrine.

e. Commander's Initiatives Group

(1) Serves as the lead planning cell of the U.S. Army Ordnance School and manages the Ordnance School's priorities, Lines of Effort (LOE) and synchronization of DOTMLPF-P solutions across all four Ordnance core competencies: maintenance, ammunition, explosive safety, and EOD.

(2) Reports directly to the CoO and Chief of Staff.

(3) Coordinates actions with commanders, directors, and staff personnel as required.

(4) Responsible for translating the Chief of Ordnance's vision into practice by developing, overseeing, and implementing programs, projects, reports, briefings, and plans.

(5) Develops the Ordnance Strategic Communications Plan integrating themes and messages across the LOEs, core competencies, and total force using on-line, professional, and social media forums to inform and influence key audiences responsible for Ordnance programs, projects, policies, funding, and operations.

(6) Provides expertise and advice to school leadership on the integration of near, mid, and long-term strategic plans, programs, and resources.

(7) Coordinates with various staff of the school and counterparts at Department of the Army and DoD levels, and with all relevant Major Activity Directors across the Sustainment Center of Excellence (SCoE) and TRADOC and within the school in developing strategic decision materials for the school leadership.

(8) Manages contracts.

(9) As required, assists with writing the CoO speeches and correspondence.

10-3. Reserve Component Office

a. Mission. Build readiness of the Army's Active Component (AC) and Reserve Components' (USAR and ARNG) Ordnance Soldiers and formations by providing institutional training oversight of Reserve Component schools and integrating Ordnance capabilities across all components while assisting with collective training. Responsible for Ordnance Reserve Components' advocacy, talent management, and the synchronization of DOTMLPF-P.

b. Functions.

(1) Principal advisor to the CoO on all matters relating to the Reserve Component Office (USARC) and the National Guard Bureau on all matters relating to the Ordnance Reserve Component Office as required.

(2) Provides DOTMLP-F recommendations to improve Reserve Component Ordnance capabilities.

(3) Connect Reserve Component Ordnance Soldiers to the CoO's strategic vision.

(4) Assists and coordinates with all TRADOC and CASCOM organizations to ensure total force integration of Ordnance Reserve Component capabilities.

(5) Ensures Reserve Component training locations deliver world class One Army School System (OASS) compliant institutional training to Active Component and Reserve Component Ordnance Soldiers.

(6) Provides Commandant with feedback on Reserve Component Ordnance units' ability to sustain combat power across multiple domains in complex operational environments.

(7) Works with the Chief of Staff as required to support the Ordnance School Headquarters' mission.

10-4. Explosive Ordnance Disposal (EOD) Assistant Commandant

a. Mission. Principal advisor to the CoO on all matters relating to Explosive Ordnance Disposal (EOD). The Assistant Commandant (EOD) is responsible for EOD advocacy, talent management, and the synchronization of DOTMLPF-P solutions for EOD.

b. Functions.

- (1) Central POC and advisor for the CoO on all EOD matters.
- (2) Coordinates and integrates actions across the Ordnance Corps, TPO-EOD, HQDA, and the Operating Force.
- (3) Synchronizes all internal staff and external matrix team actions, both vertically and horizontally and disseminates information to the appropriate levels.
- (4) Acts as the final recommending authority on the continuing action of planning, organizing, directing, coordinating, controlling and evaluating the use of personnel, funding, materiel, and facilities to accomplish the Ordnance EOD mission and functions.
- (5) Directs, supervises, and prioritizes the day-to-day execution of the Ordnance School headquarters staff in support of the primary mission to train and educate soldiers, develop leaders, and support Total Force training in the core competency of explosive ordnance disposal.
- (6) Assists the field operating forces by advocating for important issues impacting the EOD community, serving as the conduit between the Chief of Ordnance and the field, connecting the force to the right problem solver, and disseminating information on current Army EOD initiatives.
- (7) Executes Chief of Ordnance manning guidance through precision talent management, ensuring all EOD Soldiers are leveraged for maximum potential.
- (8) Performs special assignments as directed by the Chief of Ordnance including Ordnance Corps EOD conferences, worldwide video teleconferences (WWVTC) and ceremonies
- (9) Assists TPO-EOD in reviewing and developing EOD doctrine.

10-5. Army Award for Maintenance Excellence (AAME)

a. Mission. Serves as the executive agent (lead) for the Chief of Staff, Army Award for Maintenance Excellence (AAME) Program. USAOS is responsible for administering the program that recognizes Army units and/or activities that have demonstrated excellence in maintenance operations.

b. Functions.

- (1) Assists the DCS, G-4 in the development and coordination of updates and modifications to policy and administrative instructions.
- (2) Develops, revises, and maintains security of assessment protocols used to select semifinalists, runners-up, and winners.
- (3) Convenes the HQDA assessment board and conduct onsite evaluation team visits.
- (4) Assists the ODCS, G-4 in determining the most appropriate means of award presentation and coordinating the annual award ceremony.
- (5) Hosts an annual after action review (AAR) with DCS G-4, Army Command (ACOM), Army Service Component Command (ASCC), and Direct Reporting Unit (DRU) representatives.
- (6) Assists the ODCS, G-4 with the selection of six nominees to represent the Army at the Secretary of Defense Maintenance Award Program.

Section II, Directorate of Training (DOT)

10-6. Directorate of Training (DOT)

a. Mission. Provides current, relevant training to Ordnance Soldiers so they possess the technical skills, confidence, and motivation to contribute to Large Scale Combat Operations (LSCO) immediately upon assignment to the Operational Army.

b. Organization. The DOT consists of a Training Management Office, Training Development and six training departments: Armament & Electronics Maintenance Training Department; Track, Metal Working and Recovery Training Department; Wheel Maintenance Training Department; Tactical Support Equipment Training Department; Munitions and EOD Training Department; and the Ordnance Electronics Maintenance Training Department. (See Figure 10-2).

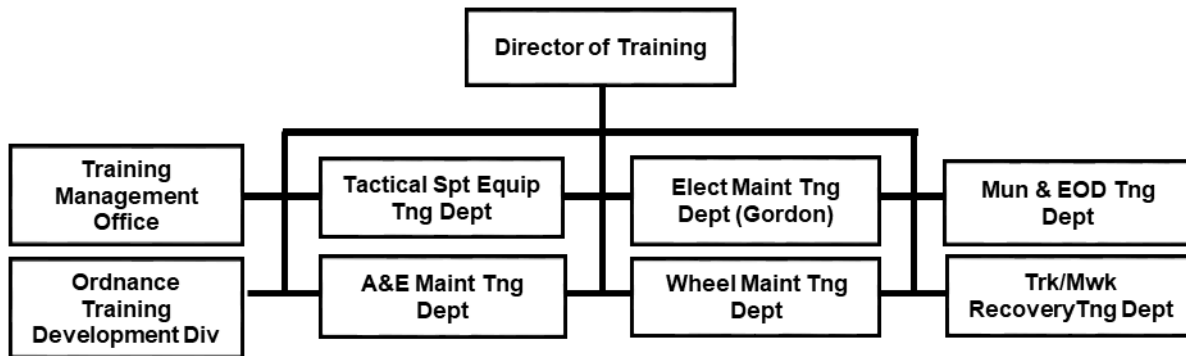


Figure 10-2. Directorate of Training

c. Functions. Conducts Advanced Individual Training and Functional training for all Ordnance Military Occupational Specialties except 91A, 91M, and 91L. Conducts technical training for 948B Warrant Officers at Fort Gordon and 948D Warrant Officers at Fort Sill.

10-7. Training Management Office (TMO)

a. Mission. Manages resourcing, operational, and logistical support for institutional training in the USAOS.

b. Functions.

(1) *Training Operations.* Develops/reviews acquisition management oversight (AMO) packages and acts as contracting officer representative (COR). Coordinates taskings with the training departments, plans operational training support missions, safety guidance, force protection/antiterrorism, Operations Security (OPSEC), physical security, facility management, ceremonies, and special events. Manages the following Programs for the Ordnance School: Faculty Development and Recognition Program (FDRP), Managers' Internal Control Program (MICP), and Enterprise Classroom Program (ECP). Manages the Command Supply Discipline Program (CSDP) within the DOT. Coordinates and facilitates academic accreditation requirements with the Council on Occupational Education and Army Enterprise Accreditation Standards (AEAS) with the Training and Doctrine Command (TRADOC). Administers Ordnance regulation updates, equipment fielding, sustainment processes, and additional logistics requirements.

(2) *Training Management.* Oversees the academic administration of the school by coordinating resource requirements for student loads, enrollment, managing academic records (to include management of the Digital Training Management System [DTMS] or successor system), master training schedules, and overall training and education policy to administer effective and efficient training. Develops policies and procedures pertaining to the administration of training, serves as Inter-service Training Review Organization (ITRO) lead, manages the Army Training Requirements and Resources System (ATRRS) to define future resources and training workload, and is the school's POC for Structure Manning Decision Review (SMDR) to validate training requirements and capacities. Coordinates institutional training issues with Human Resource Command (HRC) and HQDA G-3, acts as central coordinator/HHQ liaison for USAOS matters pertaining to ITRO, and coordinates USAOS mobilization training plans with HHQ. Serves as lead for the OD School on TDA development and instructor distribution based on the Instructor Manning Requirement List (IMRL) and student load. Acts as advisor to BN commanders on Academic Review Board (ARB) recommendations, manages Training Resources Arbitration Panel (TRAP) requests and develops reports for a master schedule for classes. Coordinates requests for deviation from approved schedules and resolves resulting problems. Manages the school's quarterly Institutional Training Management Board (ITMB) actions and coordinates all the actions associated with conducting and tracking those meetings. Coordinates with the Army Logistics University and TRADOC for the American Council on Education (ACE) course reviews for the OD School. Serves as liaison with the OD School Reserve Component on One Army School System (OASS) actions and issues. Enterprise Classroom Program (ECP) and Contact Management.

10-8. Ordnance Training Development Division (OTDD)

a. Mission. Ordnance lead for training products. Develop all Ordnance AC/RC individual training products in support of the Chief of OD, Ordnance School (ODS) and field units (with the exception of EOD).

b. Organization. OTDD consists of three branches: Electronic Missile and Munitions Branch, Ground Maintenance Branch, and Officer Leader Development Branch.

c. Functions.

(1) Develops and revises sustainment individual training products and strategies for all Army components (active and reserve) on behalf of the Ordnance Corps.

(2) Coordinates training development priorities with the ODS.

(3) Develops and fields all training development products IWA TR 350-70 and CASCOM policy.

(4) Develops training strategies to optimize training productivity and effectiveness. Coordinate with the Training Technology Division (TTD) to ensure effective use of learning technologies in support of training strategies.

(5) Provides developed training materials to respective institutions for review and validation of content and subject matter.

(6) Conducts periodic in process reviews (IPR) with Active and Reserve training institutions to review course curriculum.

(7) Conducts job and task analysis and task selection boards for each proponent course with appropriate agencies or training institutions.

(8) Coordinates the review of course administrative data (CAD) and Programs of Instruction (POI) to identify resource requirement for the Structure Manning Decision Review (SMDR) and review of manpower processes for the OD School (ODS).

(9) Updates POIs as needed based on feedback from formal analysis, fields reports, after action reviews, and training surveys administered by the DL2/QA for the ODS.

(10) Develops and manages POIs for the ODS.

(11) Develops lesson plans to include test design for the ODS, except those elements at Fort Sill, OK and Fort Gordon, GA.

(12) Maintains TRAS source documentation and instructional publications and resource trade-off documentation.

(13) Participates in the Ordnance School's Institutional Training Management Board.

(14) Prepares input to contract strategies, statements of work and related documents for individual training products; ensures that contractor-developed materials are in compliance with the terms of the contract.

10-9. Armament and Electronics Maintenance Training Department (AEMTD)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers who are technically and tactically proficient in Basic Electronics Maintenance, Knowledge and Skills, Land Combat Systems, Test Measurement and Diagnostic Equipment (TMDE), and Conventional Weapons.

b. Organization. Consists of five divisions: Basic Electronics Maintenance Training Division; Land Combat Division; Test Measurement and Diagnostic Equipment (TMDE) Division; and Conventional Weapons Division.

c. Functions.

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts ARBs and recommends approval for student continuance in training or reclassification.

(3) Coordinates the development of training materials.

(4) New Equipment TM validations/verifications.

(5) BOLC, PCC and VIP tours - regularly scheduled, but not resourced.

(6) Supports Worldwide Individual Augmentation System (WIAS) taskings as assigned.

(7) Supports external taskings supporting CASCOM/Fort Lee as assigned (e.g., CAO, CNO, Funeral Detail, mowing grass, tax advisor, etc.)

(8) Contract management.

(9) Credentialing Program management.

(10) Community engagements.

(11) Maintenance of selected TADSS.

(12) Ordnance Crucible task support.

10-10. Track, Metal Working and Recovery Training Department (TMRD)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers to be technically and tactically proficient in the following areas: automotive basic knowledge and skills, track vehicle repair, metalworking to include machining and welding, track and wheel vehicle recovery at field and sustainment levels.

b. Organization. The Department consists of three divisions: Track Division, Metal Working and Services Division, and Recovery Division.

c. Functions.

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts (ARBs) and recommends approval for student continuance in training or reclassification.

(3) Coordinates with CASCOM in forming training strategies, development of training materials, goals, and objectives related to AIT and Functional technical training.

(4) New Equipment TM validations/verifications

(5) BOLC, PCC and VIP tours as scheduled.

(6) Supports Worldwide Individual Augmentation System (WIAS) taskings as assigned.

(7) External taskings to support CASCOM/Fort Lee as assigned.

(8) Contract management.

(9) Credentialing Program management.

(10) Community engagements.

(11) Maintenance of selected TADSS.

(12) Ordnance Crucible training task support.

10-11. Wheel Maintenance Training Department (WMTD)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers who are technically proficient in automotive repair of wheeled vehicles and Stryker platforms.

b. Organization. The Department consists of two divisions: Quartermaster/Chemical and Utilities Division and Power Generation Division.

c. Functions.(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts ARBs and recommends approval for student continuance in training or reclassification.

(3) Coordinates with CASCOM in forming training strategies, development of training materials, goals, and objectives related to AIT and Functional technical training.

(4) Administers Sections 608 and 609 of the Clean Air Act of 1990 ICW Environmental Protection Agency guidance as it pertains to the training, testing, and certification programs for air conditioning and refrigeration.

(5) New Equipment TM validations/verifications.

(6) BOLC, PCC and VIP tours as scheduled.

(7) Supports Worldwide Individual Augmentation System (WIAS) taskings as assigned.

(8) External taskings to support CASCOM/Fort Lee as assigned.

(9) Contract management.

(10) Credentialing Program management.

(11) Community engagements.

(12) Maintenance of selected TADSS.

(13) Ordnance Crucible task support.

10-12. Tactical Support Equipment Training Department (TSED)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers to be technically and tactically proficient in the repair of power generation, utilities/air conditioning and refrigeration, and quartermaster/chemical equipment at field and sustainment maintenance levels.

b. Organization. The Department consists of two divisions: Quartermaster/Chemical and Utilities Division and Power Generation Division.

c. Functions.

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts ARBs and recommends approval for student continuance in training or reclassification.

(3) Coordinates with CASCOM in forming training strategies, development of training materials, goals, and objectives related to AIT and Functional technical training.

(4) Administers Sections 608 and 609 of the Clean Air Act of 1990 ICW Environmental Protection Agency guidance as it pertains to the training, testing, and certification programs for air conditioning and refrigeration.

(5) New Equipment TM validations/verifications.

(6) BOLC, PCC and VIP tours as scheduled.

(7) Supports Worldwide Individual Augmentation System (WIAS) taskings as assigned.

(8) External taskings to support CASCOM/Fort Lee as assigned.

(9) Contract management.

(10) Credentialing management.

(11) Community engagements.

(12) Maintenance of selected TADSS.

(13) Ordnance Crucible task support.

10-13. Munitions and EOD Training Department

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers to be technically and tactically proficient in Ammunition (89A and 89B) and Explosive Ordnance Disposal (89D/E).

b. Organization. The department consists of two divisions: Munitions Training Division and the Explosive Ordnance Disposal Training Division with satellite training locations at Fort A. P. Hill, VA; Fort Leonard Wood, MO; and Eglin AFB, FL.

c. Functions.

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts ARBs and recommends approval for student continuance in training or reclassification.

(3) Coordinates with CASCOM in forming training strategies, development of training materials, goals, and objectives related to AIT and Functional technical training.

(4) New Equipment TM validations/verifications.

(5) BOLC, PCC and VIP tours as scheduled.

(6) Supports Worldwide Individual Augmentation System (WIAS) taskings as assigned.

(7) External taskings to support CASCOM/Fort Lee as assigned.

- (8) Contract management.
- (9) Credentialing management.
- (10) Community engagements.
- (11) Maintenance of selected TADSS.
- (12) Ordnance Crucible task support.
- (13) Ordnance Crucible training task support.

10-14. Ordnance Electronics Maintenance Training Department (OEMTD) (Fort Gordon, GA)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers and Warrant Officers who are technically and tactically proficient in electronic maintenance, avionic repair, RADAR, Patriot Systems, Communications and communications security.

b. Organization. The department, located at Fort Gordon, GA, consists of four divisions: Radio Aviation Control and Survivability Division, Basic Electronics Training Computer and Chemical Division, Warrant Officer Training Division, and the Patriot/RADAR Division located at Ft Sill, OK.

c. Functions.

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts ARBs and recommends approval for student continuance in training or reclassification.

(3) Develops Programs of Instruction and training materials. Coordinates with CASCOM in forming training strategies, development of training materials, goals, and objectives related to AIT and Functional technical training.

- (4) Responds to tasking's from TRADOC, CASCOM, USAOS and Cyber CoE to
 - (a) Reviews regulations, publications, technical manuals (TM), and doctrine
 - (b) Conducts tours
 - (c) Provides staff to support activities requiring electronic subject matter expertise and
 - (d) Researches and responds to higher headquarters Request for Information (RFI).
- (5) New Equipment TM validations/verifications.
- (6) BOLC, PCC and VIP tours as scheduled.
- (7) Supports Worldwide Individual Augmentation System (WIAS) taskings as assigned.
- (8) External taskings to support CASCOM/Fort Lee and CCOE/Fort Gordon as assigned.
- (9) Contract management.
- (10) Credentialing management.
- (11) Community engagements.
- (12) Maintenance of selected TADSS.
- (13) Ordnance Crucible task support.

Section III

10-15. 59th Ordnance Brigade

a. Mission. The 59th Ordnance Brigade leads, trains, develops, and educates Soldiers into adaptive Professional Ordnance Soldiers who will directly build and maintain Army readiness.

b. Organization. Consists of a HQ, S-staff, Chaplain, Headquarters and Headquarters Company, three battalions, and two detachments: 16th OD BN, 832nd OD BN, 73rd OD BN located at Eglin AFB, FL, and the training detachments at Fort Sill, OK and Fort Gordon, GA. (see Figure 10-3).

c. Functions.

(1) Transitions students from the total control environment of BCT into the AIT environment.

(2) Graduates technically and tactically proficient, physically fit OD Soldiers capable of surviving on the modern battlefield and able to contribute to their first unit of assignment.

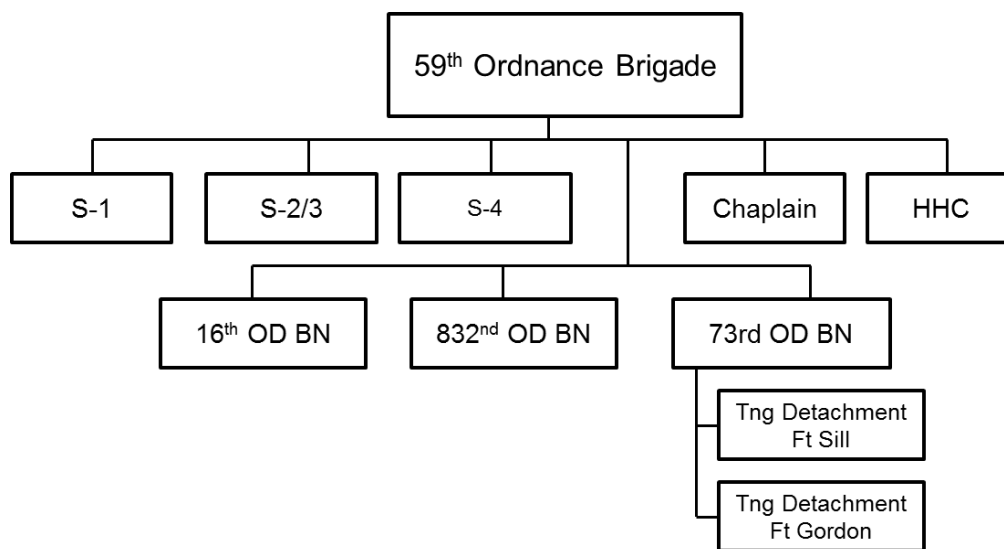


Figure 10-3. 59th Ordnance Brigade

(3) Ensures Soldiers are prepared technically, tactically, physically, and administratively for worldwide deployment.

