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16 November 2010

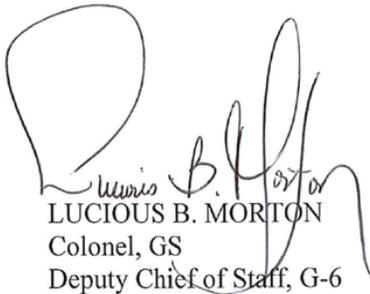
Organization and Functions

UNITED STATES ARMY COMBINED ARMS CENTER

FOR THE COMMANDER:

OFFICIAL:

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Deputy Commanding General/
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History. This publication is a major revision. Affected areas are listed in the summary of change.

Summary. This regulation prescribes the organization, mission, and functions of the United States Army Combined Arms Center (CAC). This is a major revision incorporating the reorganization of the Combined Arms Center and decisions made within the context and under the construct of the TRADOC Campaign Plan (TCP). CAC will continue to evolve as TRADOC continues as an Army command in transition; therefore, this regulation introduces evolving organizational relationships associated with TRADOC Centers of Excellence.

Applicability. This regulation applies to all CAC organizations to include Headquarters, CAC and subordinate organizations (SOs) authorized to promulgate commandwide policy.

Proponent and exception authority. The proponent for this regulation is the TRADOC G-3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this authority in writing, to a branch chief with the proponent agency, in the grade of lieutenant colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the legal

*This regulation supersedes TRADOC Regulation 10-5-4, dated 7 February 2006.

officer. All waiver requests will be endorsed by the senior leader of the requesting activity and forwarded through their chain of command to the policy proponent.

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

Supplementation. Supplementation of this regulation and establishment of command and local forms is prohibited without prior approval from the Assistant Chief of Staff, G3, ATZL-CSC, 415 Sherman Ave, Fort Leavenworth KS 66027.

Suggested improvements. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Assistant Chief of Staff, G3, ATZL-CSC, 415 Sherman Ave, Fort Leavenworth KS 66027. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

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Summary of Change

TRADOC Regulation 10-5-4
U.S. Army Combined Arms Center

This revision, dated 16 November 2010-

- o Updates Combined Arms Center mission statement (chap 2).
- o Updates Combined Arms Center core competencies, core functions, and proponencies in accordance with AR 5-22 (dated 19 August 2009) (chap 2).
- o Adds Deputy to the Commanding General position (chap 3).
- o Adds Combined Arms Center-Leader Development and Education, Combined Arms Center - Knowledge, Combined Arms Center – Capabilities Development Integration Directorate, Army Civilian University, and Mission Command Center of Excellence.
- o Updates mission, organization, and responsibilities of all Combined Arms Center organizations.
- o Makes administrative changes (throughout).
- o Updates the movement of Army Training Support Center under United States Army Combined Arms Center.
- o Reflects changes from various governance forums.

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Chapter 1

Introduction

1-1. Purpose

This regulation defines the organization of the United States (U.S.) Army Combined Arms Center (CAC) and delineates its subordinate and aligned organizations, functions, and responsibilities.

1-2. References

Required and related publications and referenced forms are listed in [appendix A](#).

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the [glossary](#).

1-4. Responsibilities

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

b. The CAC Chief of Staff. Reviews recommended changes to this regulation and forwards them to the TRADOC DCG/CoS for approval.

c. The CAC G-3/5/7. Serves as the CAC lead for this regulation. Review and coordinate proposed changes and forwards recommendations to the CAC CoS, and subsequently to Headquarters (HQ), U.S. Army Training and Doctrine Command (TRADOC).

d. HQ CAC staff and directors of CAC subordinate organizations (SOs). The staff and directors will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Critical analysis and review of this regulation will occur semiannually and updates will occur as needed. This will ensure CAC maintains relevancy by remaining an agile, adaptive, and innovative organization.

1-5. Scope

This regulation focuses on the organization, functions, and responsibilities of CAC. It describes CAC's major organizational structure; core functions; major responsibilities for HQ CAC, subordinate and aligned organizations; and relationships between these organizations and their assigned responsibilities.

1-6. Policy

a. Responsibility for missions and tasks will be decentralized to CAC organizations and the HQ CAC staff to the maximum extent possible.

b. The HQ CAC staff exists to assist the Commanding General (CG), CAC in accomplishing the mission by providing staff management, planning, procedures, funding and manpower, and

coordination capabilities. The command group and personal staff elements provide professional and technical services and advice.

1-7. General organizational requirements

Each CAC organization structures units 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 nonessential; consolidates functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions that do not support assigned missions.

Chapter 2

U. S. Army Combined Arms Center

2-1. Mission

The CAC designs, integrates, and implements leader development and the Army Leader Development program; executes mission command center of excellence (CoE) and proponent responsibilities; develops and integrates doctrine; and supports and integrates Army training and education support across all cohorts in support of Army force generation (ARFORGEN) to dominate in full-spectrum operations (FSO) in a joint, interagency, intergovernmental, multinational (JIIM) environment.

2-2. Organization

The CAC consists of a HQ element and seven subordinate organizational elements: CAC-Leader Development and Education (CAC-LD&E); CAC-Training (CAC-T); CAC-Knowledge (CAC-K), CAC-Capability Development Integration Directorate (CAC-CDID), Army Civilian University (ACU), Mission Command Center of Excellence (MCCoE) and the Special Troops Battalion (STB). The following centers and schools are aligned with CAC: U.S. Army Intelligence Center and School and Fort Huachuca, U.S. Army Signal Center, and the U.S. Army Aviation Center and Fort Rucker (see figure 2-1).

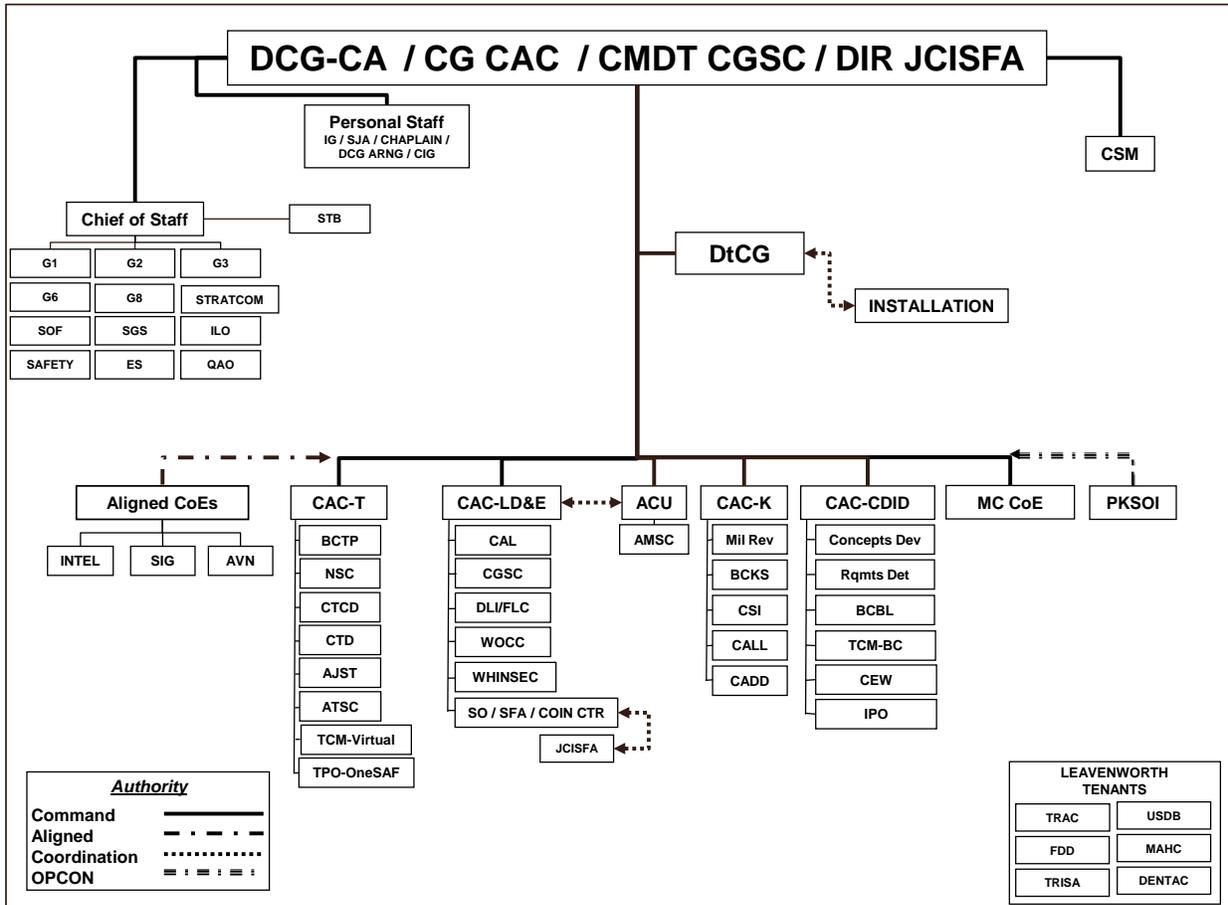


Figure 2-1. U.S. Army Combined Arms Center

- a. HQ CAC staff consists of a command group, personal staff, and coordinating staff.
- b. CAC subordinate organizations are:
 - (1) [CAC - Leader Development & Education](#) (CAC-LD&E).
 - (2) [CAC - Training](#) (CAC-T).
 - (3) [CAC- Knowledge](#) (CAC-K).
 - (4) [CAC - Capabilities Integration Directorate](#) (CAC-CDID).
 - (5) [Army Civilian University](#) (ACU).
 - (6) MCCoE
 - (7) STB

2-3. Lead responsibilities

CAC has the following lead responsibilities:

a. Core competency: CAC is the TRADOC lead for prepare the army to dominate in FSO in a JIIM environment.

b. CAC has the lead for six of TRADOC’s sixteen core functions:

**Table 2-1
CAC core functions**

Leader development	Lessons learned
Doctrine	Training development
Training support	Functional training

c. CAC proponencies, per Army Regulation (AR) 5-22 (dated 19 Aug 2009):

**Table 2-2
CAC proponencies**

Airspace command and control	Army operational knowledge management
Combined arms operations (division and above)	Command and control
Computer Network Operations	Electronic warfare
Full-spectrum operations	Information operations
Personnel recovery	Security Force assistance
Cyber*	Site exploitation**

* FRAGO 3 to OPOD 09-008, TRADOC CAMPAIGN PLAN (TCP) 10-11

** HQDA EXORD 024-08

2-4. Command and control relationships

CAC leverages unique command and control relationships to execute its mission.

a. CAC has designated lead and assist assignments to specify responsibilities and relationships among senior leaders and organizations. Designation of lead and assist assignments is the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks.

(1) Lead: The CAC organization having primary responsibility for a function, task, or role. Responsibility begins with initial assignment and ends with its completion. The responsibility also includes all aspects of planning, execution, and integration across all applicable doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) domains. The lead organization that receives assistance from other organization(s) or staff element(s) is responsible for ensuring the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

(a) Develop, coordinate, and recommend command policy.

(b) Develop, coordinate, and recommend command guidance.

(c) Develop, coordinate, and recommend taskings to execute specific missions and tasks or provide specific support.

(2) Lead assignments: The following summarizes CAC lead assignments for core functions:

Table 2-3
CAC lead assignments for core functions

Core Function	Lead
Leader development	CAC-LD&E
Lessons learned	CAC-K
Doctrine	CAC-K
Training development	CAC-T
Training support	CAC-T
Functional training	CAC - unassigned

(3) Assist: CAC organizations or staff elements that 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 aids, complements, or sustains another organization and is responsible for providing assistance the lead organization requires.

b. CAC additionally employs the following responsibilities to execute its mission.

(1) Staff management: The responsibilities of the coordinating staff or a subordinate organization’s staff to assist and coordinate lead organization’s efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate.

(2) Army force modernization proponent system: The process of managing change within the Army. It is the strategic-level process for interaction between Headquarters, Department of the Army (HQDA) and force modernization proponents used to transform the Army. Only the HQDA Deputy Chief of Staff (DCS), G-3/5/7 can designate proponents. CAC will execute its proponent responsibilities as directed and will not assign proponents beyond those AR 5-22 designates.

Chapter 3 **Headquarters CAC**

Section I **Organization of HQ CAC**

3-1. Command group

The command group consists of:

- a. [Commanding General](#) (CG).
- b. [Deputy to the Commanding General](#) (DtCG).
- c. [Chief of Staff](#) (CoS).
- d. [Command Sergeant Major](#) (CSM).

3-2. Personal staff

The personal staff consists of:

- a. Inspector General (IG).
- b. [The Staff Judge Advocate \(SJA\)](#).
- c. [Command Chaplain](#).
- d. DCG, Army National Guard (DCG, ARNG).
- e. Commander's Initiatives Group (CIG).

3-3. Coordinating Staff

The coordinating staff consists of:

- a. [G1 \(Adjutant\)](#).
- b. [G2 \(Security and Intelligence\)](#).
- c. [G3/5/7 \(Operations/Plans\)](#).
- d. [G6 \(Information Management\)](#).
- e. [G8 \(Resource Management\)](#).
- f. [Secretary of the General Staff \(SGS\)](#).

- g. International Liaison Office (ILO).
- h. Special Operations Forces (SOF) Cell.
- i. CAC Strategic Communication Office (STRATCOM).
- j. [Quality Assurance Office \(QAO\)](#).
- k. [Safety Office](#).
- l. [Executive Services](#).

Section II

Headquarters CAC Command Group

3-4. Commanding General

The CG, CAC is responsible for ensuring that the command designs, integrates, and implements leader development and the Army leader development program; executes mission command MCCoE and proponent responsibilities; develops and integrates doctrine; and supports and integrates Army training and education across all cohorts in support of ARFORGEN to dominate in FSO in a JIIM environment. The CG, CAC serves as the senior commander of Fort Leavenworth, KS, and the Presidio of Monterey, CA, responsible to carry out the duties and responsibilities set forth in AR 600-20. The CG, CAC is also designated as the Commandant, Command and General Staff College (CGSC); Deputy Commanding General - Combined Arms (DCG, CA); and Director, Joint Center for International Security Force Assistance (JCISFA).

a. In capacity of Commandant, CGSC performs duties as prescribed by TRADOC Regulation (TR) 350-70, appendix B and TR 350-10:

(1) Ensures officer training and education is vertically aligned (progressive and sequential) and meets the needs of current and future officers.

(2) Monitors compliance with common core training guidance and coordinates requirements and standards with precommissioning sources and branch schools.

(3) Budgets for perpetual maintenance of common core responsibilities.

(4) Conducts a task selection board triennially to update and revalidate the officer education system (OES) common core.

(5) Reviews and approves content of OES common core training products developed by task proponents.

(6) Develops and publishes to Army Training Support Center (ATSC), common core implementation guidance to accompany each OES task.

(7) Provides CG, TRADOC training needs analyses of subjects, topics, and/or tasks recommended for inclusion to the common core.

(8) Participates in the annual Four-Gold Conference conducted by the precommission sources to review, assess, and make recommendations for the planning, standardization, and implementation of precommission training tasks.

(9) Serves as course proponent for, and develops the staff process phase of the Captain Career Course (CCC), Command and General Staff Officer Course, Pre-Command Course (PCC) (Fort Leavenworth Phase), Advanced Military Studies Program (AMSP), and Advanced Operational Arts Studies Fellowship (AOASF) courses and corresponding programs of instruction.

(10) Ensure assigned civilians obtain required leader development training and education.

(11) Select and nominate civilians for competitive leader development programs, and as appropriate, conduct civilian leader training and education within assigned proponencies.

(12) Conduct an accreditation program.

(13) Accredite functionally aligned Total Army School System (TASS) training battalions. Identify training and training development deficiencies during the development and conduct of formal school and field training.

(14) Identify all resources, facilities, equipment, and consumables required to implement training and provide information to the Training Requirements Analysis System.

(15) Integrate approved leadership and leader development doctrine into Armywide programs of instruction.

(16) Conduct a staff ride program.

(17) Execute training task proponencies in accordance with (IAW) TR 350-70 Annex C.

b. In the capacity of DCG, CA:

(1) Represents CG, TRADOC in the exercise of TRADOC's core competency to prepare the Army to dominate FSO in a JIIM environment through the core functions of leader development, lessons learned, doctrine, training development, training support, and functional training.

(2) Serves as the senior TRADOC representative at the Army training general officer steering committee (GOSC).

(3) Serves as the Army's responsible official for the Army Combat Training Center (CTC) program, chairs the semiannual CTC conference, and attends the CoS, Army CTC huddle.

(4) Serves as the senior TRADOC representative on the battle command (BC) GOSC.

(5) Serves as the senior TRADOC representative to the Western Hemisphere Institute for Security Cooperation (WHINSEC) board of visitors.

c. As Director, JCISFA:

(1) Reports to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff.

(2) Provides supervision and oversight of all JCISFA activities pursuant to its mission and responsibilities.

(3) Advises the Chairman of JCISFA activities in support of combatant commanders and Secretaries of the Military Departments.

(4) Conducts an annual review of the JCIFSA charter and make recommendations to JCISFA organization structure and functions to the chairman.

(5) Approves all personnel nominated by military departments for assignment to JCISFA.

(6) Advises Director, J7 on the development of a Joint Staff plan of action and milestones for the potential future transition of JCIFSA to U.S. Joint Forces Command as a combatant command subordinate activity or other appropriate organization.

3-5. Deputy to the Commanding General

The DtCG, CAC acts as the principal executive to the CAC Commander. Applying executive level leadership, management, and decisionmaking, responsible to oversee all actions to address key issues facing CAC, TRADOC, and Army associated with CAC's responsibilities. Ensures CAC integrates and synchronizes all available resources and capabilities to develop adaptive leaders, execute MCCoE and proponent responsibilities, develop and integrate doctrine, and support and integrate Army training and education across all cohorts. The DtCG will represent the CG as directed and will actively build strong and successful partnerships with other agencies and organizations throughout the military and local communities. Finally, as the senior civilian, the DtCG shall advise the CG on the civilian component, ensuring that that component remains ready and able to execute its vital responsibilities.

3-6. Chief of Staff

The CoS is the principal assistant to the CG, CAC in all duties and responsibilities as delineated in paragraph 3.4. Responsible for the direction, coordination, and supervision of the coordinating staff and provides oversight and direction to CAC SOs. Responsible for synchronizing the efforts of CAC directorates, garrison activities, and TRADOC tenant organizations in support of the six TRADOC core functions for which CAC maintains responsibility. Maintains liaison and facilitates the combined arms integration efforts of TRADOC schools and centers of excellence as they relate to CAC's core functions. Manages the allocation of personnel and exercises the oversight of the CAC command operating budget. Chairs specific boards, councils, and meetings in support of CAC and Fort Leavenworth activities.

3-7. Command Sergeant Major

The CSM serves as the CAC, Fort Leavenworth and Command and General Staff College Command Sergeant Major. The CSM provides expert technical advice and recommendations to the CG, CAC and CAC senior leaders and their staffs on all Soldier matters and noncommissioned officer (NCO) leader development issues.

Section III Commanding General, CAC Personal Staff

3-8. Inspector General

a. Mission. The CAC IG serves as an extension of the CG, CAC by providing an independent and impartial assessment of the morale, welfare, and discipline of the command and reports on other matters that impact upon the economy and/or efficiency of the command.

b. Organization. The IG consists of a single office with support staff that executes four IG functions- assistance, inspections, investigations, and teaching and training.

c. Responsibilities and functions.

(1) Assistance. Receives, inquires into, records, and responds to complaints or requests for assistance either brought directly to the IG or referred to the IG for action concerning matters of Army interest. The IG provides assistance to Soldiers, Family members, and civilians, as requested.

(2) Inspections. Conducts inspections tailored to meet the CAC Commander's needs; focuses inspections on systemic issues to identify the root causes of noncompliance.

(3) Investigations. Conducts formal factfinding examinations into allegations, issues, or adverse conditions that provide the directing authority (CG, CAC) a sound basis for making decisions and taking action. The IG also conducts investigative inquiries which are informal factfinding examinations into allegations, issues, or adverse conditions that are not serious in nature—as deemed by the command IG or directing authority—and when the potential for serious consequences (such as potential harm to a Soldier or negative impact on the Army's image) are not foreseen.

(4) Teaching and training (incorporated into all the above). Provides information on Army systems, processes, and procedures; while assisting, inspecting or investigating, IGs contribute to improving the Army by teaching and training others in policy and procedures.

3-9. Staff Judge Advocate

a. Mission. Provide professional legal advice and services to the CAC, tenant organizations, and members of the military community.

b. Organization. The SJA consists of a single office with support staff.

c. Responsibilities and functions.

(1) Supervise and support the administration of military justice and adverse administrative actions within the CAC and for those personnel under the jurisdiction of the CG, CAC.

(2) Provide legal assistance services to authorized individuals.

(3) Provide administrative and civil law support including contract and fiscal law, ethics, labor law, and environmental law to HQ, CAC and tenant organizations.

(4) Provide claims services to authorized individuals within the assigned geographic area.

d. The SJA provides administrative support to U.S. Army Trial Defense Service which provides legal representation for Soldiers pending Uniform Code of Military Justice (UCMJ) and adverse administrative actions.

e. The Command and General Staff College, United States Disciplinary Barracks, Battle Command Training Program (BCTP), and JCISFA each have their own legal advisor. The CAC SJA provides specialized support in the areas of contract, fiscal, and labor law, as well as general support in the areas of criminal and administrative law as needed to the legal advisors.

3-10. Command Chaplain

a. Mission. Assist the CG, CAC in ensuring the right of free exercise of religion. Supervise professionally trained and ready Unit Ministry Teams (UMT) to provide religious and spiritual services as well as moral leadership to Soldiers, their Families, and authorized civilians.

b. Organization. The Command Chaplain consists of a single office with support staff.

c. Responsibilities and functions.

(1) Staff Chaplain of CAC and the Senior Chaplain for Fort Leavenworth and Presidio of Monterey.

(2) Provide executive-level religious support oversight and advice for the CAC Commander's religious support program.

(3) Ensure integrated delivery of religious support across all commands at Fort Leavenworth and Presidio of Monterey.

(4) Ensure religious support for Soldiers, their Families, and authorized civilians at Fort Leavenworth and Presidio of Monterey as a Title 10 entitlement and readiness enabler.

(5) Oversee a collaborative effort among the garrison and mission unit UMTs in support of the Office of the Chief of Chaplains policy and intent. Oversee the religious support functions and tasks list in AR 165-1, table 1-3.

(6) Validate exemptions for mission unit UMT personnel from participating in comprehensive, garrison-based religious support for Fort Leavenworth and Presidio of Monterey.

(7) Serve as the Army Chief of Chaplain's representative at Fort Leavenworth and Presidio of Monterey.

3-11. Deputy Commanding General, Army National Guard

a. Mission. The DCG, ARNG serves as ARNG integrator across DOTMLPF programs, CAC initiatives and the Army's mission areas. Assists the CG, CAC in assuring unity of effort between CAC; TRADOC; Director, Army National Guard (DARNG); and HQDA.

b. Organization. The office of the DCG, ARNG consists of an executive office.

c. Responsibilities and functions.

(1) Provide CG, CAC with ARNG specific staff recommendations, information, or updates as they directly relate to CAC initiatives and functions.

(2) Provide advice and assistance on policies and leadership decisions that affect the ARNG.

(3) Coordinate CAC actions that involve the ARNG.

(4) Liaison to DARNG for manning, training, and force structure related actions and initiatives.

(5) Provide staff support to CAC for the integration of ARNG force programs, training strategies, and force-design initiatives.

(6) Manage the ARNG Title 10 Active Guard Reserve Program throughout CAC.

(7) Participate and provide support in development and refinement of leadership development and education programs related to transformation and ARFORGEN cycles in relation to ARNG.

(8) Ensures ARNG capabilities are integrated into Army and joint transformation.

3-12. Commander's Initiatives Group

a. Mission. The CIG produces focused professional studies, projects, and products at the specific direction of the CG, CAC. The CIG supports and advises the leadership on key and emerging initiatives, issues, and priorities within the command.

- b. Organization. The CIG consists of a director and two staff officers.
- c. Responsibilities and functions.

(1) Support the CG, CAC during travel and at all key leader engagements, meetings, and conferences.

(2) Provide products, conduct research, and liaison as needed to prepare the CG, CAC for key leader engagements, meetings, and conferences.

(3) Collaborate with Director, STRATCOM and the staff to ensure that the commander's intent, guidance, and vision are reflected in relevant themes and messages.

(4) Assist/participate in the development of the annual STRATCOM plan.

(5) Research, analyze, and evaluate concepts, doctrine, case studies, and related material, as directed by the CG, CAC.

(6) Review/prepare and package required read ahead material for the CG, CAC.

(7) Develop and publish conceptual white papers, as directed by the CG, CAC.

(8) Conduct staff assessments, as directed by the CG, CAC.

(9) Assist in the preparation of electronic and written correspondence, as directed by the CG, CAC.

(10) Assist in the preparation and maintenance of commander's historical record for eventual transmission to Center of Military History.

Section VI

Headquarters CAC Coordinating Staff

3-13. Assistant Chief of Staff, G1

a. Mission. Provides support and advice on all matters concerning military personnel management. The CAC G-1/Human resources Division (HRD) is the lead concerning all military personnel management issues and coordinates directly with the TRADOC DCS G-1/4 and Human Resource Command (HRC) regarding officer and enlisted distribution systems, policies, and procedures. The CAC G-1/HRD coordinates with SOs, separate units, and the garrison Adjutant General (AG) concerning personnel accountability and the processing of evaluations, awards, enlisted management and promotions, congressional actions, line of duty investigations, and casualty affairs.

b. Organization. The CAC G-1/HRD consists of a HRD staff element and four divisions: Personnel Administration with two liaison cells that support CAC-T and CAC-LD&E; Strength Management; Plans and Operations; and Personnel Information Manager.

c. Major functions.

(1) Personnel readiness management. Manages the distribution of Soldiers based on documented requirements and authorizations, CG, CAC's priorities, and anticipated needs.

(2) Essential personnel support/services. Provides timely and accurate military human resources functions, policies, programs, and systems. Coordinates programs which directly influence Soldiers' well-being.

(3) Interpret personnel policy (AR 600-8 series) and develop CAC personnel management policy and procedures.

(4) Review, process, and track award recommendations.

(5) Review, process, and track officer and NCO evaluation reports.

(6) Manage rating schemes for the HQ CAC staff, SOs, and separate units.

(7) Manage miscellaneous command programs and coordinate with AG and Installation Management Command (IMCOM) staff to ensure proper lead responsibilities on behalf of the CG, for those programs to include Combined Federal Campaign, Army Emergency Relief, Federal Voter Assistance Program, Risk Reduction Program, Personnel Asset Inventory Program, Well-Being Program, and DA and TRADOC awards.

(8) Conduct in- and out-processing for permanent party and student personnel to include scheduling appointments with AG.

(9) Manage the Junior Enlisted Promotions Program.

3-14. Assistant Chief of Staff, G2

a. Mission. Primary staff section responsible for providing intelligence support to the command. Provides advice and guidance on intelligence and intelligence-related issues to the CG. Implements an intelligence-related security program which includes intelligence support to force protection, security awareness and education training, security policy, personnel security, information security, industrial security, foreign disclosure, information sharing, visitor control, intelligence oversight, and sensitive compartmented information (SCI) security.

b. Organization. The CAC G2 consists of three sections: Plans and Operations, Security Office, and Special Security Office.

c. Responsibilities and functions.

(1) The CAC lead for intelligence and intelligence-related security issues. The G2 serves as the CAC Senior Intelligence Officer and as the Intelligence Oversight Officer.

(2) The CAC lead for intelligence support to force protection. Acquires threat data from multiple sources and develops a threat assessment for the command by fusing national-level intelligence with state and regional information. Shares pertinent information with key players on the installation. Chairs the Threat Working Group.

(3) The CAC lead for information (AR 380-5, Department of the Army Information Security Program) and personnel (AR 380-67, Personnel Security Program) security awareness and education training. Plans, coordinates, schedules, and manages professionally developing security and security-related training for civilians, Soldiers, and contractor personnel at Fort Leavenworth.

(4) CAC lead for information (AR 380-5) and personnel (AR 380-67) security policy development.

(5) The CAC lead for personnel security actions. Provides staff management for issuance of personnel security clearances as well as suspension of access to classified information, if warranted.

(6) CAC lead for information security actions. Provides staff management for matters related to the classification, downgrading, declassification, reproduction, and safeguarding of national security information. Ensures open storage areas meet design and operational requirements. Creates and sustains a robust and effective assessment and self-assessment program for Fort Leavenworth security managers. Provides staff management for correction of deficiencies to ensure compliance with security regulations and directives. Provides staff management over investigations relating to security violations and data spillage incidents.

(7) The CAC lead for the industrial security program. Provides guidance on security issues associated with classified contracts and contractor visit requests.

(8) The CAC lead for the Foreign Disclosure Program. Certifies international liaison officers and personnel exchange officers to the CAC and Fort Leavenworth.

(9) The CAC lead for a robust international information sharing program. Monitors the release and disclosure of sensitive and classified military information to foreign governments. Maximizes information sharing with allies and partners while simultaneously supporting all disclosure regulations.

(10) The CAC lead for international visitor requests. Serves as liaison between Fort Leavenworth, TRADOC, and DA during processing and executing international visits.

(11) The CAC lead for intelligence oversight. Ensures regulatory guidelines are followed throughout the installation.

(12) The CAC lead for special security operations and SCI security policy development. Serves as advisor to the CG on all SCI security matters.

(13) The CAC lead for SCI information security actions. Provides staff management for matters related to the classification, downgrading, declassification, reproduction, and safeguarding of SCI national security information. Receives, controls, accounts for, destroys, transmits, and safeguards SCI material. Ensures sensitive compartmented information facilities meet design and operational requirements. Creates and sustains a robust and effective SCI and SCI assessment and self-assessment program for Fort Leavenworth special security representatives. Provides staff management for correction of deficiencies to ensure compliance with security regulations and directives. Provides staff management over investigations relating to SCI security violations and data spillage incidents.

(14) The CAC lead for SCI billet management, indoctrinations, and debriefs.

3-15. Assistant Chief of Staff, G3/5/7

The CAC G3/5/7 is the operations officer for the CG, CAC responsible for the execution of all duties and responsibilities as delineated in paragraph 3.4.

a. Mission. Synchronizes CAC's leader development, lessons learned, doctrine, training development, training support, and functional training core functions; assigned proponencies; and major responsibilities. Exercises staff management of programs, processes, and initiatives across CAC SOs and aligned CoEs to ensure timely and effective prioritization, direction, monitoring, and implementation of the CG, CAC's intent.

b. Organization. The G3/5/7 consists of a front office element and three branches: Administrative Operations, Plans, and Functional Operations.

c. Responsibilities and functions.

(1) General responsibilities. CAC G3/5/7 analyzes, assesses, provides staff management, and recommends for decision all activities affecting command guidance, developmental processes and implementation/execution processes to support the command in meeting its mission. The HQ CAC staff will ensure the coordination of DOTMLPF initiatives and functions between CAC organizations and external commands and organizations and will assist CAC SOs in the execution of command initiatives which support CAC's core functions, major responsibilities, and proponencies. Additionally, the HQ CAC staff is responsible for monitoring compliance in those tasks, processes, or functions where they have assist or major responsibilities and subject matter expertise to determine if execution of the approved policy or guidance meets CG, CAC intent and priorities.

