Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

*TRADOC Regulation 71-12

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Force Development

TRADOC SYSTEM MANAGEMENT

Summary. This regulation establishes policy and responsibilities for managing selected Acquisition Category (ACAT) I, ACAT II, or other high-priority materiel systems within the U.S. Army Training and Doctrine Command (TRADOC). This revision includes the addition of TRADOC System Manager (TSM) and TRADOC Program Integration Officer (TPIO) responsibilities, more prescriptive and tailored TSM and TPIO charters, better defined criteria and considerations for establishing and terminating TSM and TPIOs, TSM Review process, TSM Report Format, performance metrics to measure system management progress and mandatory training for TSM, TPIO, and TRADOC Project Office (TPO) personnel.

Applicability. This regulation applies to all TRADOC elements involved in the materiel acquisition process.

Supplementation. Do not supplement this regulation without approval from Commander, TRADOC, 20 Whistler Lane, ATTN: ATCD-RM, Fort Monroe, VA 23651-1046.

Suggested improvements. The proponent of this regulation is the Deputy Chief of Staff for Combat Developments (DCSCD). Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, TRADOC, 20 Whistler Lane, ATTN: ATCD-RM, Fort Monroe, VA 23651-1046. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Availability. This publication is available on the TRADOC homepage at http://www.tradoc.army.mil/.

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*This regulation supersedes TRADOC Regulation 71-12, 19 November 1990.

Chapter 1
Introduction

1-1. Purpose. This regulation establishes TRADOC policy and responsibilities for managing selected Acquisition Category (ACAT) I, ACAT II, or other high-priority materiel systems when a need exists for management outside the normal resources available to proponents for combat developments of materiel systems. The management of these selected systems will be accomplished by the establishment of TRADOC System Managers (TSMs), TRADOC Program Integration Officers (TPIOs), or TRADOC Project Offices (TPOs).

1-2. References.

a. Required publications.

(1) Army Regulation (AR) 70-l, Army Acquisition Policy.

(2) AR 71-9, Materiel Requirements.

b. Related publication: TRADOC Pamphlet (Pam) 71-9, Requirements Determination.

1-3. Explanation of abbreviations and terms. The glossary contains abbreviations and explanations of special terms used in this regulation.

1-4. Responsibilities.

a. Commanding General (CG), TRADOC. Army Regulations 70-1 and 71-9 designate CG, TRADOC as the principal Army combat developer and identify responsibilities and products required in the development and acquisition of systems.

b. Deputy Chief of Staff for Combat Developments (DCSCD), Headquarters (HQ) TRADOC. The DCSCD is responsible for:

(1) Serving as executive agent for CG, TRADOC to provide overall program management and oversight for the TRADOC System Management Program.

(2) Recommending to CG, TRADOC the establishment and termination of TSM offices and TPIOs. This includes staffing of proposals from TRADOC commanders of major subordinate commands or school commandants.

(3) Identifying requirements for Department of the Army (DA) board selection of TSMs and selected TPIOs.

(4) Preparing and submitting TSM and TPIO charters to CG, TRADOC for approval and signature.

(5) Planning, programming, and budgeting necessary funds and resources to support TSM/TPIO activities.

(6) Providing a central point of contact (POC) for assistance in resolving problems and disseminating policy with regard to the TRADOC System Management Program.

c. Deputy Chief of Staff for Training (DCST), HQ TRADOC. The DCST is responsible for:

(1) Recommending through DCSCD to CG, TRADOC the establishment of TPIOs and TSMs.

(2) Program management, oversight, and resources for TSMs of non-system training devices and training systems.

(3) Providing a representative to participate in the annual review of the TRADOC System Management Program.

d. Major subordinate commands and service schools. Commanders of major subordinate commands and commandants of service schools are responsible for:

(1) Recommending through DCSCD to CG, TRADOC the establishment of TPIOs and TSMs.

(2) Establishing TPOs when intensive management is desired for systems that do not meet TSM criteria.

