

Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-5000
20 October 1996

TRADOC Regulation 11-13

Army Programs
TRADOC REMEDIAL ACTION PROGRAM (T-RAP)

Summary This regulation defines the responsibilities and authority for executing the TRADOC Remedial Action Program (T-RAP), a systematic process for prioritizing and then resolving issues affecting Army warfighting capabilities. The program outlines the following specifics:
issue identification,
assignment of issue resolution proponents, and
establishment of the issue resolution feedback mechanism.

Applicability T-RAP aligns with the Army Remedial Action Program and the Joint Remedial Action Program to provide a comprehensive system for issue resolution. This regulation applies to all HQ TRADOC staff elements, TRADOC installations, and subordinate activities.

Suggested improvements The proponent of this regulation is the Deputy Chief of Staff for Training. Users should send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, TRADOC, ATTN: ATZL-CTL, Fort Leavenworth, KS 66027-1350. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Continued on next page

Contents

	Paragraph	Page
Purpose, References, Concept, Process, Procedures	1-1	3
Responsibilities	1-2	5
Appendices		
A. Issue Statements		8
B. Action Plans.....		9
C. Issue Closure and Issue Closure Validation		14
Glossary		15

1-1. Purpose, References, Concept, Process, Procedures

Purpose a. This regulation explains the concept, and establishes the policy, responsibilities and procedures for implementing and managing the TRADOC Remedial Action Program (T-RAP) in accordance with **AR 11-33, Army Lessons Learned Program: System Development and Application**, and **AR 350-28, Army Exercises**, the regulation governing the Army Remedial Action Program.

References b. AR 11-33 and AR 350-28.

Concept c. This regulation establishes a systematic process for:
 (1) *issue* identification
 (2) solution tasking
 (3) resolution tracking
 (4) *issue closure*

Remedial actions will produce issue resolutions resulting in improved battlefield performance. T-RAP is a systematic means of prioritizing issues, and then ensuring the timely implementation of approved issue solutions.

Process d. **Table 1-1**

Stage	Description
1	DCS-T receives issues from the <i>Army Remedial Action Program (ARAP)</i> or prospective issues from within TRADOC.
2	DCS-T reviews the prospective issues for inclusion in the T-RAP process.
3	DCS-T, as part of the <i>Senior Review</i> , assigns proponentcy for issue resolution to the appropriate TRADOC school/center(s).
4	DCS-T conducts periodic Video Teleconferences with issue proponents to get a status on issue resolution and to build a draft <i>priority issue list</i> .
5	DCS-T annually prepares a T-RAP report for Commander, TRADOC approval and forwarding to Chief of Staff, USA, in accordance with AR 11-33.

TRADOC Regulation 11-13

1-1. Purpose, References, Concept, Process, Procedures, continued

Procedures

Table 1-2

Step	Action
1	<p>Issue Identification and Development</p> <p>a. CALL collects potential issues from all-source <i>collection</i>, both <i>active</i> and <i>passive</i>. Potential issues can originate from any Army source.</p> <p>b. CALL analysts catalog and review submitted potential issues to determine sufficiency for entry into the T-RAP system. Submitted issues should include an issue statement, or a statement of the problem. See Appendix B, Issue Statements.</p> <p>c. CALL recommends prospective issues to Commander, Combined Arms Center. CALL forwards Cdr, CAC-approved issues, with issue statements, to DCS-T for Senior Review.</p> <p>d. DCS-T chairs Senior Review of T-RAP issues and assigns solution proponency to the appropriate TRADOC school/center.</p> <p>e. Senior Review also acts on recommendations for issue proponency transfer, and on <i>closure</i> of active issues.</p>
2	<p>Issue Solution</p> <p>a. TRADOC schools/centers build <i>Action Plans</i> for each issue, or set of related issues, where they are designated as the lead solution proponent. The Action Plan is the tracking mechanism for solution development and implementation.</p> <p>b. Organize Action Plans by <i>Doctrine, Training, Organization, Leadership, Materiel, and Soldiers (DTOLMS)</i>. See Appendix C, Action Plans, for an example.</p> <p>c. The Commandant of the TRADOC school/center designated as the issue solution lead will approve and sign the Action Plan for implementation.</p> <p>d. Proponent schools/centers with issue solution support responsibilities will comply with their requirements specified in applicable Action Plans.</p> <p>e. When an issue solution lies outside of TRADOC authority, DCS-T will refer the issue to the <i>ARAP</i>, Army Remedial Action Program, DA DCSOPS, for directing to the appropriate Army agency for solution.</p>