(2) Conduct staff action analysis, preparation, coordination, assignment, and tracking; coordinate and edit weekly CAC situation report to CG, TRADOC; maintain CAC master calendar; manage support requirements as the primary tasking authority for CAC; and provide ceremony support for the command.

(3) Coordinate and prepare CAC's unit status reporting (NETUSR).

(4) Execute CAC international Army programs to include military personnel exchange program functions; manage Worldwide Individual Augmentee System requirements; provide staff management for the CAC Senior Leader Conference; provide staff management for the CAC Senior Staff Huddle; and provide staff management for the CAC academic collaboration program.

(5) Develop and serve as the CAC lead for AR 5-22; TR 10-5; and TR 10-5-4.

(6) Coordinates operations security and Army terrorism and force protection for CAC.

(7) CAC lead for the TRADOC synchronization meeting and decision point tracking, TCP, and human capital enterprise efforts. CAC lead for TRADOC conferences (TRADOC senior leader conference).

(8) Provides internal G3/5/7 support including G3/5/7 standing operating procedure (SOP) updates; awards processing and tracking; evaluation processing and tracking; providing supplies; civilian hiring actions process; and other internal office administrative requirements (safety officer, physical security; etc.).

(9) Analyze incoming actions and tasks related to battle command, doctrine, lessons learned, and knowledge management; coordinate command interest actions with CAC-CDID and CAC-K; conduct mission analysis, course of action (COA) development, and decision package development for CAC command group for assigned actions, projects, and programs as assigned.

(10) Synchronize and coordinate all projects associated with Army doctrine, lessons learned, knowledge management, capabilities development, and battle command; coordinate force modernization and integration actions; synchronize, coordinate, and monitor designated exercises and experimentation projects.

(11) Analyze and formulate CAC input to the Army campaign plan (ACP), Army strategic planning guidance, and other Army-level planning and strategy documents. Coordinate and facilitate CAC lessons learned, battle command, knowledge management, and capabilities development.

(12) Analyze incoming actions and tasks to subordinate action officers as they relate to leader development, training development, training support and functional training; coordinate command interest actions with ACU, CAC-LDE and CAC-T; conduct mission analysis, COA development and decision package development for CAC command group for assigned actions, projects, and programs.

(13) Lead branch for the planning, preparation, and conduct of numerous projects and programs such as human dimension, integrated training environment, professional military ethics, distributed learning, and TRADOC or DA-level conferences and GOSCs.

(14) Lead branch that analyzes incoming interagency actions including those associated with stability operations/security force assistance (SFA) proponentcy; synchronizes incoming interagency activities within CAC to achieve a common goal; provides staff management for incoming interagency programs and initiatives as well as U.S. Government incoming interagency activities and visits in support of the whole of government approach utilizing Army leadership, training, lessons learned, knowledge management and doctrine resources.

(15) Assist TRADOC G-3/5/7 with synchronization, coordination, and integration of all actions pertaining to CAC SOs.

(16) Conduct staff management and participate in Army Leader Development Program sessions and prepare the Army governance forums.

3-16. Assistant Chief of Staff, G6

a. Mission. The Assistance Chief of Staff (ACoS), G6 is the senior advisor to the CG, CAC for all information technology (IT), information management (IM), and information assurance (IA) matters necessary for the accomplishment of the CAC's mission and core functions. The G-6 develops commandwide IT/IM/IA plans, policies, procedures, and the enterprise architecture, then manages their implementation and enforcement; develops requirements for, plans and coordinates the provision of, and monitors the status of mission, installation, and strategic institutional voice, data, and video communications supporting HQ CAC and its SOs; and takes other actions necessary to ensure CAC compliance with IT/IM/IA related statutory and regulatory requirements.

b. Organization. CAC G6 consists of the ACoS, G6 and the following subdivisions: Current Operations; Plans, Policy, and Governance; Enterprise Architecture; Information Integration; and Information Assurance Program Management.

c. Responsibilities and functions.

(1) Provides information management officer support to HQ CAC.

(2) Provides audiovisual and video teleconference (VTC) operations to HQ CAC and subject matter expert (SME) support to its SOs.

(3) Provides staff management of and support to fielded institutional IT, information systems (IS), and communications assets.

(4) Maintains situational awareness of local installations infrastructure's ability to support HQ CAC and its SOs.

(5) Maintains situational awareness of institutional networks, IS, and communications supporting HQ CAC and its SOs.

- (6) Develops, coordinates, and maintains IT plans and policies.
- (7) Publishes and updates the CAC IM Strategic Plan.
- (8) Conducts enterprise-level IT acquisitions and provides IT related acquisition assistance and oversight to subordinate activities.
- (9) Provides IT resource management internally for CAC G-6 and oversight for CAC elements.
- (10) Conducts long-term planning and near-term coordination with external support providers such as installation Network Enterprise Centers (NECs), other Network Enterprise Technology Command (NETCOM) elements, and the Installation-Information Infrastructure Modernization Program.
- (11) Develops, supports, and participates in IT governance processes and organizational constructs.
- (12) Provides staff assistance and oversight to CAC elements developing institutional IS supporting CAC's core functions.
- (13) Documents the as-is and develops the to-be CAC enterprise architecture; creates and maintains the supporting database and artifact repository IAW the Department of Defense (DOD) architecture framework.
- (14) Provides staff assistance to CAC elements documenting or developing institutional system architectures.
- (15) Provides staff assistance to institutional system integration efforts.
- (16) Conducts portfolio management actions and ensures IT investments meeting criteria are registered in the Army Portfolio Management Solution (APMS).
- (17) Provides business process re-engineering support to HQ CAC and its SOs.
- (18) Operates, maintains, and manages the CACNet technical information sharing/ collaboration solution for public facing, restricted, and classified environments.
- (19) Provides staff management for the establishment and enforcement of data standards.
- (20) Provides knowledge management (KM) technical solutions and staff assistance.
- (21) Provides technical collaboration and information sharing SME support.

(22) Operates and manages the CAC data center to migrate information housed in dispersed stovepiped databases into an integrated searchable, shareable, and secure data and document repository.

(23) Assists HQ CAC and SOs in automating business processes via collaboration and information sharing technical solutions.

(24) CAC lead for IA actions IAW AR 25-2; manages the CAC IA program ensuring adherence to IS and end user/administrator technical and procedural security standards.

(25) Provides staff management for the certification and accreditation of institutional networks, IS, and applications developed or acquired by CAC organizations.

(26) Ensures CAC's IA readiness by monitoring and enforcing compliance with Information Assurance Vulnerability Alerts.

(27) Monitors compliance with Federal Information System Management Act (FISMA) requirements ensuring current status is recorded in the APMS.

(28) Manages the CAC IA training program and the expenditure of management decision package (MDEP) MS4X funds.

(29) Provides oversight for IA and communications security acquisitions and sustainment; manages the expenditure of MDEP MX5T funds.

(30) Provides technical oversight of SO IA managers and IA security officers.

3-17. Assistant Chief of Staff, G8

a. Mission. Support the CG, CAC; SOs; and the TRADOC centers, schools, and activities aligned with CAC by formulating, allocating, administering, monitoring, and controlling the utilization of CAC and Ft Leavenworth resources to execute CAC missions. Assist TRADOC G8 in the validation and prioritization of requirements and the distribution of resources supporting CAC's core competencies and functions across TRADOC during the entire planning, programming, budgeting, and execution (PPBE) cycle. Provide oversight for civilian Human Resource Management for CAC. Principal adviser to the CG, CAC in all of his duties and responsibilities as delineated in paragraph 3.4 for resource issues (finance, accounting, and manpower).

b. Organization. The G8 consists of seven divisions: Leader Development Budget, CAC-Training and Knowledge Budget, CAC Command & Staff and CDID Budget, Manpower and Force Analysis, Managerial Accounting, Travel Support, and Program Budget Analysis and Integration.

c. Responsibilities and functions.

(1) Provide all resource management support and services to facilitate the PPBE of the operating budgets and management of manpower documents for the CAC command group and SOs. Assist and provide all aspects of resource management support, as directed, to the TRADOC centers and schools aligned with CAC and TRADOC tenant activities located on Fort Leavenworth.

(2) Receive, process, and analyze funding, travel, procurement, and personnel transaction documents; validate requirements; and certify funds.

(3) Manage the program objective memorandum (POM) development and submission of resourcing requirements in coordination with (ICW) the CAC SOs and activities. Provide assistance to TRADOC centers and schools aligned with CAC in their POM development and submissions. Assist in development and review of TRADOC's POM and President's Budget submission to HQDA and TRADOC's guidance to schools for POM and budget estimate submission.

(4) Provide expertise and technical support to the CAC staff and SOs on the various resource models, resource and manpower databases, and management tools utilized by HQDA and TRADOC to generate resources and manpower. Conduct management studies, projects, and analysis to support senior CAC leadership decisions. Manage the Acquisition Management and Oversight program for CAC, its SOs and schools aligned with CAC. Develop and maintain resource-related policies on behalf of the CG, CAC. Manage the Program Budget Advisory Committee process within CAC.

(5) Assist the TRADOC G8 in developing and validating the requirements required to execute the TRADOC mission; assist in providing operational impacts for requirements not validated; assist in the prioritization, allocation, distribution, and analysis of the received resources for the POM and budget year; assist in the development of TRADOC budget guidance; and participate in and prepare the CG, CAC for the TRADOC mission resource board, senior resource committee, and the board of directors meetings.

(6) Manage the CAC force structure, manpower (military and civilian), and equipment requirements determination programs. Administer the Student Education Employment Program and provides corporate enterprise oversight to the Defense Civilian Personnel Data System. Coordinate with HQ TRADOC and the Army staff on manpower issues, policy, and guidance. Participates as a lead player in shaping and developing Army training strategy and policy by providing manpower management information for the PPBE process, managing the manpower table of distribution and allowances (TDA), providing guidance and analysis on development of organization/Army command (ACOM)-wide concept plans, reviews for accuracy and staffing the structure manning decision review results, participates in manpower assessments, and evaluations, assists the command with the NETUSR, and is a comprehensive data source for manpower and equipment issues.

(7) Manage the civilian human resource management process for CAC. Provide assistance and oversight of civilian recruitment, relocation, and retention incentives. Review all

recruitment, relocation, and retention request for overall CAC budget impact and resource implications. Serve as coordinator for superior qualifications appointments for CAC. Verify that all aspects of the superior qualifications appointments packet meet the requirements in associated Army regulations and directives.

3-18. Secretary of the General Staff

a. Mission. SGS office provides administrative support to CAC and Fort Leavenworth command group, supports command group-hosted award ceremonies, provides travel and purchase support to CAC command group and staff to ensure timely and effective implementation of the CG, CAC's intent, and serves as the HQ building commandant.

b. Organization. The SGS consists of a directorate office and two sections: Staff Actions and Correspondence, and Headquarters Commandant.

c. Responsibilities and functions. Serve as the principal assistant to the CoS in matters pertaining to the HQ CAC staff. The SGS responsibilities include:

(1) Receive, log and review all staff actions coming in and out of the command group.

(2) Provide administrative support for the command group.

(3) Monitor and action taskings from TRADOC command group.

(4) Coordinate and support building 52 opening, closing, maintenance, key control, and projects and grounds management.

(5) Unless otherwise designated in the administrative publication, serve as the custodian of records for CAC and Fort Leavenworth's administrative publications, to include command policy letters, regulations, pamphlets, circulars and SOPs.

3-19. International Liaison Office

a. Mission. To facilitate cooperation and mutual understanding between the U.S. Army and armies of allied and friendly nations.

b. Organization. The ILO is comprised of a director, an administrative assistant and operational ILOs.

c. Role. Operational ILOs are assigned to CAC pursuant to a documented requirement to coordinate operational matters, such as combined planning or training and education. Each ILO assigned to CAC is certified for the mutual exchange of information supporting CAC core functions. Additionally each ILOs certification statement outlines specific topics for exchange that are significant to their respective country.

d. Major function. The ILOs are representatives of their parent country and do not work for CAC. The director serves as the contact officer and facilitates the mutual exchange of information between the ILO and CAC SO.

3-20. Special Operations Forces Cell

a. Mission. As directed, the CAC SOF Cell manages all Army Special Operations Forces (ARSOF) officers assigned to CAC and its subordinate organizations at Fort Leavenworth, KS, by task organizing available personnel to meet individual and collective training requirements as prioritized by the Commanding Generals of the United States Army Special Operations Command (USASOC) and CAC. In addition, the CAC SOF Cell serves as a liaison element between CAC and the United States Army John F. Kennedy Special Warfare Center and School at Fort Bragg, NC.

b. Organization. The CAC SOF Cell consists of a SOF Cell HQ, ARSOF BCTP Section, and ARSOF Leadership Development Section.

c. Responsibilities and functions.

(1) Provide liaison and subject matter expertise support to the CAC SOs to promote a greater understanding of ARSOF roles, missions, organization, capabilities, and limitations.

(2) Provide appropriate levels of ARSOF personnel to support the Army's individual and collective training programs at the CGSC, BCTP, and the Joint Readiness Training Center (JRTC) Special Operations Training Detachment.

(3) Provides ARSOF subject matter expertise to BCTP and the training audience by emphasizing conventional forces/SOF integration and interoperability to improve unity of effort in FSO.

(4) Develop leaders who possess a Warrior Ethos and warfighting focus that enables them to lead competently and confidently on SOF, joint, service, interagency, and multinational teams.

3-21. CAC Strategic Communication Office

a. Mission. The CAC lead for strategic communication (SC) to audiences of interest through activities that engage interest groups, opinion leaders, think tanks, academia, media, legislators, their staffs, and other key policy and resource providers. Provide staff management of CAC congressional actions. Coordinate STRATCOM activities with military public affairs (PA) activities and CAC executive services. Assist TRADOC PA office in the development of TRADOC and DA STRATCOM plans and products.

b. Organization. CAC STRATCOM consists of an officer in charge and five elements: Congressional Action, Media Relations/New Media, Plans, Operations and Speechwriters.

c. Responsibilities and functions.

- (1) Advise the CG, CAC on all STRATCOM initiatives and strategic engagement opportunities.
- (2) Support the CG, CAC and CAC senior leaders as required, during travel and at all key leader engagements, meetings, and conferences in support of STRATCOM efforts.
- (3) Collaborate with the CIG and staff to ensure the commander's intent, guidance, and vision are reflected in relevant themes and messages.
- (4) Primary staff section responsible for coordinating and conducting the CG's information engagement and effects working group.
- (5) Develop CAC STRATCOM plan IAW CAC command guidance, TRADOC STRATCOM and Public Affairs Offices, HQDA, Office of the Chief of Public Affairs, and CG.
- (6) Develop detailed STRATCOM engagement plans for selected individual events and activities to support CAC leadership.
- (7) Manage content for the CAC webpage. Recommend changes and coordinate efforts to revise the CAC Web page to ensure it remains relevant, engaging, and current.
- (8) Serve as the CAC new media/social media SMEs for new initiatives and training to support STRATCOM objectives. This includes venues such as blogging, Facebook, YouTube, and Twitter and the CAC television studio.
- (9) Maintain oversight of the CAC blog sites that support CAC, CAC SOs, schools, and centers.
- (10) Congressional activities advisor. Serves as the primary advisor to CAC leadership regarding plans, policies, and procedures for CAC's congressional activities and responsibilities. Provides comprehensive and relevant analysis of congressional and legislative activities of interest which affect CAC. Propose and facilitate key stakeholder interface with Congress to effectively communicate the Army story. Provides counsel on and serves as the CAC SME for all routine and special interest congressional actions and inquiries.
- (11) Provide information through appropriate channels to Congress and supporting congressional staff members.
- (12) Coordinates all Congressional actions, engagements, and reports for TRADOC.
- (13) Advise the CG, CAC and CAC staff on the legislative process and develop and manage a CAC strategic legislative affairs plan.

(14) Responsible for coordination with HQDA Office of Congressional Legislative Liaison and the Budget Liaison Office; coordinates all congressional and staff delegation visits to CAC and visits to Capitol Hill.

(15) Assist executive services with preparation and execution of itineraries for members of Congress, their key staffers, and distinguished visitors deemed key influencers.

(16) Coordinate with public affairs activities and speechwriters to ensure themes and talking points are consistent.

(17) Assist in the planning process and execution of conferences, official social events, and ceremonies involving the CG, CAC and senior CAC leadership as directed.

(18) Establish a network with other services, other Army professional journals, and other agencies to improve mutual support. Review and refine operational procedures.

(19) Serve as the Army point of contact at CAC for integration of emerging doctrine developed by the Army public affairs center into leader development and training; advise on the integration of PA doctrine, training, leader development, and products into CGSC instruction and activities as desired; review and comment on all doctrinal publications that relate to or impact on PA and the global information environment; and provide PA counsel to the executive steering committee.

3-22. Quality Assurance Office

a. CAC QAO's mission is to accredit CAC's lines of operation for doctrine, training and leader development and core functions of training development and lessons learned in all Army schools less the United States Military Academy as part of TRADOC's accreditation team and to accredit the Army's CTC program every 2 years.

b. Organization. CAC QAO consists of a Director, Deputy, and two Department of the Army (DA) civilians. It is a matrix organization with subject matter expertise support from CAC-T [Collective Training Directorate (CTD) and ATSC], CAC-K [Combined Arms Doctrine Directorate (CADD) and Center for Army Lessons Learned (CALL)], CAC-LD&E [Center for Army Leadership (CAL) and Warrant Officer Career College (WOCC)] to assist in accrediting CAC's lines of operations and core competencies.

c. Responsibilities and functions:

(1) In coordination with the CAC G3, plan, coordinate, and lead CAC's involvement in the TRADOC quality assurance (QA) mission to accredit all Army centers of excellence and schools (including Civilian Education System (CES) less the United States Military Academy.

(2) Develop CAC's accreditation reports in coordination with CAC G3, CAC-T, CAC-K and CAC-LD&E, staff reports with the CoEs and schools, obtain CAC command group approval

and provide approved reports to TRADOC QAO for inclusion in TRADOC's final accreditation reports.

(3) In coordination with CAC G3, CAC-T, CAC-K and CAC-LD&E, maintain the metrics and measures for CAC's lines of operation.

(4) Develop, maintain, and provide training to representatives of TRADOC CoEs and schools on CAC's accreditation standards as part of the TRADOC QA Evaluators Course.

(5) Assist HQ TRADOC in resolving higher headquarters issues arising from accreditation site visits. Work with action officers, assist in developing solutions for the council of colonels (COC) and GOSC.

(6) Execute special projects as directed by the CAC command group.

(7) In coordination with CAC-T, accredit the Army CTC program every 2 years.

(8) Assist TRADOC G3/5/7 in maintaining the currency and relevancy of TR 350-70, Systems Approach to Training Development, Management, Processes and Products.

(9) Conduct trends analysis based on findings from accreditations, develop findings, conclusions, and make recommendation to CAC, TRADOC and Army centers and schools to improve Army training and education.

3-23. Safety Office

a. Mission. Advise CG, CAC on safety and occupational health issues and provide staff management of safety policy and procedures for integrating safety and occupational health (SOH) and composite risk management for CAC and its subordinate organizations at Fort Leavenworth. Coordinate with garrison safety office for resolution of Fort Leavenworth safety issues.

b. Organization. The Safety Office consists of a single office.

c. Responsibilities and functions.

(1) Serve as CG, CAC's SOH and health and risk adviser, technical consultant, accident prevention policy and program developer, performance monitor, and lead for CAC SOH matters as they apply to CAC at Fort Leavenworth programs, personnel, property, and equipment.

(2) Manage HQ CAC's safety program which includes safety education, training, and promotion activities; accident investigation, reporting, and recordkeeping; hazard analysis; and countermeasure development.

(3) Provide analyses of CGSC programs of instruction to ensure inclusion of composite risk management.

(4) Provide analyses of accreditation and certification assessment criteria for inclusion of composite risk management within CAC-T programs.

(5) Assist CAC-CDID through integration of safety and composite risk management into battle command DOTMLPF requirements; review, assess, and validate new equipment training (NET) requirements; and review requirements and Joint Capabilities Integrations Development System (JCIDS) capability documents. Review system training plans for composite risk assessment.

(6) Review CADD-authored doctrinal publications for inclusion of composite risk management principles.

(7) Provide technical assistance in analysis and preparation of composite risk management plans for training, operations, and events conducted at Fort Leavenworth. Provide recommendations to CAC staff and CAC subordinate organizations on assessments for all high risk operations and training to reduce risk.

(8) Provide safety training, awareness, and promotion for personnel across Fort Leavenworth and provide on-site inspection of CAC facilities, equipment, and operations located at Fort Leavenworth.

3-24. Executive Services

a. Mission. HQ CAC lead for all protocol matters and for providing protocol service to the CG, CAC and his distinguished visitors. Provide advisory protocol assistance in support of the HQ CAC senior staff, installation activities, and tenant organizations.

b. Organization. Executive Services consists of a Director's Office and two branches: Operations and Protocol.

c. Responsibilities and functions.

(1) Serves as the SME on all protocol missions within HQ CAC and provides direct advisory and support services to the CG, CAC.

(2) Provides staff management of the planning, coordination, and execution of official social requirements associated with conferences, events, and briefings involving the HQ CAC command group and their distinguished visitors.

(3) Manages all foreign and senior U.S. military visit requests. Coordinates and approves for the command international visits via the HQDA foreign visit program.

- (4) Participates in the planning, coordination, and execution of itineraries for all distinguished visitors.
 - (5) Assists organizations representing the CG, CAC in the execution of events and ceremonies.
 - (6) Monitors expenditures and maintains records regarding CG, CAC official representation funds.
 - (7) Writes protocol policies and serves as the HQ CAC SME for social and protocol matters; responds to questions from HQ CAC activity directors and officials, as required.
 - (8) Researches literature and coordinates with the TRADOC and HQDA protocol offices and the Institute of Heraldry to ascertain the most appropriate answers to questions where there is no clear guidance or precedent.
 - (9) Provides advice and assistance concerning military protocol to the civilian community.
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Chapter 4

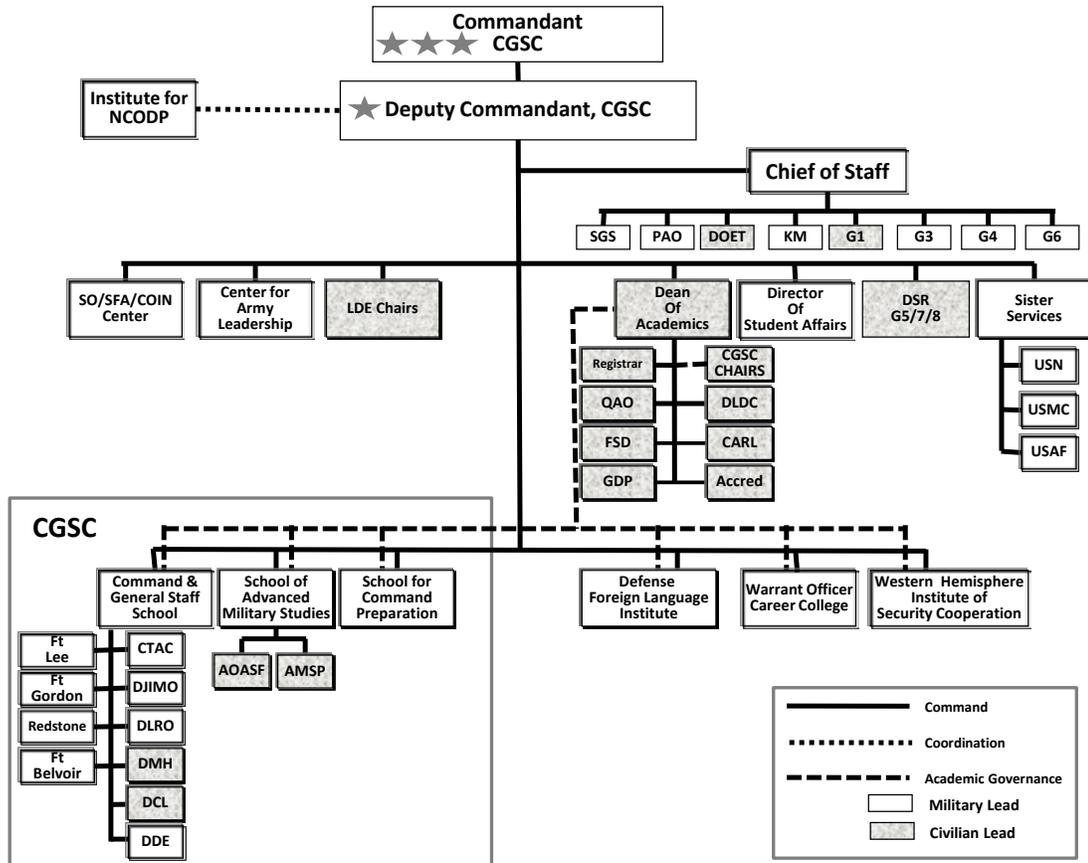
U.S. Army Combined Arms Center – Leader Development and Education

4-1. Mission

The CAC Leader Development and Education mission is to educate and develop leaders for FSO to win our Nation's wars; act as lead agent for the Army's leader development program; and advance both the art and science of the profession of arms in support of Army operational requirements.

4-2. Organization

CAC-LD&E consists of a HQ element; the CGSC, which includes the Command and General Staff School (CGSS), School of Advanced Military Studies (SAMS), and School for Command Preparation (SCP); the Dean of Academics (DOA); the Directorate of Student Affairs (DoSA); the Directorate of Strategy and Resources (DSR); the WHINSEC; the WOCC; the Defense Language Institute and Foreign Language Center (DLIFLC); the CAL; the Counterinsurgency (COIN) Center/U.S. Army SO and SFA Force Modernization Proponent Office; and the Land Power Studies Institute (LSI) (See figure 4-1).



Note: Academic governance is the orchestration of effort among those elements within an educational institution whose principal functions involve execution or direct support of instruction, curriculum design, maintenance of academic standards, or academic research so as to ensure fulfillment of the academic mission.

Figure 4-1. Combined Arms Center - Leader Development and Education

4-3. Major responsibilities and functions

- a. Direct leader development efforts for the TRADOC Commander.
- b. CAC lead for leader development and professional military education (PME) program.
- c. Develop, coordinate, execute, and assess education system programs to deliver premier education and training.
- d. Develop, coordinate, recommend, and synchronize Army leader development and education with DOD objectives for joint professional military education (JPME).
- e. Provide support, oversight, limited academic governance, and facilitate resourcing for the DLIFLC, WHINSEC, and WOCC.

- f. Coordinate and integrate proponent efforts to enhance counterinsurgency, stability operations and SFA capabilities.
- g. TRADOC "L" domain lead for capabilities needs analysis (CNA) and other JCIDS processes.
- h. CAC lead for institutional education requirements and processes IAW TR 350-70.
- i. Support research for TRADOC; HQ, DA; Joint Staff; and DOD.

4-4. Deputy Commandant, CAC-LD&E

a. The Deputy Commandant (DC) is also designated as the Deputy Commanding General – LD&E and performs duties as delegated by the CG, CAC, and Commandant IAW TR 350-70, appendix B:

- (1) Conduct education needs analyses.
 - (2) Conduct vertical alignment of tasks within their education system.
 - (3) Conduct examination of education products for appropriate content and evaluation requirements.
 - (4) Conduct design, management, and evaluation of common core education within their respective education systems, ensuring education is progressive, sequential, vertically aligned, and based on the job/duty requirements at the appropriate skill level.
- b. Responsible for assisting the Commandant with developing the future leaders of the Army, sister services, and selected foreign militaries.
- c. Provide oversight on professional development and relevancy of the staff and faculty, curriculum, and educational quality of CGSC, WHINSEC, DLIFLC, WOCC, and CAL.
- d. Assist in the development and sustainment of leader development initiatives and processes for the Army.
- e. Serves as acting commandant in the absence of the commandant.

4-5. Chief of Staff

The CoS is the deputy to the DC, filling the role of the assistant DC of the CGSC, overseeing CAC-LD&E actions for CAC and the intellectual center of the Army. Responsible for the direction, coordination, synchronization, and supervision of the coordinating staff and provides oversight to CAC LD&E SOs, to include CGSS, SAMS, SCP, WOCC, WHINSEC, DLIFLC, COIN Center, CAL, DoA, DoSA, and DSR located across four bases in four separate states. Directly manages and synchronizes the efforts of the CAC-LD&E staff to include SGS, Public

Affairs Officer, G1, G3, G4, and G6, KM office, and Directorate of Educational Technology (DOET) in support of CAC's core functions. Manages the civilian hiring process to ensure the highest quality of employees in support of CAC-LD&E mission. Chairs specific boards, councils, and meetings in support of CAC-LD&E/CGSC.

a. Deputy Chief of Staff. The DCS is the principal executive supporting the CoS, CAC-LD&E. Assists the CoS in directing, coordinating, synchronizing, and supervising of the coordinating staff and provides oversight to CAC LD&E SOs, to include CGSS, SAMS, SCP, WOCC, WHINSEC, DLI, COIN Center, CAL, DoA, DoSA, and DSR. Assists the CoS in managing and synchronizing the efforts of the CAC-LD&E staff to include the DCS, G1, G3, G4, and G6, DOET, KM office, SGS, and Public Affairs Officer in support of CAC's core functions. Assists in the civilian hiring process in support of CAC LD&E mission. Chairs specific boards, councils, and meetings in the absence of the CoS in support of CAC-LD&E/CGSC.

b. Executive Officer to the Chief of Staff. Assists with management of the staff, staff processes, and daily operations in support of the DC and subordinate directors to ensure smooth operations of CAC-LD&E/CGSC. Directly controls the CoS calendar and correspondences to ensure efficient staff process in direct support of CGSC and CAC-LD&E.

c. Secretary of the General Staff.

(1) Mission. The LD&E SGS provides administrative support to the CAC-LD&E HQ, routes and tracks staff actions within the higher HQ, supports CAC-LD&E-sponsored awards ceremonies and other activities, and monitors staff actions to ensure timely and effective implementation of the DC's intent.

(2) Organization. The LD&E SGS section includes four authorized positions: SGS (MAJ), Deputy SGS (GS-11), Assistant SGS (CPT), and a driver/courier (GS-03).

(3) Responsibilities and functions. Serve as the principal assistant to the CoS in matters pertaining to the CAC-LD&E staff. SGS responsibilities include:

(a) Receive, log, review, route, and track all staff actions involving the CAC-LD&E headquarters.

(b) Monitor and execute taskings from CAC SGS and the CAC-LD&E HQ.

(c) Provide administrative support for the CAC-LD&E HQ as required.

(d) Custodian of nonacademic records for CAC-LD&E to include policy letters, regulations, pamphlets, circulars, and SOPs.

d. G1.

(1) Mission. The CAC-LD&E G1 directs personnel administration across the eight subordinate organizations, three directorates, and all staff sections in support of CAC-LD&E requirements. Synchronizes military and civilian personnel management, personnel actions, recruiting efforts, labor relations, and personnel reporting requirements. Monitors and executes internal and external personnel reporting requirements in support of CAC leader development line of effort.