(4) Conducts operations and administrative/logistical functions to support training, Soldiers, and the installation.

(5) Cares for the Families.

(6) Reviews and develops training doctrine.

(7) Supports Worldwide Individual Augmentation System (WIAS) taskings as assigned.

(8) Supports external taskings to support CASCOM/Fort Lee as assigned.

(9) Conducts community engagements.

(10) Conducts Recruiting support.

(11) Plans and executes three unique Ordnance Crucibles.

(12) Provides Warriorization training for inter-service transfers and prior service Soldiers.

10-16. 832nd, 73rd, 16th Ordnance Battalions

a. Mission. Continues the Warriorization process to train and develop motivated, disciplined, and fit Soldiers and leaders who are committed to Army values and the Warrior Ethos; demonstrate safety as part of their day-to-day activities; and can immediately contribute to the mission accomplishment of their next unit of assignment. Provides mission command, force protection, administration, and logistical support for assigned and attached personnel.

b. Organization. Each BN consists of up to seven companies adjusted annually through the SMDR.

c. Functions.

(1) Transitions BCT Soldiers into the AIT environment and completes the Warriorization process.

(2) Serves on a rotational basis as the task force commander for a multi-echelon, scenario-driven, Warrior Training Exercise (WTX) reinforcing MOS training, common tasks, and battlefield survival skills.

(3) Maintains individual permanent party deployability and fitness.

(4) Provides Warriorization training for inter-service transfers and prior service Soldiers.

(5) Cares for the Families.

(6) Reviews and develops training doctrine.

(7) Supports external taskings to support CASCOM/Fort Lee as assigned.

(8) Conducts Community engagements.

(9) Conducts Recruiting support.

(10) Plans and executes three unique Ordnance Crucible.

Section IV**10-17. U.S. Army Defense Ammunition Center (DAC)**

a. Mission. DAC provides worldwide support with technical expertise and training for munitions logistics, surveillance, explosives safety, and hazardous materials. It executes Army authority for munitions and explosives safety, developing solutions for Army, Joint, and Multinational forces to enable successful military operations and theater security cooperation.

b. Organization. The Defense Ammunition Center reports to Combined Arms Support Command (CASCOM) as a separate reporting activity (SRA). CASCOM and the Sustainment Center of Excellence (SCoE) Commanding General (CG) assigned the DAC Executive Director responsibility and authority to exercise command jurisdiction over the activity IAW stated missions and agreements. The Executive Director reports directly to the Chief of Ordnance. DAC consists of two directorates: the U.S. Army Technical Center for Explosives Safety (USATCES) and Training Directorate (see Figure 10-4).

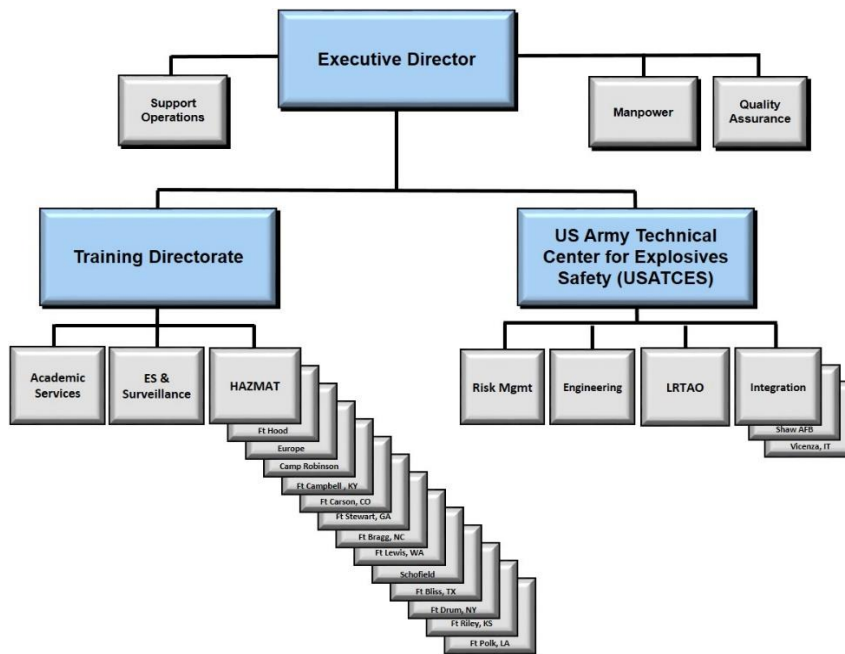


Figure 10-4. DAC

c. Functions.

(1) Office of the Executive Director

(a) Directly oversees an organization with operations across 18 military installations in 14 states and two countries.

(b) Responsible for the development and implementation of a cohesive and synchronized strategy for providing optimized ammunition logistics, surveillance, and explosives safety capabilities to the Army worldwide.

(c) Serves as a Program Evaluation Group (PEG) Executive. Supports the development of Program Objective Memorandum (POM) builds for the Sustaining (SS PEG) through diverse Sub-Activity Groups (SAG).

(d) Executes Department of Army (DA) Worldwide Review and Technical Assistance mission IAW AR 700-13.

(e) Executes the USATCES mission IAW AR 385-10 and DA Pam385-64. Responsible for explosives safety related proponent integration and synchronization of explosives safety DOTMLPF capabilities and requirements

(f) Executes certification training programs IAW DoDI 5160.68, DoD 4500.9-R, AR 385-10, NAVSEA OP 5, AFI 32-1065, AR 700-37, and DA Pam 385-64 for explosives safety, technical transportation of hazardous materials, military packaging and preservation.

(g) Executes DA Apprentice training programs for Career Program (CP) 20 Quality Assurance Specialists (Ammunition Surveillance) (QASAS) and CP 33 Logistics Management Specialist (Ammunition Management).

(2) Manpower

(a) Supports school with manpower expertise during the Structure and Manning Decision Review (SMDR).

(b) Coordinates Table of Distribution and Allowances (TDA) and TDA development, preparation, maintenance, and publication; develops and maintains the manpower modules; and assists with civilian personnel actions.

(c) Develops ceilings for and in accordance with (ICW) the G-1 assists in execution of the civilian Monetary Awards Program.

(3) *Quality Assurance*

(a) Conducts internal evaluations of DAC staff, training and education functions against Army Enterprise Accreditation Standards (AEAS) IAW the Master Evaluation Plan (MEP).

(b) Ensures training/education meets compliance standards IAW Training and Doctrine Command (TRADOC) regulations.

(c) Recommends changes to instruction to improve training/education effectiveness (trends, findings, and recommendations for improvement).

(d) Advises training division chiefs/course managers on methods to implement and/or improve training quality control measures.

(e) Provides ratings and recommendations to ensure the quality and effectiveness of DAC training/education by conducting and assessing training/education with a variety of assessment tools (observations, evaluations, surveys, and after action reviews (AARs)).

(f) Provides accreditation oversight by assisting in preparing the DAC for TRADOC accreditation evaluations.

(g) Guides the development of the annual self-assessment and pre-accreditation self-assessment against AEAS.

(h) Provides focused and special assistance to directors, division chiefs, and course managers to improve areas of concern relative to training, education, and training support.

(i) Provides accreditation oversight and leads the accreditation of all aligned DAC training at headquarters, satellite training locations and mobile training teams.

(j) Provides review Training Requirements Analysis System (TRAS) and Instructor Action Hours (IAH) on a routine basis to ensure quality throughout the DAC training products.

(k) Participates in the DAC's Institutional Training Management Board process.

(4) *Support Operations Division*

(a) Financial Management

1. The Financial Officer is responsible for allocation of resources to fund program/mission requirements; management, accountability, and reporting of all organizational funds/budgets; and validation of expenditures for supplies, equipment, course materials purchase and distribution.

2. The financial management team develops of Program Objective Memorandum (POM) builds for the Sustaining (SS PEG) and Training (TT PEG) through diverse Sub-Activity Groups (SAG) 424/321. To include the development of POM builds for the SS PEG and TT PEG through diverse Sub-Activity Groups (SAG) 424/321 of the following: 424 POM Requirements/Briefing slides for MDEPS AACS/AANS ESAV & Explosive Safety Test Program; 321 SII (Special Interest Items) POM requirements for Distance Learning Contract and Inter Service Support Agreement (ISSA)

3. The financial management team monitors the execution of SAG direct funding, prompt receipt, execution, and return of reimbursable funding, responsible for receipt and issue of funds from various DoD sources; monitor budget levels and availability of funds (DTS). Provide daily funding reports from General Fund Enterprise Business System (GFEBs), which reports commits, obligations and disbursements to ensure execution remains within budget guidance.

Provides organizational support by management of the following: administering government purchase cards (GPC) for supplies and materials. Preparing and process processes permanent change of station (PCS) authorizations/vouchers. Manages the Automated Time and Attendance Production System (ATAAPS), DTS, Citibank, and employee government travel card (GTC). Manage the submission and tracking completion on all trouble tickets with McAlester Army Ammunition Plant (MCAAP).

4. Responsible for all HHQ taskers; ATRM-159 Tasker; indirect OPTEMPO Cost Factor Data Call (WebPC Review) and AMO Packet validation in TRADOC Contract Database. Create/submit Request Personnel Actions (RPA) to include Recruit/fill, reassignments, career ladder promotions, and monetary/civilian awards.

5. Prepares cost estimates, DD1144 support agreements, and coordination with appropriate POCs on funding for all reimbursable missions and Mobile Training Teams (MTT).

(b) Transportation/Training

1. Transportation Assistants/Training Coordinator reviews and process all Defense Travel System (DTS) authorizations and vouchers

2. Maintains/updates travel charts

3. Processes and tracks official passports for the installation

4. Responsible for updating/tracking annual mandatory training and others to include Civilian Education System (CES)/DTS for all employees.

5. Responsible for the provision/submission of all government travel card applications with Citibank.

6. Maintains DAC's Sensitive Compartmented Information Facility (SCIF)

(c) Deployment Support. Provides deployment support for DAC personnel.

(d) Property Book. Manages DAC property book with CASCOM G-1/4 and Fort Lee Logistics Readiness Center (LRC).

(e) Academic Services

1. Manages Army Training Resource Requirements System (ATRRS) functions to include producing class rosters and generating reports on projected loads and actual inputs.

2. Generates reports, conducts reviews and ensures continuity of course information in ATRRS, and DAC website.

3. Provides oversight of the property book program and accountability; maintains hand receipt documentation.

4. Provides shipping and supply services for the school to include mobile training team and satellite support.

5. Applies analysis, design, development, implementation, and evaluation (ADDIE) process to training products/courseware and using the systems approach to training.

6. Develops and revises training products for all instructor-led and distance learning courses in concert with training developers, instructors and subject matter experts and IAW TRADOC regulations and established maintenance schedule.

7. Conducts job and task analysis and task selection boards for each proponent (course sponsor) with appropriate agencies.

8. Inputs required course materials in Training Development Capability (TDC) systems IAW CASCOM policies and business rules.

9. Coordinates Course Administrative Data (CADs) and Programs of Instruction (POIs) with to identify resource requirements for the SMDR and review of manpower processes for Training Directorate.

10. Updates Programs of Instruction (POI) as needed based on feedback from formal analysis, feedback, and after action reviews.
11. Develops and manages POIs.
12. Maintains and routes TRAS documentation.
13. Participates in the DAC's Institutional Training Management Board process.
14. Prepares input to contract strategies, statements of work and related documents for individual training products; ensures that contractor-developed materials in compliance with the terms of the contract.
15. Participates with DA G-1, DA G-3 and TRADOC G-3/5/7 in SMDR and Analysis of Change Cell (AoCC) process.
16. Manages DAC Staff and Faculty Development Program. Maintains instructor certification and observation review records.
17. Provides foreign disclosure determination.
18. Coordinates and facilitates academic accreditations to include American Council of Education (ACE), Council on Occupational Education (COE), International Association for Continuing Education and Training (IACET) and American National Standards Institute (ANSI).
19. Provides liaison, logistical, and administrative support to Foreign Military Students (FMS) prior to and for duration of DAC training.
20. Coordinates DAC Instructor of the Year (IOY) Program.
21. Manages distance-learning programs.
22. Provides training support to allow the effective functioning of the DAC.
23. Serves as DAC lead for the Army Training Requirements and Resources (ATRRS) training for the all Services, Department of Defense (DoD) personnel, and international military students.

(5) Logistics Review and Technical Assistant Office (LRTAO)

- (a) Conducts AR 700-13 independent assessments of commands, activities, and installations, identifying local and systemic problems against published standards, recommends corrective actions, and highlights best practices.
- (b) Mentors ammunition professionals while on-site to provide immediate corrective actions/solutions.
- (c) Updates, publishes, and distributes the DAC Yellow Book (Hazard Classification of U.S. Military Explosives and Munitions) on a biannual basis.
- (d) Manages the web-based Ammo Help Program, a technical and rapid response resource for all DoD services.
- (e) Conducts trend analysis of non-compliant review findings.
- (f) Provides technical support to foreign governments as directed by DA.
- (g) Reviews ammunition policy development as directed by DA.

(6) Director of Training

- (a) Provides direction and oversight of the Training Directorate to attain total training objectives IAW DoD and Army policies, standards, agreements, and public/federal law.
- (b) Coordinates with U.S. Army Centers and Schools; DoD, DA, Army Materiel Command (AMC), TRADOC, other military Services and civilian agencies on matters pertaining to training programs.
- (c) Provides certification training IAW DoDI 5160.68 for ammunition careerist, DoD, military and civilian personnel who perform convention ammunition logistics, surveillance, and explosives safety missions. IAW with AR 385-10, DA Pam 385-64, NAVSEA OP 5, and AFI 32-

1065 provides explosives safety certification training for Army, Navy, Marine and Air Force civilian and military personnel. Provides Technical Transportation of Hazardous Materials (HAZMAT) certification training for personnel from all services IAW Defense Transportation Regulation DoD 4500.9-R, and executes military packaging and preservation training as the single source provider for DoD IAW AR 700-37.

(d) Serves as primary POC with HQDA G-1/G-3 and TRADOC G-3/5/7 Training Operations Management Activity (TOMA) for Structure Manning Decision Review (SMDR) training requirements and validation.

(e) Advises and assists the Executive Director on organizational and functional alignment.

(f) Informs the Executive Director on issues directly affecting the organization's mission.

(g) Recommends and assists the Executive Director on matters that affect mission accomplishment.

(h) Serves as DAC lead for training core functions.

(i) Systematically collects and analyzes ammunition logistics, surveillance, and explosives safety field data for integration in training and products for use across the Doctrine, Organization, Training, materiel, Leadership, and Education, Personnel, Facilities and Policy (DOTMLPF-P) domains to sustain, enhance, and increase the Army's preparedness to conduct current and future operations.

(j) Training Development. Provides training programs and products for service members, Civilians, DoD contractor support personnel and allied forces.

(k) Functional training. Provides position or specialty training at DAC, via mobile training teams (MTT) and at Satellite Training Locations (STL). Sets standards and ensure execution to standard for explosives safety-related individual training.

(7) Explosives Safety/Surveillance Training Division

(a) Conducts explosives safety certification training for Army, Navy, Marine and Air Force Civilian and military personnel IAW with AR 385-10, DA Pam 385-64, NAVSEA OP 5, and AFI 32-1065.

(b) Provides DA Apprentice certification training for personnel assigned to CP20 and CP33

(c) Provides munitions certification training for military and civilian personnel involved in munitions and ammunition logistics missions IAW DoDI 5160.68.

(d) Applies analysis, design, development, implementation, and evaluation (ADDIE) process to training products/courseware and using the systems approach to training.

(e) Develops and revises training products for assigned instructor-led and distance learning courses in concert with training developers, instructors and subject matter experts and IAW Army regulations and established maintenance schedule.

(f) Supports Quality Assurance (QA) evaluators IAW the Master Evaluation Plan (MEP).

(8) HAZMAT Training Division

(a) Conducts Transportation of HAZMAT certification training for DoD and military/civilian personnel from all services IAW Defense Transportation Regulation DoD 4500.9-R through instructor led and distance learning training.

(b) Conducts military packaging and preservation training for DoD IAW AR 700-37.

(c) Applies ADDIE process to training products/courseware and using the systems approach to training.

(d) Develops and revises training products for assigned instructor-led and distance learning courses in concert with training developers, instructors and subject matter experts and IAW Army regulations and established maintenance schedule.

(e) Supports Quality Assurance evaluators IAW the MEP.

(9) *U.S. Army Technical Center for Explosives Safety (USATCES)*

(a) Provides direction and oversight of the Directorate and identifies improvements to the Army's explosives safety posture.

(b) Advises and assists the Executive Director on organizational and functional alignment.

(c) Keeps the Executive Director informed of issues that directly affect the organization mission.

(d) Recommends and assists the Executive Director on matters that affect mission accomplishment.

(e) Serves as lead for explosives safety core functions.

(f) Transfers explosives safety operational knowledge throughout the force to maintain currency and convey the wisdom of the Army's collective expertise.

(g) Systematically collects, analyzes, and archives explosives safety field data for dissemination and integration in training and products for use across the (DOTMLPF-P) domains to sustain, enhance, and increase the Army's preparedness to conduct current and future operations

(h) Provides operational support to allow the effective functioning of the USATCES.

(i) Conducts explosives safety and munitions risk management for joint operations to include coalition forces.

(j) Provides technical support to the Army Staff for budgetary planning and programming on matters affecting explosives safety.

(k) The Senior Safety Engineer provides a direct relationship with OSD's Department of Defense Explosives Safety Board (DDESB), ASA (I&E) and DASAF to analyze and coordinate technical papers, engineering analysis, and R&D testing to improve explosives safety standards for DoD. Responsibilities include developing policy recommendations and changes to Army standards, working directly with the Army Board Member from ASA IEE to the DDESB. Provide Army explosives safety subject matter expertise as a member of the Army Weapons System Safety Review Board and corresponding joint service weapons safety board.

(10) *Integration Division*

(a) Provides independent explosives safety assessments of commands, activities and other organizations that have an ammunition and explosives mission.

(b) Identifies local and systemic problem areas and providing recommendations for corrective actions.

(c) Advises Army Command, Army Service Component Command (ASCC), Direct Reporting Units (DRU) commander, Army National Guard, or installation personnel on new or evolving developments in matters affecting the ability to accomplish missions in a safe manner.

(d) Conducts on-site reviews, studies, assessments and other actions directed by the DCS, G4.

(e) Provides technical assistance to commands, activities, installations and other organizations with an ammunition and explosives (A&E) safety mission.

(f) Coordinates requirements for standard design of ammunition facilities, developing design requirements and coordinating with installations, commands and design activities.

(g) Conducts explosives safety assistance visits of ammunition activities as requested by HQDA or the Army Command, ASCC, DRU commander or Army National Guard.

(h) Assess compliance with explosives safety training requirements, including the adequacy of training and qualifications of personnel assigned to manage and coordinate disposition Material

Potentially Presenting an Explosive Hazard, Material Documented as an Explosive Hazard and Material Documented as Safe.

(i) Evaluates installation organizational structures to ensure explosives safety positions are staffed at the appropriate level.

(j) Evaluates explosives licenses and contractor operations limits to identify situations out of compliance with DDESB-approved limits or Army standards.

(k) Reviews of sample of contracts involving A&E operations to assess whether the appropriate contract ammunition and explosives safety clauses are included.

(l) Assesses compliance with technical requirements IAW DA Pam 385-64, A&E Safety Standards.

(m) Provides Munitions Explosives Safety Management Council (MESMC) quarterly updates on the status of explosives safety improvements using information from data call requirements and findings from AR 700- 13 reviews.

(n) Serves as repository for centralized management and oversight of AR 700-13 review and AR 385-10 Explosives Safety Assistance Visits (ESAV) data and information to include data calls.

(11) Risk Management Division

(a) Provides final Army review and approval of A&E, chemical agent and munitions and explosives of concern (MEC) safety site and construction plans submitted for approval on behalf of the Office of the Director of Army Safety (ODASAF) to the DDESB.

(b) Performs protective construction analysis when minimum default separation distances are not satisfied. Protective construction may be used in buildings and structures to provide protection against the propagation of explosions, damage to facilities, and loss of life. Protective construction may be designed to: (a) Achieves personnel protection, (b) Protects facilities and equipment, or (c) Prevents propagation of explosives.

(c) Assists in the development of plans for construction or modification of ammunition facilities for handling, storing, maintaining, demilitarizing and/or disposing or testing of AE.

(d) Identifies requirements for standard design of ammunition facilities, developing design requirements and coordinating with installations, commands and design activities.

(e) Reviews, approves, and supports chemical agent safety site plan submissions for munitions response development.

(f) Provides explosives safety and chemical agent safety technical information and assistance to HQDA, ACOMs, ASCCs, DRUs, Field Operating Agencies (FOA), and installations in support of Army-wide operations.

(g) Provides technical assistance and tracks explosives safety and chemical agent safety waivers, exemptions, Deviation and Risk Acceptance Document (DRAD), and Secretarial Certifications.