1-5. General.

a. TRADOC System Management is a CG, TRADOC program to manage the development of select high-priority programs and associated products. This is accomplished by assigning DA Command Selection List and CG, TRADOC chartered colonels to perform as TSMs and TPIOs. Commandants or commanders of subordinate commands charter TRADOC Project Officers who are normally lieutenant colonels or civilian equivalents for those high-priority programs that do not warrant a TSM or TPIO. TRADOC System Managers, TPIOs, and TPOs ensure the integration of the warfighting requirement domains of doctrine, training, leader development, organization, materiel, and soldiers (DTLOMS) for assigned systems.

b. TRADOC System Managers and TPIOs assume all responsibility to and authority from CG, TRADOC, through the proponent, for total system management of assigned systems. TRADOC System Managers and TPIOs are placed at associated proponents or installations to facilitate coordination, but their responsibilities transcend that of a particular proponent. TRADOC System Managers and TPIOs act on behalf of CG, TRADOC on matters pertaining to chartered systems or programs.

c. TRADOC System Managers and TPIOs have authority to task TRADOC activities outside of the control of the proponent.

d. Headquarters, TRADOC provides assets to accomplish the TSM and TPIO functions. Those authorizations remain HQ TRADOC TSM program assets. Unless HQ TRADOC specifically directs or grants prior approval, they are not to be moved from the TSM/TPIO section of the installation tables of distribution and allowances (TDA) or offered as bill payers.

Chapter 2
TRADOC System Managers (TSMs).

2-1. TSM establishment criteria.

a. The CG, TRADOC, will establish a TSM office to provide intensive management beyond the scope of the normal management resources available to the proponent for:

(1) A materiel system, a family of materiel, or a group of closely related/interdependent materiel systems that are being developed.

(2) Non-system training devices or training systems.

b. TRADOC System Managers will normally be considered for establishment between Milestones A and B, at the end of Concept Exploration, or when a concept is approved. Programs must meet the following criteria for establishment of a TSM:

(1) Program must be an ACAT I, ACAT II, or other high-priority materiel system as determined by CG, TRADOC.

(2) Must be a program manager/program executive officer managed program.

(3) Workload must be such that the program cannot be managed within the resources and structure available to the proponent.

(4) Workload or uniqueness of the program must be such that an existing TSM cannot assume the program. Intent of this regulation is not to preclude combining of individual system responsibilities in one TSM.

(5) Program must be higher priority or have greater need for a TSM than existing TSM managed programs.

c. Deputy Chief of Staff for Combat Developments, HQ TRADOC, or appropriate proponent through the DCSCD may initiate actions recommending that CG, TRADOC establish a TSM office. The proposal will identify the specific system or systems being proposed for TSM management.

d. If CG, TRADOC approves establishment of a TSM office, DCSCD will request U.S. Total Army Personnel Command add the TSM position as a Command Position and request a Command Selection List colonel to fill the position. The proponent will be advised of the projected arrival date for the TSM.

e. The DCSCD, HQ TRADOC, will prepare a charter for the TSM (see app B) for CG, TRADOC, approval. The DCSCD will conduct an annual review of the TSM's charter to ensure that it remains current and adequate and recommend changes to the charter for CG, TRADOC approval. Proponents and TSMs will recommend charter revisions through DCSCD whenever they perceive that a need exists.

2-2. TSM duties and responsibilities. TRADOC System Managers will:

a. Serve as the TRADOC user representative and single POC for systems assigned in accordance with the TSM charter.

b. Provide intensive, centralized, total system management and integration of all DTLOMS considerations.

(1) Doctrine. Coordinate the development of doctrine and tactics, techniques and procedures from individual to collective, tracing back to the operational and organizational concept.

(2) Training. Coordinate development of home station and institutional training for individual, crew and unit. Coordinate development and fielding of training aids, devices (system and non-system), simulations and simulators for use in training in the institution, home station, and Combat Training Centers.