(2) Organization. The G1 consists of a personnel support cell (support of all military personnel actions, faculty staff, and students) and a management analyst (civilian programs, recruiting and TDA management).

(3) Responsibilities and functions:

(a) General responsibilities. CAC-LD&E G1 analyzes, assesses, provides staff management and coordinates all personnel issues affecting CAC-LD&E subordinate organizations, to include: CGSS, SAMS, SCP, WOCC, WHINSEC, DLI, COIN Center, CAL, DoA, DoSA, DSR and all support staff sections.

(b) Manages all personnel reporting requirements and analysis.

(c) Processes all personnel actions for students, faculty, and staff.

(d) Analyzes, formulates, and coordinates LD&E personnel input to CAC.

(e) Provides personnel input to TDA for manpower issues.

(f) Monitors and staffs all civilian hiring actions, civilian awards, and civilian personnel actions.

(g) Central point of contact for civilian labor relations issues.

e. G3.

(1) Mission. The CAC-LD&E G3 directs operations across the eight subordinate organizations, three directorates, and all staff sections in support of CAC-LD&E requirements. Synchronizes staff operations, processes, and initiatives, visitor and ceremonies coordination, security management, and facility scheduling. Monitors and executes tasks in support of CAC leader development line of effort.

(2) Organization. The G3 consists of an operations cell (future operations, current operations, and taskings), the visitor coordination office, the security manager, and a facility master scheduler.

(3) Responsibilities and functions:

(a) General responsibilities. CAC-LD&E G3 analyzes, assesses, provides staff management and coordinates all operations affecting CAC-LD&E subordinate organizations, to include: CGSS, SAMS, SCP, WOCC, WHINSEC, DLI, COIN Center, CAL, DoA, DoSA, DSR, and all support staff sections.

(b) Direct staff actions, coordination, tasking, and tracking; coordinate and edit weekly CAC-LD&E situation report to CAC G3/5/7, maintain CAC-LD&E master calendar, and manage support requirements as the primary tasking authority for CAC-LD&E.

(c) Analyze, formulate, and coordinate CAC-LD&E input to CAC and TRADOC initiatives. Analyze incoming actions and tasks related to CAC-LD&E; conduct mission analysis, COA development, and decision package development as needed for CAC-LD&E command group for assigned actions, projects, and programs; synchronize, coordinate, task, and monitor actions with subordinate organizations, directorates, and staff.

(d) Responsible for terrain management and master scheduling of all facilities within CAC-LD&E.

(e) Responsible for security management over Lewis and Clark Center; Eisenhower, Truesdell, Flint and Muir Halls; and all associated parking areas.

(f) Directs, executes, and supervises the CAC-LD&E visitor program and oversees the coordination of all major conferences and functions within CAC-LD&E.

(g) Directs the coordination and execution of all CAC-LD&E ceremonies including but not limited to graduations, International Military Flag and Badge Ceremonies, Hall of Fame, International Hall of Fame induction ceremonies, ribbon cutting ceremonies, awards ceremonies, arrival and departure ceremonies, and retirement ceremonies as required. Supports select CAC-level functions and ceremonies.

f. G4.

(1) Mission. The CAC-LD&E G4 provides logistical support for resident instruction at the CGSS and its' four associated satellite campuses; to SCP, SAMS, and to all CGSC activities. The G4 also provides liaison and support to DLI, WHINSEC, WOCC, and the COIN Center as needed.

(2) Organization. The G4 consists of four branches: Supply and Services, Property Accountability, Facilities Management, and Classroom Services.

(3) Responsibilities and functions of Supply and Services Branch:

(a) Acquire and/or pay for supplies and services either with government purchase card or through submission of a purchase request to the mission and installation contracting command.

Develop statements of work and serve as contracting officer's representative for service type contracts.

(b) Identify and eliminate hazardous conditions, establish safe practices and procedures consistent with the mission, and motivate and instruct personnel in safe performance both on and off duty. Conduct risk assessments for nonclassroom operations.

(4) Responsibilities and functions of Property Accountability Branch. Maintain accountability of Government property; oversee subhand receipt accounts through proper issue, receipt and transfer of equipment for CGSC and its three subordinate schools across the college campus' buildings. Conduct annual, cyclic, and sensitive item inventories.

(5) Responsibilities and functions of Facilities Management Branch. Evaluate infrastructure, develop executive level information for program, budget, and policy decisions; report current status of real property against Armywide standards, improve facilities management by identifying and analyzing trends, and to plan for future expansion.

(6) Responsibilities and functions of Classroom Services Branch. Requisition, receive, collate, store, account for, and issue unclassified instructional materials, publications, and maps to support intermediate level education (ILE) resident training, TASS training, SAMS, SCP, and ILE satellite campus support. Manage the college's publications account. Provide support and maintenance for classrooms, ceremonies, conferences, and special events. Provide postal support for official mail and distribution.

g. G6, Information Assurance.

(1) Mission: LD&E G6 provides command, control, communications, computer operations and information management.

(2) The CAC-LD&E G-6 (C4) advises the DC and staff on all IT and IM matters necessary for the execution of the CAC-LD&E mission. The G-6 manages the CAC-LD&E IA program and develops CAC-LD&E IT and IM plans and policies. The G-6 provides staff management and oversight for the development, acquisition, integration, operation, and sustainment of IT, IM, and IA applications, systems, and services for CAC-LD&E. The G-6 provides situational awareness of the institutional networks, information systems, and other communications assets supporting CAC-LD&E.

(3) Organization: The CAC-LD&E G6 consists of a current operations section, a plans section, and an information assurance section.

(4) Responsibilities and functions:

(a) Provides staff oversight and management for the establishment and enforcement of data standards throughout CAC-LD&E.

(b) Assists CAC-LD&E staff and subordinate organizations in automating business processes via collaboration and information sharing technical solutions.

(c) Serves as the CAC-LD&E lead for all IA actions IAW AR 25-2; manages the IA program for CAC-LD&E ensuring adherence to information security and end user/administrator technical and procedural security standards.

(d) Monitors IA training and certification compliance and manages the LD&E portion of the Army Training and Certification Tracking System.

(e) Provides staff management for the certification and accreditation of institutional networks, information systems, and applications developed or acquired by LD&E organizations. Provides LD&E input and support to CAC and/or NEC certification and accreditation programs.

(f) Ensures LD&Es IA readiness by enforcing compliance with Information Assurance Vulnerability Alerts as directed by NETCOM and/or appropriate program managers.

(g) Monitors compliance with FISMA requirements ensuring current status is recorded in the APMS database.

(h) Provides technical oversight of SO IA managers and IA security officers.

h. Knowledge Management Office

(1) Mission: Provide KM expertise to CAC-LD&E.

(2) The CAC-LD&E KM section advises the staff on KM processes and enabling technologies. The KM section provides support and management for the LD&E SharePoint portals, all web administration, management of the Adobe Connect collaborative server, and the SharePoint and Blackboard portals for students and faculty.

(3) Organization: The KM section consists of the knowledge manager supported by a technology section responsible for application and collaboration management.

(4) Responsibilities and Functions:

(a) Provides KM recommendations and solutions to streamline and continually improve CAC-LD&E business functions.

(b) Manage KM processes, content management, collaboration, and information sharing technical solutions.

(c) Responsible for implementing, training, and sustaining KM tools to include Battle Command Knowledge System (BCKS) Field Grade Forums, Blackboard, and SharePoint.

i. Directorate of Educational Technology.

(1) **Mission:** The DOET is responsible for the planning, procurement, integration, and support of classroom and office automation technology at the CGSC and its remote ILE locations. They maintain TRADOC Classroom XXI services on the campus and provide programmer support to the Student Management System. They support the CAC-LD&E auditoriums and conference centers and faculty with audiovisual and VTC capabilities. DOET provides Internet Protocol Television broadcasting services and coordinates the delivery of satellite TV services. The DOET also provides tier 1 level support to the college's non-secure internet protocol router network (NIPRNET), secure internet protocol router network (SIPRNET), and commercial wireless networks for the staff and faculty and manages the CGSC Helpdesk for IT support.

(2) **Organization:** DOET consists of an Instructional Systems Division, Information Management Division, a Plans Section, and an Operations Section.

(3) **Functions:**

(a) Provides information management officer support to the DC and primary CAC-LD&E staff.

(b) Provides staff management, coordination, and support for Fort Leavenworth campus information systems and communications assets.

(c) Provides audiovisual and VTC operations for Fort Leavenworth campus schools.

(d) Conducts enterprise-level IT acquisitions and provides IT-related acquisition assistance and oversight to subordinate Fort Leavenworth campus schools.

(e) Provides IT resource management for Fort Leavenworth campus organizations.

(f) Conducts long term planning and near term coordination with external support providers such as installation NECs, other NETCOM elements, and the CAC G6.

(g) Documents the "as-is" and develops the "to-be" Fort Leavenworth campus architecture; assists the NEC and G6 efforts to maintain the supporting database and artifact repository.

(h) Provides staff assistance to Fort Leavenworth campus elements documenting or developing institutional system architectures.

(i) Provides staff assistance to Fort Leavenworth campus system integration efforts.

(j) In conjunction with G6 and the appropriate NEC, operates, maintains, and manages Fort Leavenworth campus assets for public facing, restricted, and classified environments.

(k) Provides contract oversight and management responsible for technical support of Blackboard and SharePoint programs.

j. Public Affairs and Strategic Communication.

(1) Mission. Serves as the PA and SC Office for the CAC-LD&E. Develops and maintains oversight of the LD&E SC plan for the LD&E enterprise, to include CGSC, its four satellite campuses, DLI, WHINSEC, WOCC, CAL and COIN. Plans and coordinates the dissemination of information relating to the organization's programs, objectives, and functions through a variety of dissemination techniques. Responsible for the command's strategic engagement program and its implementation to include development of target audiences, messaging, and outreach tactics.

(2) Organization. CAC-LD&E PA/SC consists of an officer-in-charge and four elements: Plans and Operations, New/Social Media, Advanced Media Training, and Student/Faculty Outreach.

(3) Responsibilities and functions:

(a) Advise the DC, CAC-LD&E, on all SC initiatives and strategic engagement opportunities.

(b) Support the DC and other CAC-LD&E senior leaders as required, during travel and at all key leader engagements, meetings, and conferences in support of communication efforts, to include speechwriting and talking point development.

(c) Develop CAC-LD&E STRATCOM plan IAW CAC command guidance; TRADOC STRATCOM and PA offices; HQDA, Office of the Chief of Public Affairs; and the DC.

(d) Develop detailed communication plans for selected individual events and activities to support CAC-LD&E leadership. Conduct pre-event publicity, event execution, and event follow through.

(e) Manage content for the CGSC Web page. Recommend changes and coordinate efforts to revise the cgsc.edu Web site to ensure it remains relevant, engaging, and current.

(f) Serve as the CAC-LD&E new media/social media SMEs for new initiatives and training to support STRATCOM objectives. Provide templates, branding, and guidance for outlying CAC-LD&E organizations. Make recommendations to command leaders for new media implementation, uses, and direction.

(g) Outreach coordinator. Manages the CGSC Media Engagement and Community Outreach Sharing our Story with the Nation Program and maintains a system of publicizing and tracking student engagements.

(h) Advanced media training. Serves as the media training specialist for CAC-LD&E. Advises the DC and Chief of Public Affairs/SC on all media and communication training conducted within CAC-LD&E, to include those activities both on and outside Fort Leavenworth, Kansas.

4-6. Command and General Staff College

a. Mission. Develop leaders prepared to execute FSO in a JIIM environment; advance the military art and science; and support operational requirements.

b. Organization. The CGSC consists of three schools: CGSS, SAMS, and SCP.

c. Responsibilities and functions:

(1) Develop and educate leaders prepared to execute full-spectrum and JIIM operations.

(2) Advance the military art and science for the profession of arms.

(3) Support Army operational requirements.

(4) Provide a Master of Military Art and Science Degree Program.

(5) Recruit, train, and develop premier faculty and staff

(6) Provide a dynamic and relevant curriculum that supports the needs of the operational and Generating Force.

4-7. Command and General Staff School

a. Mission. Educates and trains officers to be adaptive leaders, capable of critical thinking, and prepared to operate in full spectrum Army and JIIM environments.

b. Organization. The CGSS consists of a small administrative staff and six academic departments: Center for Army Tactics, Department of Logistics and Resource Operations, Department of Joint, Interagency and Multinational Operations, Department of Command and Leadership, Department of Military History, and the Department of Distance Education.

c. CGSS responsibilities and functions:

(1) Recruit civilian faculty, train and maintain quality staff and faculty, and promote teaching excellence.

(2) Educate leaders to frame and solve complex problems faced in the contemporary operational environment.

(3) Educate leaders in the application of Army full-spectrum operations across the spectrums of conflict.

(4) Prepare students for the future by providing an accredited Military Education Level 4, JPME, and maneuver, fires, and effects career field education with emphasis at the operational and tactical levels of war.

(5) Develop and deliver the ILE preparatory courses, common core course, and the branch officer credentialing course (advanced operations course).

(6) Provide ILE common core curriculum, the advanced distributed learning (DL) version of the advanced operations course, and faculty development lesson implementation workshops to support TASS for worldwide implementation.

(7) Supervise the conduct of ILE core curriculum course delivery at Fort Leavenworth, satellite campus sites (Fort Belvoir, Fort Gordon, Fort Lee, and Redstone Arsenal) and manage the distance learning programs of ILE in support of a worldwide student body from all services and allied countries.

(8) In conjunction with DoSA, advise the Commandant and DC on all matters concerning ILE student health, morale, welfare, academic status, and discipline.

4-8. School of Advanced Military Studies

a. Mission. The SAMS educates the future leaders of our Armed Forces, our allies, and the interagency at the graduate level to be agile and adaptive leaders who think critically at the strategic and operational levels to solve complex ambiguous problems. The school has two programs: the AOASF focuses on strategic level studies with senior service college students, and the AMSP focuses on operational level studies for the MAJs and LTCs.

b. Organization. The SAMS consists of an administrative and exercise section and two subordinate courses: AMSP and AOASF.

c. Responsibilities and functions:

(1) Direct, instruct, update, and refine the AMSP.

(2) Direct, instruct, update, and refine the AOASF.

(3) Perform overall operations process and command and control for the school.

(4) Ensure SAMS-unique priorities and perspectives are addressed in all issues relative to CGSC.

(5) Perform personnel (staff and faculty) sustainment and growth through execution of an effective faculty development program to support proficiency across administrative, curricula, and doctoral disciplines.

4-9. School for Command Preparation

a. Mission. The SCP develops and supports U.S. Army field grade commanders, command sergeants major, and spouses during war and peace across the full spectrum of operations to provide relevant and ready, joint-enabled command teams to the Joint Force Commander.

b. Organization. The SCP is organized with a Tactical Commanders Development Program, a PCC, Command Sergeants Major Development Program, and the Spouse Training and Education Program.

c. Responsibilities and functions:

(1) Serves as the CAC lead for the command team enterprise ensuring the integration and synchronization of all four phases of the U.S. Army Command Preparation Program.

(2) Coordinate with HQDA staff through TRADOC to support and conduct the PCC/ Command Sergeants Major Course for all centrally selected active duty O5-level commanders, centrally selected G-staff positions, and Reserve component (RC) O5/O6 commanders on a space available basis.

(3) Coordinate, support and conduct the Command Team Development Program – Brigade for all centrally selected O6-level commanders.

(4) Coordinate, support, and conduct the Command Team Spouse Development Program – Brigade and Battalion for all spouses of command designees and CSMs selects.

(5) Coordinate, support, and conduct Command Sergeants Major Development Program to assist CSM selects in their preparation for the direct level of leadership at battalion and organizational level of leadership within a brigade.

(6) Coordinate, support, and conduct Tactical Commanders Development Program for all O5 and O6 tactical level commanders.

(7) Coordinate, support, and conduct Brigade Combat Team Commanders Development Program for all basic combat training (BCT) command designees.

(8) Responsible for Personal Awareness and Leadership Seminar training for the spouses of selected CAC staff and CGSC students, staff, and faculty.

(9) Establish and maintain the command team portal to advance military art and science and support an on-line community of past, present and prospective commanders with a knowledge management team.

(10) Conduct command discipline research and input command requirements to the DOTMLPF processes.

(11) Serves as the lead for CAC-LD&E for input of command requirements to Army doctrinal process.

4-10. Dean of Academics

a. Mission. Exercise academic governance over the constituent colleges, schools, institutes, and academic staff of CAC-LD&E. Create, guide and expand the academic and institutional contribution of CAC-LD&E to the current and future Army.

b. Responsibilities and functions:

(1) Responsible for CAC-LD&E academic policy, planning, programs, and procedures; curriculum development; faculty development; accreditation; quality assurance; graduate degree programs; registrar; academic resource centers; coordination of curriculum integration with CAC-LD&E subordinate organizations and external support agencies; and the planning, coordination, execution, and evaluation of all resident and distance education programs.

(2) Develop, coordinate, and establish educational philosophy and objectives necessary to guide the CAC-LD&E academic program.

(3) Provide staff management of CGSC curriculum and JPME program. Responsible for the quality of curriculum content in CGSC schools.

(4) Provide staff management of CAC-LD&E faculty development, recruitment, retention, and promotion. Chair the CGSC Title 10 Board and provide input on faculty salaries.

(5) Exercise academic governance as appropriate over CAC-LD&E schools and departments for academic matters and manage execution of CAC-LD&E academic policies.

(6) Provide staff management of all research and graduate programs. Serve as chairman of the CAC-LD&E Graduate Faculty Council.

(7) ICW DSR and CoS, serve as lead for staff management of academic budgetary planning and execution.

(8) Advise and represent the college chain of command on all academic matters at Army, joint, and interagency levels.

(9) Provide staff management of the Colin L. Powell Lecture Series in cooperation with the CGSC Foundation and the Marshall Lecture Series.

4-11. Directorate of Student Affairs

a. Mission. The DoSA strives to fulfill CGSC's mission through personal connections with students, creating engaging and dynamic learning opportunities, and providing programs and services designed to help students meet their personal and academic goals.

b. Organization. DoSA consists of six elements: U.S. Student Division, RC Division – U.S. Army Reserve (USAR) and ARNG, International Military Student Division, Interagency Student Division, Wounded Warrior Education Initiative, and Comprehensive Soldier Fitness Division.

c. Functions and responsibilities:

(1) Advise the Commandant, DC, and Assistant DC on all matters concerning CGSC officer health, morale, welfare, and those disciplinary actions shared with CGSS including academic status related to medical referrals, academic probation, referred academic evaluation reports, memorandums of concern, etc.

(2) Oversee the six elements of the DoSA.

(3) Develop and deliver student life programs to increase resiliency in the faculty, staff, students, and families.

(4) Conduct continuous evaluation and review of student publications and other publications to ensure relevancy and currency.

(5) Coordinate with HQDA G3/5/7 to ensure proper numbers of students are slated to meet requirements outlined for ideal class size and composition. Expand enrollment of interagency, international, and DA civilian students.

(6) Act as liaison between CGSC and the local community; to include garrison operations and local civilian governmental and private organizations to increase communications between students and agencies that provide support.

(7) Ensure success of the Secretary of the Army Wounded Warrior Education Initiative. Participate in the selection process.

4-12. Directorate of Strategy and Resources

a. Mission: The DSR develops long-range plans and exercises resource authority including TDA; budget; contracting; and facilities to ensure alignment of resources with requirements.

b. Organization. The DSR consists of a six-person cell.

c. Responsibilities and functions:

(1) Develops the LD&E strategic plan that covers LD&E's operational environment, mission, vision, goals, concept of operations, priorities, and short- and long-range tasks for units and staff. The plan includes the current fiscal year, and projects forward 5-10 years.

(2) Exercises planning and execution authority for all resources including: budget, TDA, contracts, and facilities to ensure execution of the strategic plan by aligning resources with requirements.

(3) Formulates policy and programs.

(4) Synchronizes major program elements for POM submission.

(5) Administrator for Civilian Awards Review Board.

(6) Director is the primary CAC-LD&E liaison and point of contact for classified programs.

4-13. Other Service elements

Service elements (U.S. Marine Corps, U.S. Air Force, and U.S. Navy) common responsibilities.

a. Advise the Commandant, DC, staff, and faculty on matters concerning each element's service.

b. Furnish advice to the CGSC staff and faculty concerning service-specific missions, capabilities, and limitations as well as administrative policies.

c. Prepare service-specific instructional material ensuring it reflects current strategy, doctrine, capabilities, and operations as part of the CGSC curriculum.

d. Conduct service-specific instruction, formal and informal, that supports CGSC's curriculum and complies with the requirements for JPME phase I.

e. Conduct orientation courses and preparatory instruction for each service element's arriving students.

f. Participate in instructional review boards.

g. Participate in advanced applications courses, research projects, seminars, the CGSC faculty development program, and the graduate degree program.

h. Participate in standing and ad hoc committees as directed by the commandant and/or DC.

4-14. Western Hemisphere Institute for Security Cooperation

a. **Mission.** Educates and trains military, law enforcement, and civilian personnel of the Western Hemisphere. Promotes democratic values, respect for human rights, and knowledge and understanding of U.S. customs and traditions to foster mutual knowledge, transparency, confidence, and cooperation among the participating nations.

b. **Organization.** The WHINSEC consists of the command group, the Roy Benavidez NCOA, a Quality Assurance Office, and five directorates. The directorates are: Human Resources, Logistics, Resource Management, Translation, and Training.

c. **Responsibilities and functions:**

(1) Ensure the vision of WHINSEC fully integrates the National Military Strategy and the strategic objectives of the U.S. Northern Command (USNORTHCOM) and U.S. Southern Command (USSOUTHCOM).

(2) Conduct professional development training for officers, warrant officers, NCOs, and civilian representatives of foreign ministries of defense.

(3) Conduct mandatory human rights, armed forces, and democracy training, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

(4) Ensure the curriculum includes instruction and other educational and training activities on the following: leadership development, counterdrug operations, peace support operations, and disaster relief.

(5) Analyze specific training and/or education requirements and redesign courses as required to offer the latest doctrinal updates to the students.

(6) Conduct the DOD-sponsored field studies program.

(7) Ensure all of the congressionally-mandated Federal oversight committee (the board of visitors) requirements, as dictated by law, are met.

(8) Interact with representatives of the nations of the Western Hemisphere to promote the strategic objectives as established by the State Department, the National Military Strategy, and the objectives of the USNORTHCOM and USSOUTHCOM.

(9) Transform WHINSEC officer and NCO PME courses to meet the requirements of the Army's educational systems for military education level and JPME.

(10) Develop requirements and obtain resources for follow-on contracts to continue ILE transformation (curriculum development and integration, translation, instructional support, continued knowledge management, and curriculum update programs).

(11) Plan and coordinate the American Council on Education (ACE) evaluation visit to further attain graduate and undergraduate level accreditation of courses offered at WHINSEC.

(12) Coordinate with the U.S. military group commanders in the region to provide in-country educational opportunities as required and remain cognizant of regional affairs.

(13) Maintain relationships on educational issues with the institution of higher learning to include ACE, Troy State University, Norwich University, Webster University, and Florida International University.

4-15. Warrant Officer Career College

a. Mission. Train, educate, and prepare enlisted Soldiers for appointment to WO1. Educate and train Army warrant officers, providing them the knowledge and influential leadership skills necessary to apply their technical expertise in support of leaders at the operational through strategic levels and to serve effectively on JIIM staffs during FSO. Serve as the TRADOC executive agent for warrant officer leader development and education.

b. Organization. The WOCC consists of the headquarters, two companies, and an academic department. The major elements under the Director of Academics include Training and Education Development, Academic Instruction, and Quality Assurance.

c. Responsibilities and functions:

(1) Instruct the Warrant Officer Senior Staff Course, the Warrant Officer Staff Course, the prerequisite studies phase of the Warrant Officer Advanced Course, and the Warrant Officer Candidate School.

(2) Manage Warrant Officer Candidate School instruction at other institutions.

(3) Design, manage, and evaluate warrant officer common core curriculum training and education, ensuring instruction is progressively challenging and sequential and that it meets the duty requirements of the appropriate skill level.

(4) Accredite all warrant officer education and training by evaluating quality, effectiveness, and appropriateness and the success of graduates in performing to expected standards.

(5) Conduct task selection boards for warrant officer courses. Based on current survey input from the field, determine critical common tasks to be trained at all organizational levels and in warrant officer functional courses.

(6) Budget for the maintenance of core responsibilities; conduct short- and long-range planning to forecast training needs; and provide administrative and logistical support to staff, faculty, units, and other personnel assigned to the school for duty.

(7) Pursue college undergraduate and graduate level accreditation of warrant officer course content, to include planning and coordinating ACE evaluation visits.

4-16. Defense Language Institute Foreign Language Center

a. Mission. DLIFLC provides culturally-based foreign language education, training, evaluation, and sustainment for DOD personnel to ensure the success of the Defense Language Program and enhance the security of the Nation.

b. Organization. The DLIFLC consists of a HQ and four elements: Basic Education, Continuing Education, Language Science and Technology, and Evaluation and Standards.

c. Responsibilities and functions:

(1) Exercises technical control over the Defense Foreign Language Program.

(2) Provide resident basic, advanced, and specialty foreign language education and training at DLIFLC Monterey and contracted foreign language education through the Defense Language Institute - Washington D.C. (DLI-W) Office.

(3) Provide assistance to all command language programs to include professional linguists, special operations, and general purpose forces DOD-wide through refresher, sustainment and foundational language training via mobile training teams (MTTs), language training detachments, language survival kits, Headstart programs, and other distance learning formats.

(4) Develop, update, and manage defense language proficiency tests and defense language aptitude battery for testing of prospective linguists for DOD.

(5) Conduct foreign language research and development to meet DOD-wide requirements and provide technical advice and coordination on all proposals to establish foreign language training programs within the DOD.

4-17. Center for Army Leadership

a. Mission: CAL conducts leadership and leader development research, analysis, assessment, and evaluation to provide the Army leadership and leader development doctrine, products and services; manage the Army Leader Development Program; coordinate, develop and manage the Army Leader Development Strategy and supporting annexes; synchronize institutional leader development across PME and in coordination with the CES, and serves as course manager for the CCC and CCC common core to sustain excellence in growing Army leaders.

b. Organization: CAL consists of a HQ and Operations Section, Quality Assurance Office, the Institutional Leader Development Division; the Leadership Research, Assessment, and Doctrine Division; and the Army Leader Development Division.

c. Responsibilities and functions:

- (1) Army lead for leadership doctrine and leadership development.
- (2) Conduct research and studies to identify leader development trends, requirements, and training and education strategies, and to develop and promote leadership and leader development practices and techniques.
- (3) Execute the Army Multi-Source Assessment and Feedback Program.
- (4) Manage the Army Leader Development Program.
- (5) Develop and maintain Army Leader Development Strategy and supporting annexes.
- (6) Develop concepts, recommend policy and guidance, identify requirements, program resources, conduct liaison and coordination to enable the vertical and horizontal integration of leader development training strategies across OES and ICW Noncommissioned Officer Education System (NCOES) and CES.
- (7) Manage officer education system programs and strategies (less Basic Officer Leaders Course and Army War College).
- (8) Develop and execute leadership and leader development quality assurance program.
- (9) CAC lead for L-domain (leadership and education) integration, synchronization, and evaluation across DOTMLPF activities and requirements.
- (10) Manage leadership and leader development products and services.

4-18. U.S. Army and U.S. Marine Corps Counter Insurgency (USA&USMC COIN)

a. Mission: USA&USMC COIN Center assists the Army with institutionalizing the body of thought in FM 3-24 to improve U.S. ground forces' capability to operate in a full spectrum/COIN environment.

b. Organization: USA&USMC COIN Center consists of a headquarters and a COIN Integration Branch.

c. Responsibilities and functions. CAC lead for COIN and irregular warfare integration.

- (1) Achieve mastery of all aspects of COIN operations, consult on the quality of COIN doctrine and training curricula, and facilitate connections to COIN material through discussions.
- (2) Act as a COIN consultant to training centers and leader development and training programs.

(3) Provide seminars and workshops to assist training center and unit leadership in the development of their programs to focus the mindset of leaders, trainers, staffs, and Soldiers to embrace a comprehensive philosophy of COIN operations and inculcate in participants the need to fight and think unconventionally. Provide educational expertise to ILE, SAMS, and SCP as they integrate COIN instruction into their curricula.

(4) Coordinate and collaborate with other institutions involved with counterinsurgency issues (senior service colleges, theater COIN academies, schools, and centers) to ensure consistency of doctrine, training, and education.

(5) Establish and maintain professional, collaborative relationships with joint, interagency, multinational, educational, intellectual, research, media, nongovernmental, and international organizations that have a professional interest in COIN to foster a better understanding of insurgencies and how to counter them effectively. Sponsor/participate in COIN conferences.

4-19. U.S. Army Stability Operations and Security Force Assistance Force Modernization Proponent Office (USASO&SFA FMPO)

a. Mission: USASO&SFA FMPO coordinates and integrates Army DOTMLPF efforts to enhance SO & SFA capabilities in support of FSO in a JIIM environment.

b. Organization: USASO&SFA FMPO consists of a SO & SFA Integration Branch.

c. Responsibilities and functions. CAC lead for SO & SFA DOTMLPF integration.

(1) Ensure DOTMLPF actions relative to SO & SFA are coordinated across the Army (ACOMs, Army service component commands (ASCCs), direct reporting units (DRUs), field operating activities (FOAs), HQDA staff and others as required) and integrated into Army force management efforts (requirements definition, force development, combat developments, doctrine developments, training developments, material developments, leadership developments, and education, personnel developments, facilities developments and policy developments).

(2) Develop, maintain, and distribute situational awareness reports relative to Army SO & SFA DOTMLPF actions.

4-20. Land Power Studies Institute

a. Mission: The LSI conducts, coordinates, and facilitates tactical and operational level research, and analysis to support the CGSC curricula, provides direct analysis for land power leadership, and serves as a bridge to the wider tactical and operational community.

b. Organization: The LSI is composed of a director and deputy director in an administrative and design section, a research section, a special projects section, and a support section.

c. Responsibilities and functions:

(1) Contribute to the intellectual center of the Army. Serve as the CGSC research arm for tactical and operational level research and analysis.

(2) Develop new knowledge. Serve as a focal point for scholarship and original research that informs and stimulates faculty and students in the classroom as well as land power operational forces.

(3) Set conditions for discourse and collaboration. Coordinate and sponsor symposia and colloquia reports of proceedings on topics that bring together faculty from civilian universities and CGSC faculty on studies of mutual interest.

(4) Contribute to student learning. Develop and assist in CGSC section or staff group research based special study projects/reports dealing with contemporary topics or issues. Research projects include topical studies on particular questions, developing or assessing strategies, country studies, and campaign planning.

Chapter 5

U.S. Army Combined Arms Center – Training

5-1. Mission

Manage development, resourcing, and integration of Army training, training development, and training support requirements, and develop programs to help train the Army to conduct full-spectrum operations in all operational environments.

