

20 January 2006

**Organization and Functions**  
**FUTURES CENTER**

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**Summary.** This regulation prescribes the organization, mission, and functions of the United States Army Training and Doctrine Command (TRADOC) Futures Center (FC).

**Applicability.** This regulation applies to all elements of the TRADOC FC.

**Supplementation.** Supplementation of this regulation is prohibited unless specifically approved by the Deputy Commanding General/Chief of Staff (ATCS), 7 Fenwick Road, Fort Monroe, VA 23651-1049.

**Suggested improvements.** This regulation will be reviewed every 18 months. The lead for this regulation is the Strategic Plans and Policy Division, TRADOC FC. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Director, TRADOC Futures Center (ATFC-SP), 33 Ingalls Road, Fort Monroe, VA 23651-1061. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program Proposal).

**Availability.** This publication is distributed solely through the TRADOC Homepage at <http://www.tradoc.army.mil>.

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**Chapter 1**

**Introduction**

**1-1. Purpose.** This regulation defines the organization of the TRADOC FC and delineates its subordinate organizations, responsibilities, and functions.

**1-2. References.** Required and related publications are listed in [appendix A](#).

**1-3. Explanation of abbreviations and terms.** The [glossary](#) contains abbreviations and terms used in this regulation.

**1-4. Responsibilities.**

a. TRADOC Deputy Commanding General/Chief of Staff (DCG/CofS). The TRADOC DCG/CofS will approve changes to this regulation.

b. Director, Futures Center (Dir, FC). The Dir, FC will:

(1) Serve as the lead for this regulation.

(2) Ensure that TRADOC Regulation (TR) 10-5-2 is consistent with TR 10-5.

(3) Review and coordinate proposed changes and forward recommendations for approval to the TRADOC DCG/CofS.

c. TRADOC Deputy Chief of Staff for Resource Management (DCSRM). The TRADOC DCSRMM will:

(1) Advise and assist organizations on organizational and functional alignment.

(2) Review proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and affect on resources to assist the Dir, FC.

**1-5. Scope.** This regulation focuses on the organization, functions, and responsibilities of the TRADOC FC and its subordinate directorates. This regulation supports TR 10-5 by describing how the TRADOC FC supports the functions assigned to TRADOC by Army Regulation (AR) 10-87 (major Army commands (MACOMs) in the Continental United States).

**1-6. Policy.** Responsibility for missions and tasks will be decentralized to TRADOC FC directorates and the staff to the maximum extent possible. The TRADOC FC staff exists to assist the Dir, FC in accomplishing the mission by providing staff management, planning, and coordination capabilities. In all matters, the staff acts through the Deputy Director/Chief of Staff (DD/CofS) or the Deputy Chief of Staff, who act on the behalf of the Dir, FC.

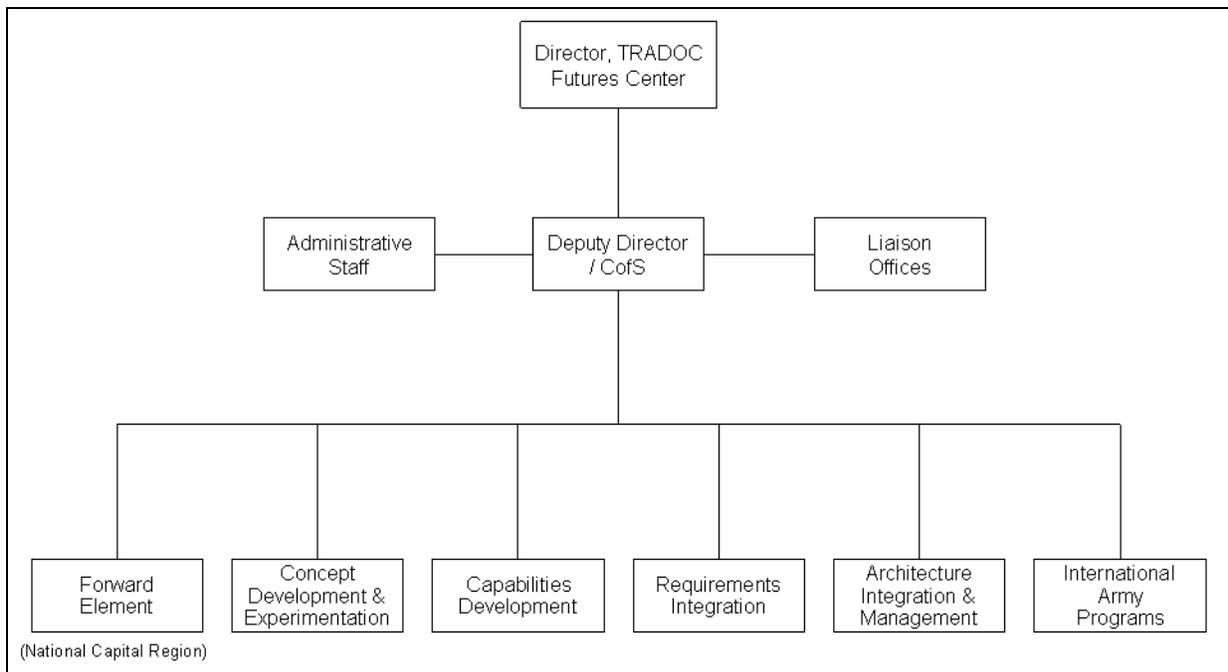
**1-7. General organizational requirements.** Each TRADOC FC directorate structures divisions to facilitate effective and efficient mission accomplishment; assigns specific functional responsibilities to each organizational element oriented toward accomplishing missions; groups similar functions; eliminates functions and structures that become non-essential; consolidates functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions that do not support assigned missions.

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## Chapter 2 TRADOC Futures Center

**2-1. Mission.** Designs, develops, and integrates into a joint operational environment, from concept to capability development, all aspects of the force. Develops and integrates joint and Army concepts, architectures, and doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) capabilities; validates science and technology (S&T) priorities; and leads experimentation. Synchronizes and integrates Army capabilities with joint, interagency, and multinational capabilities.

**2-2. Organization.** The TRADOC FC consists of five directorates and a forward operating element (see [fig 2-1](#)). The directorates include: Concept Development and Experimentation (CDE); Capabilities Developments (CD); Requirements Integration Directorate (RID); Architecture Integration and Management Directorate (AIMD); and International Army Programs Directorate (IAPD). The forward operating element, Futures Center (Forward), is located in the National Capital Region (NCR) and represents the TRADOC FC with the day-to-day interface with the Army Staff (ARSTAF), the Joint Staff, and the Office of the Secretary of Defense (OSD).



**Figure 2-1. TRADOC Futures Center**

**2-3. Lead functions.** See [Table 2-1](#).

a. TRADOC core functions. The TRADOC FC serves as the TRADOC lead for the following core functions:

(1) Concepts. Leads Army concept development and supports joint concept development through TRADOC and non-TRADOC proponents; develops and manages the Army Concept

Strategy (ACS); directs, manages, and synchronizes concept development by integrated concept teams (ICTs), integrated capabilities development teams (ICDTs), and TRADOC and non-TRADOC proponents; and ensures the integration of land force capabilities in the development of joint operating, functional, and integrating concepts in coordination with (ICW) Headquarters Department of the Army (HQDA) Deputy Chief of Staff (DCS), G-3/5/7; the Joint Staff J-7; U.S. Joint Forces Command (USJFCOM); and other combatant commands.

(2) Experimentation. Develops, coordinates, prioritizes, and directs execution of experimentation through TRADOC and non-TRADOC proponents in accordance with (IAW) joint and Army guidance; develops the Army Concept Development and Experimentation Campaign Plan (ACDEP) and manages its execution; synchronizes and integrates Army experimentation with joint experimentation ICW HQDA DCS, G-3/5/7; coordinates experimentation and experimentation support across TRADOC with USJFCOM, other Services, interagency, multinational, HQDA, U.S. Army Test and Evaluation Command (ATEC), U.S. Army Research, Development, and Engineering Command (RDECOM), U.S. Army Space and Missile Defense Command (SMDC), and Defense Advanced Research Projects Agency (DARPA); and plans and coordinates Army participation in joint wargames ICW USJFCOM J-9.

(3) Requirements determination. Develops, coordinates, recommends policy and guidance, and provides direction to execute the Joint Capabilities Integration and Development System (JCIDS) and manages its implementation and execution within TRADOC; integrates DOTMLPF developments to support required capabilities; and coordinates, synchronizes, and integrates Army capabilities developments with other MACOMs, the combatant commands, the Joint Staff, and other Services' developments.

(a) Identifies and refines required capabilities for the future force.

(b) Manages the JCIDS capabilities based assessment (CBA) by proponents to identify gaps in joint and Army capabilities and proposes materiel or non-materiel approaches to resolve or mitigate those gaps.

(c) Manages the development of JCIDS capability documents (initial capabilities document (ICD), capability development document (CDD), capability production document (CPD), and DOTMLPF change recommendation (DCR)) that propose DOTMLPF solutions to capability gaps.

(d) Coordinates, staffs, and validates JCIDS capability documents and forwards Commanding General (CG), TRADOC endorsed JCIDS capability documents to HQDA DCS, G-3/5/7 for Chief of Staff, U.S. Army (CSA) approval.

b. Key enablers. The TRADOC FC serves as the TRADOC lead for the following key enablers:

(1) Operational architecture. Supports the CG, TRADOC's role as the Army's operational architect; develops and coordinates policy to develop operational architectures; provides guidance and direction for development, integration, validation, and maintenance of operational architectures in support of approved concepts; forwards validated operational architectures and

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selected system architecture-conceptual products endorsed by CG, TRADOC to HQDA DCS, G-3/5/7 for approval; and, as required, supports centers and schools in the development of operational architecture products.

(2) Modeling and simulations (M&S). Directs and focuses M&S efforts to support joint and Army capabilities development; coordinates modeling, simulation, and analytical requirements within the Army, other Services, and joint agencies in support of joint experimentation and analysis; assists proponents and analytic agencies in identifying M&S deficiencies through the JCIDS CBA and direct feedback from the M&S community; validates M&S requirements; and serves as the advanced concepts and requirements (ACR) domain agent.

c. Other major responsibilities/tasks. The TRADOC FC serves as the TRADOC lead for the following TRADOC responsibilities:

(1) Future warfare. Conducts broad studies of future warfare to isolate those issues vital to development of the Army's future force and frames those issues for the CSA; the CG, TRADOC; and Commander, USJFCOM. Through joint and Army future studies, OSD wargames, Army Title 10 wargames, and other venues, examines alternative futures to generate ideas about how the Army can best anticipate changes that will be required to develop the most effective force for the far future (20+ years) timeframe.

(2) Force design. Serves as the TRADOC lead for JCIDS-derived organizational solutions and their input into the total Army analysis (TAA) process; develops and provides guidance and formulates plans, policy, priorities, and procedures for execution of TRADOC force design goals and objectives; conducts the force design update (FDU) process for the Army; and manages TRADOC participation in the TAA process.

(3) Science & technology. Informs the Army S&T community of warfighter needs. Validates Army S&T investments by participation in the Army S&T process. Conducts technology reconnaissance to assist spiral developments.

(4) Spiral development. Manages the spiral development of capabilities to address high priority, current force capability gaps and to accelerate capabilities from the future force to the current force. Provides staff management of proponent development and integration of DOTMLPF capabilities for spiral developments.

(5) Scenario development. Manages the development, approval, and use of scenarios to support TRADOC experiments, studies, and analysis for capabilities developments.

(6) Studies and analysis. Manages the TRADOC Studies and Analysis Program (TSAP).

(7) International activities. Manages and coordinates TRADOC international activities to synchronize the exchange of multinational DOTMLPF information with friends and allies to enhance current and future operational capabilities.

(8) Battle Lab Collaborative Simulation Environment (BLCSE). Manages the configuration of the TRADOC-wide distributed M&S network, the BLCSE.

**Table 2-1**  
**TRADOC and FC Lead Designations**

<b>Core Function</b>	<b>TRADOC Lead</b>	<b>FC Lead</b>
Concepts	TRADOC FC	Dir, CDE
Experimentation	TRADOC FC	Dir, CDE
Requirements Determination	TRADOC FC	Dir, CD
Doctrine	CAC	Dir, RID
<b>Key Enabler</b>	<b>TRADOC Lead</b>	<b>FC Lead</b>
Operational Architecture	TRADOC FC	Dir, AIM
Modeling and Simulations	TRADOC FC	Dir, RID
<b>Major Responsibilities</b>	<b>TRADOC Lead</b>	<b>FC Lead</b>
Future Warfare	TRADOC FC	Dir, CDE
Organizational Design	TRADOC FC	Dir, RID
Science and Technology	TRADOC FC	Dir, CD
Spiral Development	TRADOC FC	Dir, CD
International Activities	TRADOC FC	Dir, IAP
Scenario Development	TRADOC FC	Dir, CDE
Studies and Analysis	TRADOC FC	Dir, RID
BLSCE	TRADOC FC	Dir, RID

**2-4. Assist functions.** See [Table 2-1](#). The TRADOC FC has one core function assist. The TRADOC FC assists the CG, Combined Arms Center (CAC) by developing and maintaining TRADOC policy for doctrine development and writes, reviews, and coordinates TRADOC and/or Army input to joint, allied, multinational, interagency, and multi-Service doctrine.

## **Chapter 3**

### **Headquarters (HQ), TRADOC Futures Center**

#### **Section I**

#### **Organization of the HQ, TRADOC FC**

**3-1. Office of the Director.** The Office of the Director consists of:

- Director, Futures Center.
- Deputy Director/Chief of Staff.
- Deputy Chief of Staff.

**3-2. Administrative staff.** The administrative staff consists of:

- Program Management Division.
- Operations Division.
- Strategic Plans and Policy Division.

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**3-3. Liaison offices.** The liaison offices consist of:

- Joint Integration Division.
- Liaison Officer (LNO) to the U.S. Marine Corps Combat Developments Command (MCCDC).
- Reserve Component Office.

**3-4. Other organization.** The other organization is the Air Land Sea Application (ALSA) Center.

### **Section II Office of the Director**

**3-5. Director, Futures Center.**

a. Leads joint and Army CDE efforts through TRADOC and non-TRADOC proponents.

(1) Synchronizes and integrates Army CDE with joint CDE and develops joint concepts and architectures ICW HQDA, the Joint Staff Functional Capabilities Board (FCB) working groups, USJFCOM J-9, and other combatant commands.

(2) Directs TRADOC and/or non-TRADOC proponents to develop a concept(s) or concept capability plans (CCPs).

(3) Validates and forwards the Army capstone concept through the CG, TRADOC for CSA endorsement.

(4) Validates and forwards Army operating concepts for CG, TRADOC approval.

(5) Approves Army functional concepts and CCPs.

b. Leads the execution of the JCIDS process by TRADOC and/or non-TRADOC proponents to determine capability requirements for the force. Identifies joint and Army gaps and overlaps in capability and proposes DOTMLPF solutions to resolve or mitigate gaps.

(1) Prioritizes and approves capability gaps identified in functional needs analyses (FNAs).

(2) Approves the post independent analysis (PIA) recommendation(s). Directs the preparation of an ICD, a DCR, or both.

(3) Validates and forwards capability documents generated by TRADOC and non-TRADOC proponents to the CSA for approval.

c. Manages DOTMLPF developments to support the spiraling of capabilities.

d. Approves corps and division scenarios for studies, analysis, and experimentation IAW TR 71-4, paragraph 1-4a(1)(b).

**3-6. TRADOC Deputy Commanding General, Futures (DCG, F).** The Dir, FC is dual-hatted as the DCG, F.

a. Represents the CG, TRADOC in the exercise of TRADOC responsibilities to design, develop, and integrate all aspects of the force into the joint force, from concept to capability development.

b. Develops, recommends approval, and manages the ACDEP.

c. Serves as the TRADOC representative to the Army Requirements Oversight Council (AROC), the Army Systems Acquisition Review Committee (ASARC), the Army Marine Corps Board (AMCB), and the Army Requirements and Resources Board (AR2B).

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

e. Serves as the senior TRADOC representative to the Army Model and Simulation Executive Council (AMSEC).

f. Co-chairs the Space and Missile Defense Senior Advisory Group (SAG) with CG, SMDC.

g. Serves as the senior architecture officer for operational architectures ICW the Joint Staff, USJFCOM, other Services, and HQDA.

h. Provides the TRADOC position on the validation of the Army S&T investment portfolio.

i. Manages future force concept development, including Future Combat Systems (FCS).

j. Serves as a TRADOC representative for Battle Command General Officer Steering Committee (GOSC).

k. Assists TRADOC DCG/CofS in the development, coordination, and implementation of the future force aspects of the TRADOC strategic communications (STRATCOM) plan.

l. Manages TRADOC international activities to synchronize the exchange of DOTMLPF information with friends and allies.

**3-7. Deputy Director/Chief of Staff.**

a. Represents the Dir, FC in senior forums as required.

b. Builds the agenda and related items for the Quarterly Futures Review (QFR).

c. Integrates future force developments with joint concepts and required capabilities.

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(1) Serves as the direct liaison with the USJFCOM J-9 for integration of joint concepts and requirements.

(2) Establishes liaison efforts to coordinate and synchronize the activities of the TRADOC FC with other MACOMs, as well as have personal representatives in USJFCOM, the ARSTAF, and the other Services.

(3) Manages and directs the activities of TRADOC FC LNOs to other agencies and coordinates the access and activities of other LNOs to the TRADOC FC.

d. Serves as the TRADOC (user) representative on the Army Uniform Board (AUB).

e. Serves as member of the ALSA Joint Actions Steering Committee (JASC).

f. Represents the TRADOC FC at the Senior Resource Committee meetings.

### **3-8. Deputy Chief of Staff.**

a. Acts for the Dir, FC and the DD/CofS within delegated authority concerning activities and operations throughout the TRADOC FC.

b. Directs the operation of the Strategic Plans and Policy Division (SPPD), the Futures Center Operations Division (FC Ops), and the Program Management Division (PMD).

c. Supervises the coordination and issuance of directives and instructions to ensure unity of effort and compliance with Dir, FC guidance.

d. Coordinates the allocation and management of TRADOC FC resources to include personnel. Represents the TRADOC FC at Mission Resource Boards. Prepares the DD/CofS to attend the Senior Resource Committee meetings.

e. Ensures that internal management controls are sufficient within the TRADOC FC to prevent or minimize the risk of waste, fraud, and abuse of government resources.

f. Manages and monitors the flow of correspondence between the Dir, FC; the DD/CofS; and the TRADOC FC staff.

g. Administers the budget for the Office of the Director including civilian pay, travel, and supply accounts. Manages the military and civilian personnel systems as they apply to the personnel assigned to the Office of the Director.

h. Plans, coordinates, and supervises the execution of office calls by distinguished visitors, ceremonies, and social functions hosted by the Dir, FC and DD/CofS. Monitors other visits hosted by the TRADOC FC staff and directors. Obtains information from Department of Defense (DOD), HQDA, and HQ TRADOC on distinguished visitors (general officer or civilians of equivalent rank).

i. As the administrative executive for the Dir, FC, analyzes, controls, processes, and follows up on all correspondence and suspenses to ensure proper coordination, correctness, timeliness, and completion of assigned actions.

j. Promulgates TRADOC FC administrative policies concerning staff procedures, actions, and management practices.

k. Serves as the TRADOC lead for the combat development and doctrine development members of Career Program 32, Training and Warfighting Developments.

### **Section III Administrative Staff**

#### **3-9. Program Management Division.**

a. Mission. Provides military and civilian administrative and logistical support; conducts and reports programmatic analysis; assists the DCSRM with manpower and resource programs; and designs, develops, and integrates information technology.

b. Organization. The PMD consists of three branches: Programs Management, Personnel and Administration, and Information Technology.

c. Functions of the Programs Management Branch.

(1) Manages the government purchase (IMPACT) card and travel card programs within the TRADOC FC.

(2) Manages the TRADOC FC service contracts.

(3) Leads the management control program for the TRADOC FC.

(4) Leads the Army Business Initiative Council for the TRADOC FC.

(5) Administers the Defense Travel System within the TRADOC FC including implementation of system requirements, set-up coordination, upload of traveler's personal profile, help-desk operation, post deployment maintenance, report management, and software change maintenance. Provides bimonthly training on the Defense Travel System.

(6) Manages the Deliverable Management and Resource System (DMARS) to include system design and development, facilitates user interface, and provides bimonthly training.

(7) Conducts programmatic analysis and management planning.

(a) Coordinates and integrates actions that cross all TRADOC FC activities, such as input to the TRADOC Historical Report.

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(b) Performs analyses and develops the TRADOC FC position for the TRADOC Status Report, the Strategic Readiness Report, and the TRADOC Review and Analysis.

(c) Prepares presentation of periodic program reviews and analyses.

(d) Reviews, staffs, and monitors the TRADOC FC position on external audits (such as the General Accounting Office, U.S. Army Audit Agency, DOD Inspector General) and internal reviews by Internal Review and Audit Compliance.

(e) Serves as the support and logistics coordinator for TRADOC FC forums and conferences.

(f) Serves as the lead for TRADOC FC mission resource requirements, to include Program Objective Memorandum (POM), Table of Distribution and Allowance initiatives, TRADOC budget guidance, appropriated budget guidance, year-end closeout, and monthly review and reconciliation of the TRADOC FC status of funds and civilian pay report.

(8) Prepares, analyzes, and coordinates management studies relating to the developments community with TRADOC DCSRM.

(9) Establishes and maintains memorandums of understanding (MOU) and memorandums of agreement (MOAs) for the TRADOC FC.

(10) Serves as the TRADOC FC lead for all safety and occupational health, fire and emergency services, risk management integration, and associated matters.

### **d. Functions of the Personnel and Administration Branch.**

(1) Serves as the in- and out-processing center for all TRADOC FC personnel.

(2) Manages day-to-day military personnel programs. Provides subject matter expert (SME) support to directorates pertaining to personnel requisition, assignments, awards, and evaluations (for example, officer evaluation reports (OERs) and noncommissioned officer evaluation reports (NCOERs)).