1-1. Purpose, References, Concept, Process, Procedures, continued

Table 1-2 (Continued)

Step	Action
3	<p>Issue Closure</p> <p>a. Issue solution lead proponents recommend issue closure after implementing DTOLMS solution sets specified in the Action Plan.</p> <p>b. CALL will collect observations on issue-related performance to help lead proponents determine the net effect of solution implementation to validate.</p> <p>c. If during validation, the performance measurement shows negative or no effect based on solution implementation, then the issue is reactivated to seek a new solution set.</p>

1-2. Responsibilities

Table 1-3

Who	What
<p>Commanding General, TRADOC</p>	<p>1. TRADOC executive agent for the Army Lessons Learned Program.</p>
	<p>2. Annually review and approve the Priority Issue List.</p>
	<p>3. Annually forward the Priority Issue List with an issue resolution status to CSA.</p>
<p>Commander, Combined Arms Center</p>	<p>1. Determine issues to be resolved by DCS-T.</p>

TRADOC Regulation 11-13

1-1. Purpose, References, Concept, Process, Procedures, continued

Table 1-3 (Continued)

Who	What
<p>Commandants, TRADOC Schools/Centers</p>	<p>1. Prioritize issues for solution development and implementation.</p>
	<p>2. Approve and implement Action Plans as the lead proponent for issue solution development and implementation.</p>
	<p>3. Provide DCS-T a copy of Action Plans.</p>
	<p>4. Provide the resources necessary to fulfill designated follow and support requirements for issue solution development and implementation when another school/center has the lead.</p>
<p>Deputy Chief of Staff for Training, TRADOC</p>	<p>1. Serve as the executive agent for the TRADOC Remedial Action Program.</p>
	<p>2. Chair and conduct T-RAP Senior Review. DCS-T, DCS-Doctrine, DCS-Combat Developments will comprise the Senior Review panel.</p>
	<p>3. Prepare the Priority Issue List and forward to CG, TRADOC, for approval.</p>
	<p>4. Serve as approving authority for issue closure requests.</p>
	<p>5. Convene and chair periodic issue proponent status VTCs.</p>
	<p>6. Prepare the annual T-RAP report, for CG, TRADOC, summarizing issue prioritization, solution recommendations, and issue resolution status. Submit the report to CSA.</p>

1-1. Purpose, References, Concept, Process, Procedures, continued

Table 1-3 (Continued)

Who	What
<p>Director, Center for Army Lessons Learned</p>	<p>1. Analyze observations to ascertain issues for Cdr, CAC.</p>
	<p>2. Participate in periodic issue proponent VTCs.</p>
	<p>3. Collect, process and analyze observations to monitor task performance, and to provide issue proponents qualitative and quantitative feedback on the effect of issue solution implementation.</p>
<p>Assistant Commandants, Schools/Centers</p>	<p>1. Serve as the Commandant’s executive, or equivalent, TRADOC agent for T-RAP.</p>
<p>Assistant Commandants, or equivalents, TRADOC Schools/Centers</p>	<p>2. Develop, review, and execute an Action Plan for each issue where the school/center has the issue solution lead.</p>
	<p>3. Provide action officer, as appropriate and as required, to participate in periodic issue proponent VTCs.</p>
	<p>4. Provide periodic issue updates to support preparation of the Priority Issue List. Include the status of issue solution implementation per Action Plans, and/or recommendations for issue closure.</p>
<p>TRADOC DCS- Doctrine; Combat Developments</p>	<p>1. Participate in the periodic T-RAP Senior Review, chaired by DCS-T.</p>

TRADOC Regulation 11-13

Appendix A Issue Statements

What is an issue statement?