5-2. Organization

a. Deputy Commanding General Training: Lead CAC-Training. Oversee planning, development, and execution of training concepts, strategies, and programs for the Army. Manage the Army Combat Training Center Program. Lead CAC core functions of training support and training development. Support CAC core function of leader development. Oversee and direct missions of CAC-T's eight subordinate organizations that support both Army Force Generation and the Generating Force.

b. CAC-T consists of a headquarters with an integrated training environment (ITE) coordinating staff, one command, one center, and six directorates. The command is the BCTP. The center is the ATSC. The directorates are: the Combat Training Center Directorate (CTCD), the Collective Training Directorate (CTD), the National Simulation Center (NSC), the Army Joint Support Team (AJST), the TRADOC Capability Manager-Virtual (TCM-V), and the TRADOC Project Office One Semi-Automated Forces (TPO OneSAF) (see figure 5-1).

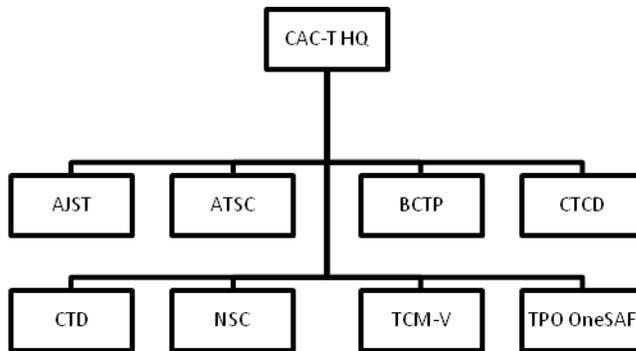


Figure 5-1. Combined Arms Center – Training

5-3. Responsibilities and functions:

- a. Executes the BCTP.
- b. Manages and administers execution of the Army CTC program in support of the CTC responsible official.
- c. Oversees and manages the linking of select training aids, devices, simulators, and simulations (TADSS), infrastructure, BC\KM systems, and a framework to approximate the conditions of the operational environment for training and education for full-spectrum operations in any training domain.
- d. Manages Army support for joint air-ground operations training and education.
- e. Manages the training development and training support for mission command training across all Army training domains.
- f. Serves as the capability developer of Army live, virtual, constructive, and gaming training enablers.
- g. Coordinates the overlap among the operational, institutional, and self-development training domains.
- h. Supports the TGOSC's COC, training support work group, and program management reviews.
- i. Manages the Army DL and training information system programs.
- j. Manages TRADOC's core functions of training development and of training support for CAC.

5-4. CAC-T headquarters and staff

The HQ provides guidance and direction to the six directorates, one center, and one command. The operations staff issues orders, conducts planning, and synchronizes and integrates the subordinate organizations' efforts in support of the CAC-T mission; it also provides strategic

communications, logistics, and building maintenance for the HQ. The administrative staff manages human and financial resources. The integrated training environment coordinating staff plans, monitors, and reports on the fielding of the live-virtual-constructive integrating architecture and the development of the integrated training environment.

5-5. Battle Command Training Program

a. Mission. BCTP conducts or supports combined arms training that replicates JIIM operations in a full spectrum contemporary operational environment, at worldwide locations, in accordance with the ARFORGEN process for brigades, divisions, corps, ASCCs, Joint Force Land Component Commands (JFLCCs) and Joint Task Forces (JTFs) to create training experiences that enable the Army senior commanders to develop current, relevant, campaign-quality, joint and expeditionary mission command instincts and skills.

b. Organization. The BCTP consists of a headquarters, six operations groups (OPSGPs) and the world class contemporary operational environment. The contemporary operational environment consists of the Opposing Force Division and the Political, Military, Economic, Social, Infrastructure and Information Division (PMESII) that portrays FSO ICW TRADOC DCS G2.

c. Responsibilities and functions:

(1) OPSGPs A, D, and contemporary operational environment annually conduct active Army (AA) corps/division mission rehearsal (MRX)/full-spectrum operations exercise (FSX) rotations and an FSX for each ARNG division once every 3 years. They also support joint readiness exercises or ASCC training events annually for Army corps and division headquarters designated as an Army service component command (ASCC)/Army forces (ARFOR)/Joint Force Land Component Commander or joint task force. Additionally, these OPSGPs will support two U.S. Army Pacific/Eighth U.S. Army, one U.S. Army North, one U.S. Army Europe, one U.S. Army Central Command (ARCENT), and one HQDA, DCS, G-3/5/7 designated exercise annually.

(2) OPSGPs B and C annually conduct BFSXs for AA and ARNG BCTs. OPSGP B also conducts COIN for deploying BCTs. OPSGP C is also responsible for the conduct of an observer-trainer academy which trains both AA and RC observer trainers to include the training support brigades of the 1st Army

(3) OPSGP F annually conducts seminars and FSXs for functional brigades. Functional brigade exercises are usually embedded with corps and division FSXs.

(4) OPSGP S annually conducts seminars and FSXs for multifunctional support brigades. Multifunctional support brigade exercises are usually embedded in corps and division FSXs.

(5) The BCTP provides staff assistance visits to units in theater after they have completed MRX to stay current on conditions in theater.

(6) The priority, frequency, and nature of rotations are determined by U.S. Army Forces Command (FORSCOM) or HQDA (for ASCCs), and may change based on operational requirements.

(7) Provides input to doctrine centers from lessons learned in exercises. Maintains doctrinal proficiency at appropriate levels.

5-6. National Simulation Center

a. Mission. NSC supports training exercises, experiments, and the Joint National Training Capability (JNTC); and capability develops (documents and tracks requirements and their development) the constructive, gaming and the live, virtual, and constructive-integrating architecture (LVC-IA) training capabilities to support Army training and education strategies.

b. Organization. The NSC consists of a headquarters element and five divisions: Operations, Constructive Division, Futures Integration Division, Logistics Exercises and Simulations, and Programs Integration.

c. Responsibilities and functions:

(1) Serve as TCM for live, virtual and constructive training environment (LVC TE), integrating the requirements of the TCM live, TCM virtual, TCM gaming, TCM constructive, and TPO OneSAF in conjunction with TCM BC and TCM terrain data. synchronize with program executive officer simulation, training, and instrumentation (PEO STRI) to create a realistic training environment that replicates current and future operational environments.

(2) Execute training, exercises, and military operations (TEMO) action agent responsibilities to assist HQDA G-3/5/7 (Training Simulations Division) and CG, TRADOC and CG, CAC (TEMO domain agent) to manage the TEMO domain.

(3) Serve as training support system (TSS) lead for the Battle Command Training Support Program (BCTSP) to improve, monitor, and transform the global TSS live, virtual, constructive, and gaming capabilities that support Soldiers and leaders IAW the ACP and ARFORGEN. Assist HQDA G-3/5/7 (Training Simulations Division) through CG, TRADOC and CG, CAC in resourcing BCTSP requirements. Assist HQDA G-3/5/7 in the coordination of BCTSP-related management decision packages, including those that resource battle command training capabilities and battle simulation centers for the operational and institutional environments. Management efforts are coordinated, as required, with HQ CAC and HQ TRADOC.

(4) Provide SMEs and on-site technical support to the operational and institutional training environments during simulation exercises, to include JNTC and MRXs/FSXs to ensure that all events are conducted to appropriate standards.

(5) Coordinate and provide the Army's technical SME in support of DOD training transformation (T2) JNTC efforts

(6) Provides administrative support to TCM-V, ITE coordinating staff, and TPO OneSAF.

d. Functions of Operations Division:

(1) Provides LVC-IA support to ACOMs, ASCCs, DRUs, BCTP, CGSC, CTCs, and the RCs.

(2) Coordinates and provides technical and hardware support to the field (exercises, experiments, and tests) for BCTP, CTCs, Battle Command Training Centers, Battle Simulation Centers, MRXs, FSXs, USAR Battle Command Training Centers, ARNG Battle Command Training Centers, and JNTC.

(3) Coordinates Joint Land Component Constructive Training Capability (JLCCTC), Common Battle Command Simulation Equipment, and Battle Command Training Capability - Equipment Support fielding plans with capability developer, materiel developer, and user community.

(4) ICW IMCOM, gathers usage data from BCTCs on frequency and scope of use for the following: JLCCTC, games for training, and other simulation/stimulation capabilities.

(5) Confirms effectiveness of fieldings/NET through attendance at First Use Events, other exercise support, and site surveys.

(6) Assesses user requirements from all supported training events and provides input to the capability development process through technical after action review and input into priorities for future ITE enhancements.

(7) Assists ATSC in the development of mission essential requirements of the TSS in support of the Army modular force training strategies.

(8) Develops and manages repository of simulation information accessible through web technology. This includes constructive models and simulation capability requirements, lessons learned, training support information, terrain databases, exercise material, and simulation software updates.

(9) Provides technical unmanned aerial vehicle and Joint Surveillance Target Attack Radar System support to ACOM/ASCC/DRUs) exercises.

(10) Maintains communications connectivity worldwide in support of Army ITE training.

(11) Serves as Army's technical communications lead for the JNTC.

(12) Performs the unit operations functions of managing readiness of NSC military personnel, tracking annual training requirements, and managing taskings.

e. Functions of Constructive Division:

(1) Serves as TCM constructive to provide training and capability development for constructive simulations. Provides representation to PEO STRI and ACOMs/ASCCs/DRUs for constructive simulation programs.

(2) Manages the development and fielding of the JLCCTC through the entity resolution federation and multi-resolution federation. This includes: requirements management and documentation, prototyping ICW PEO-STRI, verification, validation, and accreditation; fielding; and providing SME support to the field.

(3) Coordinates and integrates JIIM requirements into the JLCCTC.

(4) Assists the TRADOC DCS G2 in implementing the contemporary operating environment in all constructive training models and simulations.

(5) Serves as capability developer and materiel developer for the Joint Deployment Logistics Model (JDLM) as the logistics federate in JLCCTC

f. Functions of FID:

(1) Plans, manages, and integrates combat and training developer user activities associated with implementing and sustaining components of the ITE. Executes these responsibilities by preparing and staffing the capabilities requirements documents required by the JCIDS.

(2) Serves as TCM gaming to provide training development and capability development for gaming capabilities. Provides representation to PEO STRI and ACOMs/ASCCs/DRUs for gaming capabilities.

(3) Ensures LVC-IA program of record concepts are integrated into all current and future Army and Joint training strategies.

(4) Coordinates development of terrain databases in support of LVC-IA.

(5) Maintains the TEMO LVC laboratory in support of LVC-IA development.

(6) Integrates ACOM training exercises which support spiral exercises, gaming, and other NSC prototyping, by using the LVC-IA to support the ITE prototyping effort ICW PEO STRI.

(7) Anticipates new training requirements and maintains outreach with industry, academia, and the joint community by participating in seminars, forums, and policy and standards meetings, to ensure LVC-IA meets the future needs of the Army.

(8) Lead for technical simulation support of JNTC efforts for ITE activities, events, planning, and implementation.

(9) Plans, coordinates, and hosts the LVC IA integrated work group.

g. Functions of Logistics Exercises and Simulations Division:

(1) Advises Combined Arms Support Command on the use of training simulation technologies.

(2) Provides worldwide, mission command logistics training simulation support to BCTP for FSXs, MRXs and culminating training events, and for combatant command, RCs, and ACOM/ASCC/DRU training exercises.

(3) Operates, maintains, and provides post deployment software support for JDLM.

(4) As user's representative and functional proponent for the JLCCTC, develops functional and technical requirements for simulation and stimulation solutions for logistics command, control, communications, computers and intelligence systems.

h. Functions of Programs Integration:

(1) Manages the NSC budget, manpower, and contracts to include programming, planning, and execution.

(2) Maintains the NSC facilities by providing information management, security, maintenance, and supply support.

(3) Serves as HQ DA G3/5/7 (DAMO-TRS) action agent for the Battle Command Training Support Program. Develops capabilities in support of battle command training capabilities.

(4) Assists HQDA G-3/5/7 through ATSC in managing the training support enterprise.

(5) ICW ATSC, develops and maintains the mission essential requirements (MER), which include collective battle command TADSS (hardware, software, and peripherals), manning, maintenance support, and facilities construction.

5-7. Collective Training Directorate

a. Mission. CTD develops, integrates, and manages Army combined arms training programs and unit training products to support unit operational readiness in FSO.

b. Organization. CTD consists of a headquarters element and five operational divisions: Battle Command Training Division, Training Development Division, Training Capabilities Division, Training Management Division, and Training Support Division.

c. Roles, responsibilities, and functions of CTD:

(1) HQDA G3/5/7 lead for full-spectrum operations mission essential task lists (FSO METL); Combined Arms Training Strategies (CATS); Digital Training Management System (DTMS); Battle Command Training Strategy (BCTS); Joint Training Task Integration and Tactical Tasks Development; and validation of Army Digital Training requirements.

(2) Council Memberships include: Co-chair, HQDA G3 Home Station/Deployed Training COC and HQDA G3 Unit Training Management Configuration Requirements Control Board (UTMC RCB); voting member, HQDA G3 Training Support Executive Council and Army Training Information Architecture (ATIA) Configuration Requirements Control Board; participant CTC COC, Institutional COC, and Standards in Training Commission. CTD also participates in the BCTSP, TSS Program Management Review, Training Support Working Group and Training GOSC (TGOSC).

(3) TRADOC lead for: BCTS and Implementation Plan; Battle Command as a Weapons System; Battle Command training and training products; Battle Command System of Systems Integration Training (BCSoSIT); Battle Command Art and Sciences Program; Battle Command Systems Integration Training; Digital Master Gunner Training; Counter-Improvised Explosive Device (C-IED) and Countersniper training support packages; C-IED MTTs; CATS, and support; Integration of RC into Army training plans; and Special Environments (Urban Operations, Mountain, Desert, Jungle, and Cold Weather).

d. Functions of Battle Command Training Division:

(1) TRADOC lead for BC training support across the operational, institutional, and self-development training domains in support of ARFORGEN.

(2) Army lead for BCTS and implementation plan.

(3) TRADOC lead for Battle Command Art and Sciences Program.

(4) Develop and maintain basis of issue plans for BC training systems.

(5) TRADOC lead for support to PEO C3T's BCSoSIT.

(6) Validates and integrates common core BC training materials. Assists the battle command systems program managers (PMs) in the verification and validation of battle command NET products.

(7) Sustains battle command training lab to verify and validate mission command individual and collective products.

(8) Course manager for the Battle Command Systems Integration (BCSI) course and the Command and Control Digital Master Gunner (command and control (C2) DMG) course.

(9) Develop and sustain the Battle Staff Attack the Network (C-IED and counter-sniper) Training Support Package, and conduct supporting MTTs.

(10) Provide MTTs for mission command systems integration training.

e. Functions of Training Development Division.

(1) Develop mission command training products.

(2) Approve institutional mission command POIs.

(3) Develop and maintain TRADOC common teaching scenarios.

(4) Develop and sustain division and corps collective training tasks and supporting individual training tasks.

(5) Provide AJST with training development support for mission command tasks.

(6) Develop and maintain BCSI and C2 DMG POIs. Evaluate the instructors and the instruction of the BCSI and C2 DMG courses.

f. Functions of Training Capabilities Division.

(1) Develop and sustain the Army training concept. Support HQDA development of the Army training strategy.

(2) ICW CADD, develop FM 7-0, Training for Full-Spectrum Operations.

(3) Develop and sustain the Army training network (ATN) Web site. Ensure training best practices, techniques, and procedures are relevant and current. Identify and integrate training management products into the ATN and DTMS.

(4) Develop and sustain the training management components of the TRADOC common core curriculum and the ATN.

(5) Manage future JIIM training development requirements.

(6) Manage Army long range training strategies in support of Army and TRADOC plans and strategies.

(7) Review JCIDS/CIDS documents, system training plans (STRAPs), and other training documents to ensure they include appropriate collective training concepts and strategies and describe training support requirements across all training domains.

(8) Lead for special environment training issues and strategies.

(9) ICW HQDA G-3/5/7 (DAMO-TRC), coordinate and execute the home station/deployed COC to review and integrate ASCC training support requirements.

(10) Develop and sustain the home station master plan.

(11) Assist ATSC in the development of training support system mission essential requirements. Review and approve the doctrinal unit training requirements MER templates.

g. Functions of Training Management Division.

(1) Program manager for DTMS.

(2) Assist the HQDA G-3-chartered UTMC-RCB to manage DTMS development.

(3) Maintain the UTMC RCB-approved prioritized list of DTMS development requirements, host the RCB working group to gather feedback from training managers and SMEs, and recommend revisions of DTMS development priorities to the UTMC RCB.

(4) Assist HQDA G3/5/7 with DTMS integration with the Defense Readiness Reporting System Army and the NETUSR system as required.

(5) Fully integrate AA, USAR, and ARNG training management requirements into DTMS.

(6) Coordinate and develop systems interface agreements between DTMS and other Army systems to improve DTMS training management capabilities.

(7) Manage the DTMS help desk.

(8) Manage the DTMS database, the DOD Information Assurance Certification and Accreditation Process, and net-worthiness certifications.

(9) Manage DTMS mobile training team to field and sustain DTMS Armywide.

(10) Support DTMS integration with ATIA.

(11) Develop and sustain SIPRNET DTMS.

(12) Develop and sustain a DTMS NIPRNET and SIPRNET continuity of operations site IAW the DOD continuity of operations program at Ft Sill, OK.

(13) Support the Global Assessment Tool/Comprehensive Soldier Fitness effort and the Suicide Prevention Task Force.

(14) Support the CGSC ILE and SCP programs with classroom instruction on DTMS and training management.

(15) IAW AR 350-1, develop and sustain DTMS's capability to provide lifecycle individual training records for Soldiers, civilians, and selected contractors.

h. Functions of Training Support Division.

(1) Manage, integrate, and provide quality control over proponent-developed collective training products (drills, warfighter training support packages, CATS, collective tasks and unit task lists).

(2) As the Army's collective task manager, develop policy and guidance for the management, analysis, design, development, implementation, and evaluation of collective training products.

(3) Manage the Automated Systems Approach to Training (ASAT) Consolidated Database of Record as the authoritative source for collective and individual tasks and their supporting products.

(4) The Army lead for CATS. Manage CATS—DTMS functionality and provide training resources models.

(5) Develop and sustain unit CATS. Identify and prioritize training support resources required by CATS.

(6) As the Army lead, and ICW HQ DA G3/5/7 (DAMO-TRC), develop and sustain FSO METLs. Identify and prioritize training resources required by FSO METL.

(7) Conduct Army FSO METL review board semiannually for approval by HQDA G3/5/7.

(8) Conduct Shared Common Task List Review Board semiannually to develop recommendations for DCG, CAC-T approval.

(9) Review STRAPs to ensure the training development requirements are identified to support the implementation and integration of the materiel solution into the institutional and operational training domains.

(10) Maintain capability to develop automated tools that support collective training development.

(11) Army lead for the Universal Joint Task List (UJTL) issues (review, analysis, development, and submission via the Joint Staff action process and the Joint Staff J7 UJTL task development tool (UTDT)).

(12) Support the evolution of the joint training system. Serve as HQDA G3/5/7 (DAMO-TR) representative to the UJTL user advisory group, the joint training information management system work group, and HQDA action officer for the JS, J7 developed SIPRNET-based UTDT for the development, submission, review, or deletion of UJTL tasks.

(13) Recommend improvements to JIIM doctrine and training products as related to training management, training development, Army-proponent joint tasks and joint JIIM and Army training integration.

(14) Army - Air Force Training Integration: Support TRADOC's efforts (primarily through AJST) by analyzing and providing input to the Army – Air Force Warfighter Talks, input to the Army – Air Force Joint Air-Ground Integration Cell training requirements, input to the TRADOC Air – Ground Integration Training requirements; and recommend design, development, implementation, evaluation, and quality control of Army – Air Force, collective and individual training requirements, doctrine integration, and associated training products.

(15) ICW CADD, manage the Army Universal Task List (AUTL) by recommending additions, deletions, or modifications of the AUTL, including supporting training and evaluation outlines.

(16) Identify Army supporting tasks linkage from UJTL down through AUTL, Army FSO METL, collective and individual tasks, and in reverse, collective through FSO METL, AUTL to UJTL at the tactical and operational levels of war.

(17) Support QAO accreditation Standard 12-0 (Proponent institution designs and develops efficient, effective, and relevant collective training products).

5-8. Combat Training Center Directorate

a. Mission. CTCD supports the TRADOC DCG, CA in his role as CTC responsible official IAW AR 350-50 and the HQ DA G3/5/7 for the administration and integration of the Army's CTC Program, which includes the National Training Center (NTC), JRTC, Joint Multinational Readiness Center (JMRC), Exportable Training Capabilities, BCTP, and JNTC at the CTCs to support ARFORGEN training support requirements.

b. Organization. The CTCD consists of a headquarters element and four divisions: Integration, Resource Management, Program Support, and Joint Initiatives. Resource Management Division is part of CAC DRM and provides direct support to and is collocated with CTCD.

c. Responsibilities and functions.

- (1) Administers and integrates the CTC Program to include integration of training issues, CTC-related capabilities requirements, policies, CTC Modernization, and resource management.
- (2) Coordinates the identification, validation, and prioritization of CTC program requirements in support of the HQDA DCS, G-3/5/7 (Training Support Division, Collective Training Division, Training Programs and Resource Division), ensuring CTC operating/operations tempo and modernization program requirements are linked to a viable resourcing strategy.
- (3) Assists in programming and integrating DOD training transformation and JNTC initiatives into the CTC program. Lead for TRADOC Training Transformation – Joint National Training Capability (T3 JNTC) development
- (4) Develops and staffs the CTC master plan to support each POM cycle and updates CTC program objectives and concepts of operations.
- (5) Develops and disseminates procedures, policies, and planning guidance for the CTC program.
- (6) Develops and publishes CTC program guidance and instructions for all funding cycles. Resource management executes CTC program to accomplish HQDA, ACOMs, ASCCs, and CTC program resource functions/requirements.
- (7) Provides direct staff support for HQDA Deputy CoS, G-3/5/7 (Director of Training) for development and administration of CTC-related MDEPs.
- (8) Hosts/coordinates a semiannual CTC Conference in support of the CTC responsible official.
- (9) Provides the TRADOC co-chair for TGOSC CTC COC and provides one of the TRADOC voting members.
- (10) Briefs all CTC program resource issues/requirements to HQDA staff to include the training program evaluation group, CTC COC, TGOSC, DA integration forum, and all forums pertaining to CTC resources.
- (11) Researches and drafts responses to Congress, OSD, DOD, HQDA, and TRADOC related to CTC program issues, policies, and conditions.
- (12) Develops, updates, and staffs AR 350-50, The CTC Program, for approval by HQDA Deputy CoS, G-3/5/7. Reviews Army regulations and other DOD and HQDA documents for CTC implications.
- (13) Coordinates and works with ATSC, TCM-V, TCM-C, for the fielding of associated TADSS and training facilities that support the CTC program.

(14) Exercises resource management oversight of Army JNTC Program in support of DA G-3/5/7 and supports JNTC accreditation program.

(15) Plans and coordinates execution of CTC program biannual accreditation in support of CG, TRADOC quality assurance program.

(16) Plans and coordinates battle command systems requirements and actions for the CTC program.

d. Functions of Integration Division.

(1) Coordinates training integration issues across the CTC program to enhance standardization of CTC training procedures to support traditional CTC program training support as well as mission rehearsal exercises and mission readiness exercises.

(2) Provides coordinated responses to TRADOC, HQDA, DOD, and Congress related to CTC program training issues and procedures.

(3) Assists in execution of the TRADOC CTC QAO accreditation program.

(4) Coordinates the CTC doctrinal review program.

(5) Plans, coordinates, and executes the CTC conference, a semiannual review and decisionmaking forum.

e. Functions of Resource Management Division.

(1) Manages the CTC program operations tempo funding and the development of POM recommendations to include Army JNTC, worldwide contractor logistics support (WCLS)-funded support/sustainment.

(2) Provides budget and POM-related analysis and assessments to assist HQDA, the ACOMs, ASCCs, and the CTCs (including the ETCs) in the execution of the CTC program.

(3) Performs on-site CTC resource program validation, analysis, and integration for the budget year and POM years. Provides CTC-related MDEP briefings to the DA training program evaluation group and operates the resource management database for CTC MDEP funding requirements.

(4) Provides advice and assistance to appropriate Army commands, ASCCs, and center resource managers in programming resources for operation of the CTCs, and the Army's portion of T2 and JNTC.

(5) Executes the resource management portion of the CAC QAO CTC accreditation program.

(6) Coordinates validation of Army JNTC and WCLS CTC-requirements in support of HQDA, DCS G-3/5/7.

f. Functions of Program Support Division

(1) Develops, coordinates, staffs, and maintains CTC program policy and requirements documentation (for example, AR 350-50, CTC Program Administrative Guide, CTC Master Plan, the CTC Program, and Army Knowledge Online (AKO) Web site).

(2) Manages the CTC program modernization funding and the development of POM recommendations.

(3) Plans, coordinates, and executes the HQDA-sponsored CTC quarterly review that supports the CTC component of the program management review process.

(4) Plans, coordinates, and executes the CTC COC in support of the TGOSC process.

(5) Identifies requirements, provides technical analysis and support, plans and coordinates implementation, and exercises staff oversight of the following projects:

(a) CTC modernization.

(b) CTC battle command system configuration control, software license management, and personnel requirements.

(c) CTC program information assurance.

(6) Plans, coordinates, and executes the CTC accreditation program in support of the TRADOC and CAC QAO.

(7) Supports analysis, standardization, and integration of leader training program, live fire modernization, and operational environment master plan implementation across the CTC program.

(8) Coordinate MCCoE activities and requirements related to the CTC program.

(9) Provides contracting officer representative for CTCD contracts to include development of documentation required for contractor support.

g. Functions of Joint Initiatives Division.

(1) Lead for CTC futures development, program transformation, and advanced concept integration.

(2) Provides staff support to HQDA, DCS, G-3/5/7 for Army T2 integration of JNTC operational requirements into the CTCs and other Army training programs.

(3) Serves as a member of the Army T2 work group.

(4) Lead for T3 JNTC development and member of the T3 work group.

5-9. Army Joint Support Team

a. Mission. AJST conducts U.S. Army and joint air-ground operations education, training, and C2 systems integration in support of joint and military service training requirements for all four services and for elements of joint organizations to provide relevant and ready forces to joint force commanders.

b. Organization. The AJST consists of a headquarters element and two operational divisions: AJST-H located at Hurlburt Field, FL and AJST-N located at Nellis Air Force Base, NV.

c. Responsibilities and functions.

(1) Prepares and conducts resident and nonresident instruction on joint air-ground operations in support of Army, multiservice, joint force, and special operations requirements.

(2) Serves as the CAC lead for the joint air-ground dimensions of mission command.

(3) Conducts Army and joint education and training in support of multiservice and joint courses of instruction at the 505th Command and Control Wing at Hurlburt Field and at the 57th Operations Group at Nellis Air Force Base.

(4) Educates and trains DOD personnel on Army and joint air-ground C2 processes and systems IAW joint and service doctrine/tactics, techniques, and procedures (TTP).

(5) Educates and trains air-ground operations instructors in support of Army and joint course requirements.

(6) Educates and trains combat training center (BCTP, NTC, JRTC, ETC, and JMRC) personnel in support of their joint air-ground operations requirements.

(7) Develops and produces course materials in support of education and training course requirements.

(8) Coordinates standardization of air-ground operations training POIs with Army centers and schools, CAC's LD&E, and other schools as directed.

(9) Director, AJST functions as the CAC liaison to the U.S. Air Force Warfare Center, Nellis AFB, NV.

(10) AJST Director or Deputy Director serves as the Army G-3/5/7 representative to the Joint Air Operations Command & Control Training Planning Team, which is comprised of representatives from the four services and the Joint Staff J3. The Assistant Secretary of Defense for Command, Control Communications, and Intelligence (now Assistant Secretary of Defense for Networks and Information Integration)-chartered task is to identify education/training requirements and to ensure that these requirements are satisfied through the Joint Air Operations C2 Course at Hurlburt Field.

(11) Supports the Army, Navy, Air Force, Marines, and Joint Forces Command with SMEs in the development and review of doctrinal publications and instructional programs.

(12) Develops and conducts education and MTT training programs for Army C2 systems applications that support joint air-ground operations.

(13) Conducts nonresident instruction for Army and other services or agencies on Army areas of expertise to include Army organization and doctrine, the theater air-ground system, and areas of Army mission command that relate to joint air-ground operations.

(14) Supports BCTP with education, training, C2 systems integration, replication of joint air-ground operations C2 processes and systems replication, and exercise planning support for BCTP warfighter events, including those for mission readiness exercises and FSXs.

(15) Supports Battlefield Coordination Detachments with resident and nonresident education and training. Provides specialized training, training support, and exercise technical support to BCDs at their theater locations.

(16) Operates a unique standalone battle command training center focused on joint air-ground operations command and control. This facility supports joint and multiservice training from BCT through ASCC levels and integrates ground maneuver C2 with airpower C2 capabilities of the other three services.

d. Functions of Army Joint Support Team – Hurlburt.

(1) Prepares and conducts resident and nonresident instruction on joint air-ground operations in support of Army, multi-service, joint force, and special operations requirements. This includes multiple courses and exercises focused at the operational level.

(2) Operates as the Army Commandant Office in support of the 505CCW at Hurlburt Field.

(3) Prepares and conducts joint air-ground operations instruction in support of the Joint Special Operations University.

e. Functions of Army Joint Support Team – Nellis.

(1) Prepares and conducts resident and nonresident instruction on joint air-ground operations in support of Army, multi-service, joint force, and special operations requirements. This includes multiple courses focused at the tactical level.

(2) Operates as the Army Commandant Office in support of the Air-Ground Operations School at Nellis AFB.

5-10. TRADOC Capability Manager for the Virtual Training Environment (TCM V)

a. **Mission.** As the Army's principal user representative, plans, manages, and integrates the Army's capability developments activities for virtual simulators, simulations, and associated components of the virtual training environment in accordance with AR 71-9 and TR 71-20 to provide timely virtual training support for today's requirements and ensure future virtual training requirements are documented, validated, and resourced.

b. **Organization.** TCM-V consists of a directorate element and three teams: ground systems, air systems, and general support.

c. **Responsibilities and functions.** The director, TCM-V will ensure required deliverables are developed along timelines to meet Army milestones, manage and integrate TRADOC-wide proponent virtual environment requirements, and design the virtual components and interfaces of the Army ITE.

d. Functions of Ground Systems Team.

(1) Manage the virtual training systems relevant to Army combat, support, and sustainment functions. Ensure virtual simulators remain current with fielded systems and comply with Army and DOD simulation directives. This applies to both system and nonsystem TADSS.

(2) Manage and analyze all aspects of capability development for ground virtual training systems, to include full consideration of lifecycle user requirements in the management of materiel programs. Responsibilities include preparation and review of documentation as outlined within the JCIDS.

(3) Manage the Close Combat Tactical Trainer program and all current and future component subsystems. Oversee the resolution of issues dealing with contractor lifecycle support and user training requirements. Ensure Close Combat Tactical Trainer is compliant with approved DOD information technology architecture specifications to facilitate interoperability within the Army ITE. Remain abreast of emerging technologies for future training system development.

(4) Manage the Engagement Skills Trainer 2000 and Call for Fire Trainer programs, including the resolution of issues dealing with contractor lifecycle support and user training requirements.

(5) Lead the incorporation of ground virtual training systems into LVC proofs of principle training exercises supporting the development of the Army ITE.

(6) Participate as a member of various integrated product teams, and integrated concept development teams (ICDTs).