(3) Leader Development. Coordinate development of leader (NCO and Officer) training and development.

(4) Organization. Coordinate development of basis of issue plans for assigned systems and associated ancillary equipment, including all aspects of logistical support. Coordinate development of force design updates and Tables of Organization and Equipment (TOEs) related to assigned systems.

(5) Materiel. Coordinate TRADOC position on system reviews, ensure requirement documents are updated as needed, ensure DTLOMS and the logistics support system are in place for system testing and first unit equipped, and plan for system product improvements and recapitalization.

(6) Soldier. Identify and reconcile all Manpower and Personnel Integration (MANPRINT) issues, including safety. Coordinate development of new military occupational specialty (MOS) and appropriate career progression as needed.

c. Monitor and synchronize all aspects of total system development, testing and evaluation, corrective actions, acquisition, materiel release, and fielding, to include direct interaction with the program/project/product managers (PMs) and materiel developers (MATDEVs) of the primary and ancillary system(s), test community, and the fielding/gaining commands.

d. Using an Integrated Concept Team (ICT) with empowered membership from schools and MATDEVs, coordinate the development and documentation of all related materials, as needed:

- Operational and Organizational Plan (O&O)
- Operational and System Architecture
- Operational Requirements Document (ORD)
- Operational Mode Summary/Mission Profile (OMS/MP)
- System Threat Assessment Report (STAR)
- Manpower and Personnel Integration (MANPRINT)
- Supportability Strategy ? System Training Plans (STRAP)
- Software Development Plans
- Doctrinal publications

- System Evaluation Plans (SEPs)
- Critical Operational Issues and Criteria (COIC)
- Simulation Support Plan (SSP)
- User input to Qualitative and Quantitative Personnel Requirements Information (QQPRI) and Basis of Issue Plan (BOIP) Feeder Data
- Integrated Logistics Support Plan
- Table of Organization and Equipment (TOE)

e. In coordination with the proponent Directorate of Combat Developments propose refinement of system requirements in the ORD. Justify or validate system requirements at all levels of the Army, Department of Defense (DoD), and Congress, as directed.

f. Participate in MATDEV system concept analyses and cost performance trade-off and cost as an independent variable analyses by providing detailed warfighting capability impact of specific system characteristics. Provide TRADOC senior leadership recommendation for all design reviews.

g. Prepare TRADOC position on, receive TRADOC leadership approval, and participate in decision reviews (In Progress Review (IPR)/Army Systems Acquisition Review Council/Army Requirements Oversight Council (AROC)/ Joint Requirements Oversight Council (JROC)/Defense Acquisition Board) for assigned systems. Provide user input for documentation of these reviews, such as Acquisition Program Baseline. Act as user representative on any other acquisition reviews/boards for assigned systems.

h. As a part of unit set fielding, support total package fielding by managing a coordinated schedule of work for TRADOC schools and activities in support of system development and initial fielding.

i. Identify and prioritize system hardware and software deficiencies to the MATDEV for corrective action. Review and evaluate proposed actions and engineering change proposals of the project or program manager to ensure that user requirements are adequately addressed.

j. Provide for system improvements (Preplanned Product Improvements, System Enhancement Program, Service Life Extension Program, recapitalization efforts, etc.) in coordination with the proponent. This is accomplished through the identification of Science and Technology, Science and Technology Objectives, Advanced Technology Demonstrations, Advanced Concept Technology Demonstrations, and Concept Experimentation Programs for systems assigned to the TSM.

k. Ensure test units are trained and prepared for testing. Coordinate all user involvement in system testing (for example, scenario development, test support, unit training, and user subject matter expertise). Monitor technical and user test activities for assigned systems to keep TRADOC leadership informed of system progress and to initiate corrective action for user unit or test personnel/activities as needed.

l. Crosswalk and reconcile O & O concept to ORD characteristics to the request for proposal (RFP) materiel specifications, ensuring the acquisition strategy meets user needs.

m. Articulate system operational and organizational concepts associated with their system as a member of combined arms system of systems and joint environments.

n. Provide user coordination to manpower estimates.

o. Provide user representation in analysis of alternatives (AoAs), and other studies, evaluations, and efforts supporting the development programs.

p. Provide TRADOC representation to allied/prospective users of the assigned systems.

q. Develop and implement office closure and responsibility transfer plan.