The Glossary defines an issue as “an identified problem or shortcoming requiring action”

- an issue statement is a *statement of the problem*
- issues can be simple (one solution proponent) or complex (multiple solution proponents).

Guidelines for writing issue statements:

Simple issues: EXAMPLE: The T-Ration can opener works poorly and causes unsatisfactory delays in timely field feeding.

* Issue statements most likely reflect *results*. In this case, a piece of basic equipment “works poorly” and results in “unsatisfactory delays.” The example issue statement directly states the problem for this “simple” issue.

* Issue statements define the scope of the problem. In this case, any unit that potentially uses T-Rations is affected.

* This example is a simple issue, i.e., one solution proponent, also demonstrates that solution proponenty for simple issues can be outside of TRADOC. TRADOC forwarded the issue to the Army Remedial Action Program (ARAP) who tasked the issue to Army Materiel Command (AMC) for solution. AMC quickly fielded a new can opener and solved the problem. Complex issues: EXAMPLE: Task forces do not maximize the killing potential of direct fire systems.

* Issue statements for complex issues will also most likely reflect results. In this case the phrase “do not maximize” provides the statement of the problem, based on Combat Training Center (CTC) battle results.

* The scope of the problem is also defined. The phrase “Task forces” implies that analysts looking for solutions to the problem must look at brigade down to platoon/squad level.

* The scope of the problem will also help to determine who will be tasked as the lead issue solution proponent, and who would be necessary in a “follow and support” role.

Issue statements result from completion of the first step in the problem solving model; recognize and define the problem. Similar to a mission statement, issue statements are then used to determine the equivalent of specified, implied and essential tasks necessary to solve the problem.

**Appendix B
Action Plans**

What is an Action Plan?

- The Glossary defines action plan.
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- Given the definition, an action plan is the *tasking* and *tracking* tool used by the lead proponent for issue solution development and implementation.

Guidelines for writing an Action Plan: Format: see page 12 for an extract of the *Fratricide Action Plan*.

* DTLOMS forms the basis of organization, plus it is recommended to begin the Action Plan with an INTEGRATION section that specifies who monitors compliance with the timelines for the development and implementation of the Action Plans.

*

* under each DTLOMS heading.

ISSUE	TASK	LEAD AGENCY	SUPPORT AGENCY	TARGET DATE
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ISSUE: statement of the sub-issue. Example: under TRAINING, a sub-issue of fratricide is *target identification*.

TASK: statement of what to do to solve the sub-issue. Each sub-issue under a DTLOMS heading can have one or more tasks.

LEAD AGENCY: who is in charge of working the sub-issue. The lead agency for a sub-issue may be different than the overall issue lead.

SUPPORT AGENCY: required to provide support to the lead agency to work the sub-issue. There can, and most likely will, be multiple support agencies for any given sub-issue of a complex issue.

TARGET DATE: when the action will be completed.

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TRADOC Regulation 11-13

Appendix B

Action Plans, continued

INTRODUCTION

A. Purpose: This action plan coordinates and directs TRADOC efforts to resolve recognized shortfalls in doctrine, training, organization, materiel and leader development products relating to the prevention of ground-to-ground direct fire/direct observation fratricide on the battlefield. It is a TRADOC-approved/supported tasking document assigning appropriate agencies responsibility for action.

B. Scope: This plan addresses the various problem areas of U.S. Army direct fire/direct observation fratricide. It addresses short, mid and long term efforts and will require refinement and revision on an as-needed basis.

C. General Information:

1. The Combined Arms Training Activity (CATA) is the overall proponent for this action plan. The Combined Arms Combat Developments Activity (CACDA) is the CBRS proponent for this action plan. The Command and General Staff College (CGSC) will provide assistance and manage the doctrinal and leader development portion of the action plan. The plan is a dynamic document that will adjust to changing priorities and levels of funding.