(h) Provides explosives and chemical agent accident investigation assistance, analyzes accident data, and tracks remedial actions to develop and recommend corrective measures to the Army Combat Readiness Center (CRC).

(i) Provides technical support to the MESMC and the DA Chemical Agent Safety Council.

(j) Reviews all Army construction proposals and DD Form 1391 provided by proponents of construction projects to ensure consistency with Army and DoD explosives safety criteria.

(k) Assesses compliance with technical requirements IAW DA Pam 385-61, Toxic Chemical Agent Safety Standards.

(l) Assists ODASAF with the development and maintenance of Army explosives safety policy and doctrine to ensure that the Army is executing a comprehensive and effective Army Explosives Safety Management Program (ESMP).

(m) Maintains and executes the U.S. Army Explosives Safety Test Management Program to validate, establish, or modify explosives safety requirements promoting research, development, promulgation, and application of explosives safety technology.

(n) Provides input to the development of CP-12 Safety and Occupational Health Specialist (SOH) courses to ensure SOHs will be trained and competent in A&E safety and explosives safety management. (Not Resourced)

(o) Provides explosives safety training to support Army safety CP12 (Occupational Safety and Health) requirements (with the exception of the Chemical Demilitarization Program).

(p) Maintains a database to track chemical agent, munitions and explosives of concern, and explosives safety deviations, explosives safety site plans, and other required explosives safety submissions including supporting material from initiation to final approval and closure. Periodically reviews the database to ensure that deviations are reviewed at the local level (to ensure that risk assessments are current and that all exposures, risks, and mitigating actions have been identified) and validate the need for continuance.

(q) Supports explosives safety information and database requirements of the Army Safety and Occupational Health Enterprise Information Management System.

(r) Maintains ESMP documents provided by installations.

(s) Supports development of explosives safety training recommendations of the MESMC Training Knowledge Management Working Group approved by DASAF and Deputy Assistant Secretary of the Army for Environment DASA (ESOH).

(t) Performs initial and periodic validation of explosives manufacturing and load, assembly, and pack processes. Provide copies of validations to ODASAF.

(u) Provides explosives safety training to support Army Career Program (CP) 12 requirements (with the exception of the Chemical Demilitarization Program). Conducts 5-6 two week workshops annually (Not Resourced)

(v) Provides explosives safety training to 890A Warrant Officer Advance Course (WOAC) phase II personnel to support CASCOM/OD training. (Not Resourced)

(w) Provides explosives safety personnel to U.S. Army Central Command (ARCENT) this support embedded within the commands safety office in support of Army-wide operations. (Not Resourced).

(x) Provides explosives safety personnel to U.S. Army Africa Command (AFRICOM), this support embedded within the commands safety office in support of Army-wide operations. (Not Resourced)

(12) Engineer Division

(a) Hazard classification for explosives. Provides Interim Hazard Classification (IHC) of A&E items. Serves as Army final hazard classifier for ammunition for all services. Serves as the maintainer and repository for DDESB Joint Hazardous Classification System (JHCS).

(b) Engineering storage and out loading design. Provides worldwide engineering design support for conventional and chemical ammunition through the development of the Army standard packaging, handling, unitization, storage and out loading procedures.

(c) Validation and evaluation testing. Performs validation testing of transportation, storage, and handling procedures. Conducts United Nations Performance Oriented Packaging tests. Conducts ammunition unit load approval testing and first article testing. Conducts testing/evaluation to validate military and commercial vehicles, platforms and trailers for safe ammunition transport and provide worldwide environmental instrumentation.

(d) Material Handling Equipment and Ammunition Support Equipment development. Conceptualizes, designs, prototypes, and tests Material Handling Equipment and Ammunition Support Equipment.

(e) Environmental monitoring. Provides worldwide instrumentation and data collection to monitor environmental elements and physical forces, collects and disseminates long term data analysis and statistics.

Chapter 11

Transportation School (TS)

a. Mission. Trains, educates and delivers battle-focused functional transporters and multi-functional logisticians; develop doctrine, concepts, capabilities, materiel, and force structure to enable deployment and distribution for Army, Joint, and coalition forces during contested multi-domain operations (MDO) against the pacing threat.

b. Organization. Chief of Transportation oversees the following (see Figure 11-1):

(1) Command Group; U.S. Army Transportation School, Proponency and Regimental Offices, Special Staff and personal, 58th Transportation Battalion (Fort Leonard Wood, MO), 508th Transportation Training Department (Fort Lee, VA), 510th Transportation Training Detachment and Echo Company (Joint Base Langley Eustis).

(2) The Chief of Transportation has mission/coordinating oversight of the Deployment Process Modernization Office, Force Development Distribution Branch/Requirements Division and the Combat Support Branch/Logistics Materiel Readiness Directorate (part of the Future Force Integration Directorate (FFID)), and the Deployment and Distribution Branch (Sustainment CDID) for the Transportation mission areas.

(3) Commandant has proponency oversight and Tactical Control of U.S. Army Reserve (USAR) 2nd /94th Transportation Training Brigade located at Ft Lee, VA) (assigned under the 94th Training Division, 80th Training Command (TASS)); oversight of Army National Guard (ARNG) Regional Training Institutes (RTIs) teaching the Transportation career management fields (CMFs).

(4) Additionally, as the CASCOM Deputy Commanding General for Futures, the Commandant has coordinating/integrating responsibilities for the Army Futures Command (AFC) Sustainment Capabilities Development and Integration Directorate.

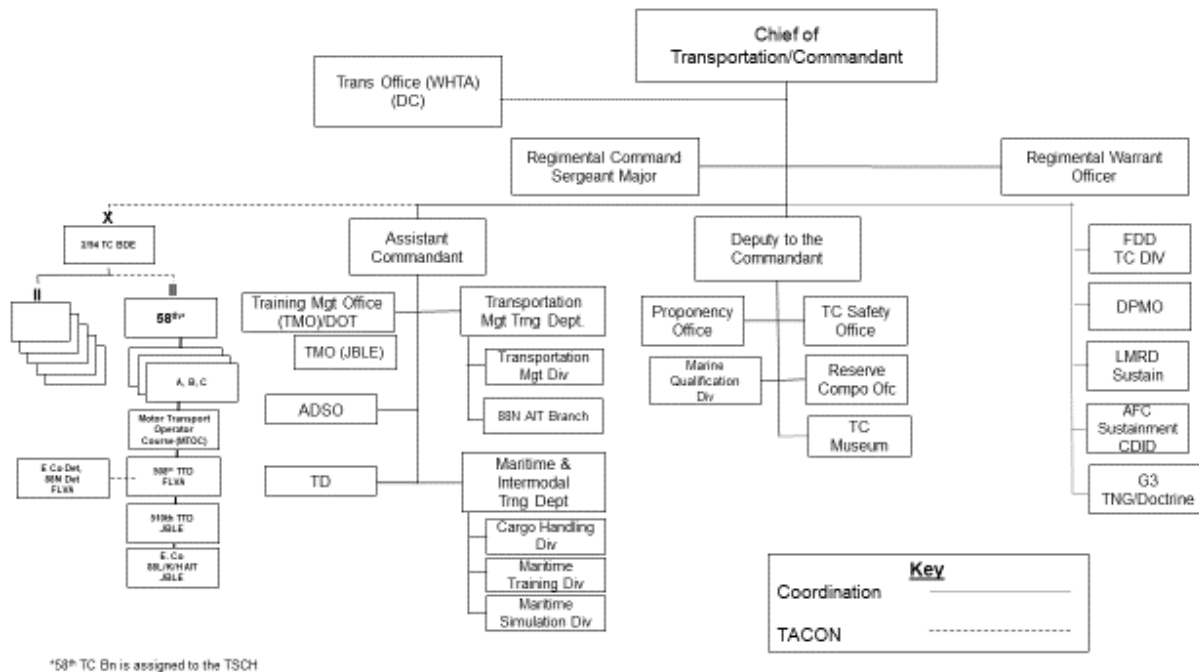


Figure 11-1. Transportation School Organization

c. Functions

- (1) Provides training and education on how to plan, schedule, and supervise the use of each mode of transportation for the effective movement and distribution of units, personnel, equipment, and supplies.
- (2) Develops doctrine on the use of all modes of transportation and the Army’s single movement controller and traffic manager for the movement of materiel from the source to the combatant commanders.
- (3) Provides subject matter expertise to DoD worldwide military traffic, land transportation, and common-user ocean terminals.
- (4) Develops transportation concepts and doctrine and develops unit organizations and the requirements to support acquisition of transportation systems for the Army.
- (5) Provides joint service doctrine and training coordination to include training and professional development for all military and civilian personnel in transportation and deployment methods.
- (6) Provides training on field and sustainment maintenance and supply for marine equipment.
- (7) Serves as the HQDA G-4 lead agency for the implementation of the Command Deployment Discipline Program (executed through DPMO).
- (8) Provides deployment/redeployment expertise in support of HQDA funded FORSCOM evaluation team assessments of Army Level 3 Emergency Deployment Readiness Exercises (EDRE) and Sea Emergency Deployment Readiness Exercises (SEDRE), as part of the Army's Deployment Readiness Exercise (DRE) program (executed through DPMO).

d. Mission Command: The Transportation School has capability dependencies and requires coordinating staff support from external sources as organized without a subordinate headquarters structure.

(1) 2nd Brigade, 94th Training Division (RC): Provides command and control of 58th Transportation Battalion (AC) located at Fort Leonard Wood, MO. The brigade is TACON to the Transportation School (TS). The TS provides funding resources to the battalion.

(2) 23rd QM Bde: The brigade will provide barracks housing of 88N AIT students at Fort Lee and training support for 88N field training exercises

(3) CASCOM Staff: Provides support to the Transportation School through coordinating staff oversight; such as manpower management and resourcing and SHARP/EO/EEO higher level oversight.

11-1. Command Group

a. Chief of Transportation.

(1) Deputy Commanding General (DCG) roles and responsibilities are defined in the CASCOM ToR document.

(2) Commands the TS and Regiment. Is the principal advisor to the CASCOM CG and TRADOC on TC DOTMLPF-P matters. Responsible for ensuring the TS trains, and educates Soldiers, develops leaders, and supports training in units. Provides and supports technical training requirements for officers attending multifunctional logistics, WO, and NCO courses within the ALU and the TS. As the Army's Chief of Transportation and Commandant, leads all matters of proponency and development of the Transportation Corps to ensure it can perform its mission in support of the U.S. Army; directly assists CASCOM and HRC in life cycle personnel management and talent management. As Commandant, focuses talent management on growing leaders (officers, warrant officers, and Non-commissioned officers) for the future success of the Army; engage and mentor leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly connects, schoolhouse and command engagements, and Brigade Combat Team Commander Development Program. Through branch proponents, the commandant informs and encourages broadening opportunities.

(3) Additionally, as the CASCOM Deputy Commanding General for Training and Leader Development, on behalf of the CASCOM/SCoE Commanding General, the Commandant executes oversight for all Army sustainment training and leader development, and the synchronization of related policies and priorities identified by {TRADOC, CAC, IMT, and CASCOM} for institutional training and education.

b. Assistant Commandant/Commandant TSCHL FT Lee/JBLE. Member of the command group responsible for the daily operations of the TS. Coordinates actions among the different divisions and TS elements located on Fort Lee, JBLE, Fort Leonard Wood, and external elements within TRADOC, CAC, and CASCOM. Oversees and support training requirements, and proponency of all TC AIT and PME POI. Executes Special Court Martial Convening Authorities for 508th TTD, 510th TTD and Echo Company.

c. Deputy to the Commandant. Senior advisor and consultant to the Commandant and staff. Has full executive authority to direct and coordinate the actions of the special staff: Proponency Office, Reserve Component Affairs Office, and the Transportation Regimental Safety Office. Additionally, provides management oversight of the U.S. Army Transportation Museum (assigned to the Center for Military History). Documents resourcing with outside agencies for mission support requirements beyond the scope of CASCOM and SCoE (FORSCOM units who provide equipment to support our training requirements like watercraft). Additionally, serves as Assistant Career Program Manager (ACPM) for Fort Lee/CASCOM CP-24 civilians.

d. Transportation Corps Command Sergeant Major. Principal enlisted advisor to the Commandant and staff on all enlisted matters for students, staff, faculty, and the Regiment. Advises the Commandant and staff on status of TS quality of training and recommends assignment of TC SGMs in concert with SGM branch and HRC. Responsible for reviewing/examining trends, and developing and implementing proposals affecting career programs for TC enlisted Soldiers. Provides professional development, mentorship, and counseling to CMF 88 Soldiers. Ensures all aspects of the NCO common core competencies are present in the operational domain.

e. Regimental Chief Warrant Officer. Principal advisor to the Commandant on all Warrant Officer matters. Examines career trends, develops and implements proposals affecting career programs and opportunities for TC WOs and recommends assignment of all TC WOs in concert with HRC. Develops technical prerequisites and approves all TC WO applications. Coordinates with USAREC and HQDA G-1 to develop annual TC WO accession plans. Identifies and recommends changes to structure and training to meet the technical needs of units supported by TC WOs. Provides professional development seminars, mentorship, and counseling to officers, WOs, and enlisted Soldiers on the roles, responsibilities, and use of WOs.

f. Administrative Officer. Administrative Officer for the U.S. Army Transportation School. Performs a variety of duties relating to the management of administrative and personnel services programs. Principal advisor to the Commandant, Deputy to the Commandant, Executive Officer, and staff in areas of office support services, administration, personnel management, document control, and a variety of other areas. Primary Security Manager for the Transportation Corps in areas of information, personnel, physical, and industrial security. Provides the following support for school: Lead Defense Travel system administrator, travel card manager, billing official for purchase card, records management officer, MICP Coordinator, and civilian personnel and military personnel human resource duties and concerns. Provides interface between the Command Group, subordinate directorates/offices, and Army Command (ACOM) command and tenant staff elements. Provides administrative direction and guidance to military and civilian personnel to ensure mission success in support of the Corps. Directs and coordinates administrative functions within the Command Group to support the duties of the Executive Officer in his absence and as required.

11-2. Personnel Development Office/Office of the Chief of Transportation (OCOT)

a. Mission. (IAW AR 600-3, DA Pam 600-3, and AR 5-22) OCOT is the Principal Advisor to the Chief of Transportation on all matters relating to branch personnel developments. Central POC to the COT for all Transportation matters to include Transportation commissioned officer AOCs, Warrant Officer MOSs and enlisted Career Management Fields (CMFs).

b. Functions.

(1) IAW AR 600-3, responsible for eight personnel development system life cycle management functions for Transportation Branch soldiers, officers, and civilians including Structure, Acquisition, Distribution, Development, Deployment, Compensation, Sustainment, and Transition.

(2) IAW AR 5-22, responsible for developing DOTMLPF-P requirements and supporting force modernization proponents in developing those requirements and executing approved training, leadership, education, and personnel programs.

(3) IAW AR 600-3, ensures personnel management policies, programs, and procedures are established in conjunction with HRC, Army G-1, and ACOMs.

(4) IAW AR 600-3, facilitates staffing of Military Occupational Classification Structure changes for officers, warrant officers and enlisted specialties.

(5) IAW AR 600-3, ensures TC officers, warrant officers, and enlisted are staffed within the correct grades and quality and have the requisite skills sufficient to satisfy operating and generating force requirements.

(6) Responsible for military occupational classification structure changes for all officers, warrant officers, and enlisted to include specific skill identifiers.

(7) IAW AR 5-22, provides analysis and data concerning force structure and integration through the Total Army Analysis validating personnel requirements and authorizations to determine force development documentation for the Transportation and Logistics branches.

(8) IAW DA Pam 600-3 and DA Pam 600-25 develops and reviews the Transportation Branch portion for all three components. These pamphlets provide meaningful professional development guidance to assist officers; warrant officers; noncommissioned officers; their commanders; HRC; and DA Centralized Officer, Warrant Officer, and Enlisted Selection Boards in ensuring viable career progression within a branch, FA, or CMF. These pamphlets will be made available to each selection board by the DA Secretariat.

(9) Establishes career progression pattern/Professional Development Model (PDM) by AOC and CMF.

(10) IAW 611-1 reviews and updates MOS prerequisites. Advises and assists Commander, HRC on all branch personnel matters except individual personnel management decisions. Reviews requests for exceptions to proponent developed and approved MOS prerequisites and grants waivers as appropriate.

(11) Develops command slating guidance to assist HRC slating boards to identify Officers and Senior NCOs who possess unique skills and requisite experience to lead Transportation commands and key billets.

(12) Establishes career progression pattern/Professional Development Model (PDM) by AOC and CMF.

(13) IAW 621-1 manages the Transportation Branch Training with Industry Program for officer, warrant officer, and enlisted. Identifies and recommends AERS coded positions for TWI and ACS utilization.

(14) Manages, reviews, and awards request of waivers for MOS training prerequisite requirements.

(15) Director responsibilities include direct involvement in the Army's personnel system and the composition and mission of the HQDA Personnel Development General Officer Steering Committee (GOSC), Officer Personnel Management System (OPMS) Council of Colonels (CoC), and the individual personnel developer committees and boards.

(16) IAW AR 870-21, responsible to the Chief of Transportation in providing oversight of the Transportation branch or corps on all matters related to the USARS, select and appoint individuals to serve in honorary positions within the Transportation branch or corps, review, approve, and issue certificates for honorary or distinguished personnel, and develop the Transportation Corps Regimental Standard Operating Procedure (SOP) which incorporates TC Regimental Affiliation System, including duties as Corps Adjutant as defined by the Chief of Transportation. Implement and sustain the Regimental Recognition Program to include execution of the Transportation Corps annual Regimental Activities and awards program.

(17) IAW DA Pam 611-21, Prepares CMF 88 Military Occupational Classification Structure (MOCS) actions for changes to Classification Standards and maintain Standards of Grade (SOG) Tables to ensure viable career progression for each MOS, to maintain leader to led ratios, and to provide guidance to USAFMSA for documenting structure

(18) Evaluates and recommends the Army's Additional Skill Identifiers (ASI) requirements (create, delete and merge ASIs as required).

(19) IAW DA Pam 600-25, Develops the TC portion of the U.S. Army Noncommissioned Officer Professional Development Guide.

(20) IAW DA Pam 600-3 AND 600-25, Develops and maintains Professional Development Models for all TC MOSs.

(21) Provides panel and BOD members to the Army Research Institute Studies relative to MOS accessions and classification.

(22) Reviews/verifies USARECs Soldier Quality and Accession Goals.

(23) Analyzes CMF and AOC impacts of Primary Manning Authorization Documents (PMAD) and Updated Authorization Documents (UADs) on Proponent Structure.

(24) Prescribes grading guidance for all positions contained in requirements (Table of Organization and Equipment (TOE)) and authorization Modified TOE (MTOE), Table of Distribution and Allowances (TDA), Augmentation TDA (AUGTDA), mobilization TDA (MOBTDA), and Joint Tables of Allowances (JTA) documents.

(25) Regimental Operations Officer. Responsible for coordinating execution of Regimental tasks as dictated by CASCOM or the Chief of Transportation. Conducts regimental outreach for ROTC accessions, TC Connects, social media, and engages with Public Affairs for events involving the Transportation Corps.

(26) Strategic Initiatives Group. Responsible for developing, working, and executing, command plans and the Chief of Transportation's priorities. Coordinates and integrates actions as required across CASCOM's TC-related matrix staff: G-3-TD, FFID, ALU, AFC Sustainment CDID and TS, for the Chief of Transportation.

11-3. Maritime Qualifications Division

a. Mission. Validates sea service and issue marine certifications and licensing to Army mariners worldwide.

b. Functions.

(1) Manages the Army's Maritime Qualification and Licensing Program, Army Sea Duty Program and Army Vessel Naming Program.

(2) Serves as the proponent for AR 600-88, Sea Duty, and AR 56-9, Watercraft.

(3) Administers, grades and issues renewal certification examinations and certificates.

(4) Educates the field through classroom briefings during skill level courses. (EP1).

(5) Provides procedural guidance to the field through policy letters and regulation interpretation.

(6) Manages, reviews, and awards requests for waivers for MOS training prerequisite requirements.

(7) Serves as the historical repository for all Army watercraft log books.

(8) Conducts inspections of all levels of command in the administration of the US Army sea pay program.

(9) Serves as the functional manager for the issuance, organization and administration of the US Army Sea Duty Ribbon.

11-4. Reserve Component Affairs Office

a. Mission. Ensures the Reserve Component (USAR and ARNG) perspectives are fully integrated in the development of emerging doctrine, leader development, and force structure

impacting the manning, equipping, training, readiness, and deployability of Reserve Component Transportation Units and Soldiers (primary focus on Soldiers). Provides the Chief of Transportation timely and accurate perspectives on personnel, equipment, training, and deployment issues that pertain to the Reserve Component Transportation Community.

b. Functions.

(1) Hosts and participates in conferences, workshops, training site visits and staff assistance visits that contribute to improving RC Transportation training and readiness.