(3) Manages the civilian personnel program. Provides SME support to the directors pertaining to personnel recruitment to include assistance with job descriptions and selection panels, assignments, awards, and appraisals.

(4) Manages the Personnel Management System which maintains the TRADOC FC personnel inventory and accountability. Manages the timeliness of OERs, NCOERs, and civilian appraisals.

(5) Manages the personnel and physical security program for the TRADOC FC to include: security clearance management, maintaining the post security access roster, issuing courier cards for TRADOC FC personnel required to hand carry classified material, managing the anti-terrorism training for the TRADOC FC, providing guidance on key control, and maintaining the

Emergency Evacuation SOP with building coordinators, and coordinating practice drills with the Fort Monroe military police.

(6) Manages the maintenance and administration of TRADOC FC buildings to include space management and telephones.

(7) Receives and distributes incoming and outgoing classified and unclassified correspondence to include: Federal Express, United Parcel Service, express, registered, and certified mail.

(8) Manages the Army Acquisition Corps functional area (FA 51) personnel within TRADOC for the developments community to include the annual Military Acquisition Position List Review for the MACOM.

(9) Manages civilian training for TRADOC FC.

(10) Manages personnel documentation of mandatory military and civilian training and military physical training requirements for TRADOC FC.

e. Functions of the Information Technology Branch.

(1) Develops, manages, and troubleshoots information systems for the TRADOC FC ICW the TRADOC Chief Information Officer (CIO) and Directorate of Information Management.

(2) Prepares data and documentation for integration into TRADOC's business architecture and plans for information technology.

(3) Plans and designs automated data processing (ADP) equipment architecture for the TRADOC FC. Conducts onsite surveys to assess current and future functional requirements.

(4) Develops and executes short- and long-range plans for TRADOC FC ADP applications to include software.

(5) Serves as ADP security administrator for TRADOC FC ADP applications. Develops and maintains the ADP Security Accreditation Plan. Establishes standards and monitors physical security for ADP systems.

(6) Provides user assistance for TRADOC FC ADP programs and equipment.

(7) Provides ADP SME support and advice to the directors.

(8) Manages the installation, maintenance, and operation of TRADOC FC access to local area networks, Fort Monroe campus area network, and secret internet protocol router network (SIPRNET).

(9) Works through TRADOC CIO to provide HQDA CIO/G-6 requirements documentation for use of other programs Army resources.

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(10) Develops and manages the SharePoint™ Portal for the TRADOC FC.

(11) Serves as the primary accountable office to the Fort Monroe property book officer for all TRADOC FC automation property whose value is \$5K or greater.

### **3-10. Operations Division.**

a. Mission. Coordinates, integrates, and synchronizes futures initiatives among the ARSTAF, TRADOC, non-TRADOC proponents, and other Services to meet established timelines. Analyzes, coordinates, tasks, and tracks all TRADOC FC taskers, missions, and support requirements.

b. Organization. The FC Ops consists of a Central Tasking Office, three Support Cells, and a Graphics Branch.

c. Functions.

(1) Coordinates with the ARSTAF, the HQ TRADOC staff, TRADOC and non-TRADOC proponents, and the directorates to ensure internal and external taskings and initiatives are synchronized and meet established timelines.

(2) Coordinates and tracks the scheduling of the ASARC, AROC, Army Capabilities Review, AMCB, and other 4-star and 3-star forums ICW the ARSTAF.

(3) Maintains the TRADOC FC Long-Range Calendar and posts to collaborative site(s).

(4) Plans, coordinates, and executes the senior officer QFR conferences hosted by the CG, TRADOC. Specific duties include but are not limited to:

(a) Conducting in process reviews for the Dir, FC and DD/CofS.

(b) Constructing QFR final notes and tasking matrices that track conference issues, taskings, and issue leads for DCG, F dissemination.

(c) Preparing the Dir, FC to brief QFR results at Army Synchronization Meetings.

(5) Authors the Quarterly Future Force Report from the CG, TRADOC to the CSA.

(6) Develops, compiles, and staffs FC input for the CG, TRADOC and the DCG/CofS informational materials in preparation for a variety of major conference events and very important person (VIP) visits.

(7) Prepares recurring report from Dir, FC to update the CG, TRADOC on key TRADOC FC events and issues; results of significant meetings, conferences, and video teleconferences; and distinguished visitors to the TRADOC FC.

(8) Maintains the general officer key events matrix and posts it to collaborative site(s).

(9) Serves as the TRADOC FC lead for operational security with respect to all classified and unclassified plans.

(10) Prepares the significant activities reports for the Dir, FC.

(11) Serves as the TRADOC FC lead for the TRADOC Orientation Program to include administrative and logistics coordination.

(12) Presents the TRADOC FC overview brief to U.S. and foreign VIPs, TRADOC Orientation Program participants, and other visitors to the TRADOC FC.

(13) Tasks appropriate directorates and divisions to review joint and Army capability documents (ICDs, CDDs, CPDs, and DCRs) and operational needs statements (ONS) received from HQDA, USJFCOM, or the Joint Staff.

(14) Maintains the duty roster of TRADOC FC field grade officers (for example, casualty assistance, flag duty, reports of survey, and others).

d. Functions of the FC Central Tasking Office.

(1) Ensures taskings and support requirements from HQDA, HQ TRADOC, CAC, U.S. Army Accessions Command (USAAC), non-TRADOC proponents, and the other Services receive proper disposition within the TRADOC FC.

(2) Prepares a weekly readahead book for all CG, TRADOC huddles and large and small group staff calls.

(3) Assists the PMD with tasking coordination, recurring reports, issue resolution, information flow, and matters of mutual interest ICW the FC Ops Deputy.

e. Functions of the support cells. The three support cells assist the directorates, divisions, and LNOs with tasking coordination, recurring reports, issue resolution, information flow, and matters of mutual interest. One cell coordinates with the CDE Directorate, the FC (Forward), the Joint Integration Division (JID), and the LNO to MCCDC. A second cell coordinates with the CD Directorate and the SPPD. A third cell coordinates with the RID, the IAPD, and the AIMD. Key functions of these cells include the following:

(1) Analyzes external taskers to determine which directorate or division is the lead and which directorate(s) and/or division(s) assists. Deconflicts tasker responsibilities and assists action officers with meeting and/or extending suspenses.

(2) Participates in directorate and division staff meetings and briefs attendees on key actions and issues.

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f. Functions of the Graphics Branch. Designs and prints graphics products and provides graphics support to TRADOC FC personnel, offices, and conferences.

### **3-11. Strategic Plans and Policy Division.**

a. Mission. Analyzes Army, joint, and DOD strategic documents to provide CG, TRADOC; DCG/CofS; and Dir, FC a critical analysis of strategic issues. Serves as a planning group for the Office of the Dir, FC. Develops strategic plans for the TRADOC FC. Develops and synchronizes TRADOC policy for concept development, experimentation, and requirements determination.

b. Organization. The SPPD consists of three branches: Strategic Plans, Initiatives, and Policy.

c. Functions of the Strategic Plans Branch.

(1) Assesses and coordinates Army, joint, and DOD strategic capstone level documents and guidance (for example, the National Security Strategy (NSS), National Defense Strategy, National Military Strategy (NMS), Quadrennial Defense Review, Service transformation roadmaps, and Army Posture Statement) to determine implications for the future force.

(2) Provides staff management for TRADOC's review of the Strategic Planning Guidance (SPG); Joint Planning Guidance; Army Strategic Planning Guidance; and other strategic studies, directives, and documents and their implementation.

(3) Provides staff management for TRADOC-led Army focus area initiatives for integration and execution to include coordination and integration of products; coordination of resourcing; implications of focus areas on the Army Campaign Plan (ACP), Army Transformation Roadmap, and SPG.

(4) Conducts annual review and maintains the TRADOC FC mission, vision, goals, and objectives.

(5) Serves as the TRADOC lead for strategic planning ICW Deputy Chief of Staff for Operations and Training (DCSOPS&T).

(6) Assists DCSOPS&T in planning TRADOC support to the ACP.

d. Functions of the Initiatives Branch.

(1) Plans and executes selected strategic planning events (for example, off-sites, leader huddles, and internal surveys).

(2) Assists all TRADOC FC directorates and divisions as directed with presentations or briefings for use by the TRADOC FC senior leadership.

(3) Assists the FC (Forward) in the execution of the TRADOC FC Strategic Engagement Plan.

(4) Develops white papers and executes special initiative projects for the Dir, FC.

e. Functions of the Policy Branch.

(1) Assists the Director of Concept Development and Experimentation and the Director of Capabilities Development by developing TRADOC policy and guidance for TRADOC and non-TRADOC proponents to execute the CDE, JCIDS, and acquisition processes. Assists the HQDA DCS, G-3/5/7 (Capabilities Integration, Prioritization, and Analysis Directorate) in the development of Army, and DOD policy regarding capabilities integration and development, acquisition, and test and evaluation (T&E).

(a) Serves as the TRADOC lead to develop the Army Concept and Capability Developments Plan (AC2DP).

(b) Serves as the TRADOC lead to develop the TRADOC regulation and pamphlet that implements the JCIDS ICW the directorates; the TRADOC Deputy Chief of Staff for Intelligence (DCSINT); DCSOPS&T; the Deputy Chief of Staff for Personnel, Infrastructure, and Logistics; and Command Safety Office.

(2) Provides staff management of the execution of TRADOC T&E responsibilities.

(a) Develops and provides policy, ICW the ATEC and HQDA, governing execution of TRADOC T&E responsibilities in support of materiel systems for which TRADOC is the combat developer.

(b) Provides the TRADOC representative to the HQDA T&E Management Committee.

(c) Provides T&E subject matter expertise to the HQ TRADOC staff and the proponents.

(d) Coordinates TRADOC resources requested by ATEC to support testing and evaluations.

(e) Prepares the Director of Requirements Integration to represent TRADOC during the HQDA Test Schedule and Review Committee (TSARC).

(f) Provides the TRADOC FC representative to TSARC Working Group meetings.

(g) Provides staff management of the TRADOC Force Development Test and Experimentation (FDT/E) program to include approval, prioritization, and funding of tests and experiments included in the Five Year Test Program (FYTP).

(h) Reviews and coordinates FYTP taskings for TRADOC resource support of operational tests, FDT/E, and developmental tests.

## **TRADOC Reg 10-5-2**

(i) Serves as the TRADOC lead for the Joint T&E and Foreign Comparative Testing (FCT) programs. Coordinates the nomination of joint and other Service T&E proposals and develops recommended TRADOC prioritized lists. Provides TRADOC representative at the annual Army Joint T&E nomination selection board. Coordinates a TRADOC general officer to serve on the Joint T&E GOSC, as required.

(3) Provides staff management of the TRADOC System Management Program.

(a) Serves as the lead for TR 71-12.

(b) Develops TRADOC System Manager (TSM) and TRADOC Program Integration Office (TPIO) charters for CG, TRADOC signature.

(c) Conducts the annual TSM review to develop recommendations on the establishment, closure, or modification of TSM and TPIO offices.

(4) Disseminates HQDA approved policies and procedures governing the TRADOC FC implementation of the manpower and personnel integration (MANPRINT) program.

(5) Assists the TRADOC FC Deputy Chief of Staff by coordinating the training and career development activities for Career Program 32, Combat Developer. Ensures information presented at the following training courses complies with governing regulations and current guidance:

(a) Combat Developments Course, U.S. Army Logistics Management College.

(b) Combat Developments Executive Course, U.S. Army Force Management School.

(c) The JCIDS information presented in the Intern Course.

### **Section IV Liaison Offices**

#### **3-12. Joint Integration Division.**

a. Mission. Provides TRADOC's engagement and coordination element at USJFCOM to support Army and joint integration and transformation. This division supports the CG, TRADOC, DCG/CofS, TRADOC FC, DCSOPS&T, and DCSINT as well as TRADOC subordinate commands, U.S. Army Forces Command, and HQDA. Specifically, the JID assists the integration of joint and Army concepts, initiatives, experimentation, interoperability, S&T, multinational engagements, DOTMLPF developments, training transformation; Joint National Training Capability (JNTC); command and control/intelligence, surveillance, and reconnaissance (ISR) prototyping; and ISR experimentation.

b. Organization. The JID main office is located at the USJFCOM J-9 in Suffolk. The JID has personnel embedded throughout USJFCOM to include the Standing Joint Force Headquarters

(SJFHQ), Joint Systems Integration Command (JSIC), Joint Center for Operational Analysis and Lessons Learned, J-7, J-8, and J-9.

c. Functions.

(1) Facilitates a strategic relationship between USJFCOM, the Army, and the other Services through their LNOs located at USJFCOM.

(2) Maintains situational awareness of all Army liaison efforts and MOAs within USJFCOM and, when appropriate, coordinates their activities to support TRADOC and the Army.

(3) Assists the direct engagement between TRADOC and USJFCOM senior leaders through USJFCOM component commanders meetings, informal meetings between TRADOC and USJFCOM flag officers, USJFCOM J-9 senior leader CDE meetings, USJFCOM J-7 senior leader training meetings, and USJFCOM J-8 Joint Battle Management Command and Control (JBMC2) Board of Directors.

(4) Assists the coordination of integration and interoperability issues related to the JCIDS process.

(5) Coordinates and assists Army focus areas and the Director of Architecture Integration and Management efforts with USJFCOM to integrate Army architectures with joint operational capabilities.

(6) Informs TRADOC and non-TRADOC proponents through a quarterly joint engagement newsletter and email or phone calls as required.

(7) Assists the Center for Army Lessons Learned (CALL) efforts to identify, process, and integrate joint and Army lessons learned from operations, training events, and other sources.

(8) Assists efforts by the CDE Directorate to integrate joint and Army concept exploration, development, experimentation, and wargaming to include participation in events.

(a) Assists the synchronization of the ACDEP with USJFCOM joint concept development and experimentation (JCDE) initiatives and events to ensure mutual support for Army and joint experimentation objectives.

(b) Assists the integration of land power capabilities in USJFCOM Concept Development Prototype Pathways ICW the Joint and Army Concepts Division (JACD).

(c) Participates in planning and execution of USJFCOM wargames, simulations, and seminars to ensure Army capabilities and equities are accurately represented.

(9) Supports efforts by the CD Directorate to develop capabilities for the Army's future force by facilitating coordination with joint capabilities development, S&T initiatives, spiraling

## **TRADOC Reg 10-5-2**

of new technologies, and initiatives in the areas of force application, protection, logistics, and training.

(10) Assists the Battle Command and Awareness Division (BCAD) efforts to synchronize Army command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) systems with joint requirements.

(11) Supports the Director, RID efforts in the areas of simulations, force design, studies and analysis, doctrine, and capabilities integration.

(12) Assists the Joint and Allied Doctrine Division (JADD) and CAC efforts to integrate emerging joint doctrine with future force requirements and provide the link between approved joint concepts and Army doctrine.

(13) Coordinates TRADOC engagement with USJFCOM SJFHQ (corps element) operations. Informs TRADOC on deployable joint command and control developments and monitors additional USJFCOM initiatives with potential TRADOC application.

(14) Assists and coordinates TRADOC engagement with USJFCOM J-7 JNTC, the Capabilities Group, and the Joint Training FCB.

(15) Maintains situational awareness of all USJFCOM JSIC efforts and coordinates activities with the appropriate TRADOC FC directorates and divisions. Specifically, works closely with the Spiral Developments Division (SDD), the Science and Technology Division (S&TD), the BCAD, and the Rapid Equipping Force (REF) as it relates to near-term (12-18 months) C4ISR capabilities.

(16) Assists DCSINT and TRADOC FC efforts with USJFCOM J-2, J-7, and J-9 in the following areas of interest: joint operational environment (JOE), contemporary operational environment, ISR, opposing forces development, intelligence support to joint and Army training, joint battle management, battlespace awareness, Red Cell, and intelligence support to joint concept development and experimentation.

(17) Links joint interest items to the TRADOC FC portal including concepts, experimentation plans, JNTC events, requirements documents, and other items of interest.

### **3-13. U.S. Marine Corps Combat Development Center Liaison Officer.**

a. Mission. Represents the Dir, FC to CG, MCCDC.

b. Functions.

(1) Learns, reports on, and participates in U.S. Marine Corps future force issues, concepts, experimentation, studies, JCIDS CBA, and capability developments across the DOTMLPF.

(2) Actively promotes the exchange of views and information on areas of common interest to maintain mutual situational awareness.

(3) Assists and coordinates TRADOC engagement with MCCDC.

(4) Assists the direct engagement between TRADOC and MCCDC senior leaders through the AMCB.

## **Section V**

### **Air Land Sea Application Center**

**3-14. Air Land Sea Application Center mission.** Develops multi-Service tactics, techniques, and procedures (MTTP) publications (published as Army field manuals) to fill interoperability voids between units, staffs, and the Services. Provides commanders of TRADOC, Air Force Doctrine Center (AFDC), Naval Warfare Doctrine Center (NWDC), and MCCDC the capability to develop MTTP publications, studies, and periodicals that coordinate Service doctrine and complement efforts of joint, Service, and other governmental organizations.

**3-15. Air Land Sea Application Center organization.** The ALSA is organized into teams focused on the following subjects: close air support/fire support, aviation/homeland security, special operations, sensor-shooter, communications, information operations/intelligence, and battle management. The JASC directs ALSA on behalf of the four Service chiefs. The JASC is comprised of the TRADOC FC DD/CofS; the Director, Expeditionary Force Development Center, MCCDC; Commander, NWDC; and the Commander, AFDC.

#### **3-16. Air Land Sea Application Center functions.**

- a. Accomplishes those actions directed by the JASC.
- b. Researches and recommends projects to the JASC for approval.
- c. Develops program statements that include the project purpose and scope, recommended participants, proposed outlines, and project milestones.
- d. Coordinates SME participation in ALSA joint working groups and facilitates the activities of joint working groups.
- e. Maintains Service funds for the ALSA operating budget and provides end-of-fiscal-year budget summaries to the Services.
- f. Assists the inter-Service flow of information by publishing the Air Land Sea Bulletin three times annually.

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## **Chapter 4**

### **Futures Center (Forward)**

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**4-1. Mission of the FC (Forward).** Represents the TRADOC FC at joint, Service and, as directed, interagency staff activities and developments forums in the NCR; executes strategic communications efforts with Army and external audiences; assists TRADOC FC elements with event synchronization and participation.

**4-2. Organization of the FC (Forward).** The FC (Forward) consists of a single office with support staff.

### **4-3. Functions of the FC (Forward).**

a. Identifies TRADOC FC requirements, and develops and articulates positions in order to influence actions through day-to-day interface with the ARSTAF, Joint Staff, and OSD. Assists in favorably influencing multiple parts of the Army, the Joint Staff, OSD, Congress, and industry to support the future force.

b. Acts as personal representatives of the Dir, FC. When directed, represents TRADOC in the NCR.

c. Gathers information necessary to plan, execute, and facilitate strategic communications through proximity by the conduct of briefings, media interviews, and outreach efforts to multiple audiences. Produces a daily summary of press highlights that captures items of interest to TRADOC FC leadership as covered in local media outlets.

d. Represents TRADOC FC at current force and future force meetings (including FCS-related forums) as required to maintain situational awareness for TRADOC FC actions.

e. Identifies supporting activities (DOTMLPF domains) for synchronization or integration to accomplish TRADOC FC goals, and coordinates the required actions with the responsible TRADOC FC element through the TRADOC FC Ops.

f. Assists the TRADOC FC Ops in the synchronization of essential work calendars, schedules, liaison, and day-to-day interface to HQDA. Assists the Dir, FC and DD/CofS in meetings and trips to the NCR.

g. Provides forward operating facilities for TRADOC FC personnel working temporary duty missions in the NCR and, in the case of an emergency, an alternate headquarters for TRADOC FC main.

h. Supports DCG, F in the development, coordination, and implementation of the TRADOC FC portion of the TRADOC STRATCOM plan ICW the HQ TRADOC STRATCOM office.

i. Serves as the TRADOC FC lead for strategic communications. Manages the Futures Center Engagement Plan that implements actions necessary to engage audiences that shape the development of the future force (joint and Army).

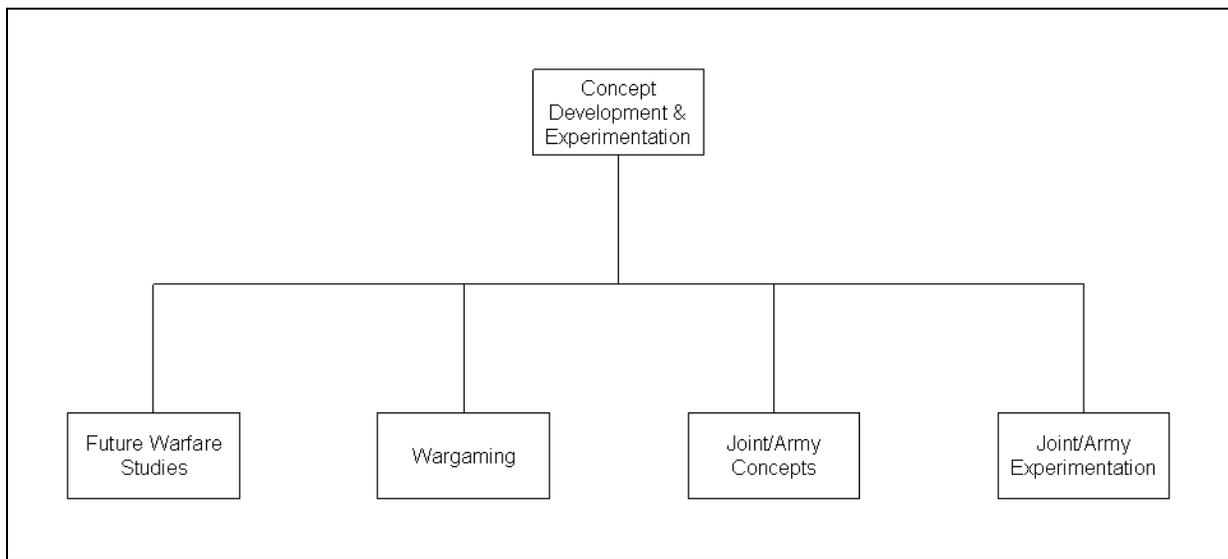
j. Synchronizes TRADOC FC developed themes and messages with HQ TRADOC, and HQDA strategic plans to ensure message continuity.

k. Develops and maintains the TRADOC FC webpage.