(7) Manage virtual training systems unique to Army Special Operations forces; ensure virtual simulators remain current with fielded systems and comply with Army and DOD simulations directives.

e. Functions of Air Systems Team.

(1) Manage the virtual training systems relevant to Army aviation systems. Ensure virtual simulators remain current with fielded systems and comply with Army and DOD simulation directives. This applies to both system and nonsystem TADSS.

(2) Identify and document new and emerging requirements in accordance with the JCIDS and in coordination with the proponents. Manage all aspects of capability development for air virtual training systems, to include full consideration of lifecycle user requirements in the management of materiel programs.

(3) Manage the aviation combined arms tactical trainer (AVCATT) program, including the resolution of issues dealing with contractor lifecycle support and user training requirements. Ensure AVCATT is compliant with approved DOD information technology specifications to facilitate interoperability within the Army ITE. Remain abreast of emerging technologies for future training system development. Manage and analyze documentation associated with developing and fielding AVCATT and nonrated crew member manned modules.

(4) Manage and analyze individual and crew virtual systems for Army aviation attack, reconnaissance, cargo, and utility aircraft. Ensure virtual simulators remain current with fielded aircraft and comply with Army and DOD simulation directives. Responsibilities include preparation and review of documentation as outlined within the JCIDS.

(5) Identify and document new and emerging requirements in accordance with the JCIDS, and ICW the proponents. Capability developer for virtual training simulation programs that are validated as Army requirements.

(6) Assist with the incorporation of ground virtual training systems into LVC proofs of principle training exercises supporting the development of the Army ITE.

f. Functions of General Support Team.

(1) Manages requirements documentation for synthetic environment (SE) core to maintain currency of program requirements. Provides staff management for proposal evaluations for SE core components developed during each fiscal year. Assists development of the LVC-IA, and

ensures seamless integration of SE core components into the Army ITE. Manages coordination with the Army brigade combat team modernization program to ensure SE core components meet their training needs. Assists with analytical tasks regarding assessments of models and simulations, identification of requirements, data collection, and hardware/software configuration.

(2) Assist development and management of future virtual simulations or simulators for the Army, including, but not limited to Army Brigade Combat Team Modernization program and spin out systems developed as part of the future combat system program, and fielding of incremental capabilities packages to current force BCT and functional brigades.

(3) Manage the virtual environment MER for the training support enterprise which are applicable to TRADOC, FORSCOM, ARNG, and USAR installations, organizations, schools/centers and home station training locations.

(4) Assist the overall program management of existing and emerging virtual simulations supporting the ARNG and USAR. Monitor the ARNG and USAR utilization plans and policies with regard to virtual simulations. Identify ARNG and USAR training gaps that can be corrected through the use of virtual training systems. Assist, in coordination with the ARNG and USAR, the development of a common long-range vision for training development in the AA and RCs in support of collective training strategies.

(5) Manage analysis, planning, and related tasks with duties concentrated in the areas of research, development, and acquisition of Army virtual training devices for training of the warfighting functions in any operational environment. Perform analytical tasks regarding assessments of models and simulations, identification of requirements, development of operational tests, development of collection plans, data collection and information management, and compiling and analyzing observations and simulation-generated data.

(6) Manage STRATCOM and ATN input to inform the Army of virtual training capabilities initiated and managed by TCM-V. Prepare input for periodic reports. Coordinate and prepare comments pertaining to the staffing and review of applicable documentation.

(7) Manage virtual training systems to ensure compliance with the Army ITE connectivity specifications to facilitate interoperability between and among LVC training environments; remain abreast of emerging technologies that apply to future training system development.

(8) Provide requirements to Army research agencies for the development of future virtual warfighting capabilities. Assist HQDA, TRADOC, Research and Development Engineering Command, and academia in developing science and technology, studies, proof of principles and capability demonstrations to enhance the virtual training environment. Provide requirements and expertise in the development of the TRADOC Commander's warfighting capabilities and army technology objectives.

(9) Manage programming and budgeting functions, to include funding analysis of requirements; and coordinate funding issues with various activities.

(10) Manage current programs and monitor execution patterns; advise chain of command for appropriate courses of action; assist management with the definition and refinement of virtual simulations requirements for various Army POM initiatives and Program Budget Review initiatives. As members of the Battle Command and Soldier Training Support Programs, participate in various TSS enterprise events and forums throughout the year to include the semi-annual program management review, training support working group, home station/deployed COC and modernization reviews.

(11) Assist management of requirements, participate in the Army and joint experiments, and create the virtual element of the Army ITE.

(12) Manage the development of the virtual training environment to enable units and staffs to prepare for and participate in the JNTC events from home station locations. Participate and support joint training integrated project teams.

(13) Provide Army acquisition expertise to air and ground teams supporting their identification and documentation of new and emerging requirements in accordance with the JCIDS and in coordination with the centers and schools.

(14) Coordinate the TCM-V TDA and manpower-related action with NSC.

(15) Coordinate Army modeling and simulation policy, requirements and funding with HQ, DA, Joint Forces Command, ACOMs, ASCCs, DRUs, Army Research Institute and the PEO STRI.

5-11. TRADOC Project Office, One Semi-Automated Forces

a. Mission. Manages all capability developments activities associated with the OneSAF Program simulation requirements from the Army's three modeling and simulation domains [(Advanced Concept Requirements; Research, Development and Acquisition; and Training, Exercise, and Military Operations)] to support Army training, analysis, and testing/experimentation.

b. Organization. The TPO OneSAF directorate consists of a single office with support staff.

c. Responsibilities and functions.

(1) Manages the development and fielding of the OneSAF to the Army's three Modeling and simulation domains (Advanced Concept and Requirements, Research, Development, and Acquisition, and Training, Exercise, and Military Operations). OneSAF is the Army's only cross-domain simulation. This includes: requirements management and documentation; verification, validation, and accreditation; fielding; and providing SME support to the field.

(2) Identifies and documents new and emerging requirements for OneSAF IAW the JCIDS and ICW the proponents. Manages all aspects of capability development for OneSAF to include full consideration of lifecycle user requirements in the management of materiel programs.

(3) Manages OneSAF to ensure compliance with DOD LVC-IA connectivity specifications to facilitate interoperability in the Army's ITE. Remains abreast of emerging technologies that apply to future training system development.

(4) Coordinates Army modeling and simulation policy, requirements, and funding with HQDA and PEO STRI.

(5) Assists the TRADOC ACoS G2 in implementing the COE in OneSAF.

(6) Conducts user assessments of OneSAF version releases.

(7) Keeps CAC and Army leadership informed of the status of the OneSAF development efforts and issues.

(8) Balances the validated simulation requirements of the Army's three modeling and simulation domains.

(9) Coordinates with TCM-V, TCM-LVC-IA, TCM-Constructive, TCM-live, virtual, and constructive training environment (LVCTE), TCM-Live, and other key elements in areas of common interest and interaction.

(10) Develops and justifies POM funding for the OneSAF Program ICW HQDA Deputy CoS, G8 and program manager (PM) OneSAF.

(11) Supervises the requirements prioritization process and provides the analysis to the cross-domain COC which determines priorities for future OneSAF capabilities development.

(12) Staff manages international activities involving the release OneSAF.

5-12. Army Training Support Center

a. Mission. ATSC delivers integrated products, services, and infrastructure to enable education and full-spectrum training to the Soldier.

b. Organization. ATSC consists of a Command group and seven subordinate divisions and TCMs including: Education Support Division; TCMs for DL (TCM-DL), Army Training Information Systems (TCM-ATIS), and Live Training (TCM-L); Systems Training Integration and Devices Division; Training Products Division; and Training Support Analysis and Integration Division. A Future Technology Office, Operations Division, Logistics Division, and a Resource Management Division support ATSC's missions and enable the outward-focused divisions.

c. Responsibilities and functions.

(1) DA's lead and TCM-Live for capability developments and user activities associated with the Range and Training Land Program, Integrated Training Area Management, Standards in Training Ammunition Commission, Tactical Engagement Systems, Combat Training Center and Opposing Forces Modernization Programs.

(2) Department of the Army's lead and TCM for the Army Distributed Learning Program.

(3) Reviews all training development documents in support of the capability development process. Provides fielded training devices inventory and lifecycle management.

(4) DA's lead for Graphic Training Aids, DA Multimedia Visual Information Production and Distribution Program, and the TRADOC Print Manager for the Army Doctrine and Training Literature Program. Serves as the TRADOC representative in the DOD Visual Information Steering Committee and the Executive Steering Committee of the Armed Forces Visual Information Board. Serves as the HQ TRADOC Audiovisual Information Production Officer.

(5) Provides lifecycle management, training support, and assistance for the development, replication, and distribution of training products.

(6) DA's lead and TCM for Army Training Information Systems (ATIS), an integrated, interoperable training and education information management capability that supports Soldiers and leaders, and complies with applicable DOD and Army policies.

(7) Provides training support enterprise integration to develop and maintain the TSS master plan and support a web-based training support information management system. Through cost benefit analysis, recommends cross-program priorities and supports CAC in defining and integrating training support requirements to HQDA and into the POM building process.

d. Functions of TRADOC Capability Manager- distributed Learning.

(1) Serves as TCM-DL which performs as the Army's centralized manager and integrator for TADLP. Responsible for the seamless implementation of TADLP within all Army schools and training environments while ensuring a continuity of training efforts for AA and RC Soldiers and Army civilians.

(2) Provides program overview, governance, plans, and policy for DL and training support to enhance training and education of agile Soldiers and civilians by exploiting current, new, and emerging technologies.

(3) Executes tracking and reporting of DL courseware development to ensure courseware is developed to standard and fielded IAW established milestones to support leader, functional, and professional development DL training requirements for Soldiers and civilians.

(4) Executes DL contract to support proponent schools in development of DL courseware for leader, functional, and professional development training.

(5) Provides centralized management for modernization and on-line security of the Army Institute for Professional Development/Army Correspondence Course Program courses.

(6) Develops and updates DL technical standards and training development guidance to ensure that DL courseware complies with Army training development policy and hardware and software system requirements.

(7) Conducts DL courseware government technical acceptance testing to ensure courseware plays on the hardware/software platforms (for example, digital training facilities classrooms, Army Learning Management System, etc.) for which it was designed.

(8) Assists proponents and PM distributed learning systems with troubleshooting and fixing DL courseware post-fielding issues.

e. Functions of TRADOC Capability Manager-Army Training Information System.

(1) Serves as the Army's centralized capability developer, manager, and integrator for the ATIS. Resolves issues and makes recommendations to the DCG, CAC-T on all matters pertaining to ATIS.

(2) Responsible for the implementation of ATIS to ensure an integrated, interoperable means to share training information that supports Soldiers, civilians, and their leaders. Complies with the DOD and Army global network enterprise construct to enable training development, training delivery, and training management automation capabilities.

(3) Capability to develop automated Army training support applications and systems.

(4) Integrates doctrine and training systems that facilitate the development, management, and support responsibilities of the ATIA.

(5) Manages ATIS and ATIA functional and technical architectures.

(6) Provides services and support for Armywide collaboration tools.

(7) Manages video teletraining and the teletraining network for the Army and digital delivery of training products and courseware using the ATIA systems.

(8) Plans, acquires, and implements Army Enterprise Automation Infrastructure for ATIS capabilities to include information assurance compliance.

(9) Hosts Army Learning Management Systems (for example, Blackboard, ATLAS Pro, SABA).

f. Functions of Training Products Division.

(1) Department of the Army lead for Multimedia Visual Information Production and Distribution Program. This provides centralized management of all program-funded projects to include contracts, military interdepartmental purchase request, and credit card purchases. Assists proponents, program managers, and audiovisual production officers with issue resolution and program clarification. Manages the DOD Defense Automated Visual Information System Program for all TRADOC audiovisual training productions.

(2) Provides graphic and exhibit services for major events, conferences, and workshops.

(3) Army's lead for Graphic Training Aids, Department of the Army Multimedia Visual Information Production and Distribution Program, and the Print Manager for the Army Doctrine and Training Literature Program. Provides management, training support, and assistance for the replication and distribution of training products. Coordinates the Defense Instructional Technology Information System database of Interactive Multimedia Instructions CD-ROMs available for DOD use. Provides Government-Owned Contractor-Operated warehouse contract support for the distribution of Total Army Training – Courseware materials, initial print, reprint, and distribution of materials for National Guard Bureau; Army RC; AA, and Defense Threat Reduction Agency publications.

g. Functions of TRADOC Capability Manager-Live.

(1) Oversees the development, validation, and publication of individual, collective, institutional, and contingency-related training munitions requirements.

(2) Provides management oversight and execution of the Sustainable Range Program. Develops and validates requirements, concepts, strategies, and plans to guide program modernization, acquisition strategies, prioritization, funding, and sustainment.

(3) Manages the Integrated Training Area Management Program. Validates and prioritizes integrated training area management program requirements for land rehabilitation and maintenance, range and training land assessments, geographic information systems, sustainable range awareness, and training requirements integration ensuring adequate training land for live fire, maneuver training, and testing activities.

(4) Performs capability development functions for the modernization and recapitalization of the CTC Instrumentation, Exportable Training Center Instrumentation System, CTC Live Fire, military operations in urban terrain requirements, and Homestation Instrumentation Training System; and incorporates designated systems in support of the live training environment.

(5) Manages the Army Tactical Engagement Simulation program; oversees program management, planning, requirements development, execution, and post-fielding analysis.

(6) Develops and staffs current and future JCIDS documentation for assigned live training enablers.

(7) Manages the execution of the Sustainable Range Program and its contract vehicles.

(8) Develops, documents, and integrates live training system requirements and technologies into the LVC-IA.

(9) Publishes DA Pamphlet 350-38 (Standards in Training Commission), and Training Circulars 25-8 (Training Ranges) and 25-1 (Training Land).

h. Functions of Systems Training Integration and Devices Division.

(1) Manages DA-level responsibilities related to the Soldier Training Support Program. Manages integration and processes new STRAPs and TSS requirements.

(2) HQDA lead for Armywide TADSS; principal user representative for fielded TADSS; and develops and manages the Army's centralized TADSS inventory management web-based software system, Training Support-Materiel Armywide Tracking System.

(3) Manages nonsystem TADSS requirements by documenting Catalog of Approved Requirements Documents numbers. Publishes and distributes approved nonsystem training device documents for the Army. Maintains official records of approved TADSS requirements documentation.

(4) Performs TRADOC-level staff review and coordination of system/platform-specific JCIDS capability requirement documents.

(5) Provides technical assistance, scheduling assistance, and guidance to proponent schools during their annual HQDA G3/5/7 (DAMO-TRS) TSS review.

(6) Reviews, staffs, and obtains CAC-T approval or recommends disapproval of all System Training Plans. Maintains a record copy of approved STRAPs. Ensures all approved STRAPs are placed on AKO.

(7) HQDA lead to coordinate the distribution and redistribution of fielded TADSS to support mobilization, contingency operations, and Army's prioritized training requirements. Updates and validates fielded TADSS policies, regulations, and annual program guidance.

(8) Provides HQDA oversight for ATSCs manning and facilities requirements. Provides support to military construction appropriation prioritization board for Army major construction projects related to ATSCs as well as motion and nonmotion simulation facilities.

(9) Provides total lifecycle and staff management oversight for the Army's fielded training devices to include both system and nonsystem TADSS.

(10) Manages the sale and distribution of Army TADSS to other services, government agencies, and foreign military sales.

(11) Manages the production of the Army's fabricated training devices.

i. Functions of Training Support Analysis and Integration Division.

(1) Integrates training support requirements across the training support enterprise (TSE). Recommends and implements TSE governances and processes to support the integration, prioritization, funding, acquisition, fielding, and sustainment of cost- and training-effective training support enablers. Develops and maintains a Training Support Master Plan and the supporting web-based Training Support Information Management System.

(2) Assists ARCENT and its subordinate commands in managing training support for deployed forces within the ARCENT areas of responsibility. Establishes levels of support in terms of MER, maintains visibility of training support assets in theater, and assists commanders in preparing and staffing operational needs statements for training support enablers.

(3) Advises and assists the FORSCOM G-3/5/7 staff in defining training support requirements to support the ARFORGEN process. Facilitates the development of training support MERs by installation/training site, assesses training support capability gaps (on-hand versus MER), and recommends COA for resolving ARFORGEN training support issues.

(4) Advises and assists the Army Capabilities Integration Center (ARCIC) and the materiel developer community on the application of training support to enable training on/or with new and/or modified materiel systems. Assists TRADOC CoE and training support program leads in defining the impact of new or modified systems on existing and/or planned training support.

(5) Manages a network of training support representatives, assigned on selected installations to provide regional support to operational and institutional mission commanders. Leverages and directs the representatives in assessing training capability gaps (on-hand versus mission essential requirements) and in developing course of actions to mitigate training readiness risk within their supported region.

(6) Conducts, assists, or advises training support program leads in the development of cost benefit analyses to support decisionmaking processes. Reviews and assesses readiness reports to identify training support gaps and/or training readiness related issues.

(7) Develops, synchronizes, and/or reviews concepts and plans supporting or affecting the TSE.

(8) Performs as the TRADOC 'T' domain lead for the CNA process.

j. Functions of Education Support Division.

(1) Serves as proponent for TASS Staff and Faculty Development (SFD) program and Staff and Faculty Core Curriculum to ensure instructors, curriculum developers, and training and education development managers have the basic skills to perform their jobs.

(2) Manages, develops, and oversees execution of the SFD program. Provides governance, plans, and policy for the SFD program, the instructor certification process, and instructor and training developer skill identifiers.

(3) Facilitates digital classroom modernization and sustainment throughout TRADOC.

(4) Manages the Army training help desk that directs the integrated TRADOC customer assistance federation of subject matter, technical, and functional experts, and customer service personnel to assist Soldiers and civilians with training products, services, and systems.

k. Functions of Resource Management Division.

(1) Provides support and advice on military and civilian personnel.

(2) Serves as the principal management and financial advisor to the commander.

(3) Serves as the human relations liaison to the Civilian Personnel Advisory Center on all personnel and union matters.

(4) Oversees finance, resource, and management matters; and responsible for long-range planning, programming, receipt, distribution, and execution of all assigned resources. Responsible for the ATSC Memo 11-5, Assignment of Program and Budget responsibilities.

(5) Validates and documents ATSC contract requirements and manages the ATSC acquisition process.

(6) Manages the allocation of funds and manpower authorizations based on the command's priorities in current and out years.

(7) Manages force structure and documentation of manpower and equipment requirements and authorizations. Manages the ATSC TDA ICW CAC-T and CAC.

(8) Administers the ATSC Management Control Program, assisting the Commander and staff in complying with policies, procedures, regulations, and laws.

(9) Serves as the ATSC POC for the internal review and audit compliance, and other agencies for audit and inspection matters.

l. Functions of Future Technology Office.

- (1) Provides the Commander, ATSC divisions, ATSC TCMs and CAC-T organizations timely advice on educational training technology as it pertains to programs and roles/responsibilities in training and education support to the Solder.
 - (2) Partners with DOD organizations, academia, and industry to facilitate Army education and training using proven technologies and best practices.
 - (3) Coordinates extensively with organizations such as TRADOC's ARCIC, TRADOC G-7, and others to establish and document educational and training technology requirements to best support commanders and Soldiers.
- m. Functions of Operations Division. Manages taskers; coordinates with CAC, TRADOC, and other external organizations; oversees training for ATSC; and security management. Maintains long-range calendars; creates and modifies the ATSC Campaign Plan; and creates briefing products in support of the commander.
- n. Functions of the Logistics Division. Oversees property book, purchases (including International Merchant Purchase Authorization Card), and warehousing/distribution of supplies. Manages General Services Administration vehicle fleet. Maintenance of the ATSC infrastructure, and coordination with Department of Logistics/Department of Public Works staff at Fort Eustis.
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Chapter 6

U.S. Army Combined Arms Center – Knowledge

6-1. Mission

CAC-K leads the development of doctrine and the Army's Lesson Learned Program to continuously provide knowledge across the trained and ready Army.

6-2. Organization

CAC-K consists of five divisions: Combined Arms Doctrine Directorate, Center for Army Lessons Learned, Combat Studies Institute (CSI), Military Review, and Battle Command Knowledge System; and the Army Operational Knowledge Management proponent located in HQ CAC-K (see figure 6-1).

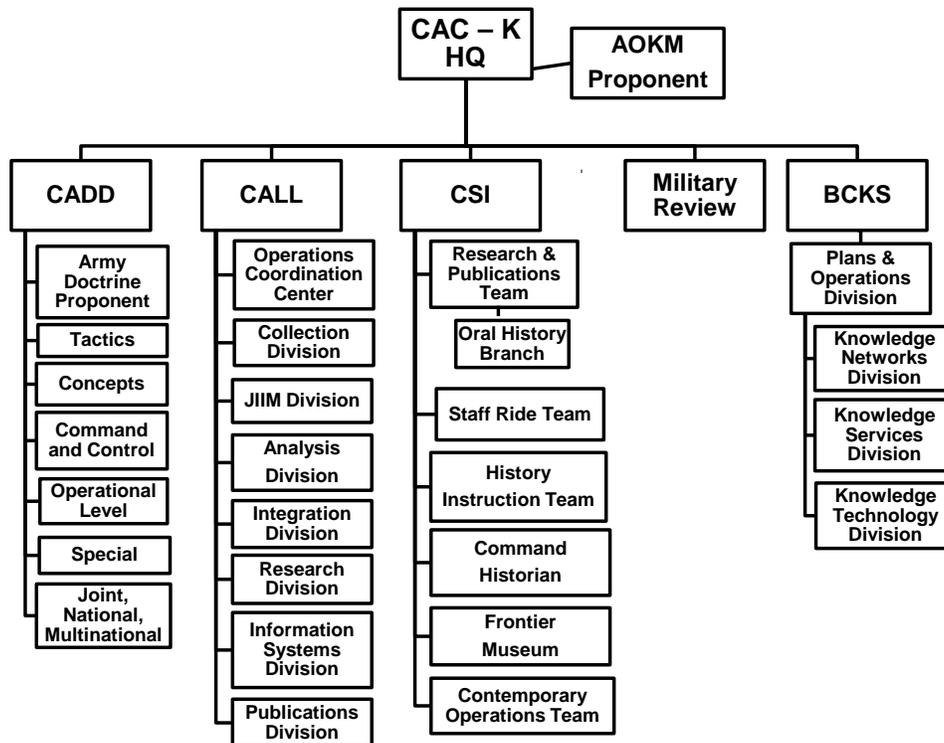


Figure 6-1. Combined Arms Center–Knowledge

6-3. Responsibilities and functions

- a. Executes Army doctrine program.
- b. Executes Army lessons learned program.
- c. Manages Army combat studies institute program
- d. Manages Army military review program.
- e. Serves as the combat developer of knowledge management capabilities.
- f. Serves as the Army operational knowledge management (AOKM) proponent.
- g. Serves as the Knowledge Management Office and staff function for CG, CAC.

6-4. Responsibilities and functions

a. AOKM is the application of knowledge management to operational Army headquarters. It is also commonly referred to as Army Knowledge Management. Director CAC-K fulfills the responsibilities of CG, CAC as the Army operational knowledge proponent.

b. The AOKM proponent office, IAW AR 5-22, develops DOTMLPF requirements for knowledge management.

(1) Develops a program to institutionalize knowledge management across the Operational Army under the policy and guidance of the Chief information Officer /G-6, Chief Knowledge Management Officer and in coordination with the U.S. Army Signal Center.

(2) Develops a knowledge management capability and expertise required for full spectrum combat operations.

(3) Teach the 4 week AOKM qualification course with additional skill identifier of 1E for all personnel assigned to KM sections.

6-5. CAC Knowledge Management Office

a. The CAC KM Office ensures a systematic approach to knowledge sharing across CAC in accordance with Annex P - KM of the TRADOC Campaign Plan, as well as associated TRADOC taskings.

b. KM is a TRADOC key enabler designed to support timely decisionmaking for all TRADOC key functions and lines of operation.

c. TRADOC major subordinate organization (MSOs) have been tasked to develop and implement a KM environment which systemically shares knowledge and supports timely decisionmaking. TRADOC MSOs including CAC are to accomplish this by performing 18 key tasks and 11 functions determined in a manpower study, broadly grouped as follows:

(1) KM SMEs advise and assist CAC organizations to develop KM processes to share key CAC knowledge more widely across and outside of CAC to improve and accelerate decision making.

(2) KM practitioners to perform KM operations across CAC.

(3) SMEs in KM technical systems that provide level 1 support for systems on which KM operations are conducted at CAC.

6-6. Combined Arms Doctrine Directorate

a. Responsibilities and functions.

(1) Performs overall management, integration, and quality control of Army doctrine; integrates Army doctrine vertically and horizontally within the Army; integrates Army doctrine with joint and multinational doctrine; represents the Army in multinational doctrine forums; and performs other doctrine-related tasks.

(2) Lead for the following Army doctrine areas:

Table 6-1
CAC lead doctrine areas

Operational Terms and Graphics (FM 1-02)	The Operations Process (FM 5-0)	Civil Support (FM 3-28)
Army Universal Task List (FM 7-15)	Combined Arms Doctrine	Command and Control
Operations (FM 3-0)	Multinational Operations (FM 3-16)	Urban Operations (FM 3-06)
Stability Operations (FM 3-07)	Airspace Command and Control (FM 3-52)	Tactics (FM 3-90)
Division Operations (FM 3-91)	Corps Operations (FM 3-92)	Theater Army (FM 3-93)
Cold Weather Operations (FM 3-97.11)	Intelligence, Surveillance and Reconnaissance (ISR) (FM 3-55)	

(3) Lead for combined arms concept development for TRADOC ARCIC coordinated programs.

(4) Perform overall management, integration, and quality control of Army doctrine. To accomplish this, CADD has the following responsibilities:

(a) Prepares memorandums of agreement with ACOMs in areas related to doctrine for CG, CAC's signature.

(b) Advises CG, CAC on appointments of unassigned doctrine leads.

(c) Recommends program directives for approval to CG, CAC and provide coordination on program directives for publications prepared by non-TRADOC agencies.

(d) Recommends approval to CG, CAC for all doctrinal publications except those specifically retained by the Chief of Staff, U.S. Army or CG, TRADOC. Supports doctrine review and approval groups for those manuals for which CG, CAC retains approval authority.

(e) Develops, coordinates, and recommends TRADOC policy for TR 25-30 and TR 25-36 as well as provide coordination/input to other TRADOC and Army policy affecting Army doctrine development.

(f) Approves requests for exceptions to TRADOC Doctrinal Literature Program policy and recommends approval for exceptions to Army policy to the Administrative Assistant to the Secretary of the Army.

(g) When the U.S. is assigned as custodian, writes multinational doctrine in areas for which CG, CAC is the doctrine lead for the equivalent U.S. Army doctrine.

(h) Maintains the AUTL ASAT/ATIA – Migrated database and ensures continued integration of the AUTL and UJTL.

(i) Serve as TRADOC sole signature authority for DA Forms 260 to request publishing of Army doctrine publications.

(j) Develops, recommends, obtains approval, and publishes the CG, TRADOC fiscal year doctrine development priorities.

(k) Manages and maintains the Army Doctrine Literature Master Plan database via the Training and Doctrine Development – Quality Assurance Management System.

(l) Approves and provides TRADOC doctrine development requirements in support of the annual POM.

(5) Integrate Army doctrine vertically and horizontally within the Army by accomplishing the following:

(a) Manages the Army doctrine hierarchy including assigning publications to a category and assigning publication numbers.

(b) Ensures lower-tier publications are consistent with higher tier publications.

(c) Ensures all publications use the terms and symbols in Field Manual (FM) 1-02.

(d) Provides initial editorial quality control for all doctrine and editor/writer support for TRADOC doctrine proponents without assigned doctrine editors.

(6) Integrates Army doctrine with joint doctrine by accomplishing the following:

(a) Ensures Army doctrine is consistent with joint doctrine as applicable.

(b) Reviews joint doctrine to identify areas of concern and consistency with Army doctrine.

(c) Provides the command representative for CAC to the joint doctrine forums.

(d) Write (selected) and coordinate TRADOC's input to all draft joint doctrine as tasked by HQDA G-3/5.

(e) Actively participate in the semiannual Joint Doctrine Planning Conferences. Represent the Army staff as requested by HQDA G-3/5.

(7) Integrate Army doctrine with multinational doctrine by reviewing selected multinational doctrine to identify areas of concern and consideration for inclusion in U.S. doctrine.

(8) Represents the Army in multinational doctrine forums as follows:

(a) Provides the U.S. Head of Delegation and delegation members to the North Atlantic Treaty Organization (NATO) Land Operations Working Group.

(b) Provides U.S. delegation members to the American, British, Canadian, and Australian (ABCA) Command and Act Capabilities Groups.

(c) Provides representatives to other multinational doctrine forums addressing areas or publications for which CG, CAC has U.S. Army lead responsibilities.

(9) Serves as Army lead for Air Land Sea Application (ALSA) multiservice products. Coordinates, reviews, integrates, researches, staffs, and adjudicates Army comments, and participates in the writing of ALSA multiservice publications. Coordinates ALSA actions within the Army to ensure synchronization of multiservice publication issues.

(a) Represents the Army in ALSA working groups, multiservice working groups, and meetings, symposiums, and councils that affect ALSA multiservice products.

(b) Prepares the DtCG for joint action steering committee (JASC) meetings and hosts the JASC meetings when appropriate.

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

(10) Performs the following additional tasks:

(a) Provides administrative assistance to the HQ TRADOC G2 in the preparation of operational force manuals.

(b) Writes joint and multiservice doctrine when assigned as lead author.

(c) Provides SME support for international and service warfighter talks.

(d) Researches, develops, and incorporate initiatives (technology, best practices, etc) to improve/enhance the Army doctrine process.

(e) ICW the Army Career Program 32 Management Office, Fort Monroe, manages the doctrine portion of Training, Combat, and Doctrine Developers Career Program 32.

(f) Establishes and provides doctrinal SME to support for the Doctrine Developers Course at the Army Logistics University, Fort Lee, VA.

b. Common duties for doctrine development divisions.

(1) Research, analyzes, reviews, and evaluates existing Army, multiservice, and joint doctrine to determine new doctrine requirements for assigned subjects.

(2) Maintains extensive and continuous working knowledge of current Army, multiservice, and related joint doctrine; worldwide military, political, and technological projections; operations; potential threats; other present and future operational requirements, plans, and capabilities; and lessons learned from exercises and operations related to their assigned subjects.

(3) Engages the AA and RCs, joint community, other governmental agencies, and multinational military organizations on assigned subject areas.

(4) Provides subject matter expertise in assigned subjects to other Army organizations and provides Army representatives to joint, multiservice, and multinational forums.

c. Tactics Division.

(1) Develops the following doctrinal manuals: FM 3-90, FM 3-91, FM 3-92, FM 7-15, FM 3-50.1, FM 3-52, FM 3-90.100, FM 3-97.11 and corps and division mission training plans.

(2) Integrates AUTL and UJTL task areas in the ASAT/ATIA-M database.

d. Joint, Multiservice, and Multinational Division.

(1). Develops and maintains the following doctrinal manuals: FM 1-02, FM 3-16, and FM 3-24. Integrates FM 1-02 with joint, multiservice, and multinational doctrine.