2-3. TSM termination criteria. In general, termination of the TSM office will occur when:

a. The acquisition process for the assigned system or systems is terminated or the programs are greatly reduced in scope by DA or the DoD.

b. Initial operational capability (IOC) has been declared and the following DTLOMS-based conditions are met or corrections are significantly in place. Intent is that the following are completed by IOC.

(1) Doctrine. Field manuals and tactics, techniques, and procedures have been published and integrated in operational and training software.

(2) Training.

- Institutional training facilities have graduated the first class of soldiers in all associated MOSs.
- Sustainment training is in place and verified.
- Both system and non-system training aids, devices, simulations, and simulators are produced and fielded.

(3) Leadership. System employment capabilities are included in leadership courses at the proponent schools and Command and General Staff College.

(4) Organization.

- The first battalion-level force is equipped with production system equipment.
- TOE adjustments are approved and implemented.

(5) Materiel.

- A full materiel release has been granted on all equipment.
- No follow-on initial operational test and evaluation is required.
- The maintenance and logistics support system is in place.
- A major funded modification is not programmed.

(6) Soldier. New MOS needs, either existing or entirely new MOS, are documented.

c. Remaining TRADOC responsibilities and products for the assigned system(s) can be managed by the normal organization available to the proponent and/or commander of the subordinate command.

d. Proponents will request that TSM offices be terminated when in their assessment the office no longer meets establishment requirements.

e. The DCSCD, HQ TRADOC, through the annual review process (chap 5), will conduct annual evaluations of TSMs. For those offices with major program(s) that are within 18 months of IOC, proponents will provide full justification for continuation of the office beyond IOC. Justification for further TSM management of major block modernizations will be considered against TSM establishment criteria (see para 2-1).

f. Upon termination, TSM authorizations will normally return to HQ TRADOC.

Chapter 3
TRADOC Program Integration Offices (TPIOs)

3-1. TPIO establishment criteria.

a. Commanding General, TRADOC will establish a TPIO when it is determined that commitment of HQ TRADOC resources to supplement the major subordinate command and proponent commander's staff beyond the management resources normally available is justified. This commitment of resources will provide the commander the ability to intensively manage the interoperability/commonality aspects of the specified system-of-systems or family of materiel.

b. The TPIO is the TRADOC integrating agency for its assigned systems. Unlike the TSM who manages specific systems, the TPIO manages the commonality/interoperability aspects of a family of systems or function that permeates a number of systems being developed by two or more proponents.

c. In some cases (usually only capstone documents for a family of materiel), the TPIO staff will actually prepare portions of or entire products, rather than coordinating the efforts of others. In contrast, TPOs, and/or TSMs provide the management and development oversight for proponent-specific application of those integration/interoperability/commonality aspects as well as management and development oversight for proponent system-specific components, modules, or weapon systems.

d. The TPIO for a system-of-systems or family of materiel oversees many of the same activities as those of a TSM.

e. Recommendations to establish TPIOs may be initiated by the DCSCD, HQ TRADOC, commander of appropriate major subordinate command, or other proponents. The recommendation will include a list of specific individual systems to be assigned or integrated. The request will be evaluated considering many of the same factors used to evaluate TSM requests with the additional requirement that cross-proponent integration is required.

f. Selection of TPIO colonels and charter development is the same as for a TSM in paragraphs 2-1d and e.

g. The DCSCD, HQ TRADOC, will review the status of TPIO-assigned systems annually and recommend revisions to TPIO assignments to CG, TRADOC, to ensure that the offices remain current and adequate. The commander of the major subordinate command or proponent may recommend revisions to their TPIO assignments whenever they perceive that a need exists.