## Chapter 5 Concept Development and Experimentation Directorate

**5-1. Mission of CDE Directorate.** Leads the development of warfighting concepts and required capabilities. Manages and integrates Army concept development, wargaming, and experimentation in order to develop the required body of knowledge underpinning near-, mid- and long-term Army developments.

**5-2. Organization of CDE Directorate.** The CDE Directorate consists of four divisions: Future Warfare Studies Division (FWSD), Wargaming Division (WD), JACD, and Joint and Army Experimentation Division (JAED) (see [fig 5-1](#)).



**Figure 5-1. Concept Development and Experimentation Directorate**

### 5-3. Director of Concept Development and Experimentation functions.

a. Leads joint and Army CDE efforts through TRADOC and non-TRADOC proponents ICW HQDA. Synchronizes and integrates Army CDE with JCDE.

b. Leads study of future warfare.

c. Leads concept development by ICTs, TRADOC proponents, and non-TRADOC proponents.

d. Ensures the integration of land force capabilities in the development of joint operating, functional, and integrating concepts ICW the HQDA DCS, G-3/5/7 (Strategy, Plans, and Policy Directorate), the FCB working groups, Joint Staff, USJFCOM, and other combatant commands.

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e. Leads TRADOC experimentation and synchronizes experimentation with non-TRADOC organizations across the CDE community of practice (TRADOC battle labs, proponent centers and schools, the TRADOC Analysis Center (TRAC), USJFCOM, other Service experimentation offices, interagency and multinational experimentation agencies, ARSTAF, ATEC, RDECOM, U.S. Army Special Operations Command (USASOC), SMDC, and other organizations as required). Approves proponent experimentation plans and reports of results.

f. Coordinates with the TRADOC DCSINT for the relevant JOE for all joint and Army concept development, experimentation, scenario development, and analysis.

g. Directs the development and use of Army scenarios to support experiments, studies, and analysis for capabilities development. Assists HQDA in the development of OSD defense planning scenarios (DPS) including multi-Service force deployment (MSFD) documentation.

(1) Reviews, validates, and forwards division and corps scenarios to Dir, FC for approval IAW TR 71-4, paragraph 1-4a(1)(b).

(2) Reviews and approves brigade combat team (BCT) scenarios and vignettes derived from TRADOC-approved division and corps scenarios IAW TR 71-4, paragraph 1-4a(1)(g).

h. Directs and manages the functional area analysis (FAA) by ICDTs. Validates the results of FAAs ICW the Director of Capabilities Development, TRADOC FC (Dir, CD).

i. Coordinates with the Director of Architecture Integration and Management, TRADOC FC (Dir, AIM) for the development of operational architectures for all joint and Army warfighting concept development, experimentation, and analysis.

j. Supports the development of the TSAP by assisting in the development of analytic commander's critical information requirements (CCIR) and by synchronizing and integrating the future warfare study and experimentation events into the overall program.

### **5-4. Future Warfare Studies Division.**

a. Mission. Identifies issues critical to future force development for the Army. Integrates issues and insights into concept and capability development programs through the Army Title 10 Wargame and other seminars. Studies and develops solution strategies to enduring operational problems (including policy and strategy implications) affecting future force development in the near-, mid-, and far-terms.

b. Organization. The FWSD consists of three branches: Futures Studies, Operational Warfare Research, and Wargaming.

c. Functions.

(1) Scouts the future to independently and objectively assess, refine, and generate ideas on operational level warfighting.

(2) Serves as the TRADOC lead for the study of long-term futures (POM, extended planning period, and beyond) ICW the DCSINT. Assesses, refines, and generates ideas on the force of the future and the future JOE.

(a) Conducts the Army Future Warfare Study.

(b) Develops study objectives and leads the planning of the Army Title 10 Wargame supported by the WD and TRADOC DCSINT.

(3) Develops the annual Future Warfare Study Plan (FWSP).

d. Functions of the Future Studies Branch.

(1) Develops and manages the FWSP as an annex to the ACDEP and provides FWSD input to the ACDEP questions architecture.

(2) Develops and manages research wargame themes, objectives, and issues and provides leadership for workshops to develop event specific analysis plans.

(3) Develops and executes the FWSD input to the TRADOC STRATCOM plan.

(4) Provides emerging analytical insights through Significant Outcomes Assessments to the WD, JACD, JAED, TRAC, TRADOC centers and schools, USJFCOM, and other Services.

(5) Manages ad hoc integrated product teams (IPTs) organized to support FWSP lines of investigation.

e. Operational Warfare Research Branch.

(1) Monitors mid- and long-term trends and drivers for operational level warfare. Identifies the implications on operational level warfare along the four azimuths below in order to recommend refinements to existing concepts or generate new and/or alternative concepts as required:

(a) Human and organizational behavior ICW RAND, U.S. Army Materiel Command (AMC), Army Research Laboratory (ARL), and the CAC.

(b) Military art and science.

(c) Geo-political ICW the SPPD.

(d) Science and technology ICW the S&TD.

(2) Plans and manages the execution of future warfare seminars to assist in the development of solution strategies for enduring operational problems (with policy and strategy implications) affecting the Army in the near-, mid-, and far-terms.

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### **f. Functions of the Wargaming Team.**

(1) Provides leadership and direction for Army participation in other Service, joint, multinational, and OSD wargames ensuring the adjudication, assessment, and appropriate personnel augmentation to player and assessment cells. Coordinates requests for analytic support to TRAC.

(2) Plans, coordinates, and conducts the operational aspects of Army Title 10 wargames.

(3) Provides Army force objectives, research issues, force structures, and time-phased force deployment data ICW the HQDA DCS, G-3/5/7, the Deployment Process Modernization Office (DPMO), and the Combined Arms Support Command (CASCOM) to support Army, other Service, joint, multinational, and OSD wargames.

## **5-5. Wargaming Division.**

a. **Mission.** Provides game execution support for the Army Title 10 wargame series and OSD, joint, interagency, and multinational wargames IAW the goals and objectives of the ACDEP and the FWSP.

b. **Organization.** The WD consists of three teams: Strategic Engagement and Wargame Administration, Wargame Operations, and Wargame Design.

### **c. Functions of the Strategic Engagement and Wargame Administration Team.**

(1) Plans and executes game support functions for the Army Title 10 Wargame Strategic Engagement Plan IAW guidance from the CSA; CG, TRADOC; and Commander, USJFCOM.

(2) Plans, prepares, and executes the administrative functions of the Army Title 10 Wargame Senior Leaders' Seminar, related seminars, planning meetings, political-military seminars, and staff planning exercises. Establishes and operates a Joint Visitors' Bureau during the execution of the wargame, and coordinates security and foreign disclosure issues.

### **d. Functions of the Wargame Operations Team.**

(1) Leads game support planning and execution of the Army Title 10 Wargame and related seminars, planning meetings, political-military seminars and staff planning; tracks and schedules Army sponsored wargame "summits"; and prepares and updates Army Title 10 wargame series briefings.

(2) Coordinates and develops a venue to conduct after-action reviews on overall technical planning and execution of major wargames. Documents all game-related after action review issues for each wargaming event and maintains continuity files on previous wargames.

### **e. Functions of the Wargame Design Team.**

- (1) Plans and executes all technical aspects of Army Title 10 wargames.
- (2) Coordinates with the DCSINT on the appropriate JOE and “Red” participant requirements.
- (3) Manages, monitors, supports, and records the activities of agencies (CASCOM, SMDC, CAC (for information operations (IO)), USASOC (for special operations forces), DCSINT, DPMO, and others) supporting the Army Title 10 Wargame.
- (4) Coordinates technical wargaming issues, insights, and techniques with the other Services’ and State Department’s future wargaming organizations and maintains liaison with the wargaming organizations at the National Defense University and USJFCOM.
- (5) Participates in and periodically hosts wargaming summit meetings with the wargaming organizations of other Services and government agencies.
- (6) Supports ACDEP development and provides Service, joint, and other wargame input into the JEAD experimentation matrix.

**5-6. Joint and Army Concepts Division.**

a. Mission. Develop Army concepts for Army operations 15 to 20 years into the future including the Army capstone, operating, and functional concepts and selected CCPs. Develops and manages the ACS. Assists the ARSTAF in the development of joint concepts, DPS, and MSFD documents. Provides concepts expertise for joint and Army experimentation, including wargames, in order to refine and validate Army and joint concepts. Develops and manages the TRADOC Army scenarios program ICW TRAC.

b. Organization. The JACD consists of three branches: Joint Concepts, Army Concepts, and Scenarios.

c. Functions of the Joint Concepts Branch.

(1) Assists HQDA DCS, G-3/5/7 (Strategic Plans, Concepts, and Doctrine Division) in the development of selected joint concepts promulgated by the Joint Staff, FCBs, combatant commands, and the Services to ensure Army concepts and capabilities are accurately nested in joint concepts.

(2) Assists the Dir, AIM by providing joint concepts subject matter expertise necessary for the development of Army warfighting operational architectures.

(3) Develops and implements a concept familiarization program that ensures experimentation personnel are knowledgeable of applicable joint and Army concepts.

(4) Assists the development and review of Army concepts and CCPs.

## **TRADOC Reg 10-5-2**

(5) Assists the FWSD and JAED in the planning, preparation, and execution of selected joint and Army wargames and experiments designed to experiment with key ideas of selected joint and Army concepts.

### **d. Functions of the Army Concepts Branch.**

(1) Develops and manages the ACS program. Develops and administers policies, procedures, and plans for the development of concepts and CCPs ICW the SPPD and JAED.

(2) Develops Army concepts including the Army capstone concept (TP 525-3-0), operating concepts, functional concepts, and selected CCPs.

(3) Assists the Dir, AIM in the development of warfighting operational architectures.

(4) Assists the JAED in the development and management of the ACDEP. Develops the Army concept development annex to the ACDEP.

(5) Assists the FWSD and JAED in the planning, preparation, and execution of selected joint and Army wargames and experiments.

(6) Reviews FAAs conducted by ICDTs or proponents, and provides recommendations on validation to the Director of Concept Development and Experimentation, TRADOC FC (Dir, CDE) for decision.

### **e. Functions of the Scenarios Branch.**

(1) Provides staff management for TRADOC scenario development and use, ICW TRAC, to support TRADOC experiments, studies, and analysis for capabilities development. Ensures scenarios are concept-based, DPS and MSFD compliant.

(2) Assists the HQDA DCS, G-3/5/7 (Strategic Plans, Concepts, and Doctrine Division) in the development of DPS, including MSFD documentation.

(3) Serves as the lead for TR 71-4. Develops and administers the TRADOC Scenario Production Plan as an annex to the ACDEP ICW the JAED.

## **5-7. Joint and Army Experimentation Division.**

a. **Mission.** Provides staff management of Army and TRADOC experiments, synchronized with other Army, Service, and joint experiments, in order to support current and future force developments.

b. **Organization.** The JAED consists of three branches: Integration, Prototype, and Developments.

c. **Functions.**

(1) Develops the ACDEP IAW direction of Dir, FC, synchronizes it with the USJFCOM JCDE Campaign Plan, and manages its execution.

(2) Provides staff management of experimentation by TRADOC proponent battle labs IAW the ACDEP. Synchronizes and integrates experimentation with non-TRADOC organizations (other battle labs, ATEC, RDECOM, industry, academia, and other relevant organizations).

(3) Synchronizes and integrates Army experimentation with joint, other Services, interagency, and multinational experimentation ICW HQDA DCS, G-3/5/7 (Battle Command, Simulation, and Experimentation Directorate) in order to achieve synergy within the CDE communities of practice. Specifically, coordinates experimentation and experimentation support across the CDE community of practice.

(4) Ensures experiments, ICW the Dir, AIM, utilize architecture information sets for performance analysis, M&S, and experimentation support to TRADOC, HQDA, the FCB working groups, USJFCOM, other combatant commands, other Services, and defense organizations.

d. Functions of the Integration Branch.

(1) Develops and manages the ACDEP and the strategic (10+ year) and operational (5+ years) CDE plans including: wargames, concept development, experimentation, studies, analyses, T&E, and S&T ICW the CDE community of practice.

(2) Coordinates and integrates strategic and operational experimentation plans with relevant CDE partners including joint, interagency, and multinational partners.

(3) Develops, ICW the combat developments community of practice (CD Directorate, RID, proponent directorates of combat developments (DCDs), TSMs, and TPIOs), and maintains the ACDEP questions architecture as a repository of questions characterizing the body of knowledge required to support concept and required capability development for the current force and develop the future force. Maintains the repository of CDE findings and insights ICW the Studies and Analysis Division (S&AD).

(4) Develops annual experimentation guidance for the next fiscal year ICW the CDE community of practice including assignment of objectives to be executed, funding guidance, and required coordination.

e. Functions of the Prototype Branch.

(1) Manages prototype experiment planning, across the CDE community of practice, IAW ACDEP experimentation guidance.

(2) Coordinates, integrates, and synchronizes prototype experiments (to include transition of results) across participating organizations from the CDE community of practice.

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(3) Manages the transition of prototype experiment insights and results to the appropriate organizations for consideration and/or action.

(4) Manages the allocation of Army and TRADOC prototype experimentation resources including experimental forces.

(5) Develops requirements to support prototype experiments including M&S, scenario development, and experimental forces.

### f. Functions of the Developments Branch.

(1) Manages concept development experiment planning, across the CDE community of practice, IAW ACDEP Experimentation Guidance.

(2) Coordinates, integrates, and synchronizes concept development experiments across participating organizations from the CDE community of practice. Coordinates with the JACD in experiment planning to support the ACS.

(3) Manages the transition of concept development experiment insights and results to the appropriate organizations for consideration and/or action.

(4) Manages the allocation of TRADOC concept development experimentation resources including experimental forces.

(5) Develops requirements ICW the CDE community of practice to support concept development experiments including M&S, scenario development, and experimental forces.

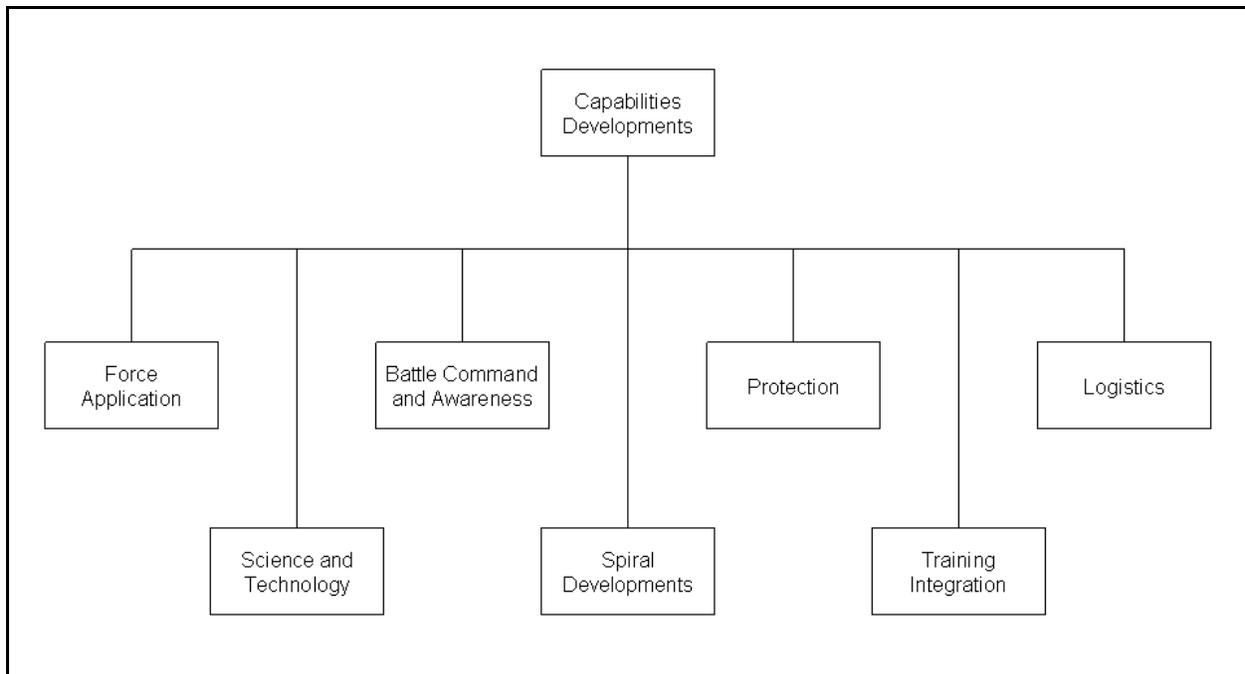
(6) Assists the Director, RID in managing the implementation and use of BLSCE IAW the BLCSE Configuration, Control, and Use memorandum and ICW the Simulations Division and the TRADOC CIO.

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## Chapter 6 Capabilities Development Directorate

**6-1. Mission of CD Directorate.** Leads the determination of requirements and development of future force capabilities for TRADOC. In collaboration with CDE Directorate, assesses concepts to identify gaps in required capabilities. Conducts capability gap assessments for the current force. Manages the execution of FNAs and functional solution analyses (FSAs) by ICDTs. Directs and manages the development of JCIDS capability documents. Develops and manages the integration of DOTMLPF solutions for capability gaps.

**6-2. Organization of CD Directorate.** The CD Directorate consists of seven divisions: Force Application Division (FAD), BCAD, Protection Division (PD), Logistics Division (LD), S&TD, SDD, and Training Integration Division (TID) (see [fig 6-1](#)).



**Figure 6-1. Capabilities Development Directorate**

### **6-3. Director of Capabilities Development functions.**

a. Directs, manages, and synchronizes capabilities developments by ICDTs, TRADOC proponents, and non-TRADOC proponents per established MOA or MOU.

(1) Assesses and integrates operational lessons learned, ONS, and combatant command integrated priority lists (IPLs) into capabilities developments.

(2) Integrates joint and Army concepts and associated architectures into capabilities developments ICW Dir, CDE and Dir, AIM.

b. Directs and validates the CBA of joint and Army concepts and CCPs.

(1) Leads the FNA by ICDTs. Validates the results of the FNA and forwards the prioritized list of capability gaps to Dir, FC for approval.

(2) Leads the FSA by ICDTs. Validates the FSA results.

(3) Coordinates the conduct of the PIA by the Director, RID.

c. Directs the preparation of capability documents by ICDTs and TRADOC and non-TRADOC proponents. Reviews and forwards ICDs, CDDs, and DCRs to the Dir, FC for validation and submission to HQDA DCS, G-3/5/7 (Future Warfighting Capabilities Division) for CSA approval. Forwards the capability document executive summary (EXSUM) through the Dir, FC to CG, TRADOC.

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d. Validates Army S&T priorities for the required capabilities outlined in Army concepts and CCPs ICW the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)).

e. Serves as the co-chair of the Technical Council and the annual Warfighter Technical Council review of the Army S&T portfolio.

f. Leads the identification and determination of JCIDS-derived training and leadership education (TL) requirements. Ensures the development and integration of training, training support, personnel, leadership, and system safety considerations into capabilities developments ICW USAAC and CAC.

g. Reviews and forwards DCSOPS&T-endorsed system training plans (STRAP) to the Dir, FC for approval. Integrates the approved STRAP with its supported CDD or CPD.

h. Manages joint capability development activities for the Chemical and Biological Defense Program.

i. Identifies test and analysis requirements to support capabilities developments ICW the Director, RID.

j. Assists the Dir, AIM in the development of operational architectures.

k. Serves as the TRADOC representative to the FCBs, the Joint Capabilities Board (JCB), and the Joint Requirements Oversight Council (JROC).

l. Leads TRADOC engagements to inform industry of Army capability gaps, assists industry in focusing efforts on Army needs, and sustains subject matter expertise within the TRADOC FC on industry research and development initiatives.

m. Leads TRADOC efforts in the determination and prioritization of capability gaps within current operations based upon reviews of lessons learned, ONS, and combatant command IPLs.

**6-4. Force Application Division, Battle Command and Awareness Division, Protection Division, and Logistics Division common functions.** Common functions performed by these divisions are listed below. Unique functions are outlined in paragraphs 6-5 through 6-8.

a. Provides guidance concerning the capabilities development for assigned functional areas and materiel systems through the Dir, FC to TRADOC and non-TRADOC proponents.

b. Provides staff management of developments activities of ICDTs, TRADOC and non-TRADOC proponents, TSMs, and TPIOs for:

(1) The JCIDS CBA of Army concepts and CCPs.

(2) Identification, development, and integration of DOTMLPF solutions to resolve capability gaps.

(3) Development, staffing, and approval of capability documents.

c. Integrates and synchronizes DOTMLPF solutions for gaps in capability within assigned functional areas.

(1) Develops recommendations concerning the integration of capability issues into the development of all major materiel systems to ensure that issues are addressed.

(2) Develops recommendations and, ICW the S&AD, coordinates TRADOC resources to support proponent, TRADOC FC, AMC, or HQDA study requirements in support of capability developments within assigned functional areas.

(3) Coordinates the resolution of combatant command and MACOM issues and concerns within assigned functional areas.

(4) Manages capability documents and supporting documents pertaining to the acquisition and life-cycle of materiel within assigned functional areas.

d. Coordinates and obtains required support from HQDA, other MACOMs, other Services, other government agencies, allies, and industry for capability issues associated with assigned functional area(s).

(1) Coordinates Army requirements with joint and other Service requirements.