(2) Prepares and maintains the following multinational doctrinal publications: ABCA Coalition Operations Handbook, NATO Handbook for Coalition Operations (Land), NATO Allied Procedural Publication (APP)-6/standardization agreement (STANAG) 2019, NATO Allied Administrative Publication-39/STANAG 2248, and NATO STANAG 2014.

(3) Provides Army representative in joint, multiservice, and multinational (primarily ALSA, NATO and ABCA) force compatibility forums to include a role in managing elements of these programs.

(4) Provides representatives to the following organizations: Symbology Standardization Management Committee, Joint Doctrine Working Party, NATO Land Operations Working Group and associated panels, NATO Information Exchange Requirements Harmonization Working Group and associated panels, NATO Military Committee Terminology Conference, and Allied Joint Operational Doctrine Working Group and associated panels. Provide U.S. delegation members to the ABCA Capabilities Group Command and Capabilities Group Act.

(5) Coordinates, hosts, and conducts the International Doctrine Symposium, and NATO and ABCA meetings when the U.S. is the host nation.

(6) Provides representative to ABCA and BCTP exercises and seminars.

(7) Coordinates, prepares, and presents official Army positions on terminology and symbology in Army, joint, and multinational forums.

(8) Recommend the Army's position to the Army JASC member on all ALSA publications and products. Represents TRADOC and the Army as the service joint doctrine directorate, which includes staffing, coordinating, working group participation, hosting selected JASC meetings, adjudicate contentious Army issues on ALSA publications, etc.

(9) Writes (selected joint), staff, review, adjudicate, and integrate Army doctrine into joint and allied joint doctrine. Supervise and coordinates joint and allied joint doctrine actions within TRADOC, and ensures a common TRADOC position is provided to HQDA G-35.

e. Operational-level Division.

(1) Develops the following doctrinal manuals: FM 1, FM 3-0, FM 3-07, and FM 3-28.

(2) Provides the Army representative in conferences and forums relating to operational-level doctrine development.

(3) Authors and maintains Army publications concerning operational-level doctrine.

(4) Ensures that Army operational-level doctrine is fully integrated with its joint counterpart manuals.

(5) Coordinates with TRADOC ARCIC for review of Homeland Defense and Security related policies, doctrine, and exercises.

(6) Provides doctrine SME augmentation to BCTP as required.

(7) Provides doctrine SME support to CALL as required.

(8) Participates in the development of joint doctrine as requested by HQDA G-35

f. Army Doctrine Policy and Proponency Division.

(1) Edit, lay out, and produce draft and final (electronic file) doctrinal publications prepared by CADD authors and other TRADOC proponents.

(2) Provides editing support to other CAC agencies on Fort Leavenworth as required.

(3) Exercises quality control for style and format over publications prepared by TRADOC centers and schools and non-TRADOC leads to ensure all field manuals meet Army and TRADOC standards.

(4) Edits and rewrites draft doctrinal publications, studies, and articles prepared by the CADD authors to meet Army and TRADOC standards.

(5) Receives doctrinal input from TRADOC centers and schools and posts on doctrine Web site for consideration by the doctrine community ICW TRADOC.

(6) Coordinates and conducts CADD draft program directive, draft, and final electronic file reviews.

(7) Processes DA Form 260 that proponents send to CADD for approval or coordination.

(8) Perform liaison functions to the TRADOC Publications Control Officer at the United States Army Training Center.

(9) Perform liaison functions to the Army Publishing Directorate concerning doctrinal content, process, and regulatory issues.

(10) Conduct doctrine development training to new authors.

(11) Conduct doctrine briefings and updates to various audiences to ensure integration of the most current doctrine into training, other publications, and exercise development.

(12) Prepare and maintain the CAC doctrinal literature master plan.

(13) Answer doctrine request for information (RFIs) and manage RFI link on AKO site.

(14) Maintains TR 25-36 and doctrine portion of TR 25-30.

(15) Maintains the Army Doctrine Literature Master Plan (DLMP); Doctrine Development Guidance, and various doctrine status reports as required.

(16) Coordinates annual print requirements with ATSC.

(17) Reviews and coordinates on all other TRADOC policies as well as Army policies affecting Army doctrine.

(18) Manages and ensures the Army DLMP is developed and sustained in the doctrine module within the Training and Doctrine Development - Quality Assurance Management System (TD2-QA). Use the training and doctrine development requirements to support the annual POM program.

(19) Explores and implement ways to improve doctrine development and distribution methods through technological enhancements and best business practices.

(20) Provide SME support for the doctrine developer's course at the Army Logistic University.

(21) Provide SME support to update the doctrine portion of Career Program 32 "Training, Combat, and Doctrine Developers."

g. Command and Control Division.

(1) Author, revise, and maintain Army publications concerning command and control doctrine (including leadership). Ensure Army command and control doctrine is fully integrated with joint counterpart manuals.

(2) Develops the following doctrinal manuals: FM 3-52, FM 5-0, FM 6-0, FM FM 5-1, FM 6-01.1, and FM 6-99.2. Coordinates with and provides doctrinal supervision of FM 6-22 with CAL and FM 3-13 with U.S. Army Information Operations Proponent.

(3) Prepares Allied Joint Publication 3.2.2 and serves as U.S. custodian.

(4) Provides command and control doctrine SME augmentation to BCTP and other agencies as required.

(5) Provides command and control representative to ABCA exercises and seminars as required. Coordinates, prepares, and presents official Army doctrinal positions on command and control in Army, joint, and multinational forums.

h. Special Division.

(1) Author, revise, and maintain Army publications concerning doctrine in special environments and doctrine not addressed by the other divisions. Ensure this doctrine is fully integrated with joint counterpart manuals.

(2) Develops the following doctrinal manuals: FM 3-06 and FM 3-55.

(3) Executes CAC's lead responsibilities for urban operations and ISR issues, as required

(4) Provides representatives for working groups involving urban operations and ISR discussions, as appropriate.

i. Concepts Division.

(1) Develops operational concepts and organizational designs for command and control HQ at echelons above brigade (division, corps, theater army/ASCC).

(2) Develops Joint Manning Document baseline templates for division, corps, and theater Army HQ against a variety of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC) conditions.

(3) Develops designs for ARFOR augmentation elements for division, corps, and theater Army HQ against a variety of METT-TC conditions.

(4) Develops operational concepts, facilities design, and networked communications support requirements for permanent headquarters (division, corps, theater army) or home station operations centers.

(5) Develop operational concepts and organizational designs for enabling unit capabilities and augmentation elements to support deployed division, corps, and theater Army HQ, as directed by CG TRADOC.

(6) Provide TRADOC SMEs to assist/support HQDA modified table of organization and equipment refinement and resourcing, and augmentation TDA development and validation for division, corps, and theater Army HQ.

(7) Develop and publish organization and operations plans for division, corps, and theater army designs, and other organizational designs, as required.

(8) Develop, staff, and publish FM 3-93, Theater Army Operations.

(9) Provide TRADOC SMEs to support WFXs, seminars, simulations, and experimentation associated with division, corps, and theater Army HQ doctrine and design.

(10) CAC lead for Building Partner Capacity/Theater Security Cooperation concept, doctrine, and organizational design.

(11) Develops the following doctrinal manuals: FM 3-06, FM 3-07, FM 3-07.22, FM 3-50, FM 3-55, and FM 3-97.11.

(12) Provides doctrine SME augmentation to BCTP Team D as required.

6-7. Center for Army Lessons Learned

a. Mission. Collects, analyzes, disseminates, integrates and archives Army and JIIM observations, insights, lessons (OIL) and TTP to support full spectrum military operations.

b. Organization. The CALL consists of a headquarters section (Director, Deputy, Resource Management, Travel, Contracting Officer Representative, Administration, and Security) and eight divisions: Operations Coordination Center (OCC); Collection Division; JIIM Division; Analysis Division; Integration Division; Research Division; Information Systems Division; and Publications Division.

c. Responsibilities and functions

- (1) Provide direct staff support to HQDA DCS, G-3 for the validation, planning, coordination, and execution of the Army Lessons Learned Program (ALLP).
- (2) Develop appropriate infrastructure and tools to support the collection, management, and application of OIL, TTP, and training and operational related trends. Develop knowledge products containing OIL and TTP for Army operations from the tactical to strategic levels of war.
- (3) Provide an Army-level program to identify key tactical, operational, and strategic issues. Develop and coordinate recommended solutions and monitor execution across the Army.
- (4) Provide forces operating in the JIIM environment with emerging observations, insights, and lessons by using forward deployed embedded liaison officer cells at TRADOC centers and schools, theater observation detachments, CTC observation detachments, and mobile training seminars.
- (5) Facilitate real-time sharing of lessons learned information across the Army, providing TTP to deployed and follow-on forces, to improve the warfighting capabilities of the total force.
- (6) Perform detailed DOTMLPF domain analysis of available data and work with individual leaders, Soldiers, unit staffs, ACOMs, and the HQDA staff to identify key Army issues. Assist in developing near- and long-term solutions.
- (7) Conduct direct liaison with the HQDA DCS, G-3 in support of Army input to the JCIDS process ICW ARCIC. Represent Army lessons learned activities within joint and multinational communities.
- (8) Conduct multimedia based operations that support the dissemination of lessons learned-related information through a variety of print and electronic formats. Maintain CALL public, restricted, classified and NATO classified Web sites which serve as the single Army lessons learned portal.
- (9) Facilitate integration of key OIL into institutional, operational, and self-development domain processes. Provide staff management, planning, and coordination capabilities to implement and sustain the lessons learned integration (L2I) program. Ensure aligned centers/schools participate in L2I professional forums, governance process, and integration activities; that they provide L2I input and updates on L2I governance process activity; and that they facilitate L2I participation by other Army and JIIM stakeholders. CALL serves as the CAC lead for the L2I process for TRADOC.

d. Functions of the CALL HQ Section.

- (1) Conduct mission analysis and provide direction to all the divisions of CALL.

(2) Ensure that CALL collections and products fulfill Army critical information requirements. Ensure Army collection procedures are synchronized with JIIM efforts.

(3) Provide required resource planning, management, and support in the execution of activities related to CALL mission, tasks, functions, and core operational capabilities.

(4) Provide direction to and manage contracting efforts in support of CALL missions and functions as assigned by CAC, TRADOC, and the Army.

(5) Execute personnel and facilities management for CALL.

(6) Execute the CALL physical, personnel, and information security programs for CALL.

(7) Provide direction and oversight of CALL international outreach programs.

e. Functions of the Operations Coordination Center.

(1) The OCC is responsible for planning, training, and operations to synchronize CALL execution of the ALLP. The OCC provides the command and control system for the integration of programs, processes, and initiatives among CALL divisions.

(2) The OCC is organized into four branches, headed by the OCC Chief, responsible for coordinating CALL responsibilities in support of the ALLP as directed in AR 11-33.

(a) Lessons Learned Course: Develops, manages, and executes the lessons learned course in accordance with AR 11-33.

(b) Collaboration Cell: Manages and trains personnel in the use of the CALL internal collaboration network (SharePoint).

(c) Plans and Coordination Section: Manages the master calendar, master task list, and meeting room calendar; receives taskings and visit requests, conducts mission analysis, and develops plans to execute requirements; recruits Soldiers for the theater observation detachments program; coordinates and implements the CALL STRATCOM program; coordinates requests for the CALL mobile training seminars (MTS); coordinates CALL participation in Army, JIIM, and nongovernmental organization conferences and events; receives unit after-action reports IAW AR 11-33 submission requirements; coordinates CALL engagements with joint, governmental, non-governmental, allied/coalition nations, and international organizations; and coordinates periodic updates of AR 11-33, the ALLP.

(d) RFI Section: Manages the CALL request for information system; receives RFIs via the Web site, e-mail, phone call, or personal requests; verifies requestor's security credentials with CALL security office; distributes RFIs for action; performs quality control on answers; and then releases final answer to requestors.

f. Functions of the Collection Division.

(1) Collect, process, analyze, package, archive, and disseminate tactical through strategic observations, insights, and lessons from military operations, major exercises, and experiments to drive quick issue identification and solution development that rapidly improves the Army's ability to conduct FSO.

(2) Manage the forward-deployed activities of CALL theater observation detachment (TODs) to support lessons learned collection efforts within overseas contingency operations (OCO) areas.

(3) Manage the activities of CALL L2I analysts assigned to operational unit headquarters in the execution of lessons learned collection efforts in direct support of OCO and the ARFORGEN process.

(4) Provide recommendations for priorities of operational and tactical level collection efforts ICW CG, CAC, HQ TRADOC, and HQDA DCS, G-3/5/7 guidance and input received from the institutional and operational force at collection workshops and other events.

(5) Assemble, train, and deploy Collection and Analysis Teams to support the collection of Army OIL within the joint and combined operational arena and at unit home station. Provide the focus of collection efforts and coordinate both internally and with outside agencies, organizations and units for participation of SMEs to serve as collection team members.

(6) Conduct initial-entry analysis of OIL collected by Conventional Arms Asset Tracking System (CAATs), TODs, and units to develop initial impressions reports and other collection documents. Provide this information to Army institutional and operational force and the JIIM community.

(7) Based on emerging lessons learned analysis, provide home station or CTC-based MTS assistance visits to units preparing for operational deployments, rotations, or major training events.

(8) Manage the operational force L2I network and participate in appropriate issue collaboration activity.

(9) Manage and synchronize the participation of CALL analysts in unit umbrella weeks, collection of after action reviews, and key leader interviews (brigade combat teams and above) returning from OCO areas.

g. Joint, Interagency, Intergovernmental, Multinational Division.

(1) Collect, analyze, disseminate, integrate, and archive operational and theater strategic-level JIIM observations, insights, and lessons during operations, exercises, and experiments to improve Army warfighting capabilities.

(a) Collect: Collect JIIM observations, insights, and lessons during operations, exercises, and experiments at the operational and theater strategic levels using collection and analysis teams, Air Expeditionary Force Teams, TODs, and embedded liaison officers (LNOs). Promote and practice data exchange throughout the JIIM lessons learned community.

(b) Analyze: Identify JIIM operations and training gaps. Develop actionable issues to assist in the resolution process. Use findings to produce products related to TTP and best practices relevant for today's operations, the potential challenges for tomorrow's operational environments, and Army transformation.

(c) Disseminate: Share information and knowledge through the development of JIIM gap analysis reports, initial impression reports, handbooks, newsletters and other appropriate means. Interact with existing JIIM lessons learned and knowledge management forums to ensure widest dissemination. Use warfighter/staff talks, symposiums, workshops, and conferences to leverage/focus discussion on JIIM issues.

(d) Integrate: Support issue mitigation through a network of JIIM partners. Promote lessons learned initiatives supportive of data access and exchange. Serve as an enabler to emerging JIIM lessons learned (L2) programs. Share best practices and L2 experience.

(e) Archive: Preserve today's JIIM OIL, TTP, and best practices to provide the foundation for future JIIM operations.

(2) Sponsor resident JIIM LNOs to serve as gateways into L2 networks of experts from the Joint Staff, services, geographical combatant commands, interagency and nongovernmental organizations. Host engagements with allied nations, government, and nongovernmental organizations to exchange ideas and share best practices in establishing their own L2 programs.

(3) Establish liaison with RC and other service lessons learned agencies and the Joint Center for Operational Analysis, Lessons Learned to maintain situational awareness on all planned, ongoing, and completed joint and other service lessons learned collection activities and special studies. Make recommendations for Army cooperation and participation on these efforts.

h. Functions of the Analysis Division.

(1) Collect, analyze, disseminate, integrate, and archive OIL and TTP from training and operations that rapidly improve unit ability to conduct FSO.

(2) Focus analysis at tactical and operational levels at the CTCs, the BCTP, the mobilization training centers (MTC), and the operational Army.

(3) Provide CODs at the CTCs, BCTP, and MTC. Their purpose is to collect OIL, best practices, and trends from exercise and training rotations and after action reviews. The CODs provide information collected from operating environments to the CTCs, BCTP, and MTCs for

incorporation into training (for example, scenarios, opposing forces TTP, observer/controller mentoring, etc.).

(4) Conduct analysis of OIL and TTP submitted by the CAATs, TODs, CTC, BCTP, and MTC Observation Detachments, CALL Theater Observation Detachments, and units. Provide critical information derived from this analysis to the Army and to the JIIM community either directly or through incorporation into CALL products.

(5) Design and maintain a portion of the CALL Web sites linking recent observations, insights and lessons with training predeployment requirements stipulated by FORSCOM.

(6) Provide real-time counter-improvised explosive device analysis and for official use only products for the training base and the operational force.

(7) Maintain analyst topic area specialty websites on items of interest to deployed and follow-on forces.

i. Functions of the Integration Division.

(1) Review potential issues arising from Army lessons learned collection activities and coordinate with responsible proponents or agencies for issue validation.

(2) Conduct analyses and independent studies to support senior Army leadership requests for information across all DOTMLPF domains. Analysis extends across the full tactical, operational, and strategic spectrum.

(3) On the basis of collected OIL and TTP, develop potential solutions to identified problems; coordinate and collaborate with Army proponents, units, and the HQDA staff to facilitate timely analysis and solution development on emerging lessons learned issues.

(4) Execute the CAC issue resolution process to identify, review, and prioritize potential Army tactical- through-strategic-level issues, conduct DOTMLPF analysis, provide input for Army DOTMLPF change recommendations, and recommend lead and support agencies for issue resolution. Track resolution and solution development of validated Army DOTMLPF issues.

(5) Provide direct feedback to the Army and joint PME systems to ensure academic instruction remains relevant to the current operational environment.

(6) Provide lead for staff management of the L2I process to include governance, coordinating with centers and schools, and managing L2I professional forums; man and manage the L2I operations cell (called the L2I "Hub"). Priority of L2I effort is to PME and curriculum integration. Provide L2I train-up for all remote L2I representatives. Monitor and facilitate L2I activity and reporting ICW the CAC quality assurance office.

(7) Assist Army, DOD, and other U.S. governmental, multinational, and coalition agencies with the integration of lessons learned into ongoing and emerging programs and projects.

(8) Synchronize and leverage ongoing Army and JIIM lessons learned activities to facilitate information dissemination and sharing and to reduce duplication of effort.

j. Functions of the Research Division.

(1) Maintain, organize, and enhance the Army online unclassified and classified repositories of after-action reviews and reports, lessons learned, TTPs, observations, insights, lessons, operational records, training assessments, and analytical products.

(2) Conduct research and respond to requests for information received from Soldiers and military personnel from other service branches in operations, preparing for operations, preparing for training, attending Army or DOD schools, or involved in daily operations in garrison. Respond to RFIs from DOD personnel and others who are supporting Soldiers and military personnel from other service branches. Provide knowledge reach-back support during operations and training deployments.

(3) Anticipate the information requirements of Soldiers by collecting resources for the CALL archives and for future requests for information.

k. Functions of the Information Support Division.

(1) Coordinate all CALL office automation and automation management requirements. Manage classified and unclassified network resources, provide user assistance, and work with contractors on product development.

(2) Develop prototypes and new approaches to information management to facilitate the rapid dissemination of lessons learned to the end user.

(3) Establish and manage classified and unclassified observations Web sites, databases, electronic document repositories, and online collaborative environments to support operational and strategic issue validation and solution development.

(4) ICW the NEC and CAC G-6, design, implement, and maintain necessary information technology services to support CALL missions, tasks, and functions. Provide full-time global access via the Internet to lessons, insights, observations, and TTP knowledge repositories or databases.

(5) Provide technical infrastructure and subject matter expertise support for the development and maintenance of internationally focused lessons learned knowledge bases including the ABCA through releasable Domain NATO Lessons Learned Web site, Joint Analysis Lessons Learned Center and U.S. Joint Lessons Learned Web site.

1. Functions of the Publications Division.

(1) Proof, edit, design, publish in hard copy and electronic format, and disseminate Army lessons learned information in the form of CALL handbooks, newsletters, bulletins, and other lessons learned products.

(2) Maintain and operate a distribution center for the dissemination of CALL hard copy and electronic publications in response to demands from Army units and organizations and the JIIM community; warehouse, receive and issue large volumes of high-demand CALL publications.

(3) Conduct coordination with Defense Logistics Agency, Document Automation and Production Service, the Government Printing Office, and local publishing contractors for the production of CALL hard copy publications.

6-8. Battle Command Knowledge System

a. Mission: Supports current and future operations through the creation, organization, application and transfer of knowledge to foster collaboration among Soldiers and units to share expertise and experience; facilitates leader development and intuitive decisionmaking; and supports the development of organizations and teams.

b. Organization. BCKS is composed of a Headquarters Element, Operations and Plans Division, Knowledge Networks Division, Knowledge Services Division and a Knowledge Technology Division.

c. Responsibilities and functions.

(1) Enhance Professional Education: Supports the integration of knowledge management tools, practices, and expertise and the establishment of collaborative capabilities that enhance professional education and leader development across the Army.

(2) Facilitate Exchange of Knowledge: Facilitates knowledge creation, organization application, sharing and transfer through the establishment and operation of online professional forums, development of knowledge portals/centers, the training and development of KM professionals, and by supporting the implementation of secure, standardized knowledge management practices.

(3) Foster Leader Development: Fosters leader development through experiential learning conducted virtually or face-to-face, distributed learning capitalizing on KM delivery methodologies, and provides collaborative professional forums that assist and support the Army's education process to develop adaptive leaders and teams of leaders.

(4) Support Doctrine Development: Supports the development of Army doctrine by connecting writers to an expansive network of experts to support collaboration and sharing of expertise which supports the online creation and revision of doctrine.

(5) Support Lessons Learned: Provides knowledge management expertise and best practices to support the organization, application and sharing of lessons learned, to include support of CALL as it collects and shares observations, insights and lessons learned through its own system and BCKS KM tools and processes.

(6) Support Training: Supports the collaborative development and delivery of relevant online training scenarios based on current combat experiences using collaborative tools and processes to develop the training and advanced KM tools and processes as the delivery mechanism. The BCKS team also provides multiple training courses.

(7) Enhance Battle Command: Supports virtual collaboration to facilitate the timely exchange of Army and mission partner knowledge to enhance situational understanding, learning and decisionmaking at all echelons. The BCKS team is an integral element of the ARFORGEN to ensure knowledge is shared and each BCT is properly enabled to build the requisite teams of leaders' structure to enhance BC through the proper application of mission command.

d. Functions of the Headquarters Element. Provides leadership, direction, and guidance for; the implementation of KM across the operational and institutional BCKS networks, supporting the strategic implementation of AOKM across the Army, and oversees day-to-day operations of BCKS and ensure the implementation of KM practices. The headquarters element conducts administration, resource planning and management, strategic communications, and integration activities.

(1) Provides direction and guidance for the implementation of KM across the operational and institutional BCKS networks.

(2) Coordinates the resource planning, management, and support of the execution of all activities within BCKS.

(3) Provides overview and capabilities briefings as well as initial KM training to units, organizations, and key individuals.

(4) Oversees the day-to-day operations and ensure the implementation of KM practices.

e. Functions of the Knowledge Networks Division (KND). The KND consists of a series of connected on-line facilitated forums that create an informal, social, and professional network for the transfer of knowledge across the Army and its mission partner communities. Provides services that enable forums members to use content posting and asynchronous discussions as their primary method of collaboration. Manages these forums to enable rapid knowledge transfer across the Army. Also provides Knowledge Management Advisors (KMAs) to support organizational chief knowledge officers. KMAs help organizations accomplish their respective

missions by providing KM expertise and services while helping them integrate with the greater Army and its mission partner KM communities.

(1) Develop and grow online collaboration communities for professionals throughout the operational and institutional Army.

(2) Supports development of adaptive leaders and teams of leaders through online discussions centered on relevant content that relates to their professional duties. Enhances professional growth, provides a support network, and contributes to the interactive feedback loop for lessons learned and doctrine development.

(3) Provides full lifecycle, cradle to grave 'how to' for the creation, development, maturation, and closing of professional forums. Helps community leaders with continuous improvements to meet the needs of community members. Assists in the nurture of the community including developing the charter, the recruitment of new members, and training volunteers for community leadership roles.

(4) Serves as a reachback capability to assist leaders as they support their operational units' missions. Improves organizational learning throughout all phases of the ARFORGEN lifecycle.

(5) Facilitates forum development, conversations, and the transfer of tacit knowledge, best practices among practitioners, and KM expertise.

(6) Acts as the liaison with the senior organizational leaders, knowledge management officers, and topic leaders/SMEs. Identifies the critical community needs, facilitates the discussion threads, and identifies relevant content.

(7) Collects anecdotal evidence to monitor the value of community activities, helps to influence adjustments in behavior, and reports community progress.

(8) Seeks out the development of executable KM TTPs to the units and how to transfer and apply tacit knowledge for a learning environment.

(9) Advises organizations and communities on KM policies and strategies.

(10) Oversees and administers content management strategy for BCKS.

f. Functions of the Knowledge Technology Division (KTD). KTD works within an information and knowledge systems environment which includes standalone, developmental and operational applications within BCKS, as well as the Army information technology enterprise consisting of capabilities such as AKO and those of operational and institutional forces around the Army. KTD researches, plans, develops, and implements technology and functional capabilities to support and enhance Army KM initiatives.

(1) Ensures information systems (software, hardware, personnel, and management policies and procedures) are approved and certified IAW Army Regulations and Directives, the Fort. Leavenworth NEC, AKO, and the BCKS Systems Security Authorization Agreement for use on the NIPRNET and SIPRNET.

(2) Plans for, installs, operates, and maintains all hardware and software used to provide online collaboration, access to repositories, and content management for BCKS professional forums and the Warrior knowledge base. Maintains the integrity of all servers and network operations IAW established procedures on the NIPRNET and SIPRNET.

(3) Coordinates all BCKS office automation and information systems management requirements with the Professional Forums and Plans/Operations Divisions. Coordinates activities with AKO as required.

(4) Researches emerging technologies and develops prototypes and new approaches to KM to facilitate the rapid dissemination of Army knowledge to the Soldier. Designs applications for customers that will enhance their experience and assist BCKS in the accomplishment of its mission.

(5) Designs, builds, and maintains BCKS web portals and applications to facilitate easy access to BCKS professional forums, the Warrior knowledge base and external mission-related portals as directed by the BCKS director.

(6) Develops metrics, measures, and reports them to achieve performance objectives.

g. Functions of the Plans and Operations Division. Serves as the staff coordination, planning and training organization for BCKS with CAC and other headquarters of the operational and institutional Army. Oversees all BCKS planning and initiatives as well as manages the daily internal and external tasks, projects, calendars, contacts and events.

(1) Serves as the staff coordination, planning, and training organization for BCKS with CAC and other headquarters of the Generating and the Operating Force.

(2) Oversees all BCKS planning and initiatives as well as manages the daily internal and external tasks, projects, calendars, contacts, and events.

(3) Tasks BCKS teams to accomplish the objectives and mission of the organization and of the director.

(4) Develops and implements KM strategies, policies, procedures, and techniques. Assists Soldiers, units, and organizations in employing KM in support of their requirements.

(5) Prepares and executes STRATCOM in support of BCKS and Army KM.

(6) Integrates existing and emerging KM expertise in support of Army operations and serves as a key consultant for implementing BCKS across the Army and JIM environments.

h. Functions of the Knowledge Services Division. Provides a full range of KM products and services in support of the operational Army. Responsible for the Operational Forces Knowledge Network that encompasses all KM professionals in the operational Army. Provides KMAs to support Operational Army KM officers. Helps units accomplish their respective missions by providing KM expertise and services while helping them integrate with the greater Army and its mission partner KM communities. Provides knowledge assessments, KM technical courses, KM application courses, and KM MTT.

(1) Conducts the following KM-related training courses:

(a) Three and one-half day KM basic course taught monthly at Fort Leavenworth or as an MTT.

(b) One week Knowledge Facilitation Skills Workshop (includes forums software instruction) taught once per quarter at Fort Leavenworth or as an MTT.

(c) One week Enterprise Content Management Course taught once per quarter at Fort Leavenworth or as an MTT.

(d) A 3-day AKO portal administration taught monthly at Fort Leavenworth or as an MTT.

(2) Teaches the KM electives A960 and A963 at CGSC.

(3) Teaches the Army Knowledge Management Qualification Course.

(4) Provides BCKS and KM support to units throughout the ARFORGEN process to support the art and science of BC by improving situational awareness, understanding, and decisionmaking while enabling the application of AOKM and knowledge sharing within and between these forces.

(5) Refines the KM assessment process and conducts KM assessments and KM assessment training to develop a KM assessment capability in both the operational and institutional forces.

(6) Provides strategic oversight and guidance of TRADOC Warfighters' forums and facilitates the integration of all Warfighters' forums.

(7) Ensures KMAs continuously share information and knowledge on KMA TTPs and good ideas in order to constantly improve KMA support to the units / installations. Shares KM / TTPs and good ideas developed by supported units to ensure wide dissemination of good knowledge management practices across the Army. Publishes KM success stories.

6-9. Combat Studies Institute

a. **Mission.** To publish original, interpretive research on historical topics pertinent to the current doctrinal and operational concerns of the U.S. Army; to assist in the development of a progressive program of military history instruction in TRADOC school system; to develop and conduct staff rides for the CGSC and the U.S. Army at large; to write the contemporary history of the Army's recent and on-going operations; to collect and preserve artifacts related to the Frontier Army and Fort Leavenworth; and to chronicle the history of CAC. Also serve as the CG, CAC's historical think tank in support of his command responsibilities.

b. **Organization.** CSI consists of a headquarters and six teams: Research and Publications Team, Staff Ride Team, Military History Instruction Team, CAC Command History Office, Contemporary Operations Studies Team, and the Frontier Army Museum.

c. **Functions of Research and Publication Team.**

(1) Conduct original, interpretive research on historical topics pertinent to the current doctrinal and operational concerns of the Army to support the Army's historically-based lessons learned and leader development requirements.

(2) Publish and distribute the research results in a variety of formats for distribution to official and non-official users.

(3) Conduct the TRADOC/CSI historical symposium series to bring into the Army the best historical research on current doctrinal and operational issues.

(4) Provide the staff management for implementation, maintenance, and coordination of an integrated program of military history publication in TRADOC.

(5) Conduct an oral history interview program to create a historical archive of recent first-person, operational experiences of students and other personnel rotating through Fort Leavenworth.

d. **Functions of Staff Ride Team.**

(1) Develops, conducts, maintains, and performs staff rides as a historically-based lessons learned and leader development tool for CGSC and the Army at large.

(2) Provide information and guidance to Army units and agencies on how to conduct staff rides for the purpose of educating leaders.

(3) Research and develop new staff ride handbooks for the benefit of TRADOC schools and Army units and agencies worldwide.

(4) Provide briefings and instruction to TRADOC schools and training agencies, as well as for other Army organizations, on the Leavenworth-developed doctrinal model of staff riding.

e. Functions of Military History Instructional Support Team.

(1) Provide the staff management for implementation, maintenance, and coordination of an integrated progressive program of military history instruction in the TRADOC school system.

(2) Prepare and teach the military history instructors course to initial entry or pre-commissioning, basic course level, advanced course level, and ILE instructors.

(3) Assist the TRADOC Chief Historian with the Military History Evaluation program.

(4) Maintain and facilitate a field historian's course to qualify Army personnel for the 5X military historian additional skill identifier.

f. Functions of Frontier Army Museum.