(2) Assists in the integration of all facets of RC individual and collective training (into the RC) to include support for RC Officer, Warrant Officer and NCO leader development, Military Occupational Specialty Qualification (MOSQ) and unit training initiatives. Ensures training, doctrine, and combat development activities are well coordinated.

(3) Advises the Deputy to the Commandant to ensure training for both reserve components meet the One Army School System standard.

(4) Advises the Chief of Transportation on Individual Mobilization Augmentee (IMA) program and other RC-specific programs.

(5) Conducts TRADOC Liaison NCO duties supporting RC Soldier Training at Fort Lee and Joint Base Langley Eustis.

(6) Spearheads the integration, collective training and coordination of all RC-related force integration actions for FORSCOM, TRADOC, CASCOM, OCAR, ARNG and USARC.

(7) Serves as the liaison among the TS, Regional Training Institutions (ARNG) and Total Army School System Training Centers (USAR).

(8) Serves as the liaison to TS, Government, and non-governmental agencies to facilitate credentialing programs.

(9) Assists with review of instructor certification packets from 2nd Trans Bde/94th (FS) Div (USAR) and ARNG; coordinates with TS and CASCOM QA to approve certification packets.

11-5. Transportation Corps Branch Standards and Safety Office

a. Mission. To interpret standards and oversee the full integration of Risk Management (RM) into Transportation branch functions, systems, operations, and training focused on reducing risk and enhancing the capabilities of Army Maritime, Rail, and Tactical Wheel Vehicle operations. Continually provides watercraft safety information to U.S. Army Mariners. Implement and sustain the Transportation Corps Safety Program. Serves as the principle safety POCs for all TWVs, Watercraft, Rail Safety Programs and Transportation Schools.

b. Functions.

(1) Serves as special staff to the Chief of Transportation providing safety oversight on matters pertaining to the execution of the Corps mission. This office consists of Occupational Safety and Health specialists disciplined in highway, rail, watercraft, and military training safety responsible for providing oversight to the operational Army worldwide.

(2) Serves as the principal safety point of contact for Army Rail Safety, Rail safety training, policy development, accident investigations, and compliance with Federal Regulations and rules.

(3) Serve as the Army's primary point of contact for Army Maritime Standards and regulatory compliance as the subject matter expert (SME). Oversees specific requirements in Army maritime standards and safety including institutional training and worldwide regulatory compliance. Provides watercraft standards information to U.S. Army Mariners.

(a) Required responsibility directed by AR 56-9; the Chief of Transportation supports and sustains the Maritime Safety Program. The Standards and Safety Office manages the safety

program to include standards and safety education, training, and promotion activities; inspections and assessments; accident investigations; reporting and recordkeeping; hazard analysis; and countermeasure development as it applies to CASCOM and SCoE organizations, personnel, property, and equipment.

(b) Supports Army Service Support Commands (ASSCs) worldwide in conducting watercraft Safety and Occupational Health (SOH) inspections on more than 160 watercraft to ensure unit safety posture and provide technical guidance, advice, and recommendations for standard compliance.

(c) Supports and provides recommendations on Maritime SOH issues to TACOM, and PEO CS&CSS on PQDR's, new equipment fielding and equipment modification proposals and validation.

(d) Conducts onsite and individual investigations of marine casualties involving Army Watercraft.

(e) Provides training to Transportation Corps commands, and SOH instruction for The Transportation School.

(4) Serves as the principle safety POC for all tactical wheeled vehicles and trailer issues encountered by the Army. Works in coordination with TC component managers, systems managers (TACOM), Driver Standardization Office, training developers, and regiment staff.

(5) Serves as the principal SOH Advisor to the U.S. Army Transportation School. Responsible for ensuring a school-wide safety program for all assigned and attached personnel including staff, cadre, and enrolled students at JBLE, VA, Fort Lee, VA, and Fort Leonard Wood, MO.

11-6. Transportation School

a. Assistant Commandant. Member of the command group responsible for the daily operations of the TS. Coordinates actions among the different divisions and TS elements located on Fort Lee and JBLE, and external elements within TRADOC, CAC, and CASCOM. Oversees and supports training requirements, and proponentcy of the 88M POI executed by the 58th Transportation Battalion, Fort Leonard Wood, MO, TACON under the 2/94th Transportation Training Brigade. Executes Special Court Martial Convening Authorities for 508th TTD, 510th TTD and Echo Company.

b. Mission. Trains the Army's transportation Soldiers, Civilians, and members of other services, develop transportation leaders, support training in units, assist in developing deployment and movements doctrine, establish applicable standards, and assist in developing future transportation capabilities. Coordinate Joint transportation management, planning procedures, and technical skills for members of all uniformed services, including the military of allied nations.

c. Organization. Consists of the Training Management Office (TMO); the Army Driver Standardization Office (ADSO); and three training departments: Transportation Management Training Department (TMTD), the Maritime and Intermodal Training Department (MITD), and the Transportation Training Development Department.

d. Functions.

(1) Proponent for all transportation training conducted at Fort Lee, VA; JBLE, VA; and Fort Leonard Wood, MO.

(2) Provides transportation proponentcy coordination and supervision of transportation Officers, Warrant Officers, and Non-commissioned Officers PME conducted in the ALU and other schools.

(3) Trains automated transportation-related systems applications for situational awareness and deployment processes used to conduct joint operations.

(4) Proponent for all TS matters to include transportation officer FSCs, WO MOSs, enlisted CMFs, civilian occupational series, and associated life-cycle management functions.

(5) Trains RA and reserve Soldiers, DA and DoD civilian transportation managers, and personnel from allied nations on career development and technical courses including watercraft and marine terminal operations, air and highway transport/distribution operations, movement control, rail operations, unique transportation automated movement management systems, mobilization/deployment/redeployment operations, and strategic deployment planning.

(6) Trains and provides logistical and administrative support to USMC, USN, and USCG students in transportation management.

(7) Conducts ARBs to determine and recommend corrective actions.

e. Training Management Office. Oversees and coordinates training, administrative, and logistical support across the entire TS. Consists of two offices, the principal office at Fort Lee and a cell at JBLE supporting the MITD.

(1) Chief, TMO/Director of Training.

(a) Reviews acquisition packages concurrently with the director of contracting and is the alternate contracting officer representative for contract administration.

(b) Conduct human resource administration.

(c) Prepares guidance for training execution initiatives IAW HQDA/TRs and standards.

(d) Develops policies and procedures pertaining to the conduct and administration of resident/mobile training, and DL ICW CASCOM G-3/5/7 and TRADOC G-3/5/7.

(e) Coordinates priorities of TCS input into the HQDA/TRADOC ATRRS defining out-year resources and training workload.

(f) Recommend approval for waiver requests for any deviations to course Programs of Instruction (POIs) taught by the TCS to the Commandant.

(g) Prepares and submits the TRADOC NETUSR or successor system.

(h) POC for the SMDR to validate training requirements and capacities. Coordinates resident training issues with HRC and HQDA G-3. TCS POC for training requirements of the NGB, OCAR, FORSCOM, USMC, USN, USAF, and the USCG.

(i) Liaison for all matters pertaining to the TRADOC Inter-service Training Review Organization (ITRO).

(j) Spearheads the Council on Occupational Education assessment in conjunction with the TRADOC Accreditation

(k) Develops mobilization training input to the TCS mobilization plan.

(l) Manages TRAP requests and resolves training constraints/issues.

(m) Coordinates requests for schedule deviations and resolves resulting conflicts.

(n) Responsible for academic records functions to include management of Resident Individual Training Management or successor system.

(o) Manages the Instructor Certification/Development and Recognition Program for the TCS.

(p) Ensures training equipment is in the POIs, on the TDA, properly documented on the Property Book and hand-receipts.

(q) Provides facilities support to all TCS departments and the BDE.

(r) Conducts Training Management Review Board (TMRB) and/or Quarterly School Updates

(s) Updates the Transportation Training Guidance

(2) *Academic Records and Student Affairs Division.*

(a) Validates training requirements and capacities for the Structure and Manning Decision Review (SMDR). Coordinates TS resident training issues with HQDA HRC and HQDA G-3. Serves as POC for training requirements of the NGB; OCAR; FORSCOM; USN; and the USAF.

(b) Coordinates and programs projected student loads with TRADOC, CASCOM, and other service schools and agencies.

(c) Manages Training Resources Arbitration Panel (TRAP) requests and resolves training constraints/issues for resident training or student support involving external agencies and activities, off-site training facilities, and FORSCOM units.

(d) Manages the functions of Army Training Requirements & Resource System (ATTRS) to maintain student load reports that include projected loads and actual inputs. Assists in identifying student reservations and quotas.

(e) Establishes resident student records in Digital Training Management System (DTMS) and the class master folder. Prepares one-time and recurring reports and statistical data from DTMS and ATRRS; finalizes student records, identifies honor students, prepares graduation documents and diplomas, and prepares history file. Prepares, updates and reviews DTMS training data and receive notification of and processes student disposition and posts in DTMS and ATRRS.

(3) *Plans and Operations.*

(a) Prepares annual training guidance for training execution initiatives.

(b) Responsible for assigning, tracking, completion, and reporting of all taskings within the TS.

(c) Serves as the TS Property Book Officer. Maintains accountability for property used by contractors and Government employees. Develops plans, procedures, and implementation for integrated automated management systems. Reviews and/or develops procedures pertaining to hand receipting, storage, issuing, and inventor management to ensure compliance with regulatory guidelines. Participates in and/or represents the command/unit in meetings held to determine revisions, additions, or local property book procedures.

(4) *Distance Learning/Training Support.*

(a) The TMO DL Liaison has administrative rights for the Transportation Domain on Blackboard (a web-based application), and course manager rights in the Army Learning Management System (ALMS).

(b) Develops policies and procedures pertaining to the conduct and administration of resident, mobile, and distance learning (DL) training. Participates in the development and implementation of newly developed programs.

(c) Works with the Transportation Training Development team to provide assistance in the delivery of web-based online instruction.

(5) *Contracts.*

(a) Prepares all Acquisition Management and Oversight (AMO) packets for the TS as directed/requested throughout the fiscal year ICW TRADOC Regulation 5-14.

(b) Reviews acquisition packages concurrently with the directors and TS leaders to ensure accurate description(s) of requirements and all related technical data.

(c) Executes conduct and reporting requirements.

(d) Provides assistance to designated TS CORs for contract actions and contract surveillance procedures and reporting.

(6) *Oversight and Synchronization for Training Support.*

(a) Provides oversight for all 88 series POI implementation and assisting in coordinating required training support and safety to include training conducted at Fort Leonard Wood, MO and Joint Base Langley Eustis (JBLE), VA.

(b) Provides operational control of the 508th Transportation Training Detachment to provide direct support for all TC training events on Fort Lee

f. *The Army Driver Standardization Office (ADSO).* Executes lead responsibilities for a uniform driver training policy throughout the U.S. Army. Advises the Commandant on all aspects of motor wheeled vehicle driver training. As the proponent, the Commandant is the reviewing and approving authority for all motor wheeled vehicle driver training packages and products. Provides critical operator/driver tasks, conditions, and standards to TRADOC hardware leads. With oversight of AR 600–55, serves as the Army Driver and Operator Standardization Program (selection, training, testing, and licensing) and lead for the Army Driver Training Strategy and the Master Driver Trainer’s Program.

(1) Army lead for motor wheeled vehicle driver selection, training, testing, and licensing. Maintains a standard/uniform driver training strategy for the Army. (EP 1).

(2) Single POC at the TS for MOS 88M, Motor Transport Operator, AIT resident course and provides MOS 88M technical advice for course quality and post-graduate surveys.

(3) Reviews and advises changes to the wheeled vehicle sections of AR 600-55, provides interpretation of the regulation to the field.

(4) In conjunction with the Transportation Training Development Department, reviews and recommends actions on the development of vehicle specific training circulars and TSPs for non-MOS 88M wheeled vehicle operators.

(5) Provides military commercial driver’s license technical guidance.

(6) Provides technical advice and consultation concerning driver training areas to the Combat Readiness Safety Center, U.S. Department of Transportation, and other agencies.

(7) Reviews training materials related to wheeled vehicle drivers including training aids, devices, simulations, and simulators.

(8) Reviews procedures, policies, and regulations for potential impact on Army drivers.

(9) Reviews/evaluates doctrine and training literature to determine impact on the motor wheeled vehicle driver training community.

(10) Reviews MOS 88M reclassification packages and provides technical recommendations.

(11) Oversees and executes the Army Master Driver Trainer ASI: M9 Course.

(12) Lead for Commercial Driver’s License (CDL) credentialing programs.

g. *Transportation Management Training Department.* Provides instruction on strategic and operational movement processes, procedures and systems used for deployment and distribution through functional courses and Advance Individual Training (AIT). Areas include sustainment planning and processes, movement control, distribution management and asset management. Trains Soldiers, civilians, and members of other services and nations in skills and functions associated with strategic and operational level movement supporting the Defense Transportation System, both resident and with mobile training teams. Manages, conducts, and evaluates assigned

courses. Monitors the technical sequencing, scope, and changes to POIs and instructional materials; monitors maintenance of training facilities and operational status of training equipment. Plans, coordinates, and executes graduation ceremonies. Develops training strategies, goals, and objectives in related technical areas. Coordinates with the CASCOM G-3 Training Development Department and the Quality Assurance Team to design and develop relevant training programs and materials. The Transportation Management Training Department consists of the Movement Management Branch and 88N AIT Branch.

(1) The 88N10 AIT branch provides AIT for MOS 88N (Transportation Management Coordinator) initial entry training (IET) Soldiers and to Military Occupational Specialty Qualification branch transfer Soldiers. The branch also contributes to the development of the 88N Advanced Leader Course (ALC) and Senior Leader Course (SLC) courses taught at the Army Logistics University's Non-Commissioned Officer Academy.

(2) Movement Management Branch provides functional training in deployment processes and systems for strategic and operation movement supporting deployment and distribution operations including unit movements (air, sea, land) and in the Defense Transportation Regulation (commercial contract and military). Provides instruction and hands-on application on air and rail operations, air load planning, and on Transportation Management Systems used for air and surface movement through resident courses and mobile training teams. Provides proponent validation of instruction of the Unit Movement Officer Deployment Planning Course at select installation Troop Schools.

h. Maritime and Intermodal Training Department (MITD). Executes and manages resident IMT, PME, and Functional Programs of Instruction in the areas of Army watercraft operations and engineering; cargo handling and rail operations for Soldiers and Civilian members of all services. Executes Mobile Training Teams upon demand. Manages, conducts, and evaluates assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment. Plans, coordinates, and executes graduation ceremonies. Develops training strategies, goals, and objectives in related technical areas. Coordinates with G-3/5/7 TD for the development of training materials. Consists of three training divisions: Cargo Handling Division, Maritime Training Division, and Maritime Simulation Division.

(1) The Cargo Handling Division (CHD) provides IMT, PME, and functional training for 88H Cargo Handling Specialist and 88U Railway Specialist Military Occupational Specialties.

(a) Provides IMT for 88H10, and 88U10 MOS. Provides technical training for NCOs in the 88H30, 88U30 and 88U40.

(b) Responsible for the conduct and execution of the Kalmar RT240 Rough Terrain Container Handler ASI-R1 Course, and the Integrated Computerized Deployment System (ICODES) Basic and Maritime functional courses.

(c) Provides rail training and certification, executes the DoD Locomotive Engineer Certification Program as the Designated Supervisor of Locomotive Engineers for Army and Navy civilians and contractors who have a rail operating mission in support of the military and selected Federal agency locations. Provides functional rail training and certification in the Locomotive Engineer/Conductor Certification and Recertification courses, and the Railway Crewmember Operators Course.

(2) The Maritime Training Division (MTD) provides IMT, PME and functional maritime engineering, operations, and simulation training for 88K and 88L Enlisted, 880A and 881A Warrant Officer, and select civilian personnel.

(a) Provides IMT, PME, and functional maritime engineering, and operations training to Army watercraft Warrant Officers in MOS 880A and 881A, functional watercraft engineering and operations training in MOS 88K20 and 88L20, technical training for basic and advanced NCOs in MOS 88K30, 88K40, 88L30, 88L40, AIT for Enlisted in MOS 88K10, and 88L10 watercraft personnel.

(b) Provides advanced technical training and common leader development subjects designed to prepare WOs and senior NCOs for assignments at higher levels.

(c) Provides maritime specific standards of training and certification for watch-keepers functional training in support of Army marine licensing, certification, and Soldier for Life Credentialing initiatives.

(3) The Maritime Simulation Division provides maritime related functional, high speed craft and simulation training to DoD officer, WO, NCO, enlisted, and civilian watercraft personnel.

(a) Provides maritime specific standards of training and certification of watch-keepers functional training in support of Army marine licensing and certification.

(b) Supports maritime simulation training to U.S. Navy Military Sealift Command personnel in Joint High Speed Vessel operations.

11-7. 2nd/94th Transportation Brigade.

a. Mission. Provides command and support functions to assigned Battalions conducting Military Occupational Specialty Training in Career Management Field 88, and the Technical Phases of Non-Commissioned Officer Professional Development System IAW TRADOC POIs..

b. Organization. Consists of a Headquarters, Staff, Headquarters and Headquarters Company, and five USAR Training Battalions BNs: 7th/80th, 8th/95th, 6th/100th, 7th/104th and 8th/108th BN and one Active Component Battalion, 58th TC BN. Supporting the brigade staff, the TS assigned an Integration Cell under its TDA to provide support to Active Component (AC) units. The Integration Cell provides S1, S3, and S4 functions to oversee day to day operations of AC units assigned to the TS.

c. Functions.

(1) Directs the completion of the Soldierization process. Transition students from the total control environment of basic combat training (BCT) into the AIT environment.

(2) Executes NCO DPs for CMF88 NCOs for MOS 88N, 88M, 88U, and 88H.

(3) Graduates technically and tactically proficient, physically fit TC Soldiers across all COMPOs capable of surviving on the modern battlefield and able to contribute to their first unit of assignment.

(4) Ensures permanent party Soldiers are prepared technically, tactically, physically, and administratively for worldwide deployment.

(5) Promotes comprehensive Soldier fitness and resiliency.

11-8. 58th Transportation Battalion

a. Mission. Conducts advanced individual training in order to develop motor transport operators capable of operating in contingency and peacetime environments.

b. Organization. Battalion (BN) consists of four advanced individual training (AIT) companies (Alpha, Bravo and Charlie located at FLMO. Echo Co located at JBLE and FLVA) adjusted

annually through SMDR, two Transportation Training Detachments (508th TTD, FLVA and 510th TTD, JBLE) and the Motor Transport Operations Course (MTOC) Division.

c. Functions.

(1) Transitions BCT Soldiers into the AIT environment and completes the Soldierization process.

(2) Maintains readiness and care for Soldiers, Civilians, and their families through the Comprehensive Soldier and Family Fitness Program and the Ready and Resilient Campaign.

(3) Provides Soldierization training for inter-service transfers and prior service Soldiers (MOS-T).

(4) Under the guidance of the AC, executes the 88M Motor Transport Operators course by providing instruction and direct support to training events.

(5) 508th Transportation Training Detachment Functions:

(a) Provides logistical support to the U.S. Army Transportation School IMT/PME.

(b) Provides logistical support to the U.S. Army Quartermaster School.

(c) Provides logistical support to the U.S. Army Ordnance School.

(d) Provides logistical support to the U.S. Army Logistics University.

(e) Provides logistical support to CASCOM.

(f) Provides logistical support to U.S Army Garrison Fort Lee.

(g) Provides logistical support to the Surrounding Virginia Peninsula Region.

(h) Develops, trains, and prepares Soldiers within the unit to contribute to the Operational force.

(i) Cares for Soldiers and Civilians assigned to the 508th Transportation Training Detachment.

(j) Tasking authority for other than direct support for TC training events for the 508th Transportation Training Detachment is from the CASCOM G-3 through TMO. Tasking support for TC training requirements is strictly from the TMO.

(6) 510th Transportation Training Detachment Functions:

(a) Provides training mission command, administrative, and logistical support to all personnel assigned or attached to the U.S. Army Transportation School (USATS) on JBLE.

(b) Provides direct support for all TC training events for Students in the Warrant Officer Basic Course, Warrant Officer Advanced Course, 88K20, and 88L20 courses that are assigned or attached to 510th Training Transportation Training Detachment and are located at JBLE.

(c) Provides Field Grade UCMJ authority for Echo Co permanent party and students.

(7) Echo Company commands the 88H/K/L AIT student population located on JBLE and is assigned to the 58th Transportation Battalion at Fort Leonard wood. All AIT students attending courses on JBLE are assigned to Echo Company. An Echo Company detachment commands the 88N10 AIT student population located at Fort Lee and is ADCON to the 508th Transportation Training Detachment at Fort Lee. All students attending courses on Fort Lee are assigned to Echo Company.

11-9. Transportation Corps Training Development (TCTD) Division

a. Mission. Develops all Transportation Corps (TC) Proponent Active and Reserve Component, individual training development (TD) products and associated training materials in support of the TC Proponent/ Chief of Transportation (COT's) priorities and/or directives.

b. Organization. TC-TD Division consists of two branches: Highway-Movements Branch; and the Watercraft - Terminal Operations Branch. Officer Education System (OES)/Leader Development is embedded in the Highway-Movements Branch.

c. Functions.