3-2. TPIO duties and responsibilities. TRADOC Program Integration Offices will:

a. Serve as the user representative for a system-of-systems or family of materiel. Intensively manage and integrate DTLOMS and the migration of components into a fully integrated system as per paragraph 2-2b, across affected proponents, TSMs, and TPOs.

b. Define, document, modify, coordinate, and defend O & O concepts and sets of common standards and requirements across a function or mission area or in a capstone requirements document, if applicable.

c. Recommend to the proponent the establishment of an ICT for developing, documenting, and coordinating O & O concepts, common standards and requirements, if applicable.

d. Monitor and review appropriate DTLOMS documents and procedures to ensure issues are properly addressed.

e. Participate in AoAs, ICTs, and Integrated Product Teams.

3-3. TPIO termination criteria. The TPIO will be terminated using many of the same factors considered in terminating the TSM (para 2-3) as well as the requirement that the need for continued intensive cross-proponent integration no longer exists. Upon termination, TPIO authorizations will normally return to HQ TRADOC.

Chapter 4
TRADOC Project Offices (TPOs)

4-1. TPO establishment criteria.

a. The TPO provides intensive management for system(s) for which a TSM is inappropriate/unavailable. The TPO director acts for the proponent in discharging responsibilities in developing, testing, and integrating total system requirements in the same way that a TSM acts for the CG, TRADOC.

b. Normally, a TPO will be established:

(1) When a major or high-interest system is identified by the proponent as needing a more intensive level of management than that provided within the structure of his/her organization, but establishment of a TSM is not warranted.

(2) When a TSM is terminated (disestablished), but the proponent still desires a more intensive level of management than normally provided within the structure of his/her organization.

c. Proponents may establish TPOs subject to availability of internal resources needed to staff and sustain them. When a TPO is established, the proponent will send notification of the office name, system(s) to be managed, name and grade of the TPO director, and any subsequent changes to Commander, TRADOC, 20 Whistler Lane, ATTN: ATCD-RM, Fort Monroe, VA 23651-1046. This information will be used to ensure the TPO is recognized as a part of the TRADOC System Management Program.

4-2. TPO duties and responsibilities. The TPO specific duties are the same as the TSM's for assigned systems.

4-3. TPO termination criteria. The proponent will terminate a TPO upon determination that the status of the system or systems being managed no longer justifies TPO level intensive management. In general, termination should occur under conditions similar to those that would cause termination of a TSM. When a TPO is terminated, the proponent will send notification of termination to Commander, TRADOC, 20 Whistler Lane, ATTN: ATCD-RM, Fort Monroe, VA 23651-1046.

Chapter 5
Staffing and Training

5-1. Staffing.

a. Headquarters TRADOC, Deputy Chief of Staff for Resource Management, Manpower Requirements Activities Directorate, is conducting a study to determine relevant criteria and develop a standard model for TSMs. The information that follows will be used until new staffing standards are established. TRADOC System Manager offices and TPIOs will be resourced depending upon needs and resources available. However, the standard staffing for a TSM and TPIO will normally be 6 personnel. The staffing standard provides for a director, secretary, and action officers to manage doctrine, training and personnel, logistics and maintenance support, and organizational and materiel issues. A senior civilian is provided to act as the deputy and provide continuity. Exceptions to the standard office should be requested in TSM Annual Reports with full justification. The TSM Review Board will evaluate those requests and make recommendations for variances to the staffing model. The staffing standard at appendix A provides staffing models for standard TSM offices and TPIOs with 6 personnel.

b. No TRADOC standard staffing exists for a TPO since it is established and resourced by the proponent. TRADOC Project Offices will be documented on the proponent's TDA.