(1) Operate and maintain the museum and historical artifact collection.

(2) Maintain historical archeological collection and site surveys.

(3) Provide a member of the garrison memorials and dedications board and provide historical services to that board as necessary.

(4) Provide support for Soldier and leader training conducted at Fort Leavenworth.

g. Functions of Contemporary Operations Study Team. Research, write, edit, and publish book-length historical studies of recent or ongoing Army operations to support the Army's historically-based lessons learned and leader development needs, as well as assist in telling the Army story.

h. Functions of CAC History Office.

(1) Prepare the Annual Command History. Research, chronicle, analyze, and publish the activities and accomplishments of the CAC and Fort Leavenworth within an historical context.

(2) Provide accurate historical information, research, and analysis to support the CG, CAC and his staff in their missions of leader development, professional military education, training, and doctrine.

(3) Maintain historical collections, including end of tour interviews with key personnel.

(4) Respond to historical inquiries in support of Fort Leavenworth Garrison Commander and the public at large.

(5) Provide a member of the garrison memorials and dedications board and provide historical services as required.

(6) Administer the Fort Leavenworth Hall of Fame program.

6-10. Military Review

a. Mission. Provides a forum for the open exchange of ideas and original thought on all issues pertaining to military affairs and national defense. Supports the education, training, doctrine development, and integration missions of CAC.

b. Organization. Military review consists of two sections: the English Edition Section and the Foreign Languages Section which produces editions in Spanish, Portuguese, and other languages based upon the needs of the Army and available resources.

c. Responsibilities and functions.

(1) Provides editorial direction for, selects content of, manages production of, publishes, and distributes *Military Review* bimonthly in English, Spanish, and Portuguese, and quarterly in other languages as directed.

(2) Actively promotes and markets *Military Review* to military units domestic and foreign, government agencies, other organizations with an interest in national defense, academia, the media, and the general public.

(3) Maintains an archive of past editions of *Military Review*, both hard copy and in electronic formats, and an internal resource library to include historical photo imagery in both hard copy and electronic formats.

(4) Maintains a Web page and an electronic distribution system.

(5) Coordinates with CAC foreign LNOs to provide cultural and technical translation advice for the foreign language editions.

(6) Makes recommendations to the CG, CAC for membership of the CAC senior editorial board which evaluates selected manuscripts submitted to *Military Review* for suitability of publication.

(7) Manages CG, CAC's Annual General William E. DePuy Writing Competition. Solicits papers discussing issues of importance on a selected military topic; organizes a panel of judges to evaluate manuscripts; and performs all administrative actions associated with the evaluation, award, and recognition of winners.

(8) Participates in the development of Army public affairs doctrine and supports public affairs training and events.

(9) Sponsors periodic conferences with representatives from other publications and journals with similar missions from both the U.S. and foreign countries.

(10) Performs other functions as assigned or identified within the purview of an academic journal to promote the strategic objectives of CAC, TRADOC, and the U.S. Army.

Chapter 7

U.S. Army Combined Arms Center – Capability Development and Integration Directorate

7-1. Mission

CAC-CDID executes capability development integration for specified areas to develop resource-informed, integration-focused, outcome-based DOTMLPF solutions that enhance our current force, supplement our future force, and leverage existing joint capabilities. The organization develops concepts, defines requirements, identifies gaps, and conducts experiments to validate DOTMLPF-integrated combined arms capabilities that complement JIIM capabilities.

7-2. Organization

The CAC-CDID consists of a HQs element and six subordinate divisions: Concept Development Division (CDD); Requirements Determination Division (RDD); Battle Command Battle Lab (BCBL); TRADOC Capability Manager – Battle Command (TCM-BC); Cyber and Electronic Warfare Office; and the Information Proponent Office (see figure 7-1). By avoiding stovepipes, the CAC-CDID organizational structure makes competencies available to all proponents.

7-3. Responsibilities and functions

a. CAC-CDID ensures that CAC capability development efforts are prioritized, focused, and fully integrated. This allows effective use of available concept development, requirements determination, experimentation, and TCM resources. CAC-CDID ensures subordinate divisions interact as needed to develop the appropriate DOTMLPF construct for each area of responsibility. CAC-CDID integrates its efforts with other CAC organizations, such as CAC-K and CAC-T, as they develop capabilities as part of their mission areas. Its core functions and major responsibilities can be summarized as follows:

(1) Provides integrated solutions for warfighting functions by developing appropriate organizational frameworks and validating capabilities utilizing the JCIDS and other approved Army processes.

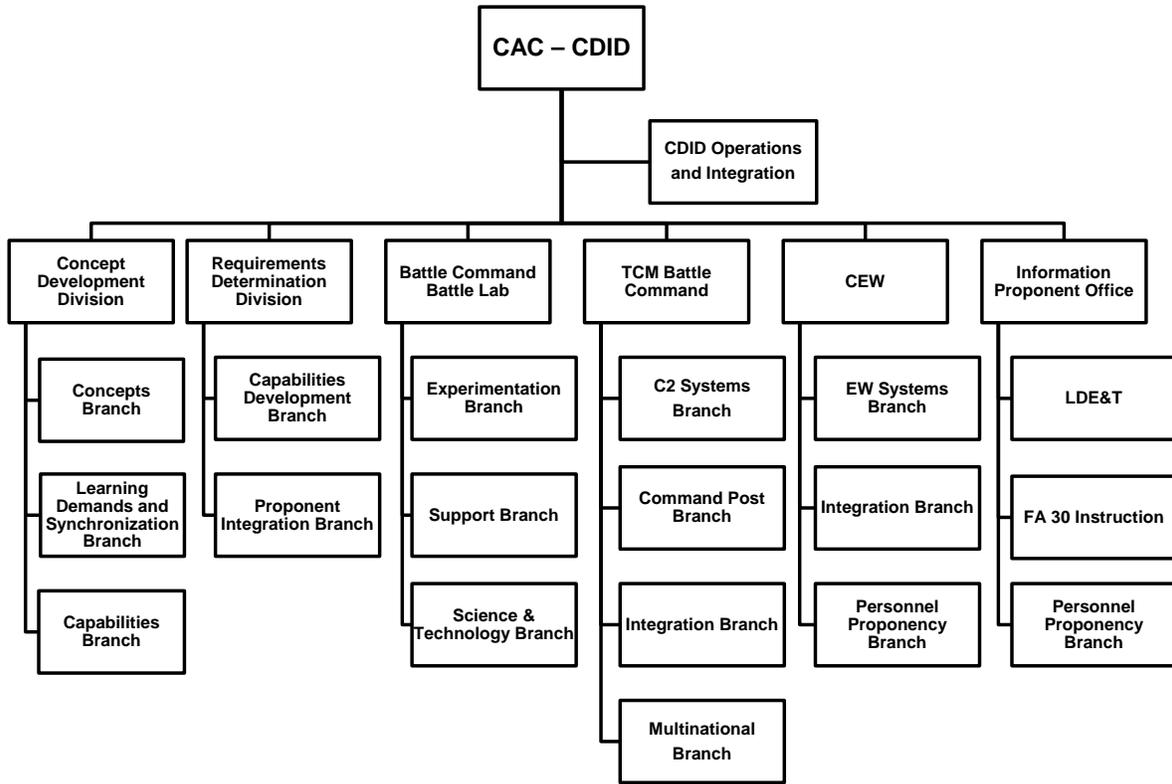


Figure 7-1. CAC-Capability Development Integration Directorate

(2) Ensures CAC capability development and experimentation efforts are fully integrated with ARCIC, CoEs, and HQDA.

(3) Institutionalize DOTMLPF solutions across the Army for CAC responsibilities:

- (a) Mission Command/Command and Control
- (b) Airspace Command and Control
- (c) Cyber/Computer Network Operations
- (d) Electronic Warfare
- (e) Information Operations
- (f) Division, Corps, Theater Army Headquarters
- (g) Regional Support Group
- (h) Site Exploitation

(i) Personnel Recovery

(4) CAC lead for Future Force Integration Directorate integration efforts concerning brigade modernization.

b. The capability development process resident in CAC-CDID is intended to be synergistic and flexible in a way that capitalizes on the expertise resident in each division. Teams of relevant experts within CDID collaborate routinely to produce products that are informed, scientifically sound, and well-documented. Figure 7-2 provides a pictorial depiction of this process.

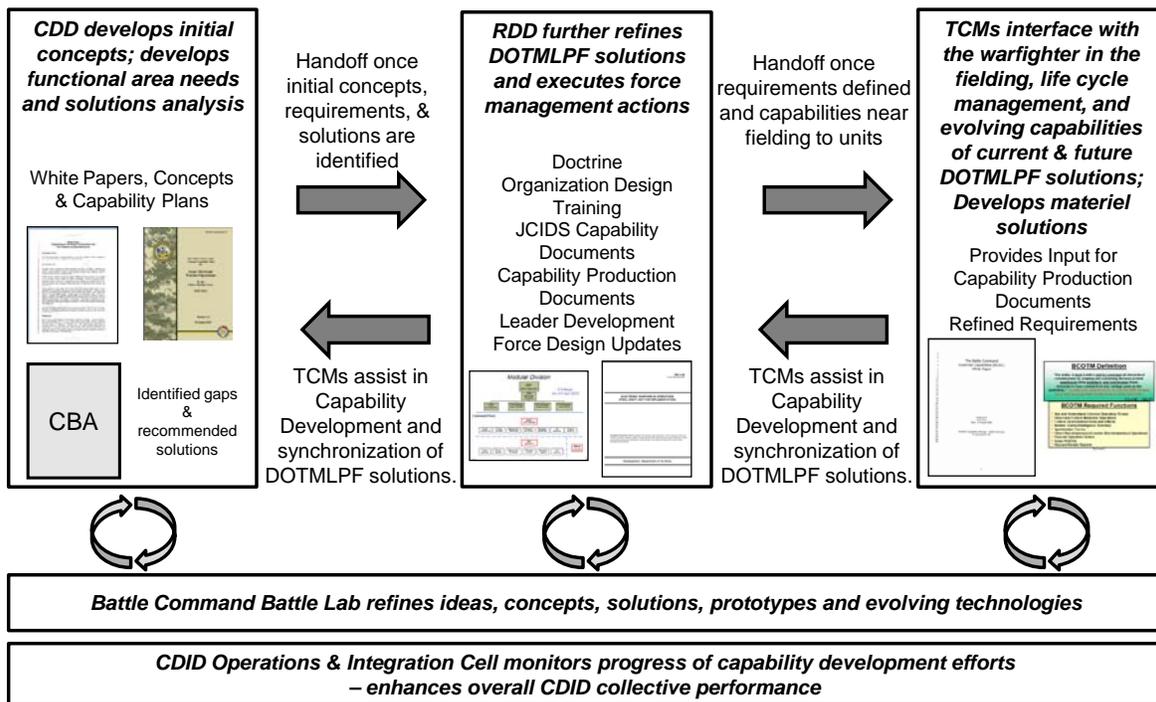


Figure 7-2. CDID Capability Development Process

7-4. HQ, CAC-CDID

a. Mission. The Director, CDID is responsible for ensuring that CDID develops and integrates the areas assigned by CG, CAC by directing priority efforts, allocating resources, and facilitating integration. HQ, CAC-CDID ensures that CAC capability development efforts are focused, fully integrated, and nested within ARCIC’s overall efforts for concept development, requirements determination, capability management by TCMs, and experimentation. This maximizes use of available concept development, requirements determination, and experimentation resources. HQ, CAC-CDID integrates its efforts with other CAC organizations as they develop capabilities within their mission areas. HQ, CAC-CDID will also work closely with Fort Leavenworth tenant organizations such as the TRADOC Analysis Center, the TRADOC Intelligence Support Activity, the Foreign Military Studies Office, and the University

of Foreign Military and Cultural Studies, as each of these organizations contribute to capability development. Externally, this entails detailed integration with TRADOC's CoE, ARCIC, TRADOC HQ, the Army staff, and the JIIM capability development community. Finally, HQ, CAC-CDID (as resources allow) serves as the enterprise solution for STRATCOM to audiences of interest through the media and through activities that engage interest groups, opinion leaders, legislators, their staffs, and other key policy and resource providers.

b. Responsibilities and functions of HQ, CAC-CDID.

(1) Ensure CDID's efforts are prioritized, integrated, and synchronized with other CAC organizations such as the CAC-K, CAC-LD&E and CAC-T, as well as coordinated with other TRADOC organizations like COEs and ARCIC.

(2) Ensure subordinate divisions interact as needed to develop the appropriate DOTMLPF construct for each area of responsibility.

(3) Synchronize execution of tasks in pursuit of priorities. Execute the CAC-CDID battle rhythm, perform the tasking function, plan/coordinate/execute flag-level visits to CAC-CDID, manages/tracks routine personnel training requirements and ensure calendar synchronization. Collect, consolidate, and develop a recommended priority list of all CDID learning demands/objectives submitted by subordinate directorates and CAC.

(4) Support the CDID director's priorities in the areas of budget, contracts, and DA civilian and military personnel manning.

(5) Provide general technology support and assistance to CDID, focusing on CDID VTC and teleconference capabilities, SIPRNET access, and assistance to users regarding e-mail accounts and computer set up.

(6) Provide direct administrative support to the CDID HQ personnel and assist the administrative personnel in the other CDID organizations. Includes evaluations, awards, routing documents to CAC, leaves, leader calendars, and timecards.

(7) Maintain Web pages and develop engagement plans for selected CDID events and activities which support CAC themes and facilitate full discussion of emerging issues to assist the development of concepts and doctrine.

7-5. Concept Development Division

a. Mission. The CDD leads concept development and DOTMLPF capabilities-based assessments (CBA) for all assigned CAC-CDID capability areas; writes requirements documents. These concepts illustrate how current and future forces will operate; describe the capabilities required to carry out the continuum of operations across the spectrum of conflict and operational themes against adversaries in the expected joint operational environment; and demonstrate how a

commander, using military art and science, might employ these capabilities to achieve desired effects and objectives.

b. Responsibilities and functions. CDD develops and refines concepts specific to each area where CAC is the proponent. CDD is concerned with future operating capability in all areas of CAC responsibility, and works with other CAC agencies such as CAC-K, CAC-LD&E, and CAC-T to ensure the necessary capability development occurs. CDD supports CAC priorities by focusing on developing concepts and CBA across the areas of responsibility, with a general focus on conceptual work looking out beyond the Total Army Analysis (TAA) years (7-15 years out).

(1) Responsible for leading concept development efforts in assigned CAC capability areas including the Army Functional Concept for Mission Command.

(2) L for running and executing ICDTs assigned to CAC CDID to facilitate concepts, capability development and integration/synchronization.

(3) Supports ARCIC in the development of the Army Capstone Concept and Army Operational Concept and other CoE in the development of their AFCs. Within resources provided, the CDD supports other Army proponent, JIIM concept development efforts.

(4) Leads CBAs in assigned capability areas to include functional area analysis (FAA), functional needs analysis (FNA), and functional solution analysis (FSA). Within resources provided, supports other proponent and JIIM CBA efforts.

(5) CDD supports the CNA as part of the overall JCIDS process by incorporating new required capabilities identified in CDD developed concepts as well as a review and analysis of other Army proponent and JIIM concepts.

(6) As part of the overall CAC-CDID experimentation strategy, the CDD develops input to the ARCIC campaign of learning process to include development of learning objectives, Army/Joint Warfighting Challenges and supporting learning demands to support concept and capability development efforts and participates in execution of experiments to garner insights that inform, validate/invalidate, and refine concepts and required capabilities.

(7) CDD reviews Army and joint doctrine, regulations, and policies to ensure they address future concerns.

7-6. Requirements Determination Division

a. Mission. The RDD serves as the CAC lead for Personnel Recovery, division/corps/theater Army headquarters, and Site Exploitation DOTMLPF domains/proponencies. It also focuses on the CNA to review and comment on required capabilities and organization designs currently underway and to selectively update DOTMLPF solutions as well as the TAA processes to determine force design and force structure requirements across the CDID areas of responsibility. RDD refines required capabilities and develops requirements documents within the JCIDS

process and provides the initial cost benefit analysis. It will integrate these efforts across CAC, other TRADOC CoEs, and ARCIC. Additionally, RDD serves as the lead for the development and integration of specified CAC CDID proponent training, leader development and education initiatives across the Army. Its Capabilities Development Branch focuses on the DOTMLPF solution set with emphasis on capabilities development, supporting ICDTs, training and leader education. The Proponent Integration Branch focuses on the CAC CDID proponent areas of personnel recovery (PR); division, corps, theater Army headquarters; and site exploitation.

b. Responsibilities and functions. For any given proponenty or responsibility, RDD provides recommendations for the overall DOTMLPF solutions ICW relevant CoE and other appropriate agencies, then works the force management effort needed to provide those solutions to the force. In this regard the RDD will:

(1) Be responsible for development of capabilities for which CAC CDID is proponent - leading the development of DOTMLPF requirements, recommending priorities, documenting within the JCIDS process as required, and providing supporting analysis for CAC. These requirements may result from CBAs, joint user and/or operational needs statements, operational lessons learned, and senior leadership decisions and are primarily seen as force design updates (FDUs).

(a) Assist or support in the conduct of analyses of alternatives.

(b) Develop initial capability documents, capability description documents, and capability production documents when directed.

(c) Conduct initial cost benefit analysis as necessary to support requirements documents.

(d) Perform key performance parameter, and other requirements analyses in collaboration with pertinent TRADOC centers, schools, and battle laboratories.

(e) Determine and integrate DOTMLPF capability requirements and synchronize the development of resource informed integration focused, outcome based solutions within designated areas as specified in AR 5-22 or as directed.

(2) Serve as the CAC CDID lead for execution of the annual TRADOC CNA process for its proponent areas. Assisted by the stakeholders, identify, assess and orders battle command required capabilities based on joint and Army concepts, across DOTMLPF domains, and helps to identify and mitigate capability gaps.

(a) Work with CAC CDID stakeholders to identify, assess, and order required capabilities derived from joint and Army concepts.

(b) Work with CAC CDID stakeholders to assess, order, and integrate programmed solutions across DOTMLPF associated with Army required capabilities.

(c) Work with CDID stakeholders to identify, assess, and order capability gaps.

(3) Responsible for the analysis, design, development, implementation and evaluation of CAC CDID proponent (electronic warfare (EW)) training, leader development and education requirements for all soldiers, leaders and professionals across the three training domains (institutional, operational and self-development).

(a) Evaluate, validate, and manage courses for functional area (officer), technician (WO) and specialist (enlisted) as appropriate.

(b) Evaluate, validate, and manage the operational and tactical electronic warfare additional skill identifier producing courses.

(c) Support the TRADOC schools and centers in the integration of EW into the officer, warrant officer and NCOES at all levels in accordance with AR 350-1.

(d) Develop and instruct courses for CGSC implementation, as well as integration of into common core instruction as appropriate.

(e) Develop training with industry, advanced schooling opportunities (civilian and military) for professionals.

(f) Develop and manage individual and collective common tasks.

(4) Lead or participate, as necessary, as a member of an integrated capability development team (ICDT) to (a) develop CCPs when approved or mature Army concepts do not adequately define the required capabilities needed to enable the CBA, (b) complete an FAA, (c) complete a FNA and (d) complete a FSA on selected gaps, or identify "quick fix" solutions to immediate operational gaps.

(5) Be responsible for force management across CDID areas of responsibility.

(6) Lead organizational development to include developing and maintaining unit reference sheets, tables of organization and equipment and developing FDUs and rules of allocation for tables of organization and equipment and HQDA modeling.

(a) Serve as the standardized requirements code manager for theater Army (ASCC) to include: Rear operation centers, Army liaison teams, & digital liaison teams; corps; and division headquarters.

(b) Analyze functional area, schools, centers, proponents and units requests for table of organization and equipment changes.

(c) Review operational and system architectures for organizational impacts.

(d) Coordinate with external organizations on all CDID proponent FDU packets.

(e) Participate in the TAA process to determine the required and resourced force to be implemented in the Army Structure Message and resourced in the associated POM.

(7) Execute day-to-day PR activities supporting the CG, CAC in the execution of AR 5-22 directed Army Force Modernization Proponent responsibilities regarding Army PR DOTMLPF domains, as well as, the synchronization, integration, and coordination all PR issues addressing modularity and future requirements.

(a) Develop, implement, and maintain PR Education and Training Program courses providing command and staff PR training addressing leader roles and responsibilities, provide doctrinal and tailored PR training for PR cell personnel at appropriate echelons of command, and provide individual recurring PR training, as well as deployment training.

(b) Develop, integrate, and continually ensure relevancy of PR doctrinal materials to address evolving Army doctrine in FSO (for example, PR in a partner nation, stability operations, and civil support operations).

(c) Conduct PR DOTMLPF assessments as necessary orchestrating participation and contributions from all Army ASCCs, ACOMS, and DRUs and joint agencies as appropriate.

(d) Integrate PR plans, policies, and procedures into appropriate Army simulations to expose soldiers and leaders to survival, escape, resistance and evasion and its relevance to Army operations.

(e) Facilitate the integration of PR requirements into current and modular force designs ICW CAC G8 and TRADOC, specifically addressing development of requirements for integration of Personnel Recovery Officer, the Personnel Recovery Coordination Cell and the Joint Personnel Recovery Center capabilities into the corps and division modular structures. Participate in the FDU process as necessary.

(f) Assess and recommend requirements, including personnel levels at IMCOM organizations, to enable installation staff integration of PR requirements including DA civilian and DA contractor training ICW HQDA G1 and IMCOM.

(g) Coordinate and synchronize the integration of PR education and training program modules into appropriate OES, Warrant Officer Education System, NCOES, CES, and Initial Military Training curricula across all components. Include education and training of faculties to teach, coach, and develop PR competency in students.

(h) Assess the implementation of PR policies, procedures, regulations, and guidance in accordance with Army/DOD directives and provide reports/recommendations concerning compliance consistent with the responsibilities of a proponent office.

(i) Assess PR training products used to train deploying individuals at Combat Replacement Centers and recommend refinements, as appropriate, to enhance the quality of the training.

(j) Assess and recommend changes to AR 350-1, Army Training and Leader Development, to facilitate the integration of Army PR into training events.

(k) Coordinate the integration of PR in CATS to codify PR training standards. Coordinate and recommend changes to training and evaluation outlines at the corps, division, and brigade level to integrate PR. Ensure PR integration into METL development.

(l) Coordinate and synchronize the inclusion of PR into appropriate experiments to validate doctrine, TTPs, tools, etc.

(m) Implement outreach programs with key PR stakeholders in the Army, USMC, other services, interagency, and multinational organizations in order to promote PR best practices and to influence decisions that affect Army PR capability, capacity, and competency.

(n) Establish PR communities of interest on AKO and link to BCKS and other appropriate systems to share PR information.

(o) Ensure the appropriate integration of PR into capstone and keystone doctrinal FMs authored by CADD (FM 2-0 Intelligence, FM 3-0 Operations, FM 5-0 Army Planning and Orders Production, and FM 6-0 Mission Command) or other proponents.

(8) Maintain SE proponency in support of the CG, CAC for the execution of HQDA directed SE responsibilities regarding DOTMLPF domains, as well as the synchronization, integration, and coordination all SE issues on an as needed or requested basis.

(9) Utilize experimentation venues to address learning demands and evaluate thesis ideas.

(10) Coordinate with CAC-K for doctrinal solutions, CAC-T for training implications, CAC-LD&E for leader development implications, and other offices for technical aspects and for personnel implications. Coordination with PMs via the appropriate TCM is essential to working materiel solutions.

(11) Serve as the CDID enterprise solution for integrating RC input into concept, requirement, and experimentation efforts across CDID. Responsible for the RSG development from FDU approval to publication of the Organizational and Operational Concept. Serve as a core member of the Base Camp ICDT. Works with other directorates across CAC and TRADOC on RC related issue and doctrine development.

7-7. Battle Command Battle Lab

a. Mission. BCBL mitigates risk to current and future Army forces by examining and evaluating emerging concepts and technologies through experimentation, studies, and prototyping, while simultaneously informing the combat development and acquisition processes.

b. Responsibilities and functions. As the CAC enterprise solution for planning and executing experimentation and prototyping, assist CDID, CAC, and TRADOC to develop, inform, and refine concepts by testing ideas and applying evolving technologies to improve the warfighting effectiveness of commanders and staffs.

(1) Advance the development of emerging technologies through prototyping, studies and continuing engagement with the research and development community to address identified gaps and shortfalls in battle command capabilities. As resources allow, support advanced concept technology demonstrations, advanced technology demonstrations, and joint concept technology demonstrations.

(2) Lead CDID efforts to provide experimentation input and proposed topics to ARCIC in support of learning campaigns and warfighting challenges.

(3) Coordinates, plans, and performs experiments as directed by the Director, CDID; the ARCIC Campaign Plan (ArCP); guidance by the CG, CAC; and other proponents by request.

(4) Teams with combat developers, training developers, materiel developers, sponsors, industry, and other battle labs for conduct of warfighting experiments to ensure efficient use of resources, proper analysis techniques, and that battle lab experiments are complementary and synchronized with the ArCP, CAC directives, and CDID guidance. Conducts experimentation to support the development of new Army, joint, and multinational concepts.

(5) Provides opportunities to streamline and improve requirements determination by teaming with proponents to identify successful experimentation and by teaming with Army Test and Evaluation Command to maximize the use of experimentation data during acquisition evaluations.

(6) Identifies and submits battle lab models & simulations requirements IAW the ArCP priorities and procedures.

(7) Participates in ICDTs as necessary to support experimentation requirements.

(8) Assists in the development of white papers and functional concepts and conducts experiments to provide supporting data for these concepts.

(9) Conducts concept development experimentation to mitigate operational risk to the current and future force by facilitating CAC and CDID learning demand integration into experiments and workshops.

(10) Support capabilities gap analysis. ICW TRADOC Analysis Center, conduct studies and analyze data from experiments.

(11) Conducts flexible (program design must allow complete freedom to learn from success or failure) prototype experiments to satisfy critical operational needs and test compelling technologies to inform the future and spiral development of feasible future force capabilities.

(12) Leads CDID/CAC efforts in the validation of science and technology research and development investments by interacting with research and development communities across the Army, other services, other government agencies, industry and academia.

(13) Force operating capability (FOC) lead for TRADOC PAM 525-66, Force Operating Capabilities, Battle Command FOC. Also function as FOC support for Joint Operational Environment Understanding FOC.

(14) Serve as the TRADOC lead for Army Research Office sponsored Battlefield Capability Enhancements with a historically black college/universities/minority institution.

(15) Participate in the Research, Development, and Engineering Command command, control, communications, computers, intelligence, surveillance and reconnaissance Integrated Process Team.

(16) In accordance with CNA, identify capability gaps and technology shortfalls that could facilitate DOTMLPF capabilities that address overall capability gaps.

7-8. TRADOC Capability Manager – Battle Command

a. Mission. In accordance with the charter from the CG, TRADOC, provide central direction and coordinate integration of current Army Battle Command Systems (ABCS), selected non-ABCS systems, and future systems into an integrated Army capability from ASCC to battalion level. Integrate and synchronize all aspects of DOTMLPF for designated systems and the associated capabilities. Serve as the user representative and TRADOC representative to materiel developer forums (such as PM battle command). Interface with the user and represents the warfighter in the fielding, lifecycle management, and evolving capabilities of current and future DOTMLPF solutions.

b. Responsibilities and functions.

(1) Monitor and synchronize the overarching BC system-of-systems integration efforts for all echelons of the Army; individual dismounted soldier, platforms, and command posts through ASCC BC.

(2) Represent the warfighter in the requirements development, training development, testing, fielding, lifecycle management, and evolving capabilities of current/future C2 systems and command posts.

(3) Primary TRADOC interface with C2 system materiel developers executing centralized DOTMLPF management and integration of assigned systems. Serve as lead for integration and standardization to ensure the command post designs include associated communications, shelters, ABCS systems, displays, local area networks, and command post power requirements.

(4) Support Army G-3/5/7 LandWarNet initiatives to manage change within the MC segment through workgroups and DA, G3 LandWarNet/BC decision forums.

(5) As required, provide a representative to ICDTs, design reviews, program reviews, and in-process reviews for assigned systems, warfighting assessments, field exercises, experiments, and operational tests.

(6) Ensure materiel systems produce sufficient capability to implement the overarching and supporting concepts with required trained soldiers, documentation, supportability systems (including the establishment of maintenance and spares), and facilities.

(7) Represent CAC and TRADOC at Army, other services, joint, multinational, and/or coalition requirements forums, as required.

(8) Coordinate with other TCMs, TRADOC project offices, combat developers of other services and DOD agencies, and materiel developers relative to supporting TRADOC DOTMLPF products key to their capabilities' implementation, fielding, and operations.

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

(10) Execute responsibilities as outlined in TR 71-12.

(11) Develop/maintain Army holistic "Mission Command Essential Capabilities" solution that integrates the current BC network and applications with C2 platforms and power generation capabilities.

(12) In addition to focusing on integration efforts with the field, be prepared to lead ICDTs, prepare JCIDS required documents and briefings, or take charge of other tasks CDID deems appropriate based on assessment of workload capacity, manning, and intellectual capital.

(13) Develop initial capability documents, capability description documents, and capability production documents when directed.

7-9. Cyber and Electronic Warfare Office

a. Mission. Provide CAC-CDID lead for the synchronization of DOTMLPF developments related to computer network operations (CNO)/cyber and EW. Serve as the advocate and user representative for the field regarding incorporation of CNO/cyber and EW capabilities, lifecycle

management, and evolving capabilities of current and future DOTMLPF solutions. Serve as the personnel developer for the 29 career management field as it continues to mature.

b. Responsibilities and functions.

(1) Ensure CNO/cyber and EW capability integration across CAC, CDID, and TRADOC schools and centers for DOTMLPF domains.

(2) Integrate EW proponenty-related requirements, capabilities, doctrine, and TTPs in Army and Joint initiatives. As required, lead the EW JCIDS documentation efforts, ensuring all stakeholders are fully integrated into the process.

(3) ICW G1/HRC personnel plans, assist G1/HRC in the execution of the eight lifecycle functions for the career management field 29 personnel.

(4) Execute EW related program management in support of CAC-CDID EW proponent responsibilities.

(5) Serve as the user representative to PMs and represent the warfighter in the fielding, lifecycle management, and evolving CNO/cyber and EW capabilities.

(6) Provide a representative to all ICDTs, design reviews, program reviews, and in-progress reviews for the CNO/cyber environment and emerging CNO/cyber and EW technologies, concepts, and capabilities as required. Be prepared to lead ICDTs or take charge of other tasks CDID deems appropriate based on assessment of workload capacity, manning, and intellectual capital.

(7) Provide user-level input to materiel developers to support refinement/modification of systems so that they produce sufficient capability to implement the overarching and supporting concepts with required trained soldiers, documentation, supportability systems (including the establishment of maintenance and spares), and facilities.

(8) Develop initial capability documents, capability description documents, and capability production documents when directed.

7-10. Information Proponent Office

a. Mission. As directed, CAC CDID-IPO integrates capabilities and capacity across DOTMLPF to meet the Army's requirement for the successful planning, integration, and execution of information operations (IO) in FSO.

b. Responsibilities and functions.

(1) Provide CG, CAC and CDID the IO expertise and input to facilitate concept development, future requirements and force modernization initiatives as required.