(1) Develops and revises transportation individual training products and strategies for the total force on behalf of the proponents.

(2) Coordinates individual training development priorities with the Transportation School.

(3) Develops and fields all training development products in accordance with (IAW) the TR 350-70, Army Learning Policy and Systems.

(4) Conducts job and task analysis and task selection boards on behalf of the Commandant for each military occupational specialty (MOS). Develops task analysis for all critical tasks, new and revised. Recommend location of training.

(5) Identifies technological change and its application to the training development process. Research and acquire technologies to enhance training development and incorporate interactive multimedia instruction in support of the Army Learning Model.

(6) CASCOM G-3/5/7 Training Technology Division works in collaboration with TCTD the capability to develop engaging and immersive training products of varying levels of interactivity that can be published to multiple platforms and accessed at the point of need with precision and without unnecessary cost, helping to maintain a shared responsibility to support the learning continuum of Soldiers among the institutional schoolhouse and operational force.

Chapter 12

Soldier Support Institute (SSI)

12-1. Command Group

a. Mission. Trains and educates Adjutant General (AG) and Finance and Comptroller (F&CS) professionals and deliver solutions enabling the Army to fight and win in large scale combat operations against peer threats.

b. Organization (see Figure 12-1).

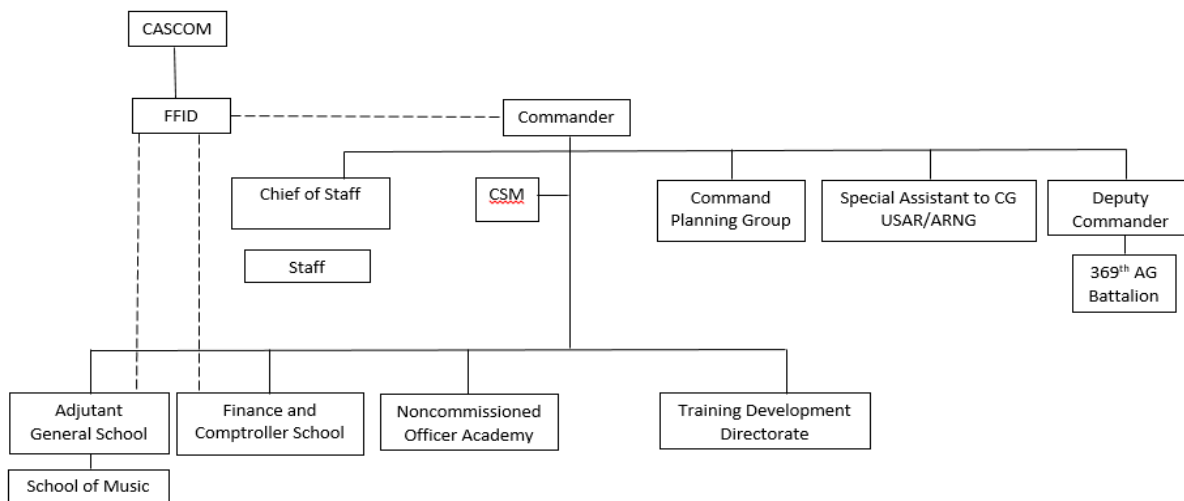


Figure 12-1. Soldier Support Institute (SSI)

c. Functions.

(1) *Commanding General.* Roles and responsibilities are defined in the CASCOM TOR document.

(2) *Deputy Commander.* Acts for the CG in his/her absence. Supervises and directs the execution of the CG's decisions and policies with primary focus on training support, initial IMT and combat and training developments.

(3) *Chief of Staff.* Principal coordinating agent for the command regarding operations and relationships with higher, adjacent, subordinate, and supported units, agencies, and activities. Provides strategic direction to the personal, special, and coordinating staff consistent with the CG's intent. Exercises daily staff supervision of SGS, executive services, SSI Safety Officer, Director of Resource Management, operations, personnel, logistics, information technology, historian and the library.

(4) *Command Sergeant Major.* Provides advice and recommendations to the CG, regarding training, Soldier morale and welfare matters, and NCO development. Monitors the execution of policies and interprets them for Soldiers as appropriate. Provides an open and "unique" channel of communications between the CG and the NCO support chain. Conducts visits to selected units and provides feedback to the appropriate CASCOM and SCoE activity.

(5) *Special Assistant to the CG, U.S. Army Reserve (USAR).* Serves as the senior Army Reserve (AR) advisor to the Soldier Support Institute Commander, Deputy Commander, school commandants, and staff directors on United States Army Reserve (USAR) issues.

(6) *Special Assistant to the CG, Army National Guard (ARNG).* Serves as the senior ARNG advisor to the SSI Commander, Deputy Commander, school commandants and staff directors on ARNG issues, representing both the interests of the Chief, National Guard Bureau (CNGB) and the Director of the Army National Guard (DARNG).

(7) *Secretary to the General Staff.* Principal POC for distinguished visitors and all protocol events for the SSI. Develops and coordinates itineraries for Colonel and above visitors to SSI with subordinate schools and external agencies. Interfaces/coordinates with Fort Jackson.

(8) *Command Historian.* Staff Historian for the CG, SSI, and branch historian for the U.S. Army AG Corps, and the U.S. Army Finance Corps. Provides historical reference services.

(9) *Safety Officer.* Implements and manages the Army Safety Program for SSI as outlined in Field Manual 5-19; AR 385-10, The Army Safety Program; TRADOC Reg. 385-2, U.S. Army TRADOC Safety Program; and SSI Safety SOP. Advises and assists the CG, SSI in overseeing command safety responsibilities. Collects, analyzes, and disseminates data concerning accidents. Provides periodic safety program progress reports and information concerning accidents.

(10) *G-1 (Personnel).* Manages military personnel IAW TDA requirements and authorizations. Manages military personnel readiness, sponsorship and affiliated military personnel systems utilized to process personnel actions, evaluations, awards and other programs which support the Soldier and Soldier readiness.

(11) *G-3 (Operations).* Provides oversight of daily operations and long range planning, ensuring effective and efficient accomplishment of the SSI mission. Provides management for internal and external tasking's. Develops, coordinates, and publishes OPORDs, TASKORDs, WARNORDs, and FRAGORDs, as required to execute the CG's guidance. Provides oversight for Antiterrorism/Force Protection and Operations Security Programs and the SSI Training Management Program.

(12) *G-3 (Training Management)*. Conducts the Structure Management Decision Review (SMDR) and the Army Program of Individual Training (ARPRINT) analysis, scheduling, working Training Resources Arbitration Panel (TRAP) actions and maintaining schedule updates. Supports all Army Training Requirements and Resource System (ATRRS) actions. Serves as the ATRRS Functional Manager and Training Resources Analysis System (TRAS) Manager IAW TR 350-70 Chap 4, Sect II. Creates all the classes in the Army Evaluation Entry System (EES) for the schools production of the AER 1059 requirement.

(13) *Command Planning Group (CPG)*. Completes executive level support and correspondence for the command Group to include speeches/talking points, briefings, presentations, and articles for publication. Conducts future operations (FUOPs) planning for SSI events and Proponent School events ISO of larger SSI goals. Ensures all products for Command Group and external audiences are accurate, and professionally prepared. Coordinates with CASCOM CPG on higher HQs level events involving SSI.

(14) *G-4 (Logistics Management)*. Coordinates logistics requirements. Executes expenditure of funds within logistics related accounts of the organization's budget. Oversees various logistical operations/functions pertaining to operations (exercises, activities, etc., under OPORD). Coordinates with installation master planner and engineer division pertaining to facility renovations and military Army construction projects. Facility management. Supply operations maintains accountability of unit's installation/TDA property (automation, support equipment, non-tactical vehicles, furniture, and office equipment).

(15) *G-6 (Information Management)*. Serves as the Principal staff officer to the SSI Commander for proper planning, employment, resourcing, and security of Information Management/Information Technology (IM/IT). The CIMO coordinates directly with the local network enterprise center (NEC) and the TRADOC Chief Information Officer to ensure that IM/IT requirements and execution are legally compliant, logically employed and support TRADOC's and the Army's overall network architecture.

(16) *G-8 Resource Management*. Serves as the Principal Financial Advisor to the SSI Commander on all Fiscal Matters; Provides the SSI Financial Management, Civilian Human Resources, and Manpower Services; Develops and Implements Effective Financial and Management Internal Control Processes to Properly Safeguard and Account for the Command's Resources; and Provides Effective and Efficient Resource Planning and Execution in Accordance with the SSI's Mission and Commander's Priorities.

(17) *Combined Army Department*. Provides instruction of the TRADOC approved Common Core Program doctrine and tactics for the Adjutant General and Finance Captain's Career Courses, Basic Officer Leader Courses, and the Adjutant General Warrant Officer Advanced and Basic Courses. Upon request, the CAD provides myriad support to the Soldier Support Institute (SSI), the 369th Adjutant General Battalion, other Centers of Excellence and Fort Jackson.

12-2. Training Development Directorate

a. Mission. Develops and sustains realistic, relevant, and responsive HR and FC individual and collective training in support of the Army to fight and win in large scale combat operations against peer threats.

b. Organization (see Figure 12-2).

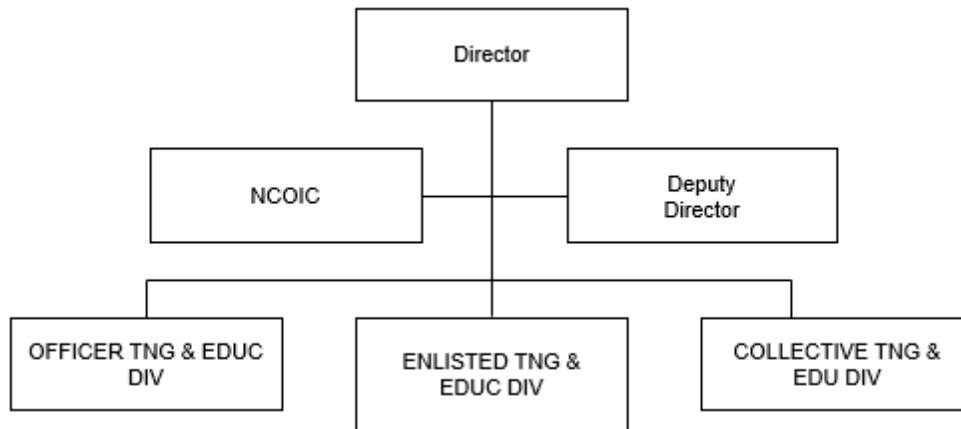


Figure 12-2. Training Development Directorate (TDD)

c. Functions.

(1) *Director, TDD.* Responsible to the CG and Commandants of the AGS and FCS, for the development, administration, internal evaluation, and regulatory compliance of all SSI courseware. Principal advisor to the CG and Commandants on training development requirements, processes, and procedures. Integrates and coordinates Army training and education development actions. Directs training development resources and workload in accordance with priorities established by the Commandants. Directs the integration of best practices, training concepts, and strategies across training development. Annually sponsors and implements the SSI Instructor Recognition Program. (2) *Deputy Director, TDD.* Manages training development workload and identifies/resolves development issues. Manages personnel, operational, and support activities. Administers contract management functions. Integrator and advisor on training development issues, assists in establishing priorities and recommending resource allocation.

(3) *Enlisted Training and Education Division.* Responsible for the ADDIE management, processes, and products IAW the Army training and education development process and the analysis, design, development, implementation, and evaluation model. Develops and maintains individual training products and applicable TRAS documentation for the AGS and FCS enlisted, and some functional courses, including Postal Operations, Postal Supervisor's, and Executive Administrative Assistant Courses.

(4) *Collective Training and Education Division.* Analyzes, designs, and develops rigorous, relevant, and effective unit training products, including Warfighter Training Support Packages and combined arms training strategies, that support HR and FC teams and units in achieving operational readiness in decisive action., Administers staff and faculty program actions for SSI and other Fort Jackson schools. Develops and maintains interactive multimedia instruction and DL courseware taught and delivered by the AGS and FCS using in-house capabilities and resources. Serves as SSI's training development capability database and blackboard content management system administrator and provides technical support and training to instructors and training developers on the use of academic content development and systems applications.

(5) *Officer Training and Education Division.* Responsible for the management of the ADDIE processes and product development IAW the Army training and education approved policies and processes. Develops and maintains individual officer and warrant officer PME and functional

courses training and education products, to include applicable TRAS documentation, for the AGS and FCS based on proponent school commandant’s approved training strategy. . Serves as integrator for officer training and education development actions for the Adjutant General (AG) and Finance and Comptroller (FC) schools.

12-3. Noncommissioned Officer Academy (NCOA)

a. Mission. Develop highly adaptive, ready, and disciplined Force Sustainment leaders through rigorous professional military education, combined with infusing the Army’s doctrine and values into every Noncommissioned Officer; enabling the Army to fight and win.

b. Organization (see Figure 12-3).

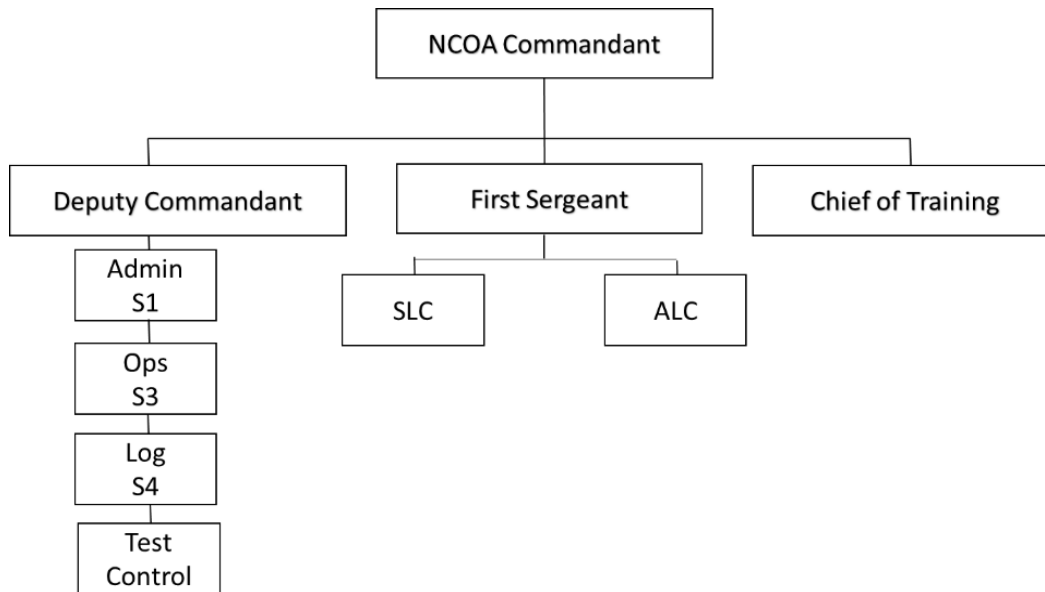


Figure 12-3. NCO Academy

c. Functions.

(1) *Commandant, NCOA.* Commands, manages, and controls the operation of the NCOA, SSI. Administers welfare and discipline (less Uniform Code of Military Justice) of cadre and students.

(2) *Deputy Commandant, NCOA.* Coordinates and supervises the daily operations of the NCOA. Directs, supervises, and coordinates academy staff activities, to include relationships with higher HQ.

(3) *First Sergeant.* Responsible for the welfare, morale, health, and readiness of all personnel. Advises and assists the NCOA Commandant in maintaining discipline and standards within the organization.

(4) *Chief of Training.* Serves as liaison and point of contact for student training. Collaborates with AGS, FCS, and TDD for Program of Instruction (POI) matters. Manages student enrollment priorities and procedures.

(5) *Administration (S1).* Coordinates personnel and administrative operations. Prepares NCOA daily status report; monitors, collects, and analyze data affecting Soldier readiness. Provides administrative support for graduation ceremonies.

(6) *Operations (S3)*. Coordinates and facilitates the management of training and operations for the NCOA; determines requirements and allocation of training resources. Assists the SGLs in maintaining instructor packets and student folders IAW applicable regulations and manuals.

(7) *Logistics (S4)*. Advises the commandant on the logistical missions; determines and coordinates supply actions. Manages field support and organizational equipment under established procedures for storage, maintenance, issue, turn-in and replacement; determines equipment readiness status.

(8) *Test Control Officer*. Monitors all procedures and activities in the test control room, while exercising close supervision over all phases of handling, administration, scoring, requisitioning, transmittal, security, storage, and disposition.

(9) *Senior Leader Course*. Implements and executes MOS technical core and warrior tasks and battle drills SLC training for 42A, 36B, and 56M.

(10) *Advanced Leader Course*. Implements and executes MOS technical core and warrior tasks and battle drills ALC training for 42A, 36B, and 56M.

12-4. 369th Adjutant General Battalion

a. *Mission*. Conduct Advanced Individual Training (AIT) for Military Occupational Specialties (MOS) 36B and 42A to complete the Soldiers’ Initial Entry Training; to provide trained, ready, and agile Soldiers to the Operational Force.

b. *Organization* (see Figure 12-4).

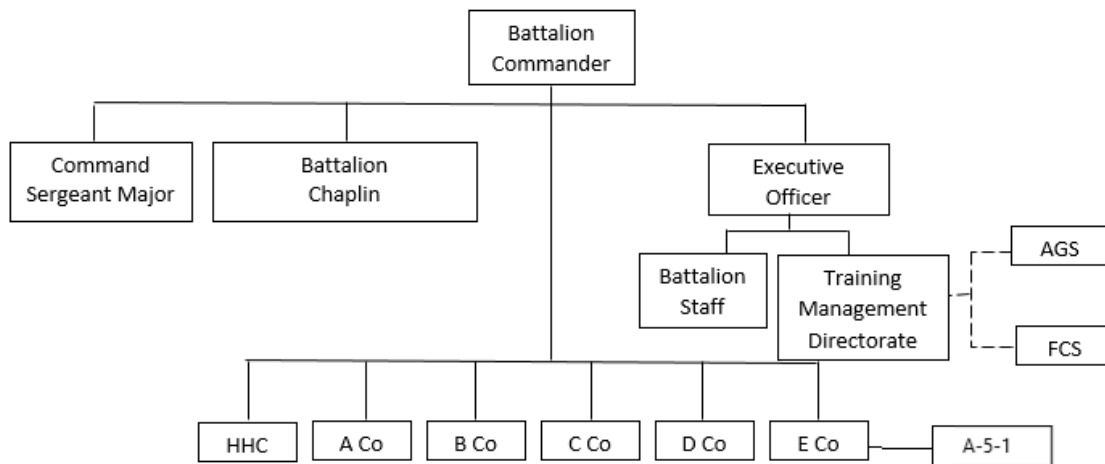


Figure 12-4. 369th Adjutant General Battalion

c. *Functions*.

(1) *Commander*. Commands, controls, disciplines and oversees the welfare of military personnel assigned or attached to the 369th Adjutant General (AG) Battalion. Provides summary court-martial convening authority for personnel assigned or attached.

(2) *Executive Officer*. Directs, supervises and coordinates battalion staff activities, to include relationships with subordinate elements, schools, directorates and higher headquarters. Informs

the commander, command sergeant major and staff on all matters affecting the organization. Represents and assumes command of the battalion in the commander's absence. Monitors and executes standard operating procedures (SOPs) and battalion policies IAW applicable regulations and guidance. Ensures the commander's mission and intent are executed accordingly within the staff elements. Reviews all staff actions, internal/external tasking and other correspondence for situational awareness and correctness prior to the commander's receipt and oversees the preparation and execution of the budget and MWR unit fund.

(3) *Command Sergeant Major*. Serves as principal enlisted advisor to the commander. Serves as president or member of senior noncommissioned officers' councils, enlisted promotion boards and other boards or panels that affect the Soldiers assigned to the command. Represents enlisted Soldiers at installation advisory councils. Responsible for assigning enlisted soldiers within the battalion. Provides recommendations and/or advises company commanders and 1SGs on matters concerning enlisted Soldiers. Assists in reception of visitors to the command and monitors health, morale and welfare of unit members and their families. Trains the battalion noncommissioned officers; visits training sites and activities, focusing particular attention to dress, appearance and military bearing of soldiers, instructor techniques, and performance of Soldiers. Accompanies the commander on training inspections, visits to units, and ceremonies. Ensures incoming personnel are welcomed to the unit and properly briefed on duties and responsibilities as a part of the battalion. Manages the execution of the battalion noncommissioned officer development program.

(4) *S-1*. Plans, coordinates and supervises the areas of personnel management, awards, evaluations, actions, maintenance of unit strength, maintenance of morale, maintenance of discipline, law and order, safety and headquarters management. Directs the operations of the S-1 Section. Publishes the battalion rating scheme and maintains the battalion policy letters and standard operating procedures. Processes all personnel actions and supervises the battalion legal NCO.