5-2. Training. Training for the TSM, TPIO, TPO, and their staff is mandatory. The TSM, TPIO, and TPO will attend the Combat Developments Executive Course at Fort Belvoir, Virginia before or within 6 months of assignment to the position. Deputies of TSMs and TPIOs may attend the Combat Developments Executive Course on a space available basis. The TSM and TPIO will also attend an appropriate Branch Pre-Command Course at Army schools and the Senior Training Manager Course. Functional area (FA) 51 officers (acquisition corps) assigned to TSM, TPIO, and TPO staffs attend the Materiel Acquisition Management Course at Fort Lee, Virginia or an equivalent course. Other staff members, and FA 51 officers needing refresher training, will attend the Combat Developments Action Officer course at Fort Lee. Staff members may also attend the Army Force Management Course with the Combat Developments track at Fort Belvoir and the Training Developers Course.

Chapter 6
Annual TRADOC System Management Review

6-1. Review Board.

a. The DCSCD conducts a review of TSM/TPIO offices annually to recommend to CG, TRADOC the offices and charters to be validated, revised, or terminated. The Review Board is normally held in August or September.

b. A Review Board, chartered by the DCSCD, will form to assess individual TSM performance, make resource adjustment recommendations, and validate charters or recommend changes. The board will consist of DCSCD Directors representing FAs of combined arms support, combat arms, and command, control, communications, computers and intelligence; a training representative from the DCST; concepts and doctrine development representative from DCSDOC; and DCSCD Directors responsible for force development and requirement integration and prioritization. The Director, Program Management and Services Directorate (PMSD) will chair the board. Program Management and Services Directorate will provide a recorder, in addition to the TSM Program POC, to assist with note taking and the writing of minutes. Special presenters to the board will be requested as required.

6-2. Review process.

a. PMSD initiates the process by requesting annual reports from current TSM/TPIO offices. Annual reports will normally be due not later than July 30 of each year. Reports will address the current status of system development and objectives through the end of the next fiscal year. The format and instructions for annual reports are at appendix C. Proponents of offices with primary systems reaching IOC by end of the calendar year following the report date are required to justify existence of the TSM/TPIO office beyond IOC. This justification will include a DTLOMS assessment and corrective action(s), if any, in support of system fielding and deployment and recommended date of office closure.

b. At the same time TSM reports are requested, TRADOC schools and subordinate commands will be notified of the upcoming Review Board so that requests for new TSM/TPIO offices can be submitted. The TSM Program POC is responsible for assimilating information from reports and requests submitted by proponents. The TSM Program POC will request additional input from proponents if more information is needed to develop recommendations. This information will be provided to the Review Board at least one week prior to the board meeting. The TSM Program

POC will identify to the Review Board those offices/programs that have undergone extensive changes during the year and offices with primary program(s) that will reach IOC by the end of the next calendar year following the report date.

c. The Review Board will review each existing office and requests for new offices. Request for new offices will be evaluated against the TSM establishment criteria in paragraph 2-1.

d. Charters (see app B) will be reviewed annually during the review process. Included in the Annual Report (app D) TSMs and TPIOs will identify their objectives or tasks to accomplish TRADOC DTLOMS responsibilities for each chartered system for the upcoming year. The objectives will include events or tasks and the TSM or TPIO's involvement. The objectives or tasks, as agreed upon by the TSM or proponent and the DCSCD, will be included in updated charters for CG signature.

e. Appendix C contains a list of performance metrics. The metrics are a list of measurable items that provide a means to monitor all DTLOMS-related activities during a system's development to maintain a path towards successful system fielding. Successful system fielding is having the doctrine, training, leader development, organization and soldier (DTLOS) in place at the appropriate time. The metrics will serve as an aid in planning and tracking DTLOS development, a means of assessing the effectiveness of TSM and TPIO offices, and as the basis for possible adjustments in resources.

f. Annual TSM reports will include a DTLOMS assessment for each chartered system using the metrics at appendix C as a basis. The DTLOMS assessment and other information will clearly show how well the objectives and tasks from the