(2) Execute U.S. Army personnel lifecycle management for FA30 officers IAW AR 600-3. Includes coordinating with HRC and other agencies to ensure the personnel lifecycle management functions are effectively discharged. Establish, maintain, and recommend changes to the FA 30 accession criteria and standards to HQDA (DCS, G-1).

(3) Manage the U.S. Army's qualification courses for FA30 officers (AA and RC). Design, develop, coordinate, and conduct the FA 30 qualification course (resident and nonresident), the Army's credentialing course for information operations officers.

(4) Monitor and coordinate with Generating Force centers and schools to integrate IO education and training in the U.S. Army's PME system; assist in accreditation as necessary.

(5) Assist in the development and refinement of Training Support Packages and associated training products to support Generating Force and Operational Force IO training requirements.

(6) Develop future IO doctrine and directly support the development of cornerstone and supplementary U.S. Army doctrine.

(7) Serve as the U.S. Army's representative and IO SME in the development and staffing of joint doctrine and training development.

Chapter 8

Army Civilian University

8-1. Mission

The ACU provides oversight to the Army Management Staff College (AMSC) and other assigned training and education programs to accelerate civilian leader development, establish a more integrated and complementary curricula and a more standardized competency-based approach to civilian education to provide adaptive and innovative civilian leaders.

8-2. Organization

The ACU consists of the headquarters, two divisions, and assigned academic schools or activities. The divisions are: Academic Affairs and Enterprise Support. The academic schools or activities are: AMSC and assigned academic schools or activities. AMSC has campuses at Fort Belvoir and Fort Leavenworth (see figure 8-1.).

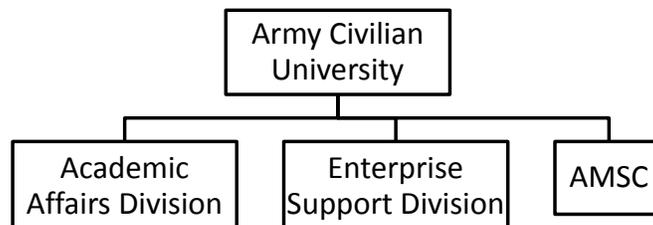


Figure 8-1. Army Civilian University

8-3. Responsibilities and functions.

- a. Develop civilian leaders in a progressive and sequential series of courses for effective service to the DA over the lifecycle of the Army employee.
- b. As required, assist the TRADOC QA office by participating in QA visits.
- c. Provide oversight, guidance, and support within and across schools and programs to ensure education and training is requirements-driven, competency-based, and integrated both vertically and horizontally.
- d. Provide policy and standards to ensure that non-TRADOC civilian schools define and/or teach Army functional requirements effectively and efficiently. Ensure education and training meet performance outcomes that provide DA with needed workforce skills and knowledge for the current and future environment.
- e. Improve efficiency and effectiveness of school outcomes and operations through information sharing and best practices, establishment of collegial networks, adoption of standardized approaches, and support of complementary curricula. Enhance the management of resources within and across schools and programs.
- f. Perform as the DA SME for civilian development. Advise and support CAC, TRADOC, and HQDA agencies on strategy, policy, regulations, programs, and resources for specific civilian development endeavors and for enterprise-wide systems.
- g. Serve on boards, committees, task forces, work groups, panels, conferences, "tiger teams," and associated efforts to advance general and specific aspects of workforce education and training. Represent the Army Civilian Corps at such forums. Conduct institutional outreach for exchange of information with training and education organizations in the public and private sectors.

8-4. ACU Divisions

a. Functions of Academic Affairs Division.

(1) Through review programs and systematic improvement processes, provide academic policy, program standards, evaluation instruments, and procedures for ACU schools to improve effectiveness, efficiency, standardization, competency attainment, and integration of individual courses and entire school curricula.

(2) Through review programs and developmental processes, ensure that school faculty are competent, current, and credentialed so they are fully capable of incorporating best adult learning practices, course design, appropriate course delivery methods (to include e-learning), and student assessments on learning outcomes.

(3) Through systematic analysis processes and programs, integrate and standardize educational programs across ACU schools by adopting best practices, improving KM procedures, implementing collegial networks, enhancing faculty, and reducing redundancies. This includes examination of horizontal and vertical course integration within and across schools.

(4) Perform as the SME on civilian education and training in matters of strategy, policy, regulations, programs, and resources. Advise and support CAC, TRADOC, and HQDA in decisions and staff actions pertaining to civilian education and training.

(5) Serve as expert for civilian education and training on various boards, committees, panels, task forces, and work groups in order to advance the development of the civilian workforce.

b. Functions of Enterprise Support Division.

(1) Provides or ensures provision in as holistic manner possible all required and approved operational support within the ACU enterprise, which includes the ACU and all subordinate and aligned schools, colleges, programs and courses.

(2) Ensure the fullest integration of the business operations mission, tasks and responsibilities across all of ACU and each of its subordinate and aligned schools thru consistent, open and inclusive strategic communications. (AR 34-4, Army Standardization Policy (1984))

(3) Ensure consistent application of rational standard management, governance, and metrics across all of ACU and each of its subordinate and aligned schools, colleges, programs, and courses. (AR 11-7, Internal Review Program (2007); OMB Circular 123, Management's Responsibility for Internal Control (2206)).

(4) Provide or ensure provision, in as holistic manner possible, all required and approved management analyses and manpower analysis support within the ACU enterprise, which includes the ACU and all subordinate and aligned schools, colleges, programs and courses. Such support includes development of standard operating models, policies and procedures; all workload and workforce analyses and planning requirements.

(5) Provide or ensure provision, in as holistic manner possible, all required and approved financial analyses and management support within the ACU enterprise, which includes the ACU and all subordinate and aligned schools, colleges, programs and courses. Such support includes all current and future funding and PPBE requirements (for example, POM, budgeting and execution reviews, etc.). (DOD Financial Management Regulation 7000.14-R, 2009).

8-5. Army Management Staff College

a. Mission: Educate and prepare the Army civilian corps and military members for leadership and management responsibilities throughout the Army. Act as executive agent for the Army

Civilian Education System curriculum. Conduct research and provide leader development and management solutions to the Army Civilian Corps and Installation Management communities.

b. Organization. The AMSC consists of a command group, special staff, and two departments: Academics and Operations. The Dean of Operations also serves as the DC. The special staff contains five functions: Resource Management, Human Resource Management, Quality Assurance, Research and Development, and Marketing. The Safety officer is located in the Operations Department but functions as a member of the special staff. The Academic Department consists of five directorates: The Foundation Course (which is included under the DL), Basic Course, Intermediate Course, Advanced Course, Continuing Education for Senior Leaders I and II (which also chairs the Mobile Education Teams), Academic Support, and Curriculum and Faculty Development. The Operations Department consists of two directorates: Command Programs and Corporate Enterprise.

c. Responsibilities and functions.

(1) Serve as the ACU lead for civilian leadership and management education as well as installation command and management education associated with U.S. Code (USC) Title 10 sustaining base functions.

(2) Analyze and assess DA customer needs and provide accredited programs that are current, relevant, and accurate.

(3) Design, develop and deliver accredited curricula that are critical elements of the progressive, sequential, and integrated leader development and CES.

(4) Educate, prepare, and mentor Army civilian and military leaders to assume senior leader responsibilities that support full spectrum JIIM operational requirements.

(5) ICW CAC and ACU, develop and implement Army civilian leader development strategy, policy, and doctrine for the Army.

(6) Recruit and retain the best-qualified staff and faculty and promote teaching excellence.

(7) Conduct and publish research and provide services that support and serve the USC Title 10 sustaining base functions. (Ref: TR 350-70 Chapter II).

(8) Plan, develop, and conduct assessments and gather feedback to measure the accomplishment of the college mission.

(9) Conduct research and marketing for the Army Civilian Corps.

(10) Plan and conduct installation force protection exercises.

Chapter 9

Mission Command COE

The MCCoE trains and develops leaders and integrates DOTMLPF to enable commanders to win in FSO (proposed).

Chapter 10

Special Troops Battalion

10-1. Mission

CAC STB executes Soldier support, administration, military justice, training, readiness, logistics, and other functions as directed to enhance the CG, CAC's ability to execute the assigned mission.

10-2. Organization

Comprised of all personnel assigned to HQ and HQ Company, CAC, Fort Leavenworth; HQ and HQ Company, STB; and the 500th Military Police Detachment.

10-3. Responsibilities and functions

- a. Provide command and control, administration, training, and UCMJ support for assigned and attached units.
 - b. Implement programs to ensure soldier readiness for deployment and professional development.
 - c. Perform Soldier support (reenlistment, training, and promotion authority) functions for HQ and HQ Company, STB; 500th Military Police (Det); and BCTP.
 - d. Provide trained and ready Soldiers to CAC subordinate organizations and Fort Leavenworth tenant organizations.
 - e. Provide Soldiers to support regional casualty operations (funeral details, notification, escort, and casualty assistance).
 - f. Integrate and synchronize Soldier support to installation ceremonies and special activities.
 - g. Manage and sustain a Family Readiness Group that includes families of deployed Soldiers prior to and post graduation from CGSC and families within the CAC STB.
-

Chapter 11

Coordinating Instructions

11-1. Coordination and taskings

This section provides guidance on coordination and taskings.

a. Coordination. Due to TRADOC's unique culture and structure, communications and coordination are both a priority and a challenge. Communications and coordination are tasks that affect everything CAC does.

(1) Within the lead and assist framework, the lead organization has the inherent responsibility to ensure the accomplishment of all required communications and coordination, both within the parent organization, with external and higher organizations, and across the command, before recommending approval of policy or guidance, generating a tasking, or beginning to implement a command initiative.

(2) Balance the extent of coordination against the time available for the input. That is, coordination required in a short period of time must include, as a minimum, the organizations affected by the outcome or that have information that could affect the potential decision. Similarly, limiting the number of organizations that coordinate on a product to generate a faster response, but omitting an organization that has a new or different perspective which improves the capability or initiative is not in the best interests of the command.

(3) Examine actions to determine whether they involve routine coordination or require a tasking. If the action requires coordination outside of the originating organization, the originator must balance the additional workload and the level of coordination needed before deciding whether to work through the CAC G3 staff action channel. Synchronization and integration between action officers across organizational boundaries would represent routine coordination, not generating a staff action. The same holds true for division-level coordination across organizational boundaries in the development or staffing of guidance, policy, or an initiative.

b. Taskings.

(1) Tasking authorities in CAC are the SGS (on behalf of the CG, DtCG, CoS) and the CAC G3/5/7.

(2) For actions developed within CAC that require tasking, the responsibility to develop the tasking lies with the lead organization. The lead organization conducts mission analysis, course of action development, decisionmaking, and production of the tasking. It is then processed through the CAC G3/5/7.

(3) The CAC SGS will process, disseminate, and track to completion taskings developed by CG, CAC; the CAC CoS; and all taskings originating from TRADOC command group. The CAC SGS will also process, disseminate, and track to completion taskings from the HQ CAC

staff, except those initiated by the CAC G3/5/7. The SGS will inform CAC G3 of all assigned taskings.

(4) Send all operational and organizational taskings that agencies external to TRADOC develop to the TRADOC G3/5/7 for processing, synchronization, dissemination, and tracking to completion. Similarly, send taskings developed internally within TRADOC, except those the SGS processes, as described in subparagraph (3) above, to the TRADOC G-3/5/7.

(5) Process actions and taskers that meet one of the following criteria through the TRADOC G-3/5/7:

(a) Taskings originating from outside TRADOC.

(b) Taskings external to originator's organization; for example, from one TRADOC MSO to another; from a TRADOC MSO to the HQ TRADOC staff; from the HQ TRADOC staff to a MSO; from a TRADOC MSO, or HQ TRADOC staff to a special activity; or from one HQ TRADOC staff office to another.

(c) Taskings external to originator's organization that request formal concurrence/comment. This does not preclude action officer to action officer informal coordination.

(d) Taskings that involve changes in policy or generate new policy.

c. Memorandums of agreement between outside organizations and CAC organizations will be approved by the CoS to ensure HQ CAC is part of the coordination or decision process for these types of arrangements.

Appendix A

References

Section I

Required Publications

AR 5-22

The Army Force Modernization Proponent System

DODD 5100.1

Functions of the Department of Defense and Its Major Components

TR 1-11

Staff Procedures

TR 10-5

U.S. Army Training and Doctrine Command

TRADOC Reg 10-5-4

TR 71-12
TRADOC System Management

TR 71-20
Concept Development, Experimentation, and Requirements Determination

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

CJCSM 3170.01
Joint Capabilities Integration and Development System

CAC Reg 1-1
USACAC Visitors, Protocol Functions, and Conferences

Section II

Related Publications

AR 1-20
Legislative Liaison

AR 5-5
Army Studies and Analyses

AR 5-11
Management of Army Models and Simulations

AR 10-16
U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency

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

AR 11-7
Internal Review Program

AR 20-1
Inspector General Activities and Procedures

AR 25-1
Army Knowledge Management and Information Technology

AR 25-2,
Information Assurance

AR 25-52
Authorized Abbreviations, Brevity Codes, and Acronyms

AR 27-1
Legal Services, Judge Advocate Legal Services

AR 70-1
Army Acquisition Policy

AR 71-9
Materiel Requirements

AR 71-11
Total Army Analysis (TAA)

AR 71-32
Force Development and Documentation – Consolidated Policies

AR 350-1
Army Training and Leader Development

AR 350-10
Management of Army Individual Training Requirements and Resources

AR 350-18
The Army School System

AR 350-50
Combat Training Center Program

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

AR 360-1
The Army Public Affairs Program

AR 380-5
Department of the Army Information Security Program

AR 385-10
The Army Safety Program

AR 600-3
The Army Personnel Proponent System

TRADOC Reg 10-5-4

AR 600-8 series
Personnel

AR 600-20
Army Command Policy

AR 690-12
Equal Employment Opportunity and Affirmative Action

AR 690-600
Equal Employment Opportunity Discrimination Complaints

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01E
Joint Capabilities Integration and Development System

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3010.02A
Joint Operations Concepts Development Process

CJCSI 3180.01
Joint Requirements Oversight Council (JROC) Programmatic Processes for Joint
Experimentation and Joint Resource Change Recommendations

CJCS Manual 3170.01B
Operation of the Joint Capabilities Integration and Development System

FM 7-21.13
The Soldier's Guide

FM 7-22.7
The NCO Guide

DA PAM 385-10
Army Safety Program

DODD 5101.1
DOD Executive Agent

Field Manual 7-0
Training for full Spectrum Operations

Joint Publication 1-02
Dictionary of Military and Associated Terms

Joint Publication 3-05
Doctrine for Joint Special Operations

TRADOC Regulation 25-30
Preparation, Production, and Processing of Army-wide Doctrinal and Training Literature (ADTL)

TRADOC Regulation 350-10
Institutional Leader Training and Education

TRADOC Regulation 350-13
Instruction in Military History

TRADOC Regulation 350-70
Systems Approach to Training Management, Process, and Products

CAC and Ft Leavenworth 1-11

CAC 1-12

Section III Prescribed Forms

This section contains no entries.

Section IV Referenced Forms

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028
Recommended changes to Publications and Blank Forms

Glossary

Section I Abbreviations

AA	active Army
ABCA	Australian, British, Canadian, and American
ABCS	Army Battle Command System
ACE	American Council on Education
ACOM	Army command
ACOS	assistant chief of staff
ACP	Army campaign plan
ACU	Army Civilian University

AG	Adjutant General
AIEP	Army Ideas for Excellence Program
AKO	Army Knowledge Online
AJST	Army Joint Support Team
ALLP	Army Lessons Learned Program
ALSA	Air Land Sea Application
AMSC	Army Management Staff College
AMSP	Advanced Military Studies Program
AOASF	Advanced Operational Arts Studies Fellowship
AOKM	Army Operational Knowledge Management
APMS	Army Portfolio Management Solution
AR	Army regulation
ARCENT	Army Central Command
ARCIC	Army Capabilities Integration Center
ArCP	ARCIC campaign plan
ARFOR	Army force
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ARSOF	Army Special Operations Forces
ASAT	Automated Systems Approach to Training
ASCC	Army service component command
ATIA	Army Training Information Architecture
ATIS	Army training information systems
ATN	Army training network
ATSC	Army Training Support Center
AUTL	Army Universal Task List
AVCATT	Aviation combined arms tactical trainer
BC	battle command
BCBL	Battle Command Battle Lab
BCKS	Battle Command Knowledge System
BCSI	Battle Command Systems Integration
BCSoSIT	Battle Command System of Systems Integration Training
BCT	basic combat training
BCTP	Battle Command Training Program
BCTS	Battle Command Training Strategy
BCTSP	Battle Command Training Support Program
C2	command and control
C2 DMG	Command and Control Digital Master Gunner
CA	Combined Arms
CAATS	Conventional Arms Asset Tracking System
CAC	U.S. Army Combined Arms Center
CAC-CDID	CAC-Capability Development Integration Directorate
CAC-K	Combined Arms Center – Knowledge
CAC-LD&E	Combined Arms Center-Leader Development and Education
CAC-T	Combined Arms Center - Training

CADD	Combined Arms Doctrine Directorate
CAL	Center for Army Leadership
CALL	Center for Army Lessons Learned
CATS	combined arms training strategy
CBA	capabilities-based assessment
CCC	Captain Career Course
CDD	Concept Development Division
CDID	Capabilities Development Integration Directorate
CES	Civilian Education System
CG	commanding general
CGSC	Command and General Staff College
CGSS	Command and General Staff School
C-IED	Counter-Improvised Explosive Device
CIG	Commander's Initiatives Group
CNA	capabilities needs analysis
CNO	computer network operations
COA	course of action
CoE	Center of Excellence
COIN	counterinsurgency
CoS	Chief of Staff
CSI	Combat Studies Institute
CSM	Command Sergeant Major
CTC	combat training center
CTCD	Combat Training Center Directorate
CTD	Collective Training Directorate
DA	Department of the Army
DARNG	Director Army National Guard
DC	Deputy Commandant
DCG	Deputy Commanding General
DCG, ARNG	Deputy Commanding General, Army National Guard
DCR	DOTMLPF change recommendation
DCS	Deputy Chief of Staff
DL	distributed learning
DLIFLC	Defense Language Institute Foreign Language Center
DLMP	Doctrine Literature Master Plan
DoA	Dean of Academics
DoD	Department of Defense
DOET	Directorate of Educational Technology
DoSA	Directorate of Student Affairs
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel and facilities
DRU	direct reporting unit
DSR	Directorate of Strategy and Resources
DtCG	Deputy to the Commanding General
DTMS	Digital Training Management System

EW	electronic warfare
FAA	functional area analysis
FDU	force design update
FISMA	Federal Information System Management Act
FM	field manual
FMPO	Force Modernization Proponent Office
FNA	functional needs analysis
FOA	field operating activity
FOC	force operating capability
FORSCOM	U.S. Army Forces Command
FSA	functional solution analysis
FSO	full spectrum operations
FSO METL	Full Spectrum Operations Mission Essential Task Lists
FSX	full spectrum operations exercise
GOSC	general officer steering committee
HRC	Human Resources Command
HRD	Human Resources Division
HQ	headquarters
HQDA	Headquarters, Department of the Army
IA	information assurance
IAW	in accordance with
ICD	initial capabilities document
ICDT	integrated capability development team
ICW	in conjunction with
IG	inspector general
ILE	intermediate level education
ILO	International Liaison Office
IM	information management
IMCOM	Installation Management Command
IO	information operations
IS	information system
ISR	intelligence, surveillance, and reconnaissance
IT	information technology
ITE	Integrated Training Environment
JASC	joint action steering committee
JCIDS	Joint Capabilities Integration and Development System
JCISFA	Joint Center for International Security Force Assistance
JDLM	Joint Deployment Logistics Model
JIIM	Joint, Interagency, Intergovernmental, Multinational
JLCCTC	Joint Land Component Constructive Training Capability
JPME	Joint Professional Military Education
JMRC	Joint Multinational Readiness Center
JNTC	Joint National Training Capability
JRTC	Joint Readiness Training Center
KM	knowledge management

KMA	Knowledge Management Advisor
L2	lessons learned
L2I	lessons learned integration
LNO	liaison officer
LSI	Land Power Studies Institute
LVC	live, virtual, and constructive
LVC-IA	live, virtual, and constructive-integrating architecture
LVCTE	live, virtual and constructive training environment
M&S	modeling and simulations
MCCoE	Mission Command Center of Excellence
MDEP	management decision package
MER	mission essential requirements
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MRX	mission rehearsal exercise
MSO	major subordinate organization
MTC	mobilization training center
MTS	mobile training seminar
MTT	mobile training teams
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOES	Noncommissioned Officer Education System
NEC	Network Enterprise Center
NET	new equipment training
NETCOM	Network Enterprise Technology Command
NETUSR	(Internet) unit status report
NIPRNET	nonsecure internet protocol router network
NSC	National Simulation Center
NTC	al Training Center
OCC	Operations Coordination Center
OCO	overseas contingency operations
OES	officer education system
OIL	observations, insights, lessons
PA	public affairs
PCC	Pre-Command Course
PEO STRI	Program Executive Officer Simulation, Training, and Instrumentation
PM	program manager
PME	professional military education
PPBE	planning, programming, budgeting, and execution
POM	program objective memorandum
PR	personnel recovery
QA	quality assurance
QAO	quality assurance office
RC	Reserve component
RDD	Requirements Determination Division

RFI	request for information
SAMS	School of Advanced Military Studies
SCI	sensitive compartmented information
SCP	School for Command Preparation
SE	synthetic environment
SFA	Security Force Assistance
SFD	Staff and Faculty Development
SGS	Secretary of the General Staff
SIPRNET	secure internet protocol router network
SJA	Staff Judge Advocate
SME	subject matter expert
SO	subordinate organization; stability operations
SOF	Special Operations Forces
SOH	safety and occupational health
SOP	standing operating procedures
STANAG	standardization agreement
STB	Special Troops Battalion
STRAP	system training plans
STRATCOM	strategic communications
T2	training transformation
T3 JNTC	TRADOC Training Transformation – Joint National Training Capability
TAA	Total Army Analysis
TADSS	training aids, devices, simulators, and simulations
TASS	Total Army School System
TCDP	Tactical Commanders Development Program
TCM	TRADOC Capabilities Manager
TCM-ATIS	TRADOC Capability Manager Army Training Information Systems
TCM-BC	TRADOC Capability Manager – Battle Command
TCM-DL	TRADOC Capability Manager- Distributed Learning
TCM-Live	TRADOC Capability Manager Live Training
TCM-V	TRADOC Capability Manager-Virtual
TCP	TRADOC Campaign Plan
TDA	Table of Distribution and Allowances
TEMO	training, exercises, and military operations
TGOSC	Training GOSC
TOD	theater observation detachment
TPO OneSAF	TRADOC Program Office One Semi-Automated Forces
TR	TRADOC regulation
TRADOC	U.S. Army Training and Doctrine Command
TSE	Training Support Enterprise
TSS	training support system
TTP	tactics, techniques, and procedures
UCMJ	Uniform Code of Military Justice
UJTL	Universal Joint Task List
UMT	unit ministry teams

U.S.	United States
USAR	U.S. Army Reserve
USMA	United States Military Academy
USNORTHCOM	U.S. Northern Command
USSOUTHCOM	U.S. Southern Command
UTDT	UJTL Task Development Tool
UTMC RCB	Unit Training Management Configuration Requirements Control Board
VTC	video teleconference
WCLS	worldwide contractor logistics support
WHINSEC	Western Hemisphere Institute for Security Cooperation

Section II

Terms

assist

TRADOC organizations or staff elements that provide augmentation or other support to a lead for a function, task, or role.

capabilities-based assessment

The CBA is the JCIDS analysis process that includes four phases: the functional area analysis, the functional needs analysis, the functional solution analysis, and the post independent analysis. The results of the CBA are used to develop a joint capabilities document or initial capabilities document. (CJCSM 3170.01B)

capability

The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a joint capabilities document, initial capabilities document, or a joint DOTMLPF change recommendation (DCR). In the case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the CDD and the capability production document (CPD). (CJCSI 3170.01E)

capability documents

A generic term to refer collectively to ICDs, CDDs, CPDs, and DCRs.

capability gaps

The inability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. The gap may be the result of no existing capability or lack of proficiency or sufficiency in existing capability. (CJCSI 3170.01E)

capability production document

A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

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 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. (TR 10-5-2)

combined arms training strategy

A TRADOC initiative approved by the Chief of Staff, Army that establishes policy and guidance for the development, combatant commander/ACOM coordination, and approval of training strategies by functional area proponents. The CATS policy requires proponents to develop coordinated training strategies that address institutional, individual, and unit training and identify resource requirements necessary for the execution of each strategy. The CATS is not a strategy—it is the sum of all approved functional area training strategies developed by the functional area proponents.

concept

A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure (CJCSI 3010.02A). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends).

concept capability plan

The application of elements of operational joint and Army concepts to selected mission, enemy, terrain and weather, time, troops available and civilian conditions. It is typically more illustrative and descriptive than a concept and more focused in purpose.

contemporary operating environment

A generalized assessment of any adversary's strategies, capabilities, and TTP that may be used to engage U.S. forces. A catalog of reasonable, feasible, and credible enemies in conjunction with the significant nonmilitary environmental variables to challenge unit training objectives and drive leader development.

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.

core function

Core functions are those critical major functions one or more organizations perform that accomplish TRADOC's mission. Core functions are derived, sustainable components integral to the core competencies. The core functions layout the foundation or blueprint for designing the organization and assigning roles and responsibilities. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

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 database of investment information for their assigned models and simulations. They provide updates to the central investment database when the Army Modeling and Simulation Office requests, and manages the execution of approved investments. (AR 5-11)

domain manager

HQDA designates a manager for each M&S domain. Domain managers coordinate M&S activities and develop and maintain supporting plans for their domains, to include domain management plans and domain investment plans. (AR 5-11)

DOTMLPF change recommendation

A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

functional area analysis

The functional area analysis (FAA) is the first step of the JCIDS CBA. It identifies the operational tasks, conditions, and standards needed to achieve military objectives. It uses the national strategies, joint/Army concepts, the Unified Joint Task List and the Army Universal Task List, and the anticipated range of broad capabilities that adversaries might employ as input. Its output is a list of capabilities their associated tasks and attributes to be reviewed in the follow-on FNA. The FAA includes cross-capability analysis and cross-system analysis in identifying the operational task, conditions, and standards. (CJCSM 3170.01B)

functional needs analysis

The FNA is the second step of the JCIDS CBA. It assesses the ability of the current and programmed joint and/or Army capabilities to accomplish the tasks, under the full range of operating conditions and to the designated standards that the FAA identified. Using the tasks identified in the FAA as primary input, the FNA produces as output a list of capability gaps that require solutions and indicates the timeframe in which those solutions are needed. (CJCSM 3170.01B)

functional solution analysis

The FSA is the third step of the JCIDS CBA. The FSA is an operationally based assessment of potential DOTMLPF and policy approaches to solving (or mitigating) one or more of the capability gaps identified in the FNA. The gaps identified in the FNA are inputs to the FSA; its outputs are potential solutions to resolve identified capability gaps. In considering these approaches, the following order of priority is used: changes to existing DOTMLPF and/or policy approach; product improvements to existing materiel or facilities alone; adoption of interagency or foreign materiel approaches that limited nonmateriel DOTMLPF and/or policy consequences; and finally, new materiel starts. The FSA is composed of three substeps: ideas for nonmateriel approaches (DOTMLPF analysis), ideas for materiel approaches, and the analysis of materiel/nonmateriel approaches. (CJCSM 3170.01B)

ideas for nonmateriel approaches (DOTMLPF analysis)

As the first substep in the FSA, the DOTMLPF analysis determines whether a nonmateriel approach or an integrated DOTMLPF and/or policy approach can fill the capability gaps identified in the FNA. Nonmateriel approaches include changes in DOTMLPF. If the analysis determines that the capability gap can be partially addressed by an integrated DOTMLPF and/or policy approaches, the proponent will assess them in conjunction with the potential materiel approaches. If this approach is recommended, the proponent will develop a DCR in addition to required CDDs or CPDs. If the analysis determines that the capability gap can be completely addressed by a nonmateriel approach, the proponent will develop a DCR in lieu of completing the initial capabilities document (ICD). (CJCSM 3170.01B)

initial capabilities document

Documents the need for a materiel approach or an approach that is a combination of materiel and nonmateriel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the functional area, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and nonmateriel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

institutional training

Institutional training and education courses qualify leaders for service in the Army, and provide them with the basic knowledge and skills needed to perform the duty position requirements of future operational assignments. Institutional training and education usually precede a new level of operational assignment. In each case, the institutional training base is the foundation upon which individuals develop their maximum potential. (AR 350-1)

joint capabilities document

The JCD identifies a set of capabilities that support a defined mission area utilizing associated family of joint future concepts, concept of operations, 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, concept of operations, 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. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

manage

To exercise formal, delegated authority to direct or monitor the activity of others in executing an aspect of the organizational mission or the appropriate use of resources (personnel, funds, materiel, facilities, information, time, or others). Managing implies a degree of independent action or responsibility broader than staff management but does not conflict with the essential functions of the lead organization (developing, coordinating, and recommending policy, guidance, and taskings/tasks).

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 system-of-systems

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).

operational environment

The operational environment is defined as the "composite of conditions, circumstances, and influences that affect employment of military forces and bear on the decisions of the unit commander." It is wide-ranging and geostrategic, encompassing geopolitics and globalization in economics, technology, and demographics, and incorporates both U.S. and threat military developments. (Joint Pub 1-02)

plan

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming.

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.

program

An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements.

proponent

Per AR 5-22, the CG CAC is designated Army Proponent for a number of areas. This designation means that the CG CAC has primary responsibilities relative to DOTMLPF and related matters for a designated area. Army Proponents will execute force management responsibilities (requirements definition, force development, combat developments, doctrine developments, materiel developments, training developments, personnel developments and facilities developments) relative to DOTMLPF for their designated area. They also ensure proponent actions are coordinated with ACOMs, ASCCs, DRUs, FOAs, HQDA Staff, and others as required.

regulation

Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs or which support or better define command guidance derived from ARs and DOD directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms.

requirement

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

responsibility

The obligation to carry forward an assigned task to a successful conclusion. With responsibility goes authority to direct and take the necessary action to ensure success. A component of leadership and describes what has been given responsibility to do and includes identifying and prioritizing activities within the line of operation; close scrutiny, analysis, and verification of standards; development of metrics and the process for measuring them; establishment of practices for the periodic review of each competency; and identifying resource options for consideration of senior leaders. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009).

staff management

The responsibilities of the staff to assist and coordinate lead organization's efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate.

strategic communications

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the organization develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command wide unity of effort. Effective strategic communication not only serves TRADOC, but must support the Army and the joint communities in their strategic communications efforts.

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.

strategic planning

The comprehensive process of an organization setting goals, developing strategies, and outlining tasks and schedules to accomplish its assigned mission within allocated resources.

system

The combination of the components and subelements which function together as an entity to accomplish a given objective. A system includes the hardware and all other required items, such as facilities, personnel, data, test measuring and diagnostic equipment, and training equipment.

user representative

The command or activity charged with the responsibility to ensure that combat and training developments are responsive to Army operational needs.