(2) Synchronizes TRADOC capabilities developments with combatant commands, MACOMs, other Services, and allied nations requirements.

e. Provides input to analyses of alternatives (AoA) and other analytical studies to determine cost effective and efficient materiel solutions.

f. Reviews capability documents to ensure human system integration (MANPRINT) issues are addressed.

g. Integrates system safety in all appropriate capabilities developments ICW the TRADOC Command Safety Office.

h. Reviews and validates JCIDS and acquisition supporting documents to include the support strategy, integrated logistics support plan, the STRAP, T&E master plans, critical operational issues and criteria (COIC), basis of issue plan (BOIP), and the materiel fielding plan.

i. Plans and coordinates TRADOC FC representation to the AROC, Army Capabilities Review, AMCB, FCBs, JCB, JROC, and Milestone Decision Reviews. Reviews and establishes position proposals for attendees.

j. Provides the TRADOC representative for the assigned functional area(s) with the ARSTAF, USJFCOM, combatant commands, and FCB working groups.

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k. Represents the user at Source Selection Evaluation Board and Source Selection Advisory Council meetings when required.

l. Provides a member to the joint integrating concepts ICTs. Leads TRADOC efforts to support ARSTAF and Joint Staff FCBs in the conduct of the CBA on selected joint integrating concepts.

m. Assists the Dir, AIM in the development of warfighting operational architectures.

n. Assists the SDD execution of capability gap analyses and the spiraling of capabilities selected by senior Army leadership into the current force.

o. Assists the Capabilities Integration Division (CID) by coordinating proponent input and supporting the Capabilities Needs Analysis (CNA), the Budget Operating System Capability Assessment (BOS CA) reviews, and POM input development.

p. Assists the S&TD by providing operational assessments of technologies for the annual S&T reviews.

q. Assists CAC, ICW the TID, by reviewing training device requirements.

r. Assists the SPPD by: providing input to the development of a TRADOC regulation and pamphlet that implements JCIDS; reviewing and updating Combat Developments Executive Course content; reviewing TSARC, FYTP, Joint T&E, and FCT initiatives and issues; and participating in the annual review of TPIO and TSM requirements.

s. Assists PMD by providing input to DMARS, TRADOC Review and Analysis, and TRADOC FC positions on external audits.

t. Assists FC Ops by tracking division-related ASARC, AROC, JROC, AMCB, and other 3- and 4-star level reviews.

### **6-5. Force Application Division.**

a. Mission. Provides staff management for the determination of requirements and development of capabilities for the following functional areas: dismounted maneuver, mounted maneuver, fire support, and aviation.

b. Organization. The FAD consists of four branches: Soldier, Mounted Maneuver, Aviation, and Fire Support.

c. Functions.

(1) Provides the TRADOC representative to the Force Application FCB Working Group.

(2) Provides staff management of battle lab and DCD developments for new tactical weapon systems to include Soldier-as-a-System (SaaS); manned and unmanned aviation

platforms; manned and unmanned ground combat platforms; small arms and crew served weapons; line-of-sight, beyond line-of-sight, and non-line-of-sight systems; thermal and night vision sights; platform survivability; and soldier survivability.

(3) Manages the development of force application requirements necessary to maintain the current force and transform to the future force.

(4) Integrates and synchronizes DOTMLPF with materiel development efforts by force application proponents and DOTMLPF functions related to the acquisition of force application systems.

(5) Coordinates the Army's emerging and current maneuver and lethality requirements to ensure viable organic and joint precision fires and full dimensional maneuver to maintain the current force and transition to the future force.

d. Functions of the Soldier Branch.

(1) Provides staff management of Soldier-related programs.

(2) Serves as the TRADOC FC lead for the SaaS program. Provides the TRADOC FC representative to the SaaS ICT, the Land Warrior II and Mounted Warrior Soldier System Increment I IPT (Stryker Assessment), the Clothing and Individual Equipment/Organizational Clothing and Individual Equipment (Retained Issue) IPT, and the Rapid Fielding Initiative ICT.

(3) Integrates all Soldier enhancement program (SEP) initiatives and provides the TRADOC FC voting member on SEP Executive Council.

(4) Serves as the TRADOC FC lead for infantry firepower initiatives. Provides the TRADOC FC representatives to the Shoulder Launched Munitions ICT and the Close Combat Missile Systems ICT.

(5) Serves as the TRADOC FC lead for all small arms and crew served weapons programs. Provides the TRADOC FC representatives to the Joint Services Small Arms Program ICT Executive Council, the Joint Non-Lethal IPT, the Objective Individual Combat Weapon ICT, the Objective Crew Served Weapon ICT, and the Future Handgun IPT.

(6) Serves as the TRADOC FC lead for all Soldier night vision including dismounted, mounted, and air crew devices.

e. Functions of the Mounted Maneuver Branch.

(1) Provides staff management for the development of all armor and mounted infantry programs.

(2) Serves as the TRADOC FC lead for the validation and subsequent approval of combat vehicles improvements and performance enhancements deployed in theater as a result of lessons

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learned. Ensures future system improvements are identified, developed, funded, and applied in response to the future operational environment.

(3) Serves as the TRADOC FC lead for unmanned ground systems.

### **f. Functions of the Aviation Branch.**

(1) Provides staff management of aviation programs to include:

(a) Manned fixed wing (RC-7, RC-12, C-12, C-23, UC-35, and future cargo aircraft).

(b) Rotary wing (OH-58D KW, AH-64A/D, armed reconnaissance helicopter, UH-60A/L/M, CH-47D/F, and light utility helicopter).

(c) Unmanned aerial systems (Raven, Shadow, Hunter, Improved Gnat, and extended range multi-purpose).

(d) Aviation systems ammunition (Advanced Precision Kill Weapon System, Hellfire, 2.75 inch rockets, M-240 and M-60D machine gun, and joint common missile).

(e) Aviation survivability equipment (Common Missile Warning System/Improved Countermeasures Dispensing System and Advanced Tactical Infrared Countermeasures).

(f) Air traffic services, communications, ground support, and other ancillary equipment.

(2) Provides the TRADOC FC representatives to the joint unmanned aerial vehicle system (UAVS) Overarching Integrated Project Team (OIPT), and the joint UAVS tiger team. Serves as the Army representative to the Air Force, as executive agent, on all UAVS issues.

(3) Serves as the TRADOC FC lead for the Joint Heavy Lift OIPT.

(4) Supports the development of the Aviation and Missile Research, Development, and Engineering Center's Aviation Science and Technology Strategic Plan Working Group.

(5) Serves as the TRADOC FC lead for Army aviation capability reviews at HQDA.

### **g. Functions of the Fire Support Branch.**

(1) Provides staff management of all fire support programs.

(2) Serves as the TRADOC FC lead for the CBA of the joint integrating concept, Global Strike.

(3) Manages and serves as the TRADOC FC lead for fire support-related Army capabilities reviews.

(4) Serves as the TRADOC FC lead for biannual verification of compliance with prohibitions resident in the Intermediate Range Nuclear Forces Treaty Implementation Plan.

**6-6. Battle Command and Awareness Division.**

a. Mission. Performs staff management of the determination of requirements and development of future force battle command capabilities, Battlespace Awareness, and Network-centric Operations functional areas.

b. Organization. The BCAD consists of the Programs, Analysis, and Integration Branch and the Requirements Branch.

c. Functions of the Programs, Analysis and Integration Branch.

(1) Manages capability developments by proponent battle labs and DCDs (CAC, Intelligence Center, and Signal Center) and non-TRADOC proponent battle labs within the command and control, and Battlespace Awareness joint functional areas that comprise battle command across the current and future forces.

(2) Provides the TRADOC representatives to the Joint Command and Control, Battlespace Awareness, and Network-centric Operations FCB working groups.

(3) Supports future C4ISR requirements necessary to meet the objectives of the capstone concept for joint operations, the command and control and Battlespace Awareness joint functional concepts, the Enterprise Strategy, the Army Battle Command System, the Warfighter Information Network, Intelligence XXI, and other plans, programs, and initiatives to attain the Army objectives.

(4) Provides staff management of LandWarNet development. Chairs the LandWarNet Council of Colonels and the LandWarNet Technical Integration Working Group.

(5) Provides the TRADOC FC member of the Battle Command Council of Colonels to synchronize and integrate Army battle command capabilities.

(6) Provides the TRADOC FC member of the JBMC2 Mini-Board of Directors.

(7) Provides the TRADOC FC member of the multi-Service C4ISR Working Group.

(8) Serves as the TRADOC FC lead for joint Blue Force situational awareness and Blue Force tracking.

d. Functions of the Requirements Branch.

(1) Coordinates the Army's emerging and current C4ISR requirements to ensure a viable communications and intelligence structure meets current and future force requirements.

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(2) Provides staff management of battle lab and DCD developments for new tactical C4ISR systems to include combat net radios, area common user systems, joint intelligence systems, data systems and networks, communications security, messaging, tactical operations centers, satellite systems, position and navigation systems, topography initiatives, meteorological systems, ground- and air-based tactical intelligence systems, and unmanned aerial vehicle sensor and communications payload packages.

(3) Performs the following common space and information superiority (IS) functions:

(a) Participates in IS- and space-related ICTs and IPTs as required.

(b) Provides the TRADOC representatives to the IO Council of Colonels and the Command and Control Protect Council of Colonels. Supports the TRADOC FC general officer representative to the HQDA IO GOSC (1- and 2-star) and HQDA Senior IO Review Committee (3-star).

(c) Provides the TRADOC FC lead for IS actions as a primary member of CAC IS Matrix Management Team.

(d) Assists CAC in management and administrative support for the IS ICT.

(4) Performs space unique functions:

(a) Manages the TRADOC-SMDC MOA for space, C4ISR, information operations, global strike, and global missile defense operations.

(b) Provides staff management of space-related systems, concepts, combat developments, doctrine, functions, and programs.

(c) Provides the co-chair for the Space ICT with Director, Force Development and Integration Center, SMDC.

(d) Coordinates TRADOC input to the Army Space Master Plan.

### **6-7. Protection Division.**

a. Mission. Performs staff management for the determination of requirements and development of capabilities for the following functional areas: survivability; force protection; combat identification; non-lethal capabilities; explosive ordnance disposal (EOD); homeland security; installation force protection; air defense artillery; counter rocket artillery mortar; integrated air and missile defense; military police (MP); and chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE).

b. Organization. The PD consists of two branches: Survivability and Force Protection/Homeland Security.

c. Functions.

(1) Provides the TRADOC representative to the Protection FCB Working Group.

(2) Manages and prioritizes developments by the proponent battle labs and DCDs (maneuver support, EOD, air defense, non-lethal, and combat identification) within the protection functional area.

(3) Assists the LD in the areas of vehicle and convoy protection measures and engineering capabilities for counter-mine and counter-improvised explosive devices.

(4) Assists the FAD in the areas of individual Soldier protection capability developments.

d. Functions of the Survivability Branch.

(1) Provides the co-chair to the Combat Identification Working Group responsible for developing future force combat identification requirements.

(2) Integrates and synchronizes DOTMLPF developments to address gaps in combat identification capabilities.

(3) Manages the Army's Nuclear Survivability (NS) and Nuclear, Biological, and Chemical Contamination Survivability (NBCCS) programs within TRADOC as they pertain to capability developments.

(a) Provides the TRADOC representative to the Army's Nuclear and Chemical Contamination Survivability Committee Secretariat.

(b) Advises the Dir, CD as the general officer representative to the Army's Nuclear and Chemical Contamination Survivability Committee.

(c) Reviews and assesses CDDs and CPDs to ensure that NS and NBCCS of Army materiel is properly addressed.

(d) Assists and advises proponents regarding waivers of unmet criteria in support of NS and NBCCS requirements within CDDs or CPDs.

(4) Integrates and synchronizes DOTMLPF developments to address gaps in air and missile defense capabilities.

e. Functions of the Force Protection and Homeland Security Branch.

(1) Integrates and synchronizes DOTMLPF developments to address gaps in non-lethal capabilities. Provides subject matter expertise as required in the area of non-lethal systems.

(2) Provides staff management of the Army's portion of the OSD Chemical Biological Defense Program. Represents TRADOC ICW the U.S. Army Chemical School on materiel

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matters to the Joint Staff J-8 Joint Requirements Office – Chemical, Biological, Radiological, and Nuclear Defense.

(3) Provides staff management of DOTMLPF developments to address gaps in CBRNE defense and consequence management capabilities. Coordinates developments with the U.S. Army Chemical School and U.S. Army Nuclear and Chemical Agency.

(4) Provides staff management for smoke and obscurant programs.

(a) Represents the TRADOC FC in-smoke and obscurant-related matters.

(b) Coordinates the U.S. Army Maneuver Support Center smoke and obscurant programs.

(c) Coordinates the validation and approval of joint smoke and obscurant capability documents (Army lead) and HQDA endorsement when another Service is designated as the lead.

(5) Manages the TRADOC homeland security (HLS) program to include development of capability documents, provides support as required to ensure HLS missions of homeland defense and civil support are incorporated in all TRADOC proponent-developed DOTMLPF solutions, and represents TRADOC in all Army HLS development efforts.

(a) Integrates and synchronizes DOTMLPF developments to address gaps in force protection, installation force protection, and HLS capabilities.

(b) Through the BCAD, provides guidance pertaining to communication and information security measures for force protection, installation force protection, and HLS.

(c) Conducts and/or participates in force protection, installation force protection, and HLS-related ICTs and IPTs as required.

(d) Serves as the TRADOC FC representative to HQDA, industry, and other Services and agencies with regards to force protection and HLS.

(e) Assists CAC development of operational force protection capabilities.

(f) Serves as TRADOC functional manager for the Civil Support Team and Weapons of Mass Destruction specialized management decision packages. Develops and coordinates supporting documentation and briefings and presents to the Training Program Evaluation Group (PEG) for non-institutionalized requirements.

(6) Integrates and synchronizes DOTMLPF developments to address gaps in EOD capabilities.

(7) Integrates and synchronizes DOTMLPF developments to address gaps in MP capabilities.

**6-8. Logistics Division.**

a. Mission. Performs staff management of the determination of requirements and development of capabilities for the functional areas of sustainment, distribution, medical services, deployment (including sea lift and air lift for strategic mobility and operational and tactical sustainment functions), and military engineering.

b. Organization. The LD consists of two branches: Sustainment and Distribution.

c. Division level functions.

(1) Provides the TRADOC representative to the Focused Logistics FCB Working Group.

(2) Provides staff management of the Army's Strategic Airlift (C-17) requirements. Operating under a TRADOC charter, the C-17 Army Requirements Office at Wright Patterson Air Force Base is the lead within TRADOC for resolution of Army issues relating to the C-17.

(3) Provides staff management of developments by the Combat Service Support Battle Lab and proponent DCDs (CASCOM Materiel Systems Directorate, medical, chaplain, judge advocate general, finance, adjutant general, and engineer) and joint agencies within the focused logistics joint functional area across the current and future forces. Functional areas include: maneuver support, maneuver sustainment, logistics systems, and personnel services activities.

d. Functions of the Sustainment Branch.

(1) Provides staff management for all engineer, quartermaster (less airdrop), personnel services, aviation logistics, and ordnance (to include ammunition logistics) functions.

(2) Provides staff management for medical service support requirements ICW the U.S. Army Medical Department Center and School, and associated agencies and activities conducting medical-related developments. Provides input to the development of medical program management documents, the CNA, force structure, and allocation of medical assets.

(3) Manages and serves as TRADOC FC lead for select HQDA DCS, G-4 focus areas and serves on corresponding HQDA DCS, G-4 IPTs (Connect the Logistician and Integrate the Supply Chain) and others as assigned.

(4) Provides staff management for the implementation and execution of the Test, Measurement, and Diagnostic Equipment Program.

(5) Provides input and recommendations to force development actions that impact Combat Service Support organizations.

(6) Provides the TRADOC position and recommendations to the Joint Water Resources Management Action Group and the Joint Petroleum Advisory Group.

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(7) Integrates all AUB functions assigned to TRADOC by AR 70-1, paragraph 8-5b. Prepares the DD/CofS to perform his function as a voting member on the AUB.

(8) Provides staff management of the implementation and execution of the Integrated Logistics Support (ILS) program.

(a) Ensures that ILS capabilities are properly incorporated in concept development.

(b) Coordinates with Integrated Logistics Support Division, ATEC to resolve ILS issues identified during materiel testing.

(c) Provides the TRADOC representative on the Army Integrated Logistics Support Executive Council chaired by the ASA(ALT).

### **e. Functions of the Distribution Branch.**

(1) Provides staff management for distribution (rail transport, highway transport, internal air transport, and supply transfer points), containerization, transportability, water transport, tactical wheeled vehicles (light, medium, and heavy), seabasing, deployment process modernization, force projection, convoy and crew protection, and logistics-over-the-shore functions.

(2) Provides staff management for conduct of the Airborne/Airlift Action Office (AAACO) mission. The AAACO is the TRADOC lead for resolution of issues relating to airborne and airlift DOTMLPF integration with emphasis on coordinating and integrating the JCIDS process for airdrop programs (static line, personnel, and cargo).

(3) Assists CASCOM as the Army lead for ACP Line of Operations 19 (Power Projection) and 20 (Sustainment).

(4) Manages and serves as TRADOC FC lead for select HQDA DCS, G-4 focus areas and serves on corresponding HQDA DCS, G-4 IPTs to include Modernize Theater Distribution, Improve Force Reception, and others as assigned.

(5) Provides staff management for the implementation of performance-based logistics within TRADOC-developed capability documents.

## **6-9. Science and Technology Division.**

a. Mission. Leads TRADOC validation of Army S&T research and development investments. Leads TRADOC interaction with S&T research and development communities across the Army, other Services, other government agencies, industry, and academia. Leads efforts to inform S&T communities of Army needs and to influence S&T community efforts to meet Army needs. Conducts technology reconnaissance for the TRADOC FC, and provides S&T expertise to TRADOC FC and TRADOC leadership.

b. Organization. The S&TD consists of three branches: Operations, Warfighter, and Technology.

c. Division functions.

(1) Validates Army S&T priorities IAW CG, TRADOC and Dir, FC guidance. Coordinates with the ASA(ALT) to establish Army S&T priorities on required capabilities outlined in joint and Army concepts, CCPs, and the CNA.

(a) Provides staff management of proponent review and sponsorship of Army technology objectives (ATOs), advanced technology demonstrations (ATDs), advanced concept and technology demonstrations (ACTDs), and joint concept and technology demonstrations.

(b) Prepares Dir, CD and TRADOC FC leadership for participation in senior leader S&T reviews. Provides the CG, TRADOC an assessment of the S&T portfolio in support of validation of Army S&T.

(c) Provides the warfighter representative on the ASA(ALT) Basic Research Review SAG and the University Affiliated Research Center Technical Advisory Boards.

(d) Provides the TRADOC representative to the S&T budget operating system of the Equipping PEG in the POM development.

(2) Defines prescribed future force capabilities in operational terms to provide a basis for assessing S&T effectiveness ICW the ASA(ALT) Research and Technology; HQDA DCS G-8, G-3/5/7, and CIO/G-6; Army S&T agencies (RDECOM, Medical Research Materiel Command, Engineer Research and Development Center, SMDC, and Army Research Institute), Department of Energy (DOE), DARPA; other Service S&T agencies; the USJFCOM Science Advisor; industry; and academia.

(3) Serves as the lead for TP 525-66 (Force Operating Capabilities).

(4) Executes the TRADOC Technology Information Exchange Program hosting defense industry corporations' presentations of on-going and envisioned S&T research and development. Conducts technology outreach to industry, academia, and other Services.

(5) Supports industry visits by TRADOC FC general officers and CG, TRADOC to communicate Army capability needs and gaps to influence industry S&T investments.

(6) Assists the SDD, CID, CAC (CALL), and proponents to identify technology shortfalls that if resolved, can enhance warfighter capabilities. Provides the approved, prioritized list of technology shortfalls to the ASA(ALT) for inclusion in S&T guidance to drive POM and S&T program development.

(7) Identifies and investigates potential leading edge technologies from Army S&T agencies, other Services, allies, industry, and academia for application to the current and future force.

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(8) Serves as the TRADOC lead and supports S&T-related studies by the Defense Science Board (DSB), Army Science Board (ASB), Board on Army Science and Technology (BAST), and other organizations requiring S&T support. Provides study information to the S&AD.

(9) Assesses projected technology readiness levels of emerging technologies and evaluates technology application to the current and future force regardless of source.

(10) Coordinates S&T program and technology transitions with ASA(ALT), Army S&T agencies, and DARPA.

(11) Provides subject matter expertise and matrix support to all divisions on state-of-the-art technology in support of future concepts, capabilities, and programs. Supports the SDD identify emerging technologies for enhancing current force capabilities.

### **d. Functions of the Operations Branch.**

(1) Provides staff management of S&T-related special access programs (SAP). Provides the TRADOC representative to the SAP segment of the Equipping PEG in the POM development.

(2) Assists the SPPD by developing S&T guidance and providing the S&T portion of the AC2DP.

(3) Assists the JAED in their development of experimentation plans by integrating ATOs, ATDs, ACTDs, small business innovative research initiatives, and ASB, DSB, and BAST studies into the ACS and AC2DP. Leverages S&T demonstrations ICW Army S&T MACOMs for Army experimentation.

(4) Assists the SDD and accelerated fielding initiatives such as the REF, Rapid Fielding Initiative, Soldier Enhancement Program, and task forces created to solve urgent operational needs by conducting market research to identify and recommend technology options for application to the current force (for example, an ACTD).

### **e. Functions of the Warfighter Branch.**

(1) Assists the ASA(ALT) preparation of the Army Science and Technology Master Plan. Develops the chapter on TRADOC interaction with S&T.

(2) Provides the TRADOC representative at technology and capability focused S&T-related IPTs.

(3) Conducts S&T assessments; provides support for the TRADOC representative to the Technical Council and Warfighter Technical Council; supports the Army Science and Technology Working Group and the Army Science and Technology Advisory Group ICW the proponents.

(4) Provides the TRADOC S&T representative to the Program Manager (PM) Future Combat Systems Brigade Combat Team (FCS BCT) in support of FCS program development.

f. Functions of the Technology Branch.

(1) Provides staff management of the TRADOC-DARPA intern program.

(2) Investigates and tracks basic and applied research, and advanced technologies from Army S&T agencies, DARPA, DOE, joint and international S&T, industry, and academia. Develops and maintains a data base of on-going efforts by these organizations.