(5) *S-2/3*. Functions as the headquarters building security officer. Responsible for distributing completed security clearance requests to the appropriate personnel. In conjunction with installation security, conducts and supervises security inspections; manages physical and personnel security programs. Performs administrative duties to control and safeguard classified documents and serves as the primary staff officer for the management of training, plans, operations, and mobilization. Maintains records on training ammunition requirements, forecasts and consumption for the battalion. Consolidates and coordinates allocations for installation schools. Develops and executes emergency and contingency plans. Monitors and disseminates training directives and plans and executes training requirements. Plans and coordinates special events, parades, ceremonies. Coordinates plans and schedules events for the battalion leadership professional development program and conducts weekly and quarterly training briefs. Executes TRADOC directed tasking; coordinates for orders and security clearances. Coordinates and provides support for installation tasking in support of TRADOC assets. This includes but not limited to funeral honors, post flag details, retirement review details, and defense academy credibility assessments.

(6) *S-4*. Provides logistical guidance to unit supply NCOs; advises the command on the logistical mission; determines and coordinates supply requirements. Plans, coordinates and inspects supply related programs, maintenance and transportation assets within the battalion. Manages field support and organizational equipment under established procedures for storage, maintenance, issue, turn in and replacement; monitors and analyzes equipment readiness status. Coordinate and supervises battalion work order special emphasis on high-priority request for unit

facilities ensure submission and control procedures and develops recommendations for organizational equipment requirements and allocations. Coordinates logistical activities with other staff elements and Fort Jackson's supply and service agencies and serves as the wheeled vehicle coordinator and tactical vehicle dispatcher; monitors GSA dispatches. Manage the battalions' budget or financial resources; ensure all required training, health, and quality of life materials and services are available to support training.

(7) *AIT Companies*. A Co. provides mission command, training, administrative, and logistical operations in support of all Officer Students and Civilians attending IMT, PME and Functional courses at the SSI (minus postal training and ASI E3). B CO, C CO, and D Co. trains Soldiers for the Army by conducting AIT for 42A (Human Resource Specialist) in order to provide Active, Reserve, and National Guard organizations with disciplined, physically fit, technically, and tactically competent Soldiers. E Co. Trains Soldiers for the Army by conducting AIT for MOS 36B (Financial Management Technician) in order to provide Active, Reserve, and National Guard organizations with disciplined, physically fit, technically, and tactically competent Soldiers. E Co. also has the additional mission of providing barracks lodging for MOS-T Soldiers attending reclassification training in MOS 36B or MOS 42A, students attending training at the Inter-service Postal Training Activity and Soldiers attending training for ASI E3. Alpha 5/1 trains Soldiers for the Army by conducting AIT for 38B and 37F (Civil Affairs and Psychological Operations) in order to provide Active, Reserve, and National Guard organizations with disciplined, physically fit, technically, and tactically competent Soldiers.

(8) *WTA*. Exercises daily operational control of the SSI Warrior Training Area (WTA). Provides and maintains a facility for units to conduct a multi-echelon capstone training events IAW TR 350-6, Enlisted Initial Entry Training Policies and 350-36 Basic Officer Leader Training Policies and Administration, to validate training core competencies and execute those tasks in a demanding environment that is realistic, relevant, and reflective of the common operating environment.

12-5. Adjutant General School

a. Mission. Trains and educates Human Resources (HR) Soldiers and Civilians to meet Army readiness requirements: develops complementary concepts, doctrine, organization, and materiel across the spectrum of HR in support of an Army to fight and win in large scale combat operations against peer threats.

b. Inter-service Postal Training Activity (IPTA) School mission: Trains and educates Service personnel and DoD Civilians in the basic and supervisory postal skills required to operate Military Postal Facilities.

c. Army School of Music mission: Trains and educates Army Musicians; designs, develops training; integrates unit capabilities, concepts and doctrine to build Army bands that are versatile and adaptable in Unified Land Operations.

d. Organization (see Figure 12-6).

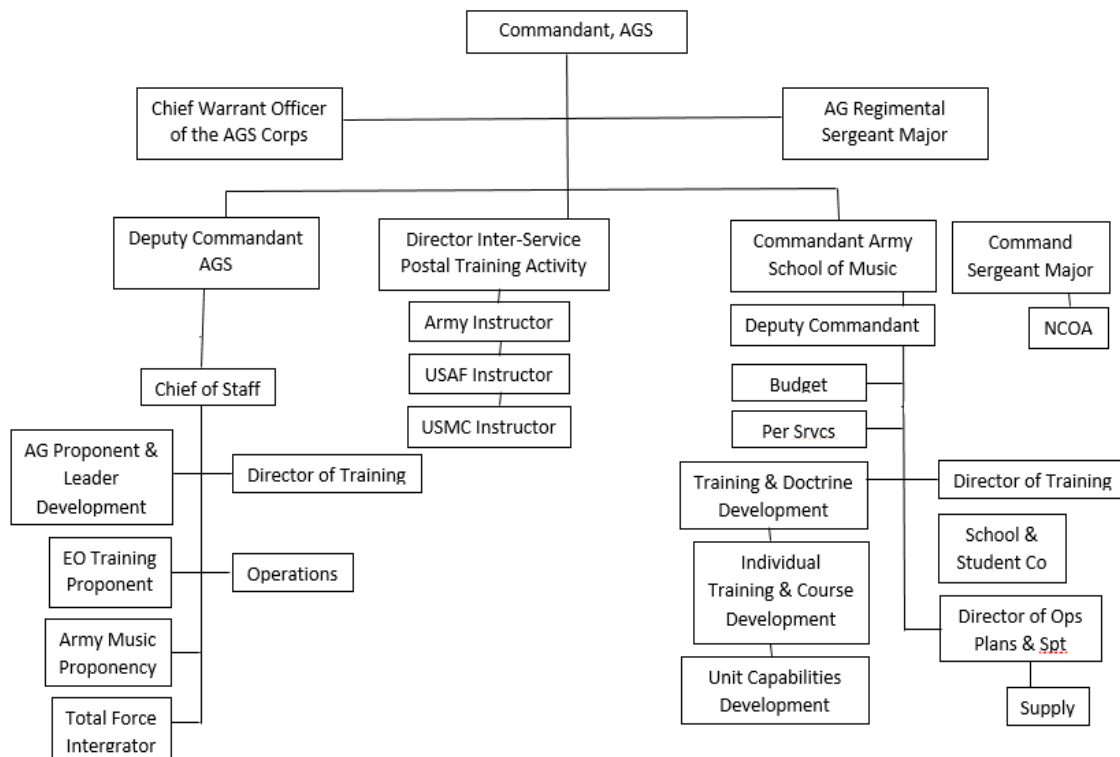


Figure 12-5. Adjutant General School

e. Functions.

(1) *Commandant of AGS.* Serves as the Chief of the Adjutant General's Corps, Commandant of the Adjutant General School and Chief, Army Music. As Chief of the Adjutant General's Corps responsible for Human Resource (HR) domain solutions across the DOTMLPF spectrum, ensuring the AG Corps can perform its primary mission to enable Commanders and support Soldiers and their Families. Responsible for Army Equal Opportunity training products and lesson plans. Ensures training at the Inter-Service Postal Activity is compliant with DoD requirements. Directly assists the AG senior leadership and HRC in life cycle personnel management and talent management. Principle advisor to the SSI CG, CASCOM CG, and TRADOC on AG DOTMLPF matters. Establishes programs to support and preserve the customs and traditions of the Adjutant General's Corps. As the Commandant of the U.S. Army Adjutant General School (AGS), responsible for ensuring AGS trains and educates Soldiers and Civilians, develops game changing leaders, and supports training in units. As the Chief of Army Music responsible for the Army School of Music (ASOM) operations through direction of its Commandant. Responsibilities include training, design, development and implementation of all resident and non-resident training and DOTMLPF solutions for Army Music. Serves as chair of the Army Music Action Group (AMAG) and ensures the AMAG meets periodically to provide strategic direction to Army music and advice to the AG Board of Directors and Senior Army Leadership. As Commandant, focuses talent management on growing leaders (officers, warrant officers, and Non-commissioned officers)

for the future success of the Army; engage and mentor leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly connects, schoolhouse and command engagements, Brigade Combat Team Commander Development Program. Examples include, but are not limited to, QM Connect, OD Connect, BOLC class briefings and BCTCDP, CASCOM Command Engagement Program. Through branch proponents, commandants inform and encourage broadening opportunities.

(2) *Supervisory Education/Training Advisor and Deputy Commandant*. Advises the commandant in the analysis, design, development, and integration of DOTMLPF requirements for the AG Corps. Principal advisor to the commandant. Assists in the review, evaluation, and execution of assigned programs and mission responsibilities. Oversees the development of training programs and studies in postal, and HR MOSs: MOS 42A, AOC 42, WO MOS 420A and postal operations ASIs F4 and F5. Coordinates among academic departments and principal staff to plan new courses, phase out or revise existing courses, implement common subjects, special studies, and problems. Recommends appropriate allocation of funds, personnel requirements, and assignment of personnel.

(3) *Chief Warrant Officer*. Principal advisor and representative to the Commandant on all AG WO matters pertaining to branch operations and recruitment. Assesses the status of AG warrant officer recruiting, training, professional development, utilization and retention. Develops the branch's position for all warrant officer accessions, training and professional development. Informs personnel management policies, procedures and leader development actions to incorporate career-related considerations and opportunities. Develops technical prerequisites and serves as the approval authority for all AG WO applications. Coordinates with U.S. Army Recruiting Command (USAREC) and HQDA G-1 to develop annual AG WO accession plans. Identifies and recommends changes to structure and training to meet the technical needs of units supported by AG WOs. Provides professional development, mentorship, and counseling on the roles, responsibilities, and utilization of WOs.

(4) *Command Sergeant Major*. Principal advisor to the commandant on all enlisted matters. Regimental CSM of the AGS and as the AG Corps Regimental CSM for all AG Soldiers (AGS, NCOA, and SOM), manages a comprehensive training and enforcement program aimed at establishing and maintaining the highest professional standards of performance and conduct for enlisted Soldiers. Serves as the SME for the AG enlisted 42 series conduct of training and method of instruction.

(5) *Supervisory Human Resource Specialist*. Senior administrative supervisor and HR systems integrator. Ensures the operational, administrative and HR systems integration needs of the AGS are met. Plans, coordinates, and executes AGS administrative operations, and manages personnel actions. Administers and evaluates internal management practices and controls to promote maximum organizational effectiveness. Develops AGS budget. Approves and manages monthly expenditures and ensures compliance with expenditure regulations and guidance.

(6) *Equal Opportunity (EO) Training Proponency Office*. Designs, develops and sustains current, innovative, adaptive and effective Army EO training and materials that are utilized throughout the Army to include at OES/NCOES service schools, Army Service Specific Training taught at the Defense Equal Opportunity Management Institute (DEOMI), and in the Equal Opportunity Leader Course (EOLC).

(7) *Proponency and Leader Development Division*. Responsible agent for the AG Corps with respect to AR 5-22 (The Army Force Modernization Proponent System), AR 600-3 (The Army Personnel Development System), DA Pam 600-3 (Commissioned Officer Professional

Development and Career Management), and DA Pam 600-25 (United States Army Noncommissioned Officer Professional Development Guide). Maintains career and leader development models for AOC/CMF 42 and 420 to include identification of key developmental positions, grade plate requirements, and management and/or coordination of branch-specific self-development, broadening, and credentialing programs. Conducts analysis of future planning, policies, procedures, and guidelines for the AG Corps. Coordinates with and advises the Fielded Force Integration Directorate, the Training Development Directorate, CASCOM, TRADOC, and all other external agencies on potential impacts to the HR community.

(8) *Training Department*. Provides Leadership for all courses conducted by the AG School. Directly supervises officer education system and functional courses within the AGS to include IMT for officers and WOs, PME courses, functional courses and the HR technical phase of the intermediate level education course.

(9) *USAR Developer and Total Force Integrator*. Advises on activities pertaining to the USAR AG/HR community, including mobilization and force integration actions. Liaison to TDD to integrate USAR initiatives and actions into training. Develops, reviews, and refines USAR job positions and descriptions related to mobilization and total force integration.

(10) *Advance Officer Training Division*. Conducts the AGCCC for both AC and RC officers. Conducts the AG WOILE Technical Follow ON and WOAC, and AG WOAC-RC. Provides assistance and subject matter expertise to TDD throughout all phases of the ADDIE process as defined in TR 350-70. Participates in the validation of courseware as necessary to include both content validation and instructional trials. Review TRAS and other course management documents to ensure currency and correctness. Process recommendations for courseware revision or change to TDD

(11) *Basic Officer Training Division*. Conducts the AG Basic Officer Leaders Course – Branch, and the AG Warrant Officer Basic Course, for all Army COMPOs. Provides assistance and subject matter expertise to TDD throughout all phases of the ADDIE process as defined in TR 350-70. Participate in the validation of courseware as necessary to include both content validation and instructional trials. Review TRAS and other course management documents to ensure currency and correctness. Process recommendations for courseware revision or change to TDD. Participates in special projects and other actions as directed.

(12) *Senior Leader Training Division*. Conducts the Brigade S-1, HR Plans and Operations, AG Pre-Command Course and HRMQC for the Reserve Component to assign Area of Concentration (AOC) qualification. Provide assistance and subject matter expertise to TDD throughout all phases of the ADDIE process as defined in TR 350-70. Participate in the validation of courseware as necessary to include both content validation and instructional trials. Review TRAS and other course management documents to ensure currency and correctness. Process recommendations for courseware revision or change to TDD. Participates in Structured Manning Decision Review (SMDR) process. Assists in the designs products for development into Interactive Multimedia Instruction for use in both classroom and external training.

(13) *Inter-service Postal Training Activity*. Operates as a single DoD postal training activity. Conducts training utilizing a joint service cadre of SMEs, operating under the Inter-service Training Review Organization (ITRO) consolidated and collocated training standard Memorandum of Agreement (MOA). Performs basic and advanced training instruction and testing for Army, Marine Corps and Air Force postal students. Personnel for Inter-service Postal Training Activity serve as the SME for military postal activities and operations.

(14) *Operations.* Perform personnel and administrative management, operations and logistical support, information systems management, publications, file management, distribution, and suspense control in support of postal school operations and students in training.

(15) *Advance Individual Training Division.* Conducts training for AIT students in the following MOS/ASI producing courses as directed by the AG School Commandant: Human Resources Specialist Course (42A10), Executive Administrative Assistant Course (ASI: E3). Integrates the contemporary operating environment into technical training, continues the acculturation of the warrior in AIT following BCT. Coaches, counsels and mentors AIT students and maintains student grades. Instills discipline and standards in Soldiers through rigorous classroom and field environments throughout the courses.

12-6. School of Music (SOM)

a. Army School of Music mission: Trains and educates Army Musicians; designs, develops training; integrates unit capabilities, concepts and doctrine to build Army bands that are versatile and adaptable in large-scale combat operations.

b Organization (see Figure 12-5 *Adjutant General School for School of Music Organization Chart*).

c. Functions.

(1) *Commandant.* Serves as the Commandant of USASOM. Exercises operational control and supervision over all school elements. Formulates and implements training guidance and policy in accordance with TRADOC, CASCOM, and SSI. Responsible for the institutional training of all Army Band officers, warrant officers, and enlisted Soldiers attending courses at USASOM. Affects coordination among elements of the USASOM, other schools, higher HQs, and other activities, and the Chief, Army Bands. Responsible for developing and documenting concepts, capabilities, doctrine, force structure, and training requirements for Army Bands. Establishes programs to support customs and traditions of Army Bands. Serves as appeal authority in student disenrollment cases (when applicable), including officer, warrant officer, and enlisted.

(2) *CSM.* Serves as the CSM of USASOM and the Army Band Program. Serves as the Commandant, Army Band NCO Academy. Serves as the senior enlisted advisor to the Commandant and other agencies on Army Bands. Provides guidance to the Army Bands Proponency Office on all enlisted matters and reviews and approves information prior to release to the field. Serves as the senior advisor of USASOM NCO support channel. Reviews disenrollment cases for enlisted students: provides recommendations to the DOT (Approval Auth.) in all cases, and the Commandant (Approval Auth.) in appeal cases. Manages a comprehensive training and enforcement program aimed at establishing and maintaining the highest professional standards of performance and conduct for enlisted Soldiers. Serves on all selection panels for enlisted instructional, training development, and support staff. Serves as the SME for the enlisted 42R series instructional training. Reviews and inspects instructor methods and preparation of instructional material; manages and coordinates with 42R assignments manager at HRC for the assignment of enlisted Army Band Soldiers in the grade of E8, and those in the grade of E9 not selected for CSL/Command Management Branch controlled positions.

(3) *Budget Analyst.* Supports USASOM mission by overseeing the full complement of fiscal budgetary operations and managing and validating civilian and military manpower requirements. Certifies and obligates funds in support of USASOM mission. Schedules and coordinates staff efforts to produce an integrated budget. Reviews, analyzes, revises, and recommends approval, disapproval, or modification of budget requests and justifications. Ensures contracts and

expenditures are executed and contract disputes resolved. Analyzes and interprets DA and TRADOC programs, requirements, resources, directives, and guidance to determine impact and application to USASOM mission. Responsible for planning, organizing, and directing manpower research, systems, and procedure analysis. Manages and validates civilian and military manpower requirements to ensure USASOM has adequate manpower and organizational structures to support the mission. Reviews and analyzes requests for additional manpower and recommends action. Reconciles and validates the TDA and Manpower Equipment with appropriate job titles and grades using AR 310 and the AR 570 series. Ensures accurate strength numbers, requirements and authorizations are documented within the organization. Coordinates budget and manpower actions with TRADOC, CASCOM, and SSI including mission changes, POM, SMDR, and ITRM. Supports SSI G-8 as directed.

(4) *NCOA SLC*. Supervises and manages the implementation of noncommissioned officer training by developing training schedules, obtaining training space and resources, and scheduling instructors. Conducts the Army Band Senior Leaders Course for Active and Reserve Component Soldiers.

(5) *NCOA ALC*. Supervises and manages the implementation of noncommissioned officer training by developing training schedules, obtaining training space and resources, and scheduling instructors. Conducts the Army Band Advanced Leaders Course for Active and Reserve Component Soldiers.

(6) *Training Department*.

(a) *INSTR (BOLC)*. Serves as Deputy Commandant. Assists the CMDT in the management and supervision of the operation of USASOM. Assists in the review, evaluation, and execution of the assigned programs and mission responsibilities. Manages the day-to-day execution of staff functions. Develops or directs the development of job descriptions and performance standards of military and Civilian staff members. Appraises performance of key Civilian subordinates. Advises on career development of Civilian and military personnel. Exercises direct supervision over DOT NCOIC, Directorate of Support, Quality Assurance Element, Budget Analyst, and Safety Office.

(b) *Director of Training*. Supervises and manages all aspects of officer, warrant officer and AIT courses, and implements the CMDT's training guidance. Develops training schedules, obtains training space and resources, and schedules instructors. Presides at weekly training meetings and resolves conflicts in training calendar or resources. Serves as decision authority in all student disenrollment cases. Serves as a liaison with the Naval School of Music to coordinate the delivery of shared instruction as prescribed by the Memorandum of Agreement (MOA) between the schools. Conducts the Army Band BOLC and CCC for 42C Officers. Provides assistance and subject matter expertise to DOTD throughout all phases of the ADDIE process as defined in TR 350-70. Participates in the validation of courseware, reviews TRAS and other course management documents to ensure currency and correctness, and processes recommendations for courseware revisions or changes to DOTD.

(c) *Sr Instr (WO)*. Conducts the Army Band WOBC and WOAC for all AC and RC 420C Warrant Officers. Provides assistance and subject matter expertise to DOTD throughout all phases of the ADDIE process as defined in TR 350-70. Participates in the validation of courseware, reviews TRAS and other course management documents to ensure currency and correctness, and processes recommendations for courseware revisions or changes to DOTD.

(d) *Instr (WO)*. Assists in conducting training for all WOES courses. Participates in the validation of courseware, reviews TRAS and other course management documents to ensure

currency and correctness, and processes recommendations for courseware revisions or changes to DOTD.

(e) *Sr Trng Spt.* Serves as DOT NCOIC. Conducts weekly training meetings for coordination with all USASOM course managers and School Company cadre. Advises DOT on all matters related to training. Supervises AIT Course Manager, ASI Instructors, and Rehearsal Instructors. Supervises the Registrar, coordinates Academic Review Boards and coordinates with DA, JBLE RC Liaisons, and SSI legal regarding student disposition. Acts as liaison between USASOM, NGB and USAR G-1 on RC matters related to DMOSQ and NCOPDS. Coordinates Army Musician Proficiency Assessment testing to 42R Soldiers in the field via live and video recorded assessments.

(f) *Sr Trng Spt (2).* Supervises and manages the implementation of NCO training. Supervises all NCOA course instructors. Collaborates with DOTD to ensure POI hours and lesson plans are current.

(g) *Sr Instr.* Provides supervision of instructors. Ensures training standards. Provides MOS technical training to AIT and NCOA students. Provides Army Musician Proficiency Assessment training to OES and WOES students. Serves as assistant instructor for physical and WTBD training.