2. This action plan will be reviewed every six months until changes in doctrine, course POIs, and regulation have been accomplished.

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Appendix B
Action Plans, continued

INTEGRATION ISSUE	TASK	LEAD AGENCY	SUPPORT AGENCY	TARGET DATE	POC/ AUTOVO N
1. Integration and institution- alization	a. Monitor solutions and provide updates, as needed to CDR, CAC, on the tasks contained in action plan. Conduct IPRs/reviews of the action plan semi-annually.	CATA	CACDA, CGSC All Schools/ Centers	Continuous	
	b. Monitor and integrate doctrinal tasks/solutions and provide semi-annual updates to CDR, CAC, and CDR, CATA, until changes in appropriate regulations have been implemented.	CGSC	All Schools/ Centers	2QFY90	
	c. Monitor and integrate materiel tasks/solutions and provide semi-annual updates to CDR, CAC, and CDR, CATA, until changes in appropriate regulations have been implemented.	CACDA	All Schools/ Centers Continuous		

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TRADOC Regulation 11-13

Appendix B

Action Plans, continued

DOCTRINE ISSUE	TASK	LEAD AGENCY	SUPPORT AGENCY	TARGE T DATE	POC/ AUTOVON
1. Planning and Coordination	a. Specifically include potential for fratricide as a major consideration when evaluating/ wargaming potential courses of action. Develop specific wording for inclusion in all field manuals where the estimate/ decision making process is discussed. (FM/TC 101-5, 101-5-1)	CGSC	HQ TRADOC, LOGC, SSC	4QFY89	
	b. Standardize unit direct fire planning guidance in infantry and armor FMs/TCs, to include:	Armor/ Infantry Schools	FA, Engr, ADA AVN Schools, CATA	1QFY91	
	(1) The need to develop and rehearse direct fire plans in both the offense and defense at platoon, company and task force levels.	Armor/ Infantry Schools	FA, Engr, ADA, AVN Schools, CATA	1QFY91	
	(2) Standardized discussion on range cards and sector sketches.	Armor/ Infantry Schools	FA, Engr, ADA, AVN Schools, CATA	1QFY91	

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Appendix B
Action Plans, continued

DOCTRINE ISSUE	TASK	LEAD AGENCY	SUPPORT AGENCY	TARGET DATE	POC/ AUTOVON
	(3) Standardized discussion of control measures and terms.	Armor/ Infantry	All Schools and Centers, CATA	1QFY91	
	(4) Incorporate results of Arm/Inf schools standardized direct fire planning guidance into appropriate branch field manuals.		All Schools and Centers	Incorporate in FMs as revised	
	c. Continue to emphasize detailed direct fire planning (platoon through task force) during force-on-force AARs, and CTC take-home packages.	CTCs	CATA, Armor and Infantry Schools	Continuous	
	d. Upon completion of materiel issue 5, incorporate NLOS systems into direct fire planning guidance.	Arm/Inf			
2. Non-Line of Sight (NLOS)	a. Define concept for employment of NLOS systems on the battlefield.	CACDA	FA, ADA, Inf, Avn		
	b. Specify organizations/echelons that will be equipped with NLOS systems.	CACDA	FA, ADA, Inf, Avn		

TRADOC Regulation 11-13

Appendix C

Issue Closure and Issue Closure Validation

1. The Glossary defines *Issue Closure*: “Proponents recommend issue closure to the Senior Review when each DTLOMS solution specified in the issue action plan is implemented.”
2. Issue Closure Statement: submitted to the TRADOC Senior Review by the lead issue solution proponent.

EXAMPLE: Recommend closure of Issue No. ____, Tactical Reconnaissance. Implementation of each element of the Tactical Reconnaissance Action Plan, 08 Nov 9_ is complete.