(3) Monitors basic research programs. Coordinates with Army S&T agencies and ASA(ALT) for future S&T projections in support of CDE.

**6-10. Spiral Developments Division.**

a. Mission. Leads TRADOC support to accelerate the spiraling of required capabilities to the current force. Conducts the capability gap analysis for the current and future forces to produce a prioritized list of capability gap areas. Manages DOTMLPF developments and integration for accelerated capabilities. Supports Army senior leadership decisions and prioritization of spiral developments. Supports the materiel developers' accelerated development of capabilities and the acquisition communities' fielding of these capabilities.

b. Organization. The SDD consists of an Analysis Team, three Spiral Integration Teams, and a Spiral Liaison Team.

c. Functions. The SDD enables the spiraling of accelerated capabilities (both materiel and non-materiel) to the current force. The division accomplishes this through a four-fold methodology: current force capability gap definition, effort synchronization, DOTMLPF integration, and institutionalization (including development of solution set transition criteria). The division's specific functions include:

(1) Conducts the capability gap analysis of ONS, joint and Army lessons learned, reports from deployed units, and combatant command IPLs.

(2) Defines a holistic, joint and Army, cross-DOTMLPF approach to high priority capability gaps that guides TRADOC proponents and materiel developers in the identification of solutions.

(3) Disseminates capability gaps to Army, other government agencies, and industry to assist in the identification of viable capability solution sets.

(4) Coordinates with the REF, RDECOM Agile Development Center (ADC) and task forces created to address urgent operational needs. Assists in the development of candidate solutions and development of operational demonstrations.

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(5) Provides staff management of DOTMLPF assessments for candidate solutions and accelerated spiral developments by TRADOC and non-TRADOC proponents, TSMs, and TPIOs.

(6) Leads the integration of DOTMLPF solution sets for spiral initiatives by ensuring the identification of proponent activities and managing adequate resourcing of required products ICW the Force Application Division, Battle Command and Awareness Division, Logistics Division, and Protection Division.

(7) Determines subsequent spirals of capabilities (90+ days) ICW the Rapid Equipping Force, Agile Development Center, Force Application Division, Battle Command and Awareness Division, Logistics Division, Protection Division, and proponents.

(8) Determines transition criteria for handoff to a Program Executive Officer or PM for future fielding ICW the Rapid Equipping Force, Agile Development Center, proponents, and the ASA(ALT).

(9) Coordinates with Dir, AIM for capability gap analysis support and impact of spiraled capabilities on warfighting operational architectures.

### **d. Functions of the Analysis Team.**

(1) Executes the current force capability gap assessments.

(a) Collects data from ONS, lessons learned, operational reports, and combatant command IPLs.

(b) Assesses data to determine the underlying capabilities which are required and absent within current operations. Looks beyond specific requests for items of equipment to determine the capability need.

(c) Assesses operational trends, frequency of occurrence for requested capabilities, and changes in the JOE to generate current force capability needs.

(d) Assesses capability needs relative to current and programmed joint and Army capabilities to determine capability gaps.

(e) Assesses the operational risk of the capability gap within the JOE to develop recommendations for capability gap priorities.

(f) Disseminates emerging capability gaps to the Army, other Services, government, industry, and academia to support identification of candidates for accelerated spiral development and fielding of solutions.

(g) Determines residual gaps remaining after application of non-materiel (DOTMLPF) solutions, and spiral developments. Coordinates with the S&TD for incorporation of residual gaps into the TRADOC FC fiscal year S&T developments guidance and TP 525-66.

(2) Develops plans for studies and analysis of deployed current force operations including enemy tactics, techniques, and procedures ICW the DCSINT. Develops detailed analysis plans that employ models, simulations, and studies to:

(a) Provide the analytic underpinnings for establishing critical current and future force capability needs.

(b) Assess the ability of currently deployed or programmed Army and other Service capabilities for meeting needs.

(c) Determine capability gaps and the extent of risk incurred by the gaps.

(d) Provide preliminary assessments of the extent for which candidate solutions fulfill the capability gaps.

(e) Determine the added value of candidate solutions inserted within a specific configuration of forces, specific laydown of command and control systems, specific topography, and specific enemy capabilities.

(3) Coordinates support of the capability gap analysis by TRAC, Army Materiel Systems Analysis Activity (AMSAA), ATEC, Network Enterprise Technology Command, and Communications and Electronics Command Research, Development and Engineering Center (CERDEC), and other analytical agencies.

(4) Collaborates with Army analytical organizations including CERDEC, AMSAA, ARL, and TRAC to plan and execute short notice, high priority analysis efforts to substantiate critical current force capability needs, gaps, and solutions.

(5) Assists TRAC in AoA by providing candidate solution data as required inputs to force-on-force models such as the Combined Arms and Support Task Force Evaluation Model.

(6) Coordinates with the S&AD for incorporation of capability gap analysis-related studies into the TRADOC FC fiscal year studies and analysis guidance.

(7) Coordinates with the JAED for incorporation of capability gap issues into the questions architecture and revisions to the ACDEP.

e. Functions of the Spiral Integration Teams.

(1) Leads assigned high priority Army initiatives for accelerated spiral development and fielding of capabilities.

(a) Coordinates the efforts between TRADOC and non-TRADOC proponents to ensure unity of effort and integration between proponent functional areas.

(b) Assists TRADOC and non-TRADOC proponents' generation of DOTMLPF assessments for proposed accelerated spiral developments.

## **TRADOC Reg 10-5-2**

(c) Manages TRADOC and non-TRADOC proponents' generation of DOTMLPF products (doctrine, training strategies, programs of instruction, tables of organization and equipment (TOEs), and others) for both initial fielding of accelerated insertions and for institutionalizing capabilities selected for application across the Army.

(2) Assists materiel developers in their selection and development of accelerated technologies, technology prototypes, and materiel designed for other applications to meet needs to fill high priority capability gaps.

(3) Assists the materiel developers and ATEC in the design and execution of operational demonstrations and tests to ensure operational relevance.

### **f. Functions of the Spiral Liaison Team.**

(1) Conducts day-to-day liaison with the ARSTAF with emphasis on the HQDA DCS, G-3/5/7 and G-8 to:

(a) Provide information on capability gaps.

(b) Ensure the distribution of ONS from HQDA DCS, G-3/5/7 to SDD.

(c) Present recommendations for capability gap priorities to the HQDA DCS, G-3/5/7 and to the AR2B.

(d) Present spiral developments resource requirements to the HQDA DCS, G-8 (Program Analysis and Evaluation).

(2) Conducts day-to-day liaison with Army rapid fielding initiatives such as the REF and task forces created within the HQDA DCS, G-3/5/7 to work high priority efforts.

(3) Assists the coordination and information flow with AMC, RDECOM ADC, and ATEC.

## **6-11. Training Integration Division.**

a. Mission. Provides the staff management and integration of TL experimentation, TL input to S&T, and TL capability requirements for the future force. Advocates the role of the training community in the CDE, JCIDS, and acquisition processes.

b. Organization. The TID consists of the Concepts Developments and Experimentation Branch and the Training Integration Branch.

### **c. Functions.**

(1) Provides the TRADOC representative to the Joint Training FCB Working Group ICW CAC and DCSOPS&T.

(2) Prioritizes, manages, and integrates all future TL initiatives, solutions, and requirements ICW USAAC, CAC, and DCSOPS&T to ensure synchronization with overarching TRADOC, Army, and DOD strategic goals.

(3) Assists the SDD by ensuring training solutions are developed and provided for systems spiraled to the Army as result of REF or equivalent actions.

d. Functions of the Concepts Developments and Experimentation Branch.

(1) Assists the S&AD by identifying required studies to address the TL impacts of future DOMPF changes, ICW the DCSOPS&T.

(2) Assists the S&AD by developing policy and procedures for TL studies and analysis ICW the DCSOPS&T.

(3) Identifies SMEs, ICW CAC, to represent the training community and prepare the TL portions of the Army capstone, operating, and functional concepts.

(4) Assists the JAED in the conduct of proof-of-principle experiments with new and existing technologies and training methodologies to assist in maintaining Army transformation momentum.

(5) Assists the JAED by coordinating and synchronizing focused training experiments to support Army transformation and prepares detailed after action assessments.

e. Functions of the Training Integration Branch.

(1) Provides staff management of TL portion of the JCIDS process to meet the future force training mission.

(2) Reviews JCIDS capability documents to ensure training requirements are properly identified prior to approval ICW the DCSOPS&T.

(3) Leads HQ TRADOC review of TL development documents submitted by ICDTs or proponents ICW the DCSOPS&T.

(4) Analyzes the NMS, the capstone concept for joint operations, and other strategic documents to assess the TL implications for the future force.

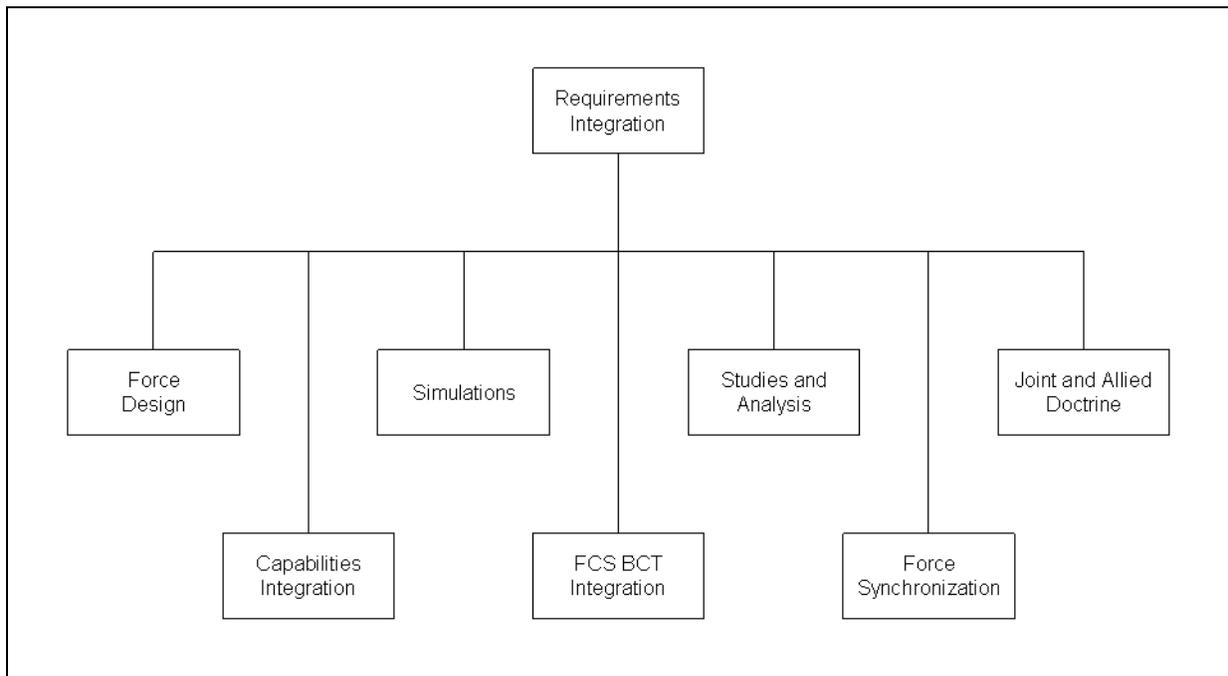
(5) Analyzes concepts and capability solutions for TL system-of-systems (SoS) training implications.

(6) Assists the SPPD in developing policy and providing guidance concerning the identification, development, and integration of the training sub-system as part of the JCIDS.

## Chapter 7 Requirements Integration Directorate

**7-1. Mission of the RID.** Coordinates current and future force developments to ensure delivery of DOTMLPF solutions to provide complete capabilities to the force. Assesses and tracks DOTMLPF capabilities from the current force through the future force to provide the CG, TRADOC a prioritized recommendation for transforming from current to future force capabilities and to support the TRADOC FC developments strategy and resource planning.

**7-2. Organization of the RID.** The RID consists of seven divisions: Force Design Division (FDD), Simulations, S&AD, JADD, CID, Future Combat System Brigade Combat Team Integration Division (FCS BCT ID), and Force Synchronization Division (FSD) (see [fig 7-1](#)).



**Figure 7-1. Requirements Integration Directorate**

### 7-3. Director of RID functions.

- a. Assists the Dir, FC in coordinating future to current capabilities developments with CAC.
- b. Provides guidance and direction to the Unit of Action Maneuver Battle Lab (UAMBL) for the FCS-equipped BCT and FCS spin out.
- c. Provides Dir, FC recommended high priority DOTMLPF risk assessments, from the current force through the future force, to focus analyses and to inform leader decisions about prioritizing, integrating, and synchronizing the development of required capabilities.

- d. Provides the Dir, FC an operational risk assessment of current Army POM through the CNA and recommends TRADOC priorities through Dir, FC and CG, TRADOC to HQDA for development of the next POM.
- e. Assists the Dir, CD by conducting the PIA to determine which materiel approach(s) and/or non-materiel approach(s) from the FSA to recommend to the Dir, FC.
- f. Advises and assists the Dir, CD on AoAs. Approves TRADOC-prepared draft AoA tasking memorandums for coordination with the HQDA DCS, G-3/5/7 (Capabilities Integration, Prioritization, and Analysis Directorate).
- g. Directs the preparation of CPDs by proponents. Reviews and forwards CPDs to the Dir, FC for validation and submission to the CSA for approval. Forwards the CPD EXSUM through the Dir, FC to CG, TRADOC.
- h. Assesses and tracks progress of TRADOC developments deliverables against the AC2DP ICW the Dir, CD.
- i. Provides guidance for the execution of TRADOC force design goals and objectives. Recommends approval to release organizational changes and adjustments for Armywide staffing.
- j. Directs and focuses M&S efforts to support joint and Army capabilities development. Validates M&S requirements.
- k. Manages the configuration of the TRADOC-wide distributed M&S network (BLCSE).
- l. Serves as the ACR domain agent. Represents the ACR domain at the AMSEC.
- m. Assists the CG, CAC by developing doctrine policy that includes TR 25-36 and the doctrine portion of TR 25-30.
- n. Serves as the TRADOC representative on designated HQDA studies advisory groups.
- o. Recommends approval of the TSAP and publishes TSAP guidance annually for TRADOC and non-TRADOC proponents.
- p. Serves as the senior TRADOC user representative for COIC and T&E master plan review and validation.
- q. Serves as the TRADOC representative to the TSARC.

**7-4. Force Design Division.**

- a. Mission. Serves as the TRADOC lead for JCIDS-derived organizational solutions and their input into the TAA process. Ensures that TRADOC-approved organization products are introduced into the POM. These products include approved force design updates, as well as approved changes in force designs and force structure.

## **TRADOC Reg 10-5-2**

b. Organization. The FDD consists of the Force Design Branch and Structure and Analysis Branch. The division is physically located at Fort Leavenworth, KS with a liaison office at Fort Monroe, VA.

c. Functions.

(1) Serves as the TRADOC lead for the organizational domain within the DOTMLPF.

(2) Assists the CG, CAC with force design and force structure implementation of the Army Modular Force.

(3) Serves as the TRADOC lead to coordinate with the U.S. Army Force Management Support Agency (USAFMSA) to support the TOE and BOIP documentation process ensuring documentation of approved designs.

(4) Assists the CID during TRADOC FC prioritization efforts such as the CNA, the BOS CA reviews, and POM input development.

d. Functions of the Force Design Branch.

(1) Develops and provides guidance and formulates general plans, policy, priorities, and procedures for execution of TRADOC force design goals and objectives.

(2) Serves as the TRADOC lead for the management, coordination, and consolidation of those TRADOC actions impacting on Army force design and force structure.

(a) Develops force design parameters IAW HQDA, joint, and DOD guidance.

(b) Combines proponent designs to ensure the development, coordination, and integration of the design effort complies with the TRADOC and HQDA force parameters.

(c) Ensures that the product of the design efforts supports current and/or evolving doctrine.

(d) Provides force design support to future analytical studies.

(e) Supports, as required, experiments conducted by the TRADOC activities on force designs.

(f) Assists proponent development of operational and organizational plans and designs. Combines proponent designs into efficient and effective structures.

(g) Assists proponents in developing unit objective designs and Army force structure to meet specific deployment needs.

(h) Serves as the TRADOC lead in support of HQDA-sponsored Documentation Assistance Review Team.

(3) Leads the FDU process for the Army.

(a) Collects issues from combatant commands, MACOMs, and/or the JCIDS process. Distributes issues to proponents for resolution.

(b) Obtains approval to release issues for field staffing to combatant commands and MACOMs.

(c) After combatant command and MACOM staffing and resolution of comments, obtains the TRADOC requirements determination decision from Deputy Commanding General, Combined Arms or Dir, FC as appropriate. Supports the HQDA force integration functional area analysis and Army senior leadership requirements approval and implementation decision.

(d) Schedules and conducts two FDU cycles each fiscal year to meet Army transformation requirements for the force.

(e) Conducts out-of-cycle FDUs as directed.

(f) Provides USAFMSA-approved unit reference sheets for FDU-approved organizational designs as the basis for TOE development.

(4) Serves as the TRADOC lead for adjustments to AR 220-1, Appendix B (Equipment Readiness Codes) and Appendix C (Pacing Items of Equipment) for current and future force organizations.

(5) Serves as the TRADOC lead for organizational design issues investigated as part of the HQDA functional area assessment review.

e. Functions of the Structure and Analysis Branch.

(1) Analyzes and evaluates effectiveness of force designs and force structure alternatives.

(a) Conducts studies for TRADOC and HQDA that have force design or force structure implications to evaluate developments initiatives from the proponent doctrine developer, materiel developer, or training developer.

(b) Supports, as required, experiments conducted by the TRADOC activities on force designs.

(c) Initiates research, analysis, and tests to determine Army force design requirements. Coordinates the commitment of TRADOC analytic resources with the S&AD.

(2) Manages the TRADOC participation in the TAA process.

(a) Establishes TRADOC positions in support of determining the required, doctrinally correct operational force.

## **TRADOC Reg 10-5-2**

- (b) Conducts doctrinal reviews of force package listings associated with MSFD.
  - (c) Advises HQDA on how best to balance the force in a resource-constrained environment.
- (3) Plans, programs, and conducts force structure analysis. Coordinates the commitment of TRADOC analytic resources with S&AD.
- (a) Analyzes and evaluates the effectiveness of relationships within the force structure.
  - (b) Maintains an objective and balanced perspective in the integration of proponent matters in support of the combined arms team, combat-to-support distribution, levels of sustainability, and maneuver-to-fire support ratio.
  - (c) Directs and conducts analysis of current and proposed structures.
  - (d) Evaluates the findings of all documents and studies developed by TRADOC elements that have force design or force structure implications.
  - (e) Initiates and coordinates research, analysis, and tests to determine alternative Army structure needs.
- (4) Serves as the TRADOC lead for direct ground combat probability coding (DGCPC).
- (a) Applies DGCPC to all TOE positions.
  - (b) Properly codes all positions open or closed to female soldiers following specific regulatory guidance.
  - (c) Provides recommendations on TOE DGCPC issues to the HQDA DCS, G-1.
  - (d) Advises and obtains requirements determination decision on future force DGCPC from Dir, FC or DD/CofS.
  - (e) Advises and obtains requirements determination decision on changes to current force DGCPC from CG, CAC.

### **7-5. Simulations Division.**

- a. **Mission.** Provides staff management for M&S support to JCIDS, experimentation, and S&T initiatives. Serves as the TRADOC FC lead for M&S. Manages and updates the uses and configuration of the TRADOC-wide distributed M&S asset, BLCSE.
- b. **Organization.** The Simulations Division consists of a single office with support staff.
- c. **Functions.**

(1) Manages the BLCSE development and use.

(a) Provides configuration management of BLCSE by establishing and managing required developments; verification, validation, and accreditation; quality control; and needed functional model developments.

(b) Coordinates and synchronizes the utilization of BLCSE by TRADOC battle labs, TRAC, and National Simulations Center ICW the JAED.

(c) Directs organizations that provide M&S to ensure the technical control of their support to experiments.

(d) Publishes and enforces standard operating procedures for BLCSE.

(e) Manages BLCSE network operations and security through the Network Operations and Security Center at Fort Gordon, GA.

(f) Reviews and validates data requests to the AMSAA for systems characteristics and performance data.

(2) Develops and implements the cross command collaborative environment (3CE) partnered with RDECOM, ATEC, and PM FCS BCT/Lead System Integrator (LSI).

(a) Provides and maintains a concept of operations, standard operating procedure, and a configuration control plan for the 3CE.

(b) Establishes and enforces verification and validation and data standards for BLCSE models in support of 3CE.

(3) Manages the development of M&S capabilities across TRADOC.

(a) Develops, ICW CAC and TRAC, TRADOC M&S through the knowledge of existing capabilities and programmed upgrades, identification of M&S voids, and knowledge of emerging technologies.

(b) Reviews and coordinates cross-domain M&S requirements within the TRADOC M&S community to minimize duplication, foster re-use, and leverage opportunities with other agencies including agencies external to TRADOC.

(c) Provides the co-chair to the Requirements Integration Working Group (RIWG) to ensure M&S requirements are documented.

(d) Identifies, describes, and recommends solutions for management and technical issues resulting from M&S events to accurately inform decision makers.

(4) Assists S&T initiatives in the area of M&S.

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(a) For Army S&T initiatives, assists the S&TD by reviewing ATOs that require M&S support and also ATOs focused on developing M&S. Provides a member to the S&T Review Board.

(b) Coordinates the TRADOC and Army M&S requirements with the other Services and joint agencies in support of S&T.

(5) Assists JAED by ensuring M&S support is available for Army experiments and by coordinating Army M&S support and participation in joint experimentation.

(6) Provides approved M&S guidance to TRADOC organizations that support the development of systems and programs.

(a) Advises TRADOC and non-TRADOC proponents on the development of simulation support plans (SSPs). Coordinates the review of proponent-developed SSPs with the TRADOC staff, the RIWG, and others as needed.