(h) *FSDP/QAE.* Conducts the Faculty and Staff Development Program (FSDP). Plans, coordinates, schedules, and conducts FSDP courses and workshops for instructors, developers, training managers, middle managers, and training evaluators. Manages the instructor evaluation, certification and recognition program. Oversees the annual self-assessment process, implements the Master Evaluation Plan (MEP) and prepares USASOM for accreditation.

(i) *Officer Crs. Mgr.* Develops training calendars for all OES and WOES courses: serves as assistant instructor for common core classes. Manages resource requirements for OES and WOES courses.

(j) *Instr.* Provides MOS technical training to AIT and NCOA students. Serves as assistant instructor for physical and WTBD training. Provides Army Musician Proficiency Assessment training to OES and WOES students.

(7) *DIR OF TNG & DOC*

(a) *Ch Trng Dev (Dir).* Serves as director for DOTD and oversees the Individual Training Division and Unit Capabilities and Integration Div. (UC&I). Supports the USASOM mission as the catalyst for change and the lead for developing innovative training and doctrine products that support the institutional, operational, and self-development needs of Army Bands. Provides doctrine, learning, and leader development products and programs, as well as education and training strategies responsive to the needs of Army Musicians. Collects lessons learned from band support operations and training and integrates proven, effective practices into doctrine and training products. Develops POIs that reflect systematic application of TRADOC principles of training development. Prepares all required training products to support POIs. Analyzes and manages materials and logistics requirements and systems for Army Bands. Coordinates force structure requirements with the proponent and DA level agencies. Supervises Civilian employees. Acts as Contracting Office Representative as required. Oversees Faculty Dev. Program.

(b) *Trng Dev (NCOIC).* Serves as NCOIC for DOTD. Oversees daily operations of DOTD staff, assigns work, and monitors progress of military staff. Reports to the DOTD Director on all matters related to enlisted personnel.

(8) *IND TNG/CRS DEV*

(a) *Instr Sys Spec*. Serves as chief of the Individual Training Division of DOTD: manages all TDC, TRAS, and ITRM actions for USASOM. Coordinates with analysts at SSI, CASCOM, CAC-T, and TRADOC as well as Army Band SMEs, materiel and logistics managers, and the Army Band Proponency Office.

(b) *Trng Dev*. Designs and develops training products for enlisted, warrant officer, and officer courses to include ITPs, CADs, and POIs, that are managed in TDC. Responsible for the execution of CTSSBs and the development of critical tasks for all USASOM courses.

(c) *Instr Sys Spec (1)*. Serves as the chief of UC&I (doctrine, lessons learned, and unit training management) Division. Ensures synchronization of lessons learned with Army Bands doctrine and individual/unit training products. Serves as the chief doctrine and policy writer for Army Bands. Works with doctrine writers at SSI, CASCOM, TRADOC and across the Army to ensure Army Bands are represented in relevant doctrine. Works with Army Publishing Directorate to ensure Army Bands policy is up to date.

(d) *Instr Sys Spec (2)*. Serves as USASOM Systems Administrator. Provides various computer software and hardware related services in support of end-users. Work includes the installation, modification, integration, and maintenance of computer software packages, troubleshooting software and hardware problems and creating and providing end-user training to School staff and students. Develops procedures and guidelines for SharePoint usage. Ensures IT and information security/assurance initiatives are implemented for the directorate, information systems, and personnel. Creates and maintains user login identification (userid) information and login scripts through Active Directory, including permissions and access.

(9) *UNIT TNG DIV*

(a) *Sr Trng Dev (WO)*. Manages individual and unit training special projects. Advises on doctrine content and revisions. Serves as developer, writer, and assistant instructor for OES and WOES courses.

(b) *Sr Trng Dev (E7)*. Manages workload for UC&I including publication and unit training product timelines. Serves as manager and lead of the Army Bands Lessons Learned program. Gathers data from across the Army Bands enterprise and analyzes information to produce lessons learned. Inputs products into JLLS. Publishes relevant material to the Army Band field via the Army Bands Intranet (ABI) system.

12-7. Finance and Comptroller School

a. *Mission*. Train and educate Finance and Comptroller (FC) Soldiers and Civilians to meet Army readiness requirements; develops complementary concepts, doctrine, organization, and materiel across the spectrum of FC in support of an Army to fight and win in large scale combat operations against peer threats.

b. *Organization* (see Figure 12-6).

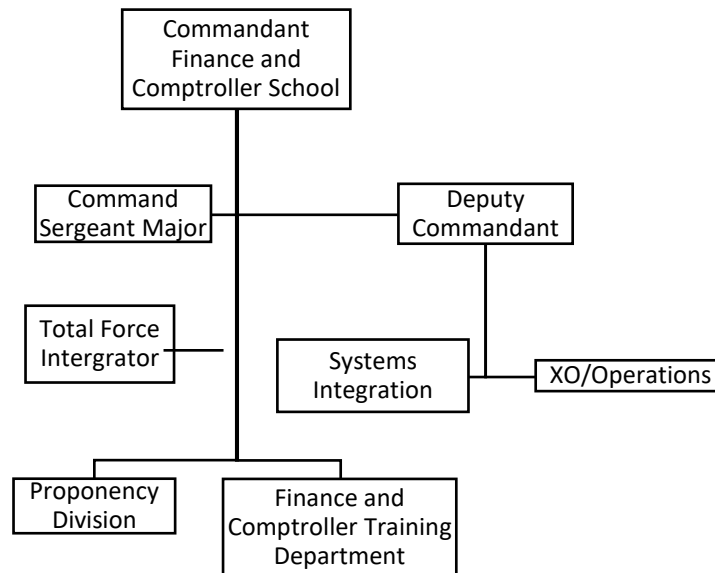


Figure 12-6. Finance and Comptroller School

c. Functions.

(1) *Commandant.* Serves as Chief of the Finance Corps and Commandant of the Finance and Comptroller School (FCS). As Chief of the Finance Corps responsible for developing and integrating Finance and Comptroller (FC) domain solutions across the DOTMLPF spectrum, ensuring the Finance Corps can perform its primary mission to enable Commanders. Principle advisor to the SSI CDR, CASCOM CG, and TRADOC on FC DOTMLPF matters. Establishes programs to support and preserve the customs and traditions of the Finance Corps. As the Commandant of the Finance and Comptroller School, ensures execution of training, leader development, education, and personnel responsibilities for the Finance and Comptroller Branch. Directs professional and leader development and training of officers, enlisted, and civilian personnel assigned to the Finance and Comptroller School as well as students. Supports force development, combat development, and tactical automation processes related to FCS. Coordinates actions with TRADOC and TRADOC schools, CASCOM and SCoE, HQDA functional area, and DFAS. Focuses talent management on growing leaders (officers, non-commissioned officers, and DA Civilians) for the future success of the Army. Engages and mentors leaders with unique talents and skills throughout the generating force through venues including, but not limited to quarterly connects, schoolhouse engagements, FCNet, and senior leader mentorship sessions. Through branch proponents, commandants inform and encourage broadening opportunities.

(2) *Supervisory Education/Training Advisor and Deputy Commandant.* Principal advisor to the commandant, directs the staff, and oversees the daily operations of the FCS. Advises the Commandant in the analysis, design, development, and integration of DOTMLPF requirements for the Finance Corps. Responsible for the daily training operations of the FCS and training management oversight. Assists in the review, evaluation, and execution of assigned programs and mission responsibilities. Recommends appropriate allocation of funds, personnel requirements, and assignment of personnel.

(3) *Command Sergeant Major*. CSM of the Finance Corps and the FCS. Principal advisor to the commandant on matters affecting enlisted personnel in the FCS and Finance Corps. Executes the School's NCO professional and leader development program.

(4) *Total Force Integrator*. Primary RC advisor on activities that pertain to the RC FC community. Staff advisor concerning all mobilization and force integration actions, coordinates RC support to the FCS through requests for active duty for support work, annual tour, or other appropriate tours of duty. Monitors the mobilization TDA and coordinates recruitment of eligible individuals.

(5) *Executive Officer/Operations*. Supervises and coordinates administrative, logistical, and operational actions, plans, and policies. Implements established management control standards to ensure effective and efficient operations of the school mission. Maintains and coordinates the TDA and executes FCS personnel actions. Develops the annual operating budget, manages expenditures, and ensures compliance with expenditure regulations and guidance.

(6) *Chief, Proponency Division*. Branch and personnel lead for the Finance Corps IAW AR 5-22, The Army Force Modernization Proponent System, and AR 600-3, The Army Personnel Development System. Maintains career and leader development models for BC/CMF 36 to include identification of key developmental positions, grade plate requirements, and management and/or coordination of branch-specific self-development, broadening, and credentialing programs. Coordinates FC personnel development issues with the Army staff, U.S. Army Financial Management Command, and ACOMs. Examines training for career field development to ensure sufficient professional development. Develops briefings, memorandums, and information and decision papers on FC proponent issues. Coordinates with and advises the Capabilities Development and Integration Directorate, the Training Development Directorate, TRADOC, and all other external agencies on potential impacts to the FC community. Reviews training development products to ensure compatibility with operational concepts, current and emerging doctrine, and professional development models.

(7) *Finance and Comptroller Training Department*. Provides leadership for all courses conducted by the FCS to include IMT for officers, PME courses, functional courses and operational oversight of the FCSAIT courses conducted within the 369th AG Bn.

(8) *Advance Individual Training Division*. Implements and executes training for the following MOS/ASI producing courses as directed by the FC School Commandant: Financial Management Specialist Course (36B10). Integrates the contemporary operating environment into technical training, continues the acculturation of the warrior in AIT following BCT. Coaches, counsels, and mentors AIT students and maintains student grades. Instills discipline and standards in Soldiers through rigorous classroom and field environments throughout the courses.

(9) *Financial Operations Division*. Provides current and relevant resident, mobile, and distributive learning (dL) training and education for FCS Soldiers and DA civilians at the initial entry and mid-grade levels to meet Army readiness requirements. Conducts training at all echelons to include advanced individual training, officer education system and functional courses. Coordinates the development of new and updated training with the SSI Training Development Directorate (TDD), SSI Capabilities Development Integration Directorate (CDID) and FCS Proponency.

(10) *Leader Development Division*. Plans and conducts Officer Education System (OES) training for the Finance and Comptroller Captains' Career Course (FCCCC), Finance and Comptroller Basic Officer Leader Course (FCBOLC), Finance and Comptroller Pre-Command Course (FCPCC), and Finance and Comptroller Officer Branch Qualification Course (FCOBQ).

Schedules classes, counsels students and ensures test controls and related administration of assigned courses in accordance with provided guidelines. Coordinates the conduct of weapons ranges with SSI CAD personnel for support. Conducts all field training exercises for proponent officer courses. Executes a Culminating Training Exercise (CTE) for all students using the SSI WTA. Coordinates changes and updates of all course materials with TDD. Provides technical input to SSI Structure Management Decision Review (SMDR) for all FCS functional courses.

(11) *Systems Integration*. Provides fully mission capable systems (e.g. hardware and software updates for eCommerce, Training Aids and Devices, Financial Management Tactical Platform (FMTP). Develops and sustains collective training exercise support packages for use by the Operating Force ISO an FTX, WFX, MRX/EXEVAL or Combat Support Training Exercise (CSTX) at Diamond Saber and the Generating Force (FME culminating events). Serves as the FCS co-lead to adjudicate required changes in virtual-training tools as a result of GFEBS-SA and the DASA (FO)-sponsored Business Process Standardization Working Group (as required). Supports home station training White Cell exercise Operations through reach-back and/or 'boots on ground' over-the-shoulder UTES support. Develops, submits and manages POM requirements for Army-wide GFEBS Sustainment Training and Development, serves as COR.

Appendix A References

Section I Required Publications

ARs, DA pamphlets, and DA forms are available at <http://www.usapa.army.mil/>. TRADOC publications and forms are available at <http://www.tradoc.army.mil/publications.htm>.

AR 5-22

The Army Force Modernization Proponent System (*RAR 002, 03/25/2011)

AR 600-3

The Army Personnel Development System

TR 10-5

Organization and Functions

Section II Related Publications

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

AR 1-20

Legislative Liaison

AR 5-5

Army Studies and Analyses

AR 5-11

Management of Army Models and Simulations

AR 10-87

Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 11-7

Army Internal Review Program

AR 12-15

Joint Security Cooperation Education and Training

AR 25-1

Army Information Technology

AR 25-2

Information Assurance

DoDD 8570-1M

Information Assurance Training, Certification, and Workforce Management

AR 25-30
The Army Publishing Program

AR 27-1
Legal Services, Judge Advocate Legal Services (*RAR 001, 09/13/2011)

AR 27-3
The Army Legal Assistance Program (*RAR 001, 09/13/2011)

AR 56-9
Watercraft

AR 59-4
Joint Airdrop Inspection Records, Malfunction/Incident Investigations, Activity Reporting (*RAR 001, 06/23/2009)

AR 70-1
Army Acquisition Policy

AR 71-9
Warfighting Capabilities Determination

AR 71-11
Total Army Analysis (TAA)

AR 71-32
Force Development and Documentation

AR 220-1
Army Unit Status Reporting and Force Registration – Consolidated Policies

AR 350-1
Army Training and Leadership Development (*RAR 001, 08/04/2011)

AR 350-38
Policies and Management for Training Aids, Devices, Simulators and Simulations

AR 350-50
Combat Training Center Program

AR 360-1
The Army Public Affairs Program

AR 385-10
The Army Safety Program

AR 600-55
The Army Driver and Operator Standardization Program (Selection, Training, Testing and Licensing)

AR 612-201
Initial Entry/Prior Service Trainee Support (*RAR 001, 08/04/2011)

AR 690-12
Equal Employment Opportunity and Affirmative Action

AR 690-950
Career Management

AR 700-127
Integrated Logistics Support (*RAR 002, 03/26/2012)

AR 750-1
Army Materiel Maintenance Policy

AR 750-32
Airdrop Parachute Recovery and Aircraft Personnel Escape Systems

AR 870-5
Military History: Responsibilities, Policies, and Procedures

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01G Joint Capabilities Integration and Development System

CJCSI 3180.01
JROC Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations

DA Pamphlet 611-21
Military Occupational Classification and Structure

DoD 5000 Series

DoDD 5100.1
Functions of the Department of Defense and its Major Components

Field Manual 7-0
Training for Full Spectrum Operations

Joint Publication 1-02
DoD Dictionary of Military Terms

TR 1-11
Staff Procedures

TR 25-36
The TRADOC Doctrine Publication Program

TR 71-4
TRADOC Standard Scenarios for Capabilities Developments

TR 71-12
U.S. Army Training and Doctrine Command Capability Management

TR 350-6
Enlisted Initial Entry Training Policies and Administration

TR 350-10
Institutional Leader Training and Education

TR 350-13
Instruction in Military History

TR 350-70
Army Learning Policy and Systems

TR 385-2
U.S. Army Training and Doctrine Command Safety Program

TR 870-1
TRADOC Military History Program

Section III Referenced Forms

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028
Recommended Changes to Publications and Blank Forms

Glossary

Section I Abbreviations

AA	Active Army
ABCANZ	America, Britain, Canada, Australia, New Zealand
ACE	American Council on Education
ACS	Advanced Civil Schooling
ACOM	Army commands
ACPM	activity career program manager
ADCON	administrative control
ADDIE	analysis, design, development, implementation, and evaluation
ADFSD	aerial delivery and field services department
ADOS	active duty operational support
ADP	Army doctrine publications
ADSO	Army drivers standardization office
AEAS	Army enterprise accreditation standards
AERS	Army educational requirements system
AFB	Air Force base
AFC	Army Futures Command
AFRICOM	U.S. Army Africa Command
AG	Adjutant General
AGR	active guard and reserve
AGS	Adjutant General School
AILA	Army integrated logistics architecture
AIT	advanced individual training
AKO	Army Knowledge Online
ALC	advanced leaders course
ALCC	Army Learning Coordination Council
ALT	acquisition, logistics and technology
ALM	Army Learning Model
ALU	Army Logistics University
AMC	U S. Army Materiel Command
AMEDDC&S	Army Medical Department Center & School
AMRCoC	Army Munitions Requirements Council of Colonels
AoA	analysis of alternatives
AOC	area of concentration
AOR	area of responsibility
APFT	Army physical fitness test
APMS	Army Portfolio Management System
APS	Army prepositioned stocks
ARB	academic review board
AR	Army regulation
ARCENT	U.S. Army Central Command

ARFORGEN	Army force generation
ARNG	U.S. Army National Guard
ARPRINT	Army Program for Individual Training
ASA (ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
ASCC	Army Service Component Center
ASI	additional skill identifier
ASNI	American National Standards Institute
ASSC	Army Service Support Command
ATAAPS	Automated Time and Attendance Program System
ATMS	Army Training Management System
ATP	Army tactics publication
ATRRS	Army Training Requirements and Resources System
ATSC	Army Training Support Center
ATX	all things enterprise
AU	Army University
AUGTDA	augmentation table of distribution
AVLE	army virtual learning environment
AWA	Army warfighter assessment
AWC	Army War College
AWS	Army watercraft systems
BCAC	business capability acquisition cycle
BCT	basic combat training
BDAR	battle damage assessment and repair
BDE	brigade
BMC	brigade modernization command
BN	battalion
BNR	by name request
BOD	board of directors
BOIP	basis of issue plan
BIOPFD	basic of issue plan feeder data
BOLC	Basic Officer Leaders Course
BOT	robotic process automation
BR	battlefield recovery
C2	command and control
C4IM	command, control, communications, computers and information management
CAA	Center for Army Analysis
CAC	U.S. Army Combined Arms Center
CAD	course administrative data
CAISI	combat service support automation information systems interface
CALL	Center for Army Lessons Learned
CAO/CNO	casualty assistance officer/casualty notification officer
CASCOM	Combined Arms Support Command
CATS	Combined Arms training strategies
CBA	capability based assessments
CC	common core

CCA	command climate assessments
CCB	change configuration board
CCC	captain career course
CCP	concept capability plans
CCSRD	contingency contracting support reform group
CDD	capabilities development document
CDDP	command deployment discipline program
CDID	Capabilities Development Integration Directorate
CDL	commercial driver's license
CFL	core functions leads
CG	commanding general
CGSC	Command and General Staff College
CHD	cargo handling division
CHR	Civilian Human Resources
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CLEA	Chief of Staff Army, Logistics Excellence Award
CMF	career management field
COB	Current Operations Branch
CoE	Center of Excellence
CofS	Chief of Staff
COL	Colonel
COMSEC	communications security
CONOPS	concept of operations
CONEMP	concept of employment
CONUS	continental U.S.
COP	current operations
COR	contract officer's representative
COT	Chief of Transportation
CLIO	Chief Learning Innovation Officer
CP	career program
CPCE	College of Professional and Continuing Education
COOP	continuity of operations
CPD	capabilities production documents
CPG	Command Planning Group
CR	change request
CRC	combat readiness center
CREB	combat research and engineering board
CSA	Chief of Staff, Army
CSDP	Command Supply Discipline Program
CSL	centralized selection list
CSLC	CASCOM Senior Leader Conference
CSM	command sergeant major
CSP	CASCOM strategic plan
CST-X	combat support training exercise
CTC	combat training center
CTE	culminating training exercise

CTDD	collective training development directorate
CUB	commander's update brief
CUSR	commander's unit status report
CWO	chief warrant officer
DA	Department of the Army
DAC	Defense Ammunition Center
DARNG	Director Army National Guard
DASA-P	Deputy Secretary of the Army-Procurement
DATE	decisive action training environment
DEA	deployment excellence award
DCG	deputy commanding general
DCG Mob	DCG mobilization
DCDR	deputy commander
DCR	DOTMLPF change recommendation
DCofS	Deputy Chief of Staff
DCSLOG	Deputy Chief of Staff-Logistics
DCSOPS	Deputy Chief of Staff-Operations
DD	Doctrine Division
DDESB	Department of Defense Explosive Safety Board
DDL	director of distributed learning
DFAS	Defense Finance and Accounting Service
DL	distributed learning
DLA	Defense Logistics Agency
DMDC	defense manpower data center
DoD	Department of Defense
DoDAF	DoD architecture framework
DOTD	Directorate of Training and Doctrine
DOTMLPF-P	doctrine, organizations, training, materiel, leadership and education, personnel, facilities and policy
DPMO	Deployment Process Modernization Office
DPW	Directorate of Public Works
DRE	deployment readiness exercise
DRU	Direct reporting unit
DtCG	Deputy to the Commanding General
DTMS	digital training management system
EA	executive agent
ECP	enterprise classroom program or engineering change proposals
ECP	engineering change proposals
ECS	enterprise collaboration services
ED	education division
EDRE	emergency deployment readiness exercise
ELLC	enterprise lifelong learning center
EMASS	enterprise mission assurance support service
EO	equal opportunity
EOD	explosive ordnance disposal
EOLC	equal opportunity leader course