Glossary

Section I
Abbreviations

ARAP

Army Remedial Action Program

CAAT

Combined Arms Assessment Team

CALL

Center for Army Lessons Learned

DTOLMS

Doctrine, Training, Organization, Leadership, Materiel, Soldiers

JCS

Joint Chiefs of Staff

TRADOC

Training and Doctrine Command

T-RAP

TRADOC Remedial Action Program

TTP

Tactics, Techniques, and Procedures

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TRADOC Regulation 11-13

Glossary, Continued

Section II

Terms

Action Plan: organized by the DTOLMS, and approved by issue proponent; specifies changes, modifications, or additions to existing DTOLMS to resolve an issue; designate lead agencies and establish timelines for solution implementation.

Army Remedial Action Program (ARAP): HQDA program, executed by DA DCSOPS, to facilitate change through tasking and tracking service issues to proponents for resolution. The ARAP implements, parallels and compliments the JCS Remedial Action Program (RAP). TRADOC Remedial Action Program (T-RAP) inputs to ARAP and receives issues from ARAP. T-RAP completes the regulatory issue solution implementation system. (See T-RAP).

Collection, Active: conducted by subject matter experts comprising a Combined Arms Assessment Team (CAAT) during operations, exercises and Combat Training Center training. CAATs use an approved collection plan, organized IAW the *Blueprint of the Battlefield* (TRADOC Pam 11-9), to focus and prioritize efforts.

Collection, Passive: IAW the provisions of AR 11-33, *Army Lessons Learned Program: System Development and Application*, units forward post-operation/exercise/rotational after-action reports. From these reports, CALL extracts relevant observations, issues and lessons for analysis, development, and dissemination respectively.

DTOLMS (Doctrine, Training, Organization, Leadership, Materiel, and Soldiers): the TRADOC model for change. T-RAP issue solutions will encompass one or more DTOLMS changes, additions, deletions in combination to create specific issue solution sets. Each approved issue action plan will specify the issue(s) DTOLMS solution set.

Issue: An identified problem or shortcoming requiring action by the appropriate proponent to change, develop, resolve or refine DTOLMS. Some complex issues may require multiple proponent effort to resolve.

Issue, Active: an issue still being resolved by implementation of DTOLMS solutions specified in an action plan.

Issue Closure: proponents recommend issue closure to the Senior Review when each DTOLMS solution specified in the issue action plan is implemented.

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Glossary, Continued

Issue Closure Validation: if issue collection, following DTOLMS solution implementation, reveals the desired change in battlefield performance, the issue closure is validated by the Senior Review.

Lesson: a behavior resulting in a desired outcome, i.e., actions that result in mission accomplishment, the repetition of which would produce similar success; includes successful tactics, techniques and procedures (TTP), as well as the integration of new or improved materiel impacting on mission execution.

Lesson Learned: a “lesson learned” result when behavior is changed sufficiently to achieve the desired outcome.

Observation: raw information, from either active or passive collection, which has not been refined through analysis. Observations collectively provide the primary source for issue identification and solution development.

Priority Issue List: submitted annually to the Chief of Staff, U.S. Army, by Commander, TRADOC, in accordance with the provisions of **AR 11-33, Army Lessons Learned Program: System Development and Application**. The TRADOC Commandants compile and prioritize the issues for approval by Commander, TRADOC.

Remedial Action Program: managed by the JCS to improve joint warfighting capability by identifying real-world impediments to warfighting capability, then assigning responsibility for and tracking corrective action throughout the Department of Defense. Corrective actions are evaluated for their effectiveness.

Senior Review: reviews prospective T-RAP issues and then assigns issue solution proponency to the appropriate TRADOC school/center; approving authority for issue closure and validation; reviews Priority Issue List prior to submission to Commander, TRADOC.

T-RAP: acronym for TRADOC Remedial Action Program. This program integrates TRADOC into a Department of Defense-wide systematic program of issue remediation. Within this system, TRADOC can appropriately forward issues to, or receive issues from, both ARAP and the J-7, Joint Remedial Action Program.

TRADOC Regulation 11-13

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