(b) Provides recommendation on the validation of the capability documents and SSPs to proponents.

(c) Provides M&S expertise to support the development of capabilities development policy and guidance.

(7) Advises the Dir, FC on matters pertaining to M&S. Prepares the Dir, FC to participate as a member of the AMSEC. Coordinates the TRADOC position on issues for the AMSEC.

(8) Develops and manages the implementation of M&S policy, procedures, and processes for TRADOC ICW CAC and TRAC. Assists the HQDA DCS, G-3/5/7 (Battle Command, Simulation, and Experimentation Directorate) in formulating M&S policy, procedures, and funding for the Army M&S.

(9) Serves as the lead for TR 5-11.

(10) Provides TRADOC representation for M&S to the HQDA DCS, G-3/5/7 (Battle Command, Simulation, and Experimentation Directorate).

(11) Assists the Army ACR domain agent.

(a) Reviews and coordinates M&S requirements with other agencies within the domain and forwards M&S requirements for ACR domain agent validation.

(b) Assists the ACR domain agent and domain manager in development and maintenance of the management master plan, evolution plan, and investment strategy.

(c) As approved by Dir, FC, supports and provides cross-domain coordination to Training, Exercises, and Military Operations and Research, Development, and Acquisition domain agents.

(d) Monitors activities of the Army's M&S Focus Area Collaborative Teams with a view to advising the ACR domain agent and TRADOC on projects and issues.

(e) Acts for the ACR domain agent on requirements by resolving issues for Armywide M&S management meetings hosted by HQDA DCS, G-3/5/7 (Battle Command, Simulation, and Experimentation Directorate) such as the AMSEC, RIWG, and the Simulation and Modeling for Acquisition, Requirements, and Training Working Group.

(12) Coordinates with the AMSAA to facilitate the use of verified and validated data in all TRADOC analytic activities.

(13) Supports the CID during TRADOC FC prioritization efforts such as the CNA, the BOS CA reviews, and POM input development.

#### **7-6. Studies and Analysis Division.**

a. Mission. Leads the planning, integration, and prioritization of the commitment of TRADOC analytic resources.

b. Organization. The S&AD consists of a single office with support staff.

c. Functions.

(1) Manages the execution of the TSAP to ensure it addresses the CG, TRADOC studies and analysis CCIRs including the ACDEP questions architecture and priority information requirements.

(a) Develops annual TSAP guidance to align studies and analysis with CG, TRADOC priorities and provides guidance for the commitment of TRADOC analytic resources.

(b) Establishes research CCIR ICW the Dir, CDE.

(c) Establishes priorities for analytic support to JCIDS activities, acquisition decision support, and force development decision support ICW the Dir, CD, the HQDA DCS, G-3/5/7 (Capabilities Integration, Prioritization, and Analysis Directorate) and G-8 (Force Development), and the Deputy Undersecretary of the Army for Operations Research (DUSA-OR).

(d) Prepares and issues study directives that clearly frame the purpose, issues, scope, milestones, responsibilities, and alternatives ICW the ARSTAF, the appropriate TRADOC FC directorate, and the proponents.

(e) Develops, fields, and maintains a central repository of information to leverage available analytic results to support information exchange and to provide visibility of past, present, and projected analytic efforts.

(f) Disseminates recommendations and findings from studies and analysis to facilitate implementation of recommendations.

## **TRADOC Reg 10-5-2**

(g) Coordinates with other DOD, government, and civilian analytic organizations to acquire and make analysis reports available to TRADOC and to commission studies and analyses from best of breed analytical organizations.

(h) Develops and manages the TRADOC and FC submission to annual RAND Arroyo Center Research agenda. Maintains liaison with RAND to ensure studies are focused on the CG, TRADOC CCIRs.

(2) Coordinates with the HQDA DCS, G-3/5/7 (Capabilities Integration, Prioritization, and Analysis Directorate) and G-8 (Force Development), DUSA-OR, USJFCOM, and other TRADOC organizations to determine current and future analysis priorities.

(3) Coordinates with TRAC to anticipate analytic requirements, establish priorities, manage the commitment of analytic resources, and ensure quality results.

(4) Coordinates, integrates, and recommends future studies and analysis requirements to Dir, FC that may support the Army, the other Services, and joint agencies in support of joint experimentation ICW the JAED.

(5) Advises the TRADOC FC and TRADOC senior leaders on appropriate analytic techniques; reviews study, analysis, and experimentation plans; manages the commitment of analytic resources; provides analytic quality control to ongoing studies, analyses, and experiments; reviews analytic reports; and ensures proper dissemination of results.

(6) Ensures all analytic activities use approved and appropriate DPS.

(7) Develops and maintains policy and procedures governing the execution of analytic activities throughout TRADOC.

(a) Establishes and maintains policies and procedures ensuring all analytic activities in TRADOC follow established analytic best practices.

(b) Serves as the lead for TR 11-8 and TP 11-8.

(c) Provides analytical expertise to support development of a TRADOC regulation and pamphlet that implement JCIDS.

(8) Engages USJFCOM and the other Services to facilitate joint participation in key analytic activities.

(9) Conducts independent analyses in support of the TRADOC FC.

(10) Provides the TRADOC action officer representative to the following:

(a) The Army Study Program Coordination Committee.

(b) The RAND Arroyo Center Policy Committee.

- (c) The Military Operations Research Society Symposium and its workshops.
- (d) The Army Operations Research Symposium.

(11) Supports the CID during TRADOC FC prioritization efforts such as the CNA, the BOS CA reviews, and POM input development.

**7-7. Joint and Allied Doctrine Division.**

a. **Mission.** Provide staff management for joint, multinational, interagency, and selected multi-Service doctrine (primarily ALSA documents). Writes selected joint, multinational, interagency, and multi-Service doctrine. Coordinate, selected (joint critical), Army doctrine ICW the Combined Arms Doctrine Directorate (CADD), CAC. Assists the CG, CAC by managing the policy and technology portions of the Army doctrine program. The JADD focuses on strategic and operational level doctrine used by DOD and other U.S. government agencies, allied and multinational partners, coalitions, the Joint Staff, combatant commands, joint task forces, service component commands, and the Services.

b. **Organization.** The JADD consists of two branches: Joint/Multinational Doctrine and Policy, Management, and Technology.

c. **Functions.**

(1) Provides staff management of doctrine actions within TRADOC ICW CAC.

(2) Synchronizes the development of doctrine with HQDA DCS, G-3/5/7 (Strategic Plans, Concepts, and Doctrine Division), Joint Staff J-7, Joint Warfighting Center, other Services' doctrine organizations, TRADOC DCSOPS&T, CADD, proponent directorates of training and doctrine (DOTD), and non-TRADOC proponents.

(3) Assists in the identification of doctrine requirements for the future force.

(4) Develops policy and guidance and provides staff management for the doctrinal solutions as defined in the JCIDS processes. Reviews other domain solutions and determines the impact on joint and joint-related Army doctrine.

(5) Supports the CID during TRADOC FC prioritization efforts for the CNA.

d. **Functions of the Joint/Multinational Doctrine Branch.**

(1) Manages joint doctrine actions in TRADOC.

(a) Writes, integrates, and reviews joint doctrine. Coordinates, researches, and adjudicates TRADOC comments on joint doctrine.

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(b) When assigned by HQDA, serves a primary review authority for joint publications and assigns technical review authority to appropriate TRADOC proponents ICW the CADD, CAC.

(c) Represents the Army in joint working groups, joint doctrine working parties, and meetings, symposiums, and councils that impact joint doctrine ICW the HQDA DCS, G-3/5/7 (Strategic Plans, Concepts, and Doctrine Division).

(d) Assists the HQDA DCS, G-3/5/7 (Strategic Plans, Concepts, and Doctrine Division) ICW the CADD, CAC in developing Army positions and the supporting rationale to prepare Army senior leadership for Joint Chiefs of Staff “doctrine tank” sessions.

(e) Coordinates with the other TRADOC FC divisions to ensure that approved, tested, and validated concepts that lead to doctrinal solutions are incorporated into joint, multinational, and multi-Service doctrine.

(2) Participates in the writing, coordination, review, and integration of joint-related multinational doctrine. Provide staff management for joint-related multinational doctrine actions in TRADOC to ensure synchronization of multinational doctrine issues.

(a) Represents the Army in multinational and North Atlantic Treaty Organization (NATO) working groups, doctrine working parties and meetings, symposiums, and councils that impact multinational and NATO doctrine.

(b) Coordinates with the Director of International Army Programs and TRADOC LNOs on participating nation capabilities, doctrine, and observations.

(c) Coordinates with CADD, CAC, as the U.S. Head of Delegation for land operations doctrine, to avoid duplication of effort.

(d) Develops and staffs TRADOC and U.S. Army positions on joint-related multinational and NATO doctrine.

(3) Serves as Army coordinator for ALSA multi-Service products. Coordinates, reviews, integrates, researches, adjudicates Army comments and participates in the writing of ALSA multi-Service products. Coordinate ALSA actions within the Army to ensure synchronization of multi-Service doctrine issues.

(a) Represents the Army in ALSA working groups, multi-Service working groups, and meetings, symposiums, and councils that impact ALSA multi-Service products.

(b) Prepares the DD/CofS for JASC meetings and hosts the JASC meetings when appropriate.

(c) Coordinates and requests Army SME support for ALSA working groups.

(4) Assists the CADD, CAC in the writing, coordination, integration, and review of selected key (joint critical) Army doctrine.

(a) Reviews capstone and keystone doctrine and other joint critical Army doctrine to ensure proper linkages to joint doctrine.

(b) Identifies joint critical Army manuals, by publication, to avoid duplication of effort with CADD, CAC; CASCOM; and proponent DOTDs.

e. Functions of the Policy, Management, and Technology Branch.

(1) Assists CAC by developing TRADOC doctrine policy and providing staff management for planning, forecasting, budgeting, prioritizing, monitoring, and reporting doctrine requirements.

(a) Serves as the lead for TR 25-36 and the doctrine portion of TR 25-30.

(b) Manages and forecasts doctrine development requirements and provides guidance ICW the CADD, CAC, for TRADOC and non-TRADOC proponents using the Doctrine Literature Master Plan and annual doctrine workload annex.

(c) Uses the TRADOC Status Review, Strategic Readiness System, and the TRADOC Review and Analysis programs to monitor and report the status of doctrine development and maintenance for TRADOC.

(d) Develops and submits man-year forecasts, ICW the CADD, CAC, for inclusion in TRADOC POM and budget requirements for joint, multinational, multi-Service, and Army doctrine workload.

(e) Manages the doctrine intern training program and the Doctrine Developers Course.

(f) Develops and coordinates, ICW the CADD, CAC, the doctrine portion in MOAs between HQ TRADOC and other MACOMs or agencies that develop Army doctrine.

(g) Manages and coordinates TRADOC actions and information on ACP Major Objective 6-11 (Doctrine) and Line of Operation 5 (Doctrine).

(h) Manages and coordinates TRADOC actions and information on the doctrine portion of the Army Modernization Plan ICW the CADD, CAC.

(2) Develops and researches initiatives to leverage technology to improve doctrine processes ICW CADD, CAC. Conducts strategic planning for doctrine products to meet the future needs of joint force Soldiers.

(a) Develops, coordinates, and submits the digital publishing strategy for printing and distributing doctrine (including digital libraries, CD ROM formats, and other electronic publishing).

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(b) Improves doctrine development, distribution, business practices, policies, and processes through continued evaluation and planning. Enhance Army doctrine information content, storage, and retrieval.

(c) Plans and coordinates technical resources required for effective doctrine management and development.

### **7-8. Capabilities Integration Division.**

a. Mission. Prioritizes, integrates, and synchronizes the assessment of related DOTMLPF solutions in order to support capabilities development planning and the fielding of coherent capabilities. Provide methodologies and guidance for developing reliability and maintainability requirements.

b. Organization. The CID consists of the Analysis Branch and the Reliability and Maintainability Office.

c. Functions of Analysis Branch.

(1) Plans, coordinates, and executes the CNA that prioritizes, integrates, and synchronizes DOTMLPF capabilities across the POM.

(2) Tracks selected DOTMLPF capabilities across the force ICW the FCS BCT ID, FSD, the CD functional divisions, and AIMD.

(3) Acts as quick response team for assessing DOTMLPF implications of proposed Army program changes and other modernization issues.

(4) Serves as the TRADOC lead for DOTMLPF capability assessments and their input to the HQDA DCS, G-3/5/7 and G-8 for the planning, programming, budgeting, and execution (PPBE) process.

(a) Provides the TRADOC representative to the HQDA PEG review councils of colonels during POM development.

(b) Supports the TRADOC FC general officer representative to the 2-star HQDA PEG reviews during POM development.

(c) Assists other FC divisions by providing budget and programming information.

(d) Assists the HQDA DCS, G-8 (Force Development) by reviewing their capabilities assessments at the beginning of each POM cycle. Coordinates the impact of these capability assessments across TRADOC in order to inform priorities and developmental strategies.

(5) Assesses and reviews the NSS, NMS, SPG, ACP, and other strategic documents to inform the CNA ICW the SPPD.

d. Function of Reliability and Maintainability Office. Serve as the TRADOC lead for reliability and maintainability staff engineering support to the TRADOC FC divisions and TRADOC proponents.

#### **7-9. Future Combat Systems Brigade Combat Team Integration Division.**

a. Mission. Provide staff management for the synchronization and integration of all TRADOC activities in support of the UAMBL and Department of the Army efforts to develop the FCS-equipped BCT.

b. Organization. The FCS BCT ID consists of a single office and support staff.

c. Functions.

(1) Integration of FCS-equipped BCT DOTMLPF.

(a) Provides the UAMBL development guidance and direction across the DOTMLPF for the FCS-equipped BCT and FCS spin out ICW Dir, CDE.

(b) Integrates the FCS-equipped BCT-related efforts of CDE, CD, and Architecture Integration and Management directorates.

(c) Assists FSD and CAC integration of FCS-equipped BCT capabilities developments into current and future force developments. Track DOTMLPF capabilities from the current force to the future force as they impact FCS-equipped BCT developments.

(d) Assists the UAMBL integration of concepts and architectures affecting FCS-equipped BCTs.

(e) Coordinates FCS-equipped BCT issues with the MCCDC.

(f) Tracks and prioritizes capability and funding shortfalls ICW the UAMBL.

(g) Synchronizes the TRADOC FC support of operational and organizational plans developed by UAMBL.

(h) Synchronizes experimentation efforts between the Unit of Action Maneuver Battle Lab, Joint and Army Experimentation Division, Program Manager Future Combat Systems Brigade Combat Team, and the Lead System Integrator (LSI).

(i) Assists the CID during TRADOC FC prioritization efforts such as the CNA, the BOS CA reviews, and POM input development.

(2) The FCS program.

(a) Provides CG, TRADOC and Dir, FC with recurring written updates and face-to-face updates on the program.

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(b) Coordinates with Unit of Action Maneuver Battle Lab, TSM FCS, Program Manager Future Combat Systems Brigade Combat Team, the LSI, and HQDA on issues of concern to CG, TRADOC and Dir, FC.

(c) Provides the TRADOC FC representative on the FCS Program Decision Board.

(d) Assists TSM FCS by coordinating and synchronizing TRADOC-wide support of the FCS IPTs.

(e) Assists the UAMBL in establishing user positions through the Requirements ICT to support requirements maturation and other program issues.

(f) Assists the PM in preparation for OSD OIPT and Defense Acquisition Board events and provides the TRADOC FC representative to the IPT.

(g) Assists the PM FCS BCT and the UAMBL on resolution of Joint Force Integration Review Team findings.

(h) Synchronizes, ICW the S&AD, the FCS system development and demonstration analysis efforts between the UAMBL, TRAC, PM FCS BCT, the LSI, AMSAA, Center for Army Analysis, and other support agencies. Coordinates the commitment of TRADOC analytic resources with S&AD.

(i) Delivers updated FCS requirements documents with refined key performance parameters underpinned by analysis to HQDA, the JROC, and OSD to support major milestone reviews.

(j) Assists the iterative development of user-approved SoS architecture (operational views) ICW the Dir, AIM.

(k) Assists execution of key FCS program engineering and integration events such as the integrated baseline review, SoS requirements review, design concept review, systems functional review, preliminary design review, design readiness review, and initial production decision.

(l) Maintains situational awareness on program trade studies.

(m) Coordinates TRADOC FC briefings to DARPA FCS SAG.

(n) Assists the UAMBL and Combined Test Organization resolution of T&E issues. Provide the TRADOC FC representative to the T&E Working IPT.

(3) Provides the TRADOC FC representative to the HQDA DCS, G-8 FCS Evaluation Brigade Combat Team (EBCT) IPT. Monitors and assesses FCS spin out fielding issues to the EBCT and current force as well as the FCS-equipped BCT.

**7-10. Force Synchronization Division.**

a. Mission. Serve as the TRADOC FC lead synchronizer for both current force (corps, division, support brigades, and heavy, infantry, and Stryker BCTs) and future force capabilities. Coordinates the introduction of future force spin out DOTMLPF capabilities into the current force and relevant current force capabilities into the future force. Coordinates the delivery of DOTMLPF solutions to the field with emphasis on doctrine, organization, and materiel.

b. Organization. The FSD consists of three branches: Maneuver BCT; C2 and Support; and, Operations and Lessons Learned.

c. Functions of the Maneuver BCT Branch.

(1) Serves as the TRADOC FC integrator for maneuver BCTs (heavy, infantry, and Stryker) to ensure a DOTMLPF-synchronized introduction of spiraled or spin out capabilities into current maneuver BCTs ICW the FCS BCT ID, CAC, and proponents. Also ensures current force capabilities that are relevant to the FCS-equipped BCT are synchronized across the DOTMLPF domains.

(2) Tracks DOTMLPF capability requirements. This includes reviewing and recommending relevant current force DOTMLPF initiatives and solutions that have application in any or all maneuver BCTs.

(a) Synchronizes relevant maneuver BCT doctrine with echelons above brigade (EAB) and joint doctrine ICW the JADD and CAC.

(b) Assists CAC and FDD in assessing and recommending solutions to capability gaps in maneuver BCT organizational designs and assists CAC in facilitating the synchronization with the other DOTMLPF domains for the maneuver BCT organizational designs.

(c) Synchronizes current force maneuver BCT materiel solutions with the other domains of DOTMLPF (primarily focused on DOTL) ICW CAC, FAD, BCAD, LD, and PD. Assesses and recommends relevant materiel solutions that may address future maneuver BCT capability gaps.

(d) Assists CAC in synchronizing TL solutions for FCS-related spirals and spin outs to support the integrated fielding to current maneuver BCTs and relevant current force TL solutions to future maneuver BCTs.

(e) Assists JACD, AIMD, and CAC by identifying and coordinating requirements to update and change current force maneuver BCT and EAB concepts and architectures.

(3) Assists the SDD capability gap analysis by identifying emerging materiel and organizational gaps relevant to maneuver BCTs.

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(4) Assists the JAED, WD, and S&AD in the conduct of studies, wargames, and experiments to identify gaps in BCT organizational designs and facilitate the development of DOTMLPF solutions.

(5) Serves as the TRADOC FC lead for the planning and execution of unit set fielding for maneuver BCTs across the DOTMLPF domains.

(6) Reviews CDDs, CPDs, and DCRs prior to submission to HQDA DCS, G-3/5/7 (Future Warfighting Capabilities Division) to ensure DOTMLPF solutions are IAW Army Force Generation (ARFORGEN) priorities and functions and applicable to future maneuver BCT design and system programs.

(7) Assists JAED and S&TD in assessing experimentation and emerging technology to determine relevancy to current maneuver BCTs.

### **d. Functions of the C2 and Support Branch.**

(1) Serves as TRADOC FC lead for synchronizing and integrating DOTMLPF efforts related to corps and division and support brigades.

(2) Assists the JACD by identifying and coordinating requirements to update and change the development of future corps and division concepts and architectures.

(3) Assist other TRADOC FC divisions, CAC, and UAMBL in the synchronization of corps and division developmental efforts.

(a) Synchronizes corps and division developmental efforts with other integration efforts by the FCS BCT ID and UAMBL and ensures they directly support Army transformation objectives.

(b) Integrates corps and division concepts and capabilities ICW the FDD, CDE, and CD directorates; AIMD; CAC; and TRAC.

(4) Assists CASCOM in development of support organizations and the concept of support.

(5) Assesses FCS spin-outs and potential spirals for DOTMLPF impacts on the current force and emerging corps and division concepts to ensure a complete package is fielded.

(6) Assists SPPD in assessing ARFORGEN as it relates to corps and division, and support brigades in order to resolve potential issues.

(7) Assesses ongoing and future simulations and experimentation as related to corps and division concept development.

### **e. Functions of the Operations and Lessons Learned Branch.**

(1) Assesses the Army Modernization Plan and ARFORGEN, and reviews lessons learned from the current force across the DOTMLPF to assist in the development of potential solutions or solution sets for the force.

(2) Disseminates lessons learned to the appropriate agencies within the TRADOC FC to facilitate future force development.

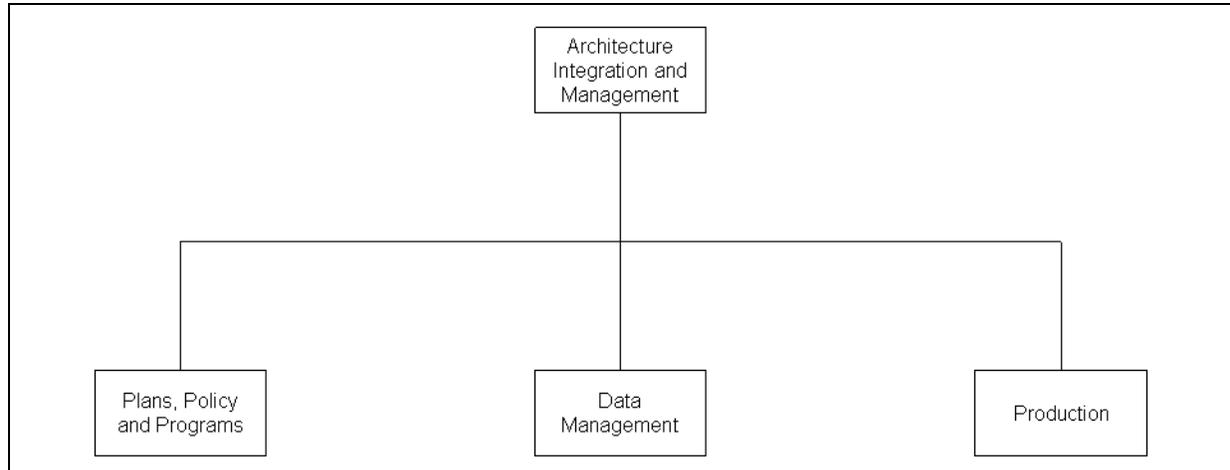
(3) Assists the CID in developing the CNA.

(4) Plans and coordinates TRADOC FC representation to the AR2B. Reviews and establishes position proposals for attendees.

## Chapter 8 Architecture Integration and Management Directorate

**8-1. Mission of AIMD.** Leads the development, integration, and validation of operational architectures that provide the underpinnings for land warfare concepts and capabilities and support experimentation, analysis, and DOTMLPF solutions.

**8-2. Organization of AIMD.** The AIMD consists of three divisions: Plans, Policy, and Programs Division (PPPD), Data Management Division (DMD), and Production Division (see [fig 8-1](#)).



**Figure 8-1. Architecture Integration and Management Directorate**

### 8-3. Director, Architecture Integration and Management functions.

a. Validates Army warfighting operational architectures and land warfare components of joint, interagency, and multinational operational architectures for Dir, FC release to support DOTMLPF developments.

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b. Serves as TRADOC lead for Army operational architectures on joint and Army architecture boards, advisory groups, IPTs, and working groups.

c. Develops TRADOC operational architecture development priorities.

d. Coordinates the development of architecture priorities with the Joint Staff, ARSTAF, USJFCOM, and Army MACOMs.

e. Assists proponent development of operational architecture products and information sets in support of HQDA and TRADOC priorities by providing on-site AIMD teams at CAC, CASCOR, and the U.S. Army Signal Center. Provides on-site or matrix support as needed to other TRADOC and non-TRADOC proponents.

f. Assists Dir, CDE; Dir, CD; and Director, RID in the execution of their JCIDS responsibilities.

g. Provides staff management for TRADOC's operational architecture PPBE responsibilities ICW TRADOC DCSRM.

### **8-4. Plans, Policy, and Programs Division.**

a. Mission. Develops plans and policy and manages programs in support of the AIMD mission.

b. Organization. The PPPD consists of the Strategic Initiatives and Policy Branch and the Training, Operations, and Plans Branch.

c. Functions of the Strategic Initiatives and Policy Branch.

(1) Develops operational architecture policy and guidance ICW SPPD in support of warfighting concepts and capabilities.

(2) Analyzes DOD, joint, and Army policy to identify and resolve policy and guidance issues that impact operational architecture functions.

(3) Assists SPPD in the development of policy and guidance to execute JCIDS.

(4) Develops collaborative working relationships with OSD, Joint Staff, ARSTAF, and USJFCOM to assist development of joint and Army architecture policy and guidance.

d. Functions of the Training, Operations, and Plans Branch.

(1) Manages TRADOC planning, programming, and budgeting for warfighting operational architectures; identifies architecture resource requirements; recommends apportioned funding levels; and defends the Army operational architecture resource requirements during the resource review process.

(2) Develops the TRADOC Architecture Management Plan, architecture development plans, and All View-1 documents.

(3) Synchronizes TRADOC and non-TRADOC proponent operational architecture development priorities and resolves user-related issues.

(4) Assists the CD Directorate and RID by reviewing and validating operational architecture products that accompany ICDs, CDDs, and CPDs.

(5) Develops operational architecture training programs for HQ TRADOC, TRADOC and non-TRADOC proponents, and external organizations.

#### **8-5. Data Management Division.**

a. Mission. Develop operational architecture data strategies and standards, data modeling and analysis methodologies, toolsets, and TRADOC's contribution to the architecture web services environment IAW the DOD and Army data strategies.

b. Organization. The DMD consists of the Architecture Management and Support Branch and the Modeling and Analysis Branch.

c. Functions. As the Army's operational architect, provides a representative to OSD and HQDA data strategy and architecture development methodology working groups.

d. Functions of the Architecture Management and Support Branch.

(1) Develops and maintains the Capabilities, Analysis, Development, and Integration Environment (CADIE).

(2) Maintains architecture data in Core Architecture Data Model (CADM) compliant data bases in the CADIE environment for both non-classified internet protocol router network and SIPRNET access.

(3) Develops standards for the development and maintenance of operational architecture products and information sets IAW joint, ARSTAF, and TRADOC development plans.

(4) Maintains the capability to exchange architecture data with the DOD Architecture Repository System (DARS) IAW the DOD Architecture Framework and OSD data strategies.

(5) Develops web-based tools and technologies and modifies commercial-off-the-shelf and government-off-the-shelf tools to support operational architecture production and maintenance.

(6) Conducts quality control of operational architecture development and data configuration management.

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(7) Maintains configuration management and control over appropriate Army operational architectures required by the ASA(ALT) and HQDA DCS, CIO/G-6 for systems and technical architecture development.

(8) Assists the CID by providing capability and interoperability assessments to support the CNA.

(9) Assists the RID in the capabilities analysis to support unit set fielding.

(10) Supports the Army's force development processes with integrated architecture products IAW AR 71-32, chapter 2, paragraph 2-26.

(11) Assists ASA(ALT) in the review and implementation of the systems architecture change proposal process.

(12) Develops the AIMD web site and portal.

### **e. Functions of the Modeling and Analysis Branch.**

(1) Develops executable architectures to support dynamic analysis with measures of effectiveness and performance to produce actionable information for decision makers.

(2) Provides capabilities assessment data before an architecture is built, feedback during its development, and findings after the completion of architecture development efforts.

(3) Assists the CDE Directorate by providing architecture expertise and research results to support FAA responsibilities.

(4) Assists the CID by providing capability gap, seam, and interoperability data from the CADIE to support the CNA.

(5) Assists the S&AD, TRAC, and other analytical organizations by providing architecture data and executable process models to support analysis priorities.

## **8-6. Production Division.**

a. Mission. Develops integrated operational architecture data and products in support of the AIMD mission.

b. Organization. The Production Division consists of two branches: Capabilities and Implementation.

### **c. Functions.**

(1) Leads the development and integration of operational architecture products and information sets.

(2) Provides operational architecture expertise, guidance, and matrix support to TRADOC organizations with responsibility for building architecture products.

(3) Provides operational architecture development expertise and support to non-TRADOC proponents and other joint and Army organizations as required

d. Functions of the Capabilities Branch.

(1) Develops capability thread architecture data which forms the basic building blocks to support all other operational architecture development efforts to include organizational design, experimentation, and JCIDS.

(2) Ensures that operational architectures capture and reflect joint and Army concepts and capabilities.

(3) Assists the JACD by providing operational architecture expertise to support the development and integration of joint and Army concepts.

(4) Assists the SDD by providing capabilities based operational architecture information to support the spiraling of accelerated capabilities to the current force.

(5) Assists ICDT or proponent execution of the JCIDS analysis ICW the DMD.

e. Functions of the Implementation Branch.

(1) Develops capabilities-based LandWarNet operational architectures.

(2) Develops operational architectures for software blocking capability threads.

(3) Coordinates and integrates TRADOC architecture efforts with joint efforts in support of the JCB and FCBs and other architecture development priorities ICW HQDA, the Joint Staff, and USJFCOM.

(4) Assists TRADOC and non-TRADOC proponent development of operational architecture products for ICDs, CDDs, and CPDs.

(5) Assists the JAED with planning and execution of joint and Army experiments IAW the ACDEP.

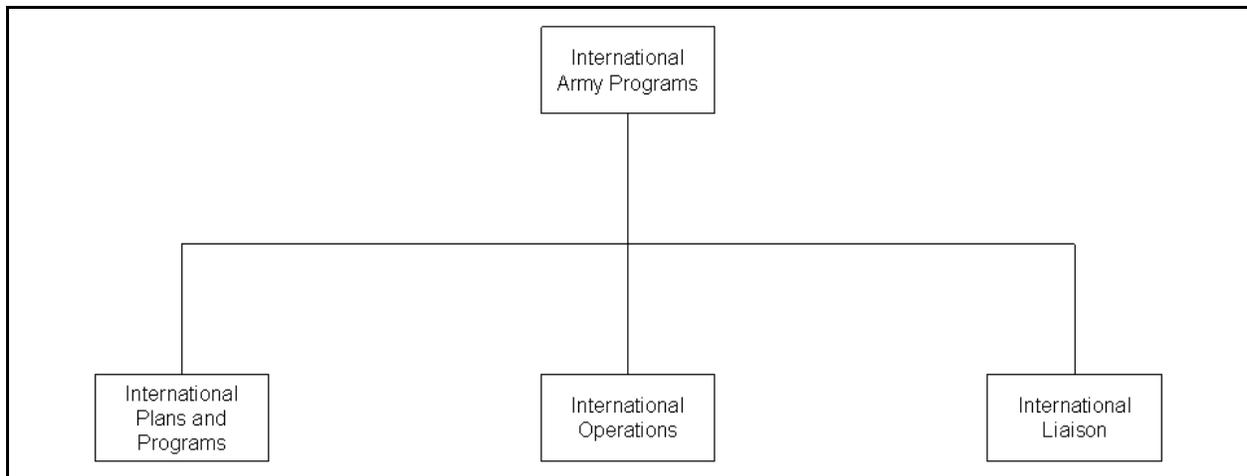
(6) Provides TRADOC representation to joint and Army architecture development working groups and IPTs.

## Chapter 9

### International Army Programs Directorate.

**9-1. Mission of IAPD.** Manages and coordinates TRADOC international activities to synchronize the exchange of multinational DOTMLPF information with friends and allies to enhance current and future operational capabilities. Serves as the command program manager for the TRADOC LNO program and the Military Personnel Exchange Program (MPEP). Provides operational guidance and support for a network of TRADOC LNOs in foreign countries and administrative and logistical support for foreign liaison officers (FLO) assigned to HQ TRADOC.

**9-2. Organization of IAPD.** The IAPD consists of a director and three divisions: International Plans and Programs (IPPD), International Operations (IOD), and International Liaison (ILD). The director is dual-hatted as the Commander, TRADOC Field Element (see [fig 9-1](#)).



**Figure 9-1. International Army Programs Directorate**

### 9-3. Director of International Army Programs functions.

- a. Serves as the TRADOC lead to support Army international activities.
- b. Provides administrative, budget, and logistic support to HQ TRADOC LNOs.

### 9-4. International Plans and Programs Division.

- a. Mission. Plans and manages the framework within which TRADOC international activities are conducted for the exchange of multinational DOTMLPF information with friends and allies. Synchronizes all TRADOC international activities to ensure they are conducted within TRADOC's overall goals and objectives.
- b. Organization. The IPPD consists of a single office with support staff.
- c. Functions.

(1) Provides staff management and synchronization of TRADOC-wide support to the Army International Activities Plan, combatant command and Army service component command theater security cooperation programs (for example, Pacific Theater Security Cooperation Program and U.S. European Command Joint Contact Team Program), and TRADOC international engagements.

(a) Develops, manages, and executes the TRADOC international engagement strategy across TRADOC.

(b) Coordinates with regional program points of contact (POCs) and advises on TRADOC capabilities.

(c) Works with the HQDA DCS, G-3/5/7 (International Affairs Division), combatant commands, Army service component commands, and country teams to plan, coordinate, and conduct bilateral activities that support the combatant commanders.

(d) Provides the TRADOC representative at regional planning conferences, as required, and conducts coordination trips when appropriate.

(2) Synchronizes the activities of the IOD and ILD within the TRADOC international engagement strategy.

(3) Establishes the planning guidelines for TRADOC participation in bilateral Army-to-Army staff talks and the execution of TRADOC-counterpart talks.

(4) Synchronizes the development and TRADOC execution of agreed-to actions from Army staff talks and TRADOC-counterpart talks.

(5) Provides staff management and synchronization of TRADOC-wide participation in established multinational force compatibility (MFC) forums.

(a) Coordinates requirements for TRADOC participation in MFC forums with HQDA DCS, G-3/5/7 (Multinational Strategy and Programs Division).

(b) Staffs, coordinates, and recommends the appropriate TRADOC representative for established MFC forums.

(c) Represents TRADOC at HQDA MFC policy meetings and conferences and prepares and coordinates TRADOC positions on MFC policy issues. Provides delegates for MFC forums, as required.

(d) Establishes and maintains a TRADOC MFC communications network and publishes and disseminates a TRADOC MFC POC roster.

(6) Manages and executes the budget provided by HQDA or U.S. Southern Command for TRADOC support of the Latin America Cooperation Program.

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(7) Develops the TRADOC goals and objectives for contact with foreign armies.

### 9-5. International Operations Division.

a. Mission. Coordinates and executes TRADOC international activities to synchronize the exchange of multinational DOTMLPF information with friends and allies to enhance current and future operational capabilities.

b. Organization. The IOD consists of a single office with support staff.

c. Functions

(1) Manages TRADOC participation in bilateral Army-to-Army staff talks.

(a) Coordinates TRADOC briefings and delegate participation in the staff talks.

(b) Develops and coordinates the execution of TRADOC agreed-to actions (for example: SME exchanges, bilateral exchange programs, and visits) and, as required, reports on the status of TRADOC agreed-to actions at the staff talks.

(2) Coordinates and conducts talks with TRADOC-counterpart organizations.

(a) Develops, coordinates, negotiates, and maintains terms of reference.

(b) Plans, coordinates, and supervises the administrative and logistical support for the talks.

(c) Develops DOTMLPF topics and issues ICW the SPPD and obtains U.S. head of delegation guidance and approval.

(d) Conducts steering committee meetings, as required, to develop topics, establish conference agenda, review status of agreed-to actions, resolve issues, and assign responsibilities for the conduct of the talks.

(e) Develops, coordinates, publishes, and executes an action plan assigning U.S. responsibilities for the talks.

(f) Develops, coordinates, and publishes agreed-to actions following each talk, assigning responsibilities to appropriate agencies.

(3) Manages the visits of senior foreign dignitaries to HQ TRADOC.

(a) Proposes to TRADOC DCG/CofS a framework for the visit.

(b) Develops, plans, coordinates, and executes visit action plan as required.

(c) Plans and coordinates interpreter and translation services as required.

(d) Executes visits and prepares after action reports for HQDA DCS, G-3/5/7 (International Affairs Division) and drafts CG, TRADOC report to HQDA.

(4) Plans and coordinates the visits by HQ TRADOC general officers to foreign countries.

(5) Serves as TRADOC lead for the MPEP with foreign armies and recommends changes to the program.

(6) Manages TRADOC participation in NATO and American, British, Canadian, and Australian Armies standardization forums.

(7) Provides TRADOC representative to combatant command and Army service component command Theater Security Cooperation Plan conferences.

#### **9-6. International Liaison Division.**

a. Mission. Manages the TRADOC LNO Program and DOD/Army FLO Program. Provides operational guidance and support for a network of TRADOC LNOs in foreign countries. Provides administrative and logistical support and contact officer/disclosure officer support to the FLOs assigned to HQ TRADOC.

b. Organization. The ILD consists of a single office with support staff.

c. Functions

(1) Manages HQ TRADOC LNOs.

(a) Establishes and maintains communications with all LNOs in the TRADOC liaison network.

(b) Provides operational guidance to the LNOs and ensures they remain current on emerging TRADOC and Army initiatives.

(c) Monitors liaison activities and disseminates liaison reports within TRADOC.

(d) Provides administrative, logistical, personnel, and financial support to deployed TRADOC LNOs.

(e) Proposes increases or reductions in LNO positions to the TRADOC DCG/CofS.

(f) Develops, coordinates, and publishes goals and objectives for TRADOC LNOs ICW the IPPD.

(g) Hosts the TRADOC LNO conferences.

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- (h) Serves as the lead for TR 1-17.
  - (i) Ensures LNOs comply with Army policies regarding physical fitness and standards of appearance.
- (2) Manages the FLO Program for TRADOC.
- (a) Recommends the approval or disapproval, ICW subordinate TRADOC activities, of requests by foreign armies to assign FLOs within TRADOC. Assists in the removal of FLOs for cause or elimination of FLO positions within TRADOC.
  - (b) Provides the TRADOC representative at HQDA-level meetings and conferences pertaining to FLOs.
  - (c) Maintains a roster of all FLOs assigned within TRADOC and provides recurring reports to HQDA DCS, G-2 and G-3/5/7 on the current status.
  - (d) Provides administrative and logistical support to FLOs assigned to HQ TRADOC.
  - (e) Provides a contact officer for each FLO assigned to HQ TRADOC.
  - (f) Ensures classified or controlled unclassified information released to FLOs is IAW DOD and Army policy.
  - (g) Coordinates semi-annual TRADOC FC and DCSOPS&T update briefings to the FLOs and individual FLO visits to TRADOC installations.
  - (h) Conducts initial coordination for annual FLO orientation trips to Army installations. Provides installation POCs to FLO trip coordinator to plan and execute the trip.

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## **Appendix A References**

### **Section I Required Publications**

DODD 5000.1  
The Defense Acquisition System

DODI 5000.2  
Operation of the Defense Acquisition System

CJCSI 3170.01E  
Joint Capabilities Integration and Development System

CJCSM 3170.01B

Operation of the Joint Capabilities Integration and Development System

AR 5-22

The Army Proponent System

AR 70-1

Army Acquisition Policy

AR 71-9

Materiel Requirements

DA Pam 70-3

Army Acquisition Procedures

TR 10-5

U.S. Army Training and Doctrine Command

## **Section II**

### **Related Publications**

CJCSM 3500.04D

Universal Joint Task List

CJCSI 6212.01C

Interoperability and Supportability of Information Technology and National Security Systems

Joint Pub 1-02

DOD Dictionary of Military and Associated Terms

AR 5-5

Army Studies and Analyses

AR 5-11

Management of Army Models and Simulations

AR 10-87

Major Army Commands in the Continental United States

AR 70-75

Survivability of Army Personnel and Materiel

AR 71-11

Total Army Analysis

AR 71-32

Force Development and Documentation – Consolidated Policies

## **TRADOC Reg 10-5-2**

AR 210-20  
Real Property Master Planning for Army Installations

AR 220-1  
Unit Status Reporting

AR 350-10  
Management of Army Individual Training Requirements and Resources

AR 350-38  
Training Device Policies and Management

AR 381-11  
Production Requirements and Threat Intelligence Support to the US Army

AR and DA Pamphlet 415-15  
Army Military Construction Program Development and Execution

AR 415-28  
Real Property Category Codes

AR 420-10  
Management of Installation Directorates of Public Works

AR 600-3  
The Army Personnel Proponent System

AR 611-1  
Military Occupational Classification Structure Development and Implementation

DA Pamphlet 415-28  
Guide to Army Real Property Category Codes

FM 7-15  
The Army Universal Task List

Joint Operations Concepts

DA General Orders 2003-10, 4 November 2003  
Establishment of the Training and Doctrine Command Futures Center

TR 1-17  
TRADOC Liaison Activities

TR 5-11  
U.S. Army Training and Doctrine Command (TRADOC) Models and Simulations (M&S)

TR 11-8  
TRADOC Studies and Analysis

TR 25-30  
Preparation, Production, and Processing of Armywide Doctrinal and Training Literature (ADTL)

TR 25-36  
The TRADOC Doctrinal Literature Program

TR 71-4  
TRADOC Scenarios for Combat Developments

TR 71-12  
TRADOC System Management

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

TP 11-8  
Studies and Analysis Handbook

TP 350-70-8  
Total Army School System (TASS) Training Requirements Analysis System (TRAS)

TP 525-3-0  
The Army in Joint Operations: The Army Future Force Capstone Concept

TP 525-3-90  
Objective Force Maneuver Units of Action

TP 525-66  
Military Operations Force Operating Capabilities

### **Section III**

#### **Referenced Forms**

DA Form 1045  
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028  
Recommended Changes to Publications and Blank Forms

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## **Glossary**

**Section I**  
**Abbreviations**

3CE	cross command collaborative environment
AC2DP	Army Concept and Capability Developments Plan
AAACO	Airborne/Airlift Action Office
ACDEP	Army Concept Development and Experimentation Campaign Plan
ACP	Army Campaign Plan
ACR	advanced concepts and requirements
ACS	Army Concept Strategy
ACTD	advanced concept and technology demonstration
ADC	Agile Development Center
ADP	automated data processing
AFDC	Air Force Doctrine Center
AIMD	Architecture Integration and Management Directorate
ALSA	Air Land Sea Application
AMA	analysis of materiel/non-materiel approaches
AMC	U.S. Army Materiel Command
AMCB	Army Marine Corps Board
AMSAA	Army Materiel Systems Analysis Activity
AMSEC	Army Model and Simulation Executive Council
AoA	analysis of alternatives
AR	Army regulation
AR2B	Army Requirements and Resources Board
ARFORGEN	Army Force Generation
ARL	Army Research Laboratory
AROC	Army Requirements Oversight Council
ARSTAF	Army Staff
ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics, and Technology
ASARC	Army Systems Acquisition Review Council
ASB	Army Science Board
ATD	advanced technology demonstration
ATEC	Army Test and Evaluation Command
ATO	Army technology objectives
ATO-D	Army technology objective – demonstration
ATO-R	Army technology objective – research
AUB	Army Uniform Board
BAST	Board of Army Science and Technology
BCAD	Battle Command and Awareness Division, TRADOC FC
BCT	brigade combat team
BLCSE	Battle Lab Collaborative Simulation Environment
BOIP	basis of issue plan
BOS CA	budget operating system capability assessment
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
CAC	Combined Arms Center

CADD	Combined Arms Doctrine Directorate
CADM	core architecture data model
CASCOM	U.S. Army Combined Arms Support Command
CADIE	capabilities, analysis, development, and integration environment
CALL	Center for Army Lessons Learned
CBA	capabilities based assessment
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCIR	commander's critical information requirements
CCJO	Capstone Concept for Joint Operations
CCP	concept capability plan
CD	capabilities development
CDD	capability development document
CDE	concept development and experimentation
CERDEC	CECOM Research, Development and Engineering Center
CG	Commanding General
CID	Capabilities Integration Division, TRADOC FC
CIO	Chief Information Officer
CNA	capabilities needs analysis
CofS	Chief of Staff
COIC	critical operational issues and criteria
CPD	capability production document
CSA	Chief of Staff, U.S. Army
DARPA	Defense Advanced Research Projects Agency
DARS	Department of Defense Architecture Repository System
DCD	directorate of combat developments
DCR	DOTMLPF change recommendation
DCG/CofS	Deputy Commanding General/Chief of Staff
DCG, F	Deputy Commanding General, Futures
DCS	Deputy Chief of Staff
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DCSRM	Deputy Chief of Staff for Resource Management
DD/CofS	Deputy Director/Chief of Staff
DGCPC	direct ground combat probability coding
Dir, AIM	Director of Architecture Integration and Management, TRADOC FC
Dir, CD	Director of Capabilities Development, TRADOC FC
Dir, CDE	Director of Concept Development and Experimentation, TRADOC FC
Dir, FC	Director, Futures Center
DMARS	Deliverable Management and Resource System
DMD	Data Management Division
DOD	Department of Defense
DODAF	Department of Defense Architecture Framework
DOE	Department of Energy
DOTD	directorate of training and doctrine

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DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel and facilities
DPMO	Deployment Process Modernization Office
DPS	defense planning scenarios
DSB	Defense Science Board
DUSA-OR	Deputy Undersecretary of the Army for Operations Research
EAB	echelons above brigade
EBCT	evaluation brigade combat team
EOD	explosive ordnance disposal
EXSUM	executive summary
FAA	functional area analysis
FAD	Force Application Division
FC	Futures Center
FC Ops	Futures Center Operations Division
FCB	Functional Capabilities Board
FCS	Future Combat Systems
FCS BCT	Future Combat Systems Brigade Combat Team
FCS BCT ID	Future Combat Systems Brigade Combat Team Integration Division
FCT	Foreign Comparative Testing
FDD	Force Design Division
FDT/E	Force Development Test and Experimentation
FDU	force design update
FLO	foreign liaison officer
FM	field manual
FNA	functional needs analysis
FSA	functional solution analysis
FSD	Force Synchronization Division
FWSD	Future Warfare Studies Division
FWSP	Future Warfare Study Plan
FYTP	Five Year Test Program
GOSC	General Officer Steering Committee
HLS	homeland security
HQ	headquarters
HQDA	Headquarters, Department of the Army
IAPD	International Army Programs Directorate
IAW	in accordance with
ICD	initial capabilities document
ICDT	integrated capability development team
ICT	integrated concept team
ICW	in coordination with
ILD	International Liaison Division
ILS	integrated logistics support
IO	information operations
IOD	International Operations Division
IPL	integrated priority list
IPPD	International Plans and Programs Division

IPT	integrated product team
IS	information superiority
ISR	intelligence, surveillance, and reconnaissance
JACD	Joint and Army Concept Division
JADD	Joint and Allied Doctrine Division
JAED	Joint and Army Experimentation Division
JASC	Joint Actions Steering Committee
JBMC2	joint battle management command and control
JCB	Joint Capabilities Board
JCDE	joint concept development and experimentation
JCIDS	Joint Capabilities Integration and Development System
JID	Joint Integration Division
JNTC	Joint National Training Capability
JOE	joint operational environment
JROC	Joint Requirements Oversight Council
JSIC	Joint Systems Integration Command
LD	Logistics Division
LNO	liaison officer
LSI	lead system integrator
M&S	modeling and simulations
MACOM	major Army command
MANPRINT	manpower and personnel integration
MCCDC	Marine Corps Combat Developments Command
MFC	multinational force compatibility
MOA	memorandum of agreement
MOU	memorandum of understanding
MP	military police
MPEP	Military Personnel Exchange Program
MSFD	multi-Service force deployment
MTTP	multi-Service tactics, techniques, and procedures
NATO	North Atlantic Treaty Organization
NBCCS	nuclear, biological, and chemical contamination survivability
NCOER	noncommissioned officer evaluation report
NCR	National Capital Region
NMS	National Military Strategy
NS	nuclear survivability
NSS	National Security Strategy
NWDC	Naval Warfare Doctrine Center
OER	officer evaluation report
OIPT	overarching integrated project team
OSD	Office of the Secretary of Defense
ONS	operational needs statement
PD	Protection Division
PEG	Program Evaluation Group
PIA	post independent analysis
PM	program manager
PMD	Program Management Division

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PPPD	Plans, Policy, and Programs Division
POC	point of contact
POM	Program Objective Memorandum
PPBE	planning, programming, budget, and execution
QFR	Quarterly Futures Review
RDECOM	Research, Development, and Engineering Command
REF	Rapid Equipping Force
RID	Requirements Integration Directorate
RIWG	Requirements Integration Working Group
S&AD	Studies and Analysis Division
S&T	science and technology
S&TD	Science and Technology Division
SaaS	Soldier-as-a-System
SAG	senior advisory group
SAP	special access programs
SDD	Spiral Developments Division
SEP	Soldier Enhancement Program
SIPRNET	secret internet protocol router network
SJFHQ	Standing Joint Force Headquarters
SMDC	Space and Missile Defense Command
SME	subject matter expert
SoS	system-of-systems
SPG	Strategic Planning Guidance
SPPD	Strategic Plans and Policy Division
SSP	simulation support plan
STRATCOM	strategic communications
STRAP	system training plan
T&E	test and evaluation
TAA	total Army analysis
TID	Training Integration Division
TL	training and leadership education
TOE	table of organization and equipment
TP	TRADOC pamphlet
TPIO	TRADOC Program Integration Office
TR	TRADOC regulation
TRAC	TRADOC Analysis Center
TRADOC	Training and Doctrine Command
TSAP	TRADOC Studies and Analyses Program
TSARC	Test Schedule and Review Committee
TSM	TRADOC System Manager
UAMBL	Unit of Action Maneuver Battle Lab
UAVS	unmanned aerial vehicle system
USAAC	U.S. Army Accessions Command
USAFMSA	U.S. Army Force Management Support Agency
USASOC	U.S. Army Special Operations Command
USJFCOM	U.S. Joint Forces Command
VIP	very important person

WD

Wargaming Division

**Section II****Terms****advanced concept technology demonstration**

A demonstration of the military utility of a significant new technology and an assessment to clearly establish operational utility and system integrity. (CJCSI 3170.01E)

**advanced technology demonstration**

A demonstration of the maturity and potential of advanced technologies for enhanced military operational capability or cost-effectiveness. The ATDs are identified, sponsored, and funded by the Services and defense agencies. (CJCSI 3170.01E)

**analysis of alternatives**

The evaluation of the performance, operational effectiveness, operational suitability, and estimated costs of alternative systems to meet a mission capability. The AoA assesses the advantages and disadvantages of alternatives being considered to satisfy capabilities, including the sensitivity of each alternative to possible changes in key assumptions or variables. The AoA is one of the key inputs to defining the system capabilities in the CDD. (CJCSI 3170.01E)

**analysis of materiel/non-materiel approaches**

The analysis of materiel/non-materiel approaches (AMA) collates the information obtained during the FAA, the FNA, the ideas for non-materiel approaches (DOTMLPF analysis), and the ideas for materiel approaches to determine the best approach or combination of approaches to provide the desired capability or capabilities. Though the AMA is similar to an AoA, it occurs earlier in the analytical process. Subsequent to approval of an ICD that may lead to a potential acquisition category I/IA program, program analysis and evaluation provides specific guidance to refine the initial AMA into an AoA. (CJCSM 3170.01B)

**architecture**

A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. The structure of components, their relationships, and the principles and guidelines governing their design and evolution over time. Architecture provides data sets that describe the missions and tasks that must be performed and for what purpose – the operational view; the nodes and their characteristics that support the missions and tasks – the system view; and how the nodes exchange information and interact to perform the desired effects associated with the tasks – the technical view.

**Army Force Generation**

A structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of regional combatant commander requirements.

**Army technology objectives**

The ATOs are designated either as ATO-Research (ATO-R) or ATO-Demonstration (ATO-D). Funded solely by the budget authority 6.2 funds, ATO-R focuses on laboratory applications to

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determine feasibility and potentially provide technology options in the mid- and far-term. ATO-Rs only reach Technology Readiness Level 5 or lower. Funded primarily by budget authority 6.3 funds, ATO-D focuses on products and transition to System Development and Demonstration phase for warfighting capability. ATO-Ds should be closely coupled to near-term user needs defined by the combat developers and synchronized with PM schedules.

### **assist**

TRADOC organizations or staff elements a higher headquarters directs to provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization that aids, complements, or sustains another organization, and is responsible for providing the assistance the lead organization requires. (TR 10-5)

### **branch proponent**

The commandant or director of the respective school or institution that develops concepts, doctrine, tactics, techniques, procedures, organization designs, materiel requirements, training programs, training support requirements, manpower requirements (except as provided in AR 600-3), education requirements and related matters for a branch in the Army. (AR 5-22)

### **capabilities-based assessment**

The CBA is the JCIDS analysis process that includes four phases: the FAA, FNA, FSA, and PIA. The results of the CBA are used to develop a JCD or ICD. (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 JCD, ICD, 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)

### **capabilities, analysis, development, and integration environment**

The CADIE provides the ability to govern and configuration manage architecture projects and data based on established TRADOC policies and procedures. The CADIE serves as a common architecture net-centric data strategy for implementing the DOD Architecture Framework (DODAF), complementing DARS, and ensuring Army and TRADOC specific capabilities are satisfied. CADIE is managed and controlled by TRADOC FC (AIMD) as part of an overall DOD-wide data strategy focused on the CADM. Leading edge tools and resources for state of the art architecting are incorporated in the CADIE to achieve greater effectiveness in a collaborative environment.

### **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 a 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)

**capabilities needs analysis**

The CNA provides senior Army leadership an integrated, operational assessment of the Army's capability to meet current mission readiness while building the future force (expressed as risks). By determining risk elimination/mitigation and trade-off strategies, it provides warfighter-based recommendations to influence POM decisions, underpinned by sound analysis.

**capability production document**

A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

**capstone concept**

A capstone concept is a holistic future concept that is a primary reference for all other concept development. This overarching concept provides direct linkages to national and defense level planning documents. A capstone concept drives the development of subordinate concepts. For example, the Capstone Concept for Joint Operations (CCJO) drives the development of joint operating concepts, joint functional concepts, joint integrating concepts, and Service concepts. The Army's capstone concept, [TP 525-3-0](#), drives the development of Army operating and functional concepts as well as CCPs.

**Capstone Concept for Joint Operations**

The CCJO is the overarching concept of the family of joint concepts that guides the development of future joint capabilities. The purpose of the CCJO is to lead force development and employment primarily by providing a broad description of how the future joint force will operate. Service concepts and subordinate joint operating, functional and integrating concepts will expand on the CCJO solution. The CCJO broadly describes how future joint forces are expected to operate across the range of military operations 20 years in the future in support of strategic objectives. It applies to operations around the globe conducted unilaterally or in conjunction with multinational military partners and other government and non-government agencies. It envisions military operations conducted within a national strategy that incorporates all instruments of national power. (CJCSI 3010.02B)

**capstone doctrine**

The highest category of field manuals (FMs), those that link Army doctrine with the national security strategy and the national military strategy, and form the primary link between joint doctrine and Army doctrine. The CSA approves the capstone FMs. Field Manuals 1 and 3-0 are the capstone FMs. (TR 25-36)

**community of practice**

A group of organizations with a common interest in a subject area who interact to share information, processes, and products. A community of practice is defined by three characteristics: the shared domain of interest, the relationships defining the community

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(typically networked, consisting of the organizations as nodes), and a shared set of practices for the subject area.

### **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**

A CCP describes the application of elements of 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 its purpose. A CCP includes one or more illustrative vignette(s) for a specific scenario and a set of distinguishing principles applicable to a particular operation. It may include multiple illustrative vignettes for specific mission, function, or operation from the range of military operations. The CCPs provide architecture data to support experimentation and the continuous refinement of the concept and architecture. The CCPs have the narrowest focus of all concepts in order to derive detailed required capabilities and operational architectures. The CCPs include the required details to initiate the capabilities-based assessment within the JCIDS.

### **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)

### **Department of Defense Architecture Repository System**

The DOD Architecture Repository System is designed to capture and share information describing DOD enterprise architecture models. These models are derived from the DODAF, the guidance document created for developing, presenting, and integrating DOD architectures. The DARS is intended to be the authoritative repository and source for all DOD-related architecture data. It is driven by user requirements, flexible and extensible in application, net-centric by design, and supports architecture based acquisition. DARS is managed and controlled by the Office of the Assistant Secretary of Defense for Networks and Information Integration.

### **domain agent**

Modeling and simulations domain agents support domain managers by gathering requirements, ensuring user requirements are understood and supported, and managing the domain review and approval process. Domain agents are responsible for developing and maintaining a data base of investment information for their assigned models and simulations. They provide updates to the central investment data base when the Army Modeling and Simulation Office requests and manages the execution of approved investments. (AR 5-11)

### **domain manager**

Headquarters, DA 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**

A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

**evolutionary acquisition**

An evolutionary approach that delivers capability in increments, recognizing up front, the need for future capability improvements. Evolutionary acquisition is the preferred DOD strategy for rapid acquisition of mature technology for the user. The objective is to balance needs and available capability with resources and to put capability into the hands of the user quickly. The success of the strategy depends on consistent and continuous definition of requirements and the maturation of technologies that lead to disciplined development and production of systems that provide increasing capability towards a materiel concept.

**family of joint future concepts**

Incorporates strategic guidance and enduring national interest through an overarching concept. The joint operations concept is written in order to provide overarching guidance to the joint concept community of how the future joint force should operate in 10 to 20 years. This guides the selection, writing, and development of joint operating concepts, joint functional concepts, and joint integrating concepts. These concepts together constitute the family of joint future concepts. (CJCSI 3170.01E)

**functional area**

A broad scope of related joint warfighting skills and attributes that may span the range of military operations. Specific skill groupings that make up the functional areas are approved by the JROC. (CJCSI 3170.01E)

**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 universal 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 and 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 Capabilities Board**

A permanently established body that is responsible for the organization, analysis, and prioritization of joint warfighting capabilities within an assigned functional area. (CJCSI 3170.01E)

**Functional Capabilities Board working group**

The FCB working groups are the analytic support for the FCBs. They perform the review and assessment of JCIDS documents, work with the sponsors to resolve issues, and make recommendations to the FCB. (CJCSI 3170.01E)

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### **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 time frame 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 non-materiel DOTMLPF and/or policy consequences; and finally, new materiel starts. The FSA is composed of three sub-steps: ideas for non-materiel approaches (DOTMLPF analysis), ideas for materiel approaches, and the AMA. (CJCSM 3170.01B)

### **ideas for non-materiel approaches (DOTMLPF analysis)**

As the first sub-step in the FSA, the DOTMLPF analysis determines whether a non-materiel approach or an integrated DOTMLPF and/or policy approach can fill the capability gaps identified in the FNA. Non-materiel 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 non-materiel approach, the proponent will develop a DCR in lieu of completing the ICD. (CJCSM 3170.01B)

### **incremental development**

In this process, a desired capability is identified, an end-state requirement is known, and that requirement is met over time by developing several increments, each dependent on available mature technology. (DODI 5000.2)

### **initial capabilities document**

Documents the need for a materiel approach or an approach that is a combination of materiel and non-materiel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the functional area, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and non-materiel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

**integrated capability development team**

An integrated team made up of people from multiple disciplines formed to develop a CCP, perform the JCIDS capabilities-based assessment to identify capability gaps, identify non-materiel and/or materiel approaches to resolve those gaps, and develop an ICD and/or DCR, when directed.

**Joint Capabilities Board**

The JCB functions to assist the JROC in carrying out its duties and responsibilities. The JCB reviews and, if appropriate, endorses all JCIDS and DOTMLPF proposals prior to their submission to the JROC. The JCB is chaired by the Director of Force Structure, Resources, and Assessment, Joint Staff, J-8. It is comprised of flag officer/general officer representatives of the Services. (CJCSI 3170.01E)

**joint capabilities document**

The JCD identifies a set of capabilities that support a defined mission area utilizing associated family of joint future concepts, CONOPS, or Unified Command Plan-assigned missions. The capabilities are identified by analyzing what is required across all functional areas to accomplish the mission. The gaps or redundancies are then identified by comparing the capability needs to the capabilities provided by existing or planned systems. The JCD will be used as a baseline for one or more FSAs leading to the appropriate ICD or DCR, but cannot be used for the development of a CDD or CPD. The JCD will be updated as changes are made to the supported family of joint future concepts, CONOPS, or assigned missions. (CJCSM 3170.01B)

**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. (TR 10-5)

**keystone doctrine**

The second highest category of Army doctrinal publications, which corresponds to the joint keystone category. Keystone FMs constitute the doctrinal foundation of a series of FMs or address subjects that significantly affect the conduct of full spectrum operations. They link their subject doctrine with Army capstone doctrine and joint doctrine. They include FMs that establish the doctrinal foundation for individual branches of the Army. (TR 25-36)

**lead**

The TRADOC organization or staff element having primary responsibility for a function, task, or role a higher headquarters assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of planning, execution and integration across 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.

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- Develop, coordinate, and recommend taskings to execute specific missions and tasks or provide specific support. (TR 10-5)

### **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)

### **materiel solution**

Correction of a deficiency, satisfaction of a capability gap, or incorporation of new technology that results in the development, acquisition, procurement, or fielding of a new item (including ships, tanks, self-propelled weapons, aircraft, and others, and related software, spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without disruption as to its application for administrative or combat purposes. In the case of family-of-systems and SoS approaches, an individual materiel solution may not fully satisfy a necessary capability gap on its own. (CJCSI 3170.01E)

### **modeling and simulation**

A model is a mathematical, logical, physical, or procedural representation of some real or ideal system, and modeling is the process of developing a model. A simulation is the implementation of a model in executable form or the execution of a model over time. Taken together, “modeling and 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)

### **non-materiel solution**

Changes in doctrine, organization, training, materiel, leadership and education, personnel, facilities, or policy (including all human systems integration domains) to satisfy identified functional capabilities. The materiel portion is restricted to commercial or non-developmental items, which may be purchased commercially, or by purchasing more systems from an existing materiel program. (CJCSI 3170.01E)

### **non-TRADOC proponents**

A generic term to refer collectively to the non-TRADOC organization designated by AR 5-22 as specified and branch proponents. These include U.S. Army Space and Missile Defense Command, U.S. Army John F. Kennedy Special Warfare Center and School, U.S. Army Intelligence and Security Command, U.S. Army Medical Department Center and School, and The Judge Advocate General Legal Center and School.

### **operational architecture**

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 are supported by these information exchanges.

**operational environment**

Describes all conditions or variables (physical, demographic, political, economic, technological, and military) and other circumstances and influences which affect the employment of military forces and bear on the decisions of the unit commander.

**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)

**proponent**

Army organization or staff element designated by the HQDA DCS, G-3/5/7 that has primary responsibility for materiel or subject matter expertise in its area of interest or charged with accomplishment of one or more functions. (AR 5-22)

**requirement**

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

**scenario**

A graphic and narrative description of area, environment, means (political, economic, social, and military), and events of a future hypothetical conflict. (TR 71-4)

**specified proponent**

The commander or chief of any agency responsible for a designated area that does not fall within the purview of a branch proponent. Specified proponents will have the same responsibilities as branch proponents. (AR 5-22)

**spin outs**

To improve current force capabilities, the Army restructured the FCS program to allow insertion of FCS technologies/capabilities into the force much earlier than envisioned in the May 03 Milestone B approved program of record. "Spin out" is a term developed by OSD to describe the unique method in which the FCS program is now planning, earlier than originally planned, to provide mature FCS capabilities/technologies to the current force while simultaneously maintaining focus on achieving threshold and objective capabilities for the Army's future force. This term is used to avoid confusion with the term "spiral" that refers to technologies inserted into an acquisition program over time as described in DOD 5000. The spin out of FCS capabilities will support the current force by addressing capabilities gaps with mature technology solutions while maintaining the Army focus on development of the FCS-equipped BCT, substantially reducing FCS program risk.

**spiral development**

In this process, a desired capability is identified, but the end-state requirements are not known at program initiation. Those requirements are refined through demonstration and risk management;

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there is continuous user feedback; and each increment provides the user the best possible capability. The requirements for future increments depend on feedback from users and technology maturation. (DODI 5000.2)

### **staff management**

The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (TR 10-5).

### **strategic communications**

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the command develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command wide unity of effort. Effective strategic communication not only serves the command, but also 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)

### **system-of-systems**

A set or arrangement of interdependent systems that are related or connected to provide a given capability. The loss of any part of the system will significantly degrade the performance or capabilities of the whole. The development of a SoS solution will involve trade space between the systems as well as within an individual system performance. An example of a SoS would be a combat aircraft. While the aircraft may be developed as a single system, it could incorporate subsystems developed for other aircraft. For example, the radar from an existing aircraft may be incorporated into the one being developed rather than developing a new radar. The SoS in this case would be the airframe, engines, radar, avionics, and other systems that make up the entire combat aircraft capability. (CJCSI 3170.01E)

### **TRADOC proponents**

A generic term to refer collectively to the commanders of TRADOC centers and schools designated by AR 5-22 as specified or branch proponents.

### **validation**

The review of documentation by an operational authority other than the user to confirm the operational capability. Validation is a precursor to approval. (CJCSI 3170.01E)

FOR THE COMMANDER

OFFICIAL:

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Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

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\*Original signed document is retained on file by the TRADOC CIO, Publications Officer