ERP	enterprise resource planning
ESC	Expeditionary Sustainment Command
ESD	Enterprise System Directorate
ESMP	explosive safety management program
FAA	functional area analysis
FCBOLC	Finance and Comptroller Basic Officer Leader Course
FCC	futures and concepts center
FCCCC	Finance and Comptroller Captains Career Course
FCOBQ	Finance and Comptroller Officer Branch Qualification Course
FCPCC	Finance and Comptroller Pre-Command Course
F&CS	Finance and Comptroller School
FDD	Force Development Directorate
FDU	force design update
FFID	Fielded Force Integration Directorate
FLIPL	financial liability investigation for property loss
FM	financial management or field manuals
FMP	force modernization proponent
FMX	fleet management expansion
FNA	functional needs analysis
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FRAGORD	Fragmentary Order
FSDP	faculty and staff development program
FSO	full-spectrum operations
FUOPs	Future Operations
FY	fiscal year
GCSS-A	global combat support system - Army
GFEBs	General Fund Enterprise Business System
GO	general officer
HHQ	higher headquarters
HOD	head of delegation
HR	human resources
HRC	Human Resources Command
HQ	headquarters
HQDA	Headquarters, Department of the Army
IACET	international association for continuing education and training
IAVA	information assurance vulnerability advisory
IAW	in accordance with
ICAN	installation campus area network
ICD	initial capability document
ICT	integrated concept team
ICW	in coordination with
IG	inspector general
IHC	interim hazard classification
IKPT	instructor and key personnel training
IM	information management

IMCOM	Installation Management Command
IMDPs	instructional media design packages
IMI	interactive multimedia instruction
IMT	initial military training
INFOCON	information operations conditions
IOT	in order to
IPPS-A	integrated personnel and pay system – Army
IPR	in process review
IPS	integrated product support
IPT	integrated process team
IPTA	inter-service postal training activity
IRR	individual ready reserve
IS	information systems
ISD	instructional systems designers
IT	information technology
ITRO	Inter-service Training Review Organization
ITSD	instructor, training support and development
JAG	Judge Advocate General
JAGLC&S	Judge Advocate General Legal Center and School
JBC-P	joint battle command-platform
JBLE	Joint Base Langley Eustis
JCCL	joint concept for contested logistics
JCCoE	Joint Culinary Center of Excellence
JCIDS	Joint Capabilities and Integration Development System
JCTD	Joint Culinary Training Division
JFCOM	U.S. Joint Forces Command
JHCS	joint hazardous classification system
JIIM	joint, interagency, intergovernmental, and multinational
JMAC	Joint Mortuary Affairs Center
JROC	joint requirements oversight council
JTA	joint table of allowances
KLE	key leader engagements
KM	Knowledge Management
L2	lessons learned
LAN	local area network
LD	logistics demonstrations
LDTA	lead defense travel administrator
LESD	Logistics Exercise and Simulations Directorate
LG	logistics group
LLC	logistics leader college
LMRD	logistics and material readiness directorate
LNO	liaison officer
LOE	lines of effort
LOG-C3	Logistics Captain Career Course
LOGPRO	logistics proponency
LRTAO	logistics review and technical assistance office

LSCO	large scale combat operations
LTC	lieutenant colonel
LTD	logistics training department
MA	mortuary affairs
MANPRINT	manpower and personnel integration
MAD	Managerial Accounting Division
MAP	Manpower and AMO Programs Division
MARC	manpower requirements criteria
MARCORSYSCOM	U.S. Marine Corps System Command
MC	mission commander
MCA	military construction – Army
MCAAP	McAlester Army Ammunition Plant
MCB	movement control battalion
MCE	mounted computing environment
MCPTD	Marine Corps Petroleum Training Division
MDO	multidomain operations
MEDCOE	U.S. Medical Center of Excellence
MEO	military equal opportunity
MEP	master evaluation plan
METL	mission essential task list
MILCON	Military Construction
MILPC	Military Personnel Center
MITD	Maritime and Intermodal Training Department
MO	major objective
MOA	memorandum of agreement
MOBTDA	mobilization table of distribution
MOCS	military occupational classification structure
MOU	memorandum of understanding
MOS	military occupational specialty
MRB	mission resource board
MSC	major subordinate command
MSO	major subordinate organization
MTD	Maritime Training Division
MTT	mobile training team
MWO	modification work order
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOA	Noncommissioned Officer Academy
NETUSR	network unit status report
NGB	National Guard Bureau
NIE	network integration evaluation
NIPRNet	non-classified internet protocol (IP) router network
NTV	non-tactical vehicle
NRA	National Restaurant Association
O&O	operational and organizational
OASS	one Army school system

OCAR	Office of the Chief, Army Reserves
OCLL	Congressional Legislative Liaison
OCOT	Office of the Chief of Transportaiton
OCS	operational contract support
OD	ordnance or Operations Division
ODASA-P	Office of the Secretary of the Army – Procurement
ODS	ordnance school
OE	operational energy or operational environment
OES	officer evaluation system
OIP	organizational inspection program
OLB	observations, lessons and best practices
OPA	other procurement – Army
OPD	Operations and Plans Directorate
OPLOG	operational logistics
OPORD	operations orders
OPSEC	operational security
ORF	operational rations forum
ORSA	operations research/systems analysis
OSR	operational sustainment reviews
OTRS	operational test readiness statement
OTOT	one time one occasions
PA	public affairs
PAE	Programs, Analysis and Evaluation Division
PAL	privatized army lodging
PAO	public affairs office
PBAC	program budget advisory committee
PCC	pre-command course
PDM	professional development module
PDO	personnel development office
PEG	program evaluation group
PEO	program executive office
PFD	Plans and Futures Divsion
PIO	program integration office
PM	program manager
PME	professional military education
POC	point of contact
POI	program of instruction
POM	program objective memorandum
PWD	Petroleum and Water Department
QA	quality assurance
QAB	Quality Assurance Branch
QAE	quality assurance element
QASAS	quality assurance specialist (ammunition survelliance)
QC	quality control
QM	quartermaster
QMG	quartermaster general

QMS	quartermaster school
R&D	research and development
RAM	reliability, availability, maintainability
RC	Reserve component
RITM	resident individual training management
RMF	risk management framework
RSOI	reception, staging, onward movement and integration
RTI	regional training institutes
RTS-M	regional training site - maintenance
S&T	science & technology
SAG	sub-activity groups
SASMO	sustainment automation support management office
SAS	School of Advanced Studies
SAT	systems approach to training
SB	sustainment brigade
SCE	School of Continuing Education
SCIF	sensitive compartmental information facility
SCMCA	summary courts martial convening authority
SCoE	Sustainment Center of Excellence
SDLC	systems development life cycle
SEDR	sea emergency development readiness exercise
SGS	secretary of the general staff
SGM	sergeant major
SHARP	sexual harassment/assault response and prevention
SII	special interest items
SIR	serious incident report
SJA	staff judge advocate
SKN	sustainment knowledge network
SLC	senior leader's course
SMDR	structure and manning decision review
SME	subject matter expert
SMS	strategic management system
SOM	School of Music
SOP	standard operating procedure
SPAR	strategic portfolio analysis review
SSI	Soldier Support Institute or specialty skill identifier
S-Staff	Special Staff
STAMIS	Standard Army Management Information System
STRAC	standards in training commission
STRAG	standards for training readiness advisory group
STRAP	system training plan
SRA	separate reporting activity
SRC	senior review committee
SRM	sustainment, restoration and modernization
SWfF	sustainment warfighting function
TA	trusted agent

TAA	total Army analysis
TADSS	training aids, devices, simulations and simulators
TAP	The Army Plan
TASM	trusted agent security manager
TASS	The Army School System
TASS	trusted associate sponsorship system
TC	transportation corps or training circular
TCTD	Transportation Training Development Division
TD	training department
TDA	table of distribution and allowances
TDC	training development capability
TDD	training and doctrine development
TDI	training development integration
TDID	training and doctrine integration directorate
TDO	training development office
TEBs	technical evaluation boards
TED	Training Evaluation Division
TGOSC	Training General Officer Steering Committee
TISD	Training Integration and Security Division
TJAGLCS	The Judge Advocate General's Legal Center and School
TLC	Technical Logistics College
TM	training manual
TMDE	test, measurement and diagnostic equipment
TMO	Training Management Office
TMS	transportation management system
TMTD	Transportation Management Training Department
TOD	tour of duty
TOE	table of organization and equipment
TOMA	TRADOC Operations Management Activity
TPO	TRADOC Proponent Office
TPO-EOD	TRADOC Proponent Office Explosive Ordnance Disposal
TPO-HR	TRADOC Proponent Office Human Resources
TPO-OCS	TRADOC Operational Contracting Support
TPO-SMC	TRADOC Sustainment Mission Command
TR	TRADOC Regulation
TRAC	TRADOC Analysis Center
TRADOC	U S. Army Training and Doctrine Command
TRANSCOM	U.S. Transportation Command
TRAP	training resources arbitration panel
TRAS	Training Requirements Analysis System
TS	Transportation School
TSARC	test support and resourcing committee
TSC	theater sustainment command
TSCG	transition to sustainment governance group
TSP	TRADOC strategic plan or training support products
TSS	training support systems

TTC	TASS training center
TTD	Training Technology Division
TTP	tactics, techniques and procedures
TTSP	training test support packages
TWI	training with industry
TWV	tactical wheeled vehicle
TWVRMO	Tactical Wheeled Vehicle Requirements Management Office
UC&I	unit capabilities and integration
ULLS-A/E	Unit Level Logistics System-Aviation/Enhanced
ULO	Unified land operations
UMMCA	Unspecified Minor Military Construction Army
USACHCS	United States Army Chaplain Center and School
USAF	U.S. Air Force
USAFMSA	U.S. Army Force Management Support Agency
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
USATCES	U.S. Army Technical Center of Explosive Safety
USCG	U.S. Coast Guard
USMC	U.S. Marine Corps
USN	U.S. Navy
USTRANSCOM	U.S. Transportation Command
UTL	unit task list
VCSA	Vice Chief of Staff – Army
VTC	video teleconference
WARNORD	warning orders
WCLS	warfighter contracted logistics support
WfF	warfighting functions
WFX	warfighter exercises
WO	warrant officer
WTA	Warrior Training Area
WTSP	warfighter training support package
WTX	Warrior Training Exercise

Section II Terms

Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.

analysis of materiel/non-materiel approaches (AMA)

The AMA collates the information obtained during the FAA, the FNA, the ideas for nonmaterial approaches (DOTMLPF analysis), and the ideas for materiel approaches to determine the best materiel approach or combination of approaches to provide the desired capability or capabilities. (CJCSM 3170.01B)

administrative control

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 Pub 1-02)

architecture

A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. (JP 3-05)

assist

TRADOC organizations or staff elements that provide augmentation or other support to a lead for a function, task, or role. (TR 10-5)

branch proponent

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

capabilities-based assessment

The CBA is the JCIDS analysis process that includes four phases: the functional area analysis, the functional needs analysis, the functional solution analysis, and the post independent analysis. The results of the CBA are used to develop a joint capabilities document or initial capabilities document. (CJCSM 3170.01B)

capability

The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a joint capabilities document, initial capabilities document, or a joint DCR. In the case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the CDD and the CPD. (CJCSI 3170.01E)

capability development

Sponsors (capability developer) identify, assess, and document capability requirements related to functions, roles, missions, and operations, and then determine if there are any capability gaps which present an unacceptable risk and warrant further action in JCIDS. Identification of capability requirements and associated capability gaps begins with the Sponsor's organizational functions, roles, missions, and operations, in the context of a framework of strategic guidance documents, and if applicable, overarching plans. These changes occur in doctrine, organization, training, materiel, leadership and education, personnel, facilities (DOTMLPF) and policy that collectively produce the force capabilities and attributes prescribed in approved concepts, CONOPS, or other authoritative sources. (TR 71-20)

capability development document

A document that captures the information necessary to develop a proposed program(s), normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable and technically mature capability. (CJCSI 3170.01E)

capability documents

A generic term to refer collectively to ICDs, CDDs, CPDs, and DCRs.

capability gaps

The inability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. The gap may be the result of no existing capability or lack of proficiency or sufficiency in existing capability. (CJCSI 3170.01E)

capability production document

A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

concept

A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure ([CJCSI 3010.02A](#)). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends).

concept capability plan

The application of elements of operational joint and Army concepts to selected mission, enemy, terrain and weather, time, troops available, and civilian conditions. It is typically more illustrative and descriptive than a concept and more focused in purpose.

coordination

Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work. (TR 10-5)

core competencies

Core competencies represent command-wide capabilities created from the combined skills, knowledge, abilities, and behaviors of its Soldiers and civilians operating as individuals or members of teams. The command's mission determines these enduring qualities, built through many years of successfully meeting the Army's requirements, coupled with a process of continuous improvement and innovation. (TR 10-5)

direct authority

Broad authority to act on matters relating to the execution of an organization's assigned functions and responsibilities. The latitude direct authority provides is bounded by the overall commander's vision, priorities, and guidance, both written and verbal. Direct authority is a measure of control less than that included within the term command and more than that included within the term ADCON. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not to control day-to-day operations. (TR 10-5)

domain manager

HQDA designates a manager for each M&S domain. Domain managers coordinate M&S activities and develop and maintain supporting plans for their domains, to include domain management plans and domain investment plans. (AR 5-11)

DOTMLPF change recommendation (DCR)

A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

essential task

An essential task is a collective task in which an organization has to be proficient to accomplish an appropriate portion of its wartime operational mission and is a fundamental part of capabilities development.

executive agent

The head of a DoD component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DoD Components. (DODD 5101.1)

force development

The process of determining Army doctrinal, leader development, training, organizational, Soldier development, and materiel requirements and translating them into programs and structure, within allocating resources, to accomplish Army missions and functions. (AR 71-32)

force management proponent

The HQDA principal official or the commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to DOTMLPF and related requirements for a particular function.

functional area analysis

The FAA is the first step of the JCIDS CBA. It identifies the operational tasks, conditions, and standards needed to achieve military objectives. It uses the national strategies, joint/Army concepts, the Unified Joint Task List and the Army Universal Task List, and the anticipated range of broad capabilities that adversaries might employ as input. Its output is a list of capabilities their associated tasks and attributes to be reviewed in the follow-on FNA. The FAA includes cross-capability analysis and cross-system analysis in identifying the operational task, conditions, and standards. (CJCSM 3170.01B)

functional needs analysis

The FNA is the second step of the JCIDS CBA. It assesses the ability of the current and programmed joint and/or Army capabilities to accomplish the tasks, under the full range of operating conditions and to the designated standards that the FAA identified. Using the tasks

identified in the FAA as primary input, the FNA produces as output a list of capability gaps that require solutions and indicates the timeframe in which those solutions are needed. (CJCSM 3170.01B)

functional solution analysis

The FSA is the third step of the JCIDS CBA. The FSA is an operationally based assessment of potential DOTMLPF and policy approaches to solving (or mitigating) one or more of the capability gaps identified in the FNA. The gaps identified in the FNA are inputs to the FSA; its outputs are potential solutions to resolve identified capability gaps. In considering these approaches, the following order of priority is used: changes to existing DOTMLPF and/or policy approach; product improvements to existing materiel or facilities alone; adoption of interagency or foreign materiel approaches that limited nonmateriel DOTMLPF and/or policy consequences; and finally, new materiel starts. The FSA is composed of three substeps: ideas for nonmateriel approaches (DOTMLPF analysis), ideas for materiel approaches, and the analysis of materiel/nonmateriel approaches (AMA). (CJCSM 3170.01B)

ideas for non-materiel approaches (DOTMLPF analysis)

As the first substep in the FSA, the DOTMLPF analysis determines whether a nonmaterial approach or an integrated DOTMLPF and/or policy approach can fill the capability gaps identified in the FNA. Nonmateriel approaches include changes in DOTMLPF. If the analysis determines that the capability gap can be partially addressed by an integrated DOTMLPF and/or policy approaches, the proponent will assess them in conjunction with the potential materiel approaches. If this approach is recommended, the proponent will develop a DCR in addition to required CDDs or CPDs. If the analysis determines that the capability gap can be completely addressed by a nonmateriel approach, the proponent will develop a DCR in lieu of completing the ICD. (CJCSM 3170.01B)

initial capabilities document

Documents the need for a materiel approach or an approach that is a combination of materiel and nonmateriel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the functional area, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and nonmateriel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

institutional training

Institutional training and education courses qualify leaders for service in the Army, and provide them with the basic knowledge and skills needed to perform the duty position requirements of future operational assignments. Institutional training and education usually precede a new level of operational assignment. In each case, the institutional training base is the foundation upon which individuals develop their maximum potential. (AR 350-1)

integration

The extent of coordination or interdependence that is needed within the organization to make effective, efficient decisions and successfully accomplish its roles, responsibilities, and functions. There are three levels of integration:

- **basic integration** which is accomplished through published rules and procedures. Integration is achieved through procedures and direct interaction is normally not required between organizational units.
- **complex integration** which is accomplished through an approved plan or order. Interdependence is achieved through an operational plan or order in which the responsibility for and sequence of task accomplishment are specified in detail.
- **highly complex integration** which is the process of mutual adjustment in which closely coordinated contact is required within the management hierarchy (or chain of command) and which also implies cross-functional teams or individual integrators. (TR10-5)

Each of these levels of integration is found in all Army organization to some extent. Effective organizations facing more diverse environments or complex tasks or functions will use all of these integrative processes.

key enabler

A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more organizations can perform this function. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

lead

The organization or staff element having primary responsibility for a function, task, or role a higher headquarters (HHQ) assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of planning, execution, and integration of all applicable DOTMLPF domains. The organization which receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

- Develop, coordinate, and recommend command policy.
- Develop, coordinate, and recommend command guidance.
- Develop, coordinate, and recommend taskings to execute specific missions and tasks or provide specific support.

major Army command

A command directly subordinate to, established by authority of, and specifically designated by Headquarters, Department of the Army. Army component commands of unified and specified commands are major Army commands. (AR 10-87)

major subordinate command

An organization directly subordinate to HQ TRADOC and specifically designated by the TRADOC Commanding General. (TR 10-5)

memorandum

Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; patterns of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TR 10-5)

modeling and simulation (M&S)

A "model" is a mathematical, logical, physical, or procedural representation of some real or ideal system, and "modeling" is the process of developing a model. A "simulation" is the implementation of a model in executable form or the execution of a model over time. Taken together, "modeling and simulation" or M&S refers to the broad discipline of creating, implementing, understanding, and using models and simulations.

M&S facilitates early identification and reduction of the risks associated with complex system acquisition programs; helps to better understand what kinds of system requirements and architectures are feasible and affordable given various programmatic and technological constraints; and provides insight into how to better manage system engineering efforts so as to improve the overall likelihood of a successful acquisition effort. (AR 5-11)

operational architecture

Portrays an operational warfighting concept. A description (often graphical) of the operational elements, assigned tasks, and information flows required to accomplish or support a warfighting function. It defines the type of information, the frequency of exchange, and what tasks these information exchanges supports. (TR 10-5)

operational control

Operational control is the authority to perform those functions of command over subordinate organizations involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control should be exercised through the commanders of subordinate organizations. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

operational environment

The operational environment is defined as the "composite of conditions, circumstances, and influences that affect employment of military forces and bear on the decisions of the unit commander." It is wide-ranging and geostrategic, encompassing geopolitics and globalization in economics, technology, and demographics, and incorporates both U.S. and threat military developments. (Joint Pub 1-02)

pamphlet

Command pamphlets are permanent instructional or informational publications that apply throughout the command. Pamphlets are not directive. They provide guidance and information needed to carry out policies and procedures established by regulations. Forms established by pamphlets are for optional use only. (TR 10-5)

plan

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming. (TR 10-5)

policy

A high-level overall plan embracing the general goals and acceptable procedures of an organization in light of given conditions to guide and determine present and future decisions. (TR 10-5)

program

An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements. (TR 10-5)

regulation

Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs or which support or better define command guidance derived from ARs and DoD directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms. (TR 10-5)

requirement

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TR 10-5)

staff management

The responsibilities of the staff to assist and coordinate lead organization's efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (TR 10-5)

strategic communications

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the organization develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command wide unity of effort. Effective strategic communication not only serves TRADOC, but must support the Army and the joint communities in their strategic communications efforts. (TR 10-5)

strategic engagement

Interaction with stakeholders who potentially affect the ability of the joint community, the Army, or TRADOC to accomplish their strategic goals or mission. Interaction includes deliberate communications activities with specific, concise, unifying, and consistent themes and messages, targeted at a specific stakeholder in a planned environment, using a designated messenger, that support a broader strategic communications plan. (TR 10-5)

strategic planning

The comprehensive process of an organization setting goals, developing strategies, and outlining tasks and schedules to accomplish its assigned mission within allocated resources. (TR 10-5)

system

The combination of the components and sub-elements which function together as an entity to accomplish a given objective. A system includes the hardware and all other required items, such as facilities, personnel, data, test measuring and diagnostic equipment, and training equipment. (TR 10-5)

training development

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

user's representative

The command or activity charged with the responsibility to ensure that combat and training developments are responsive to Army operational needs. (TR 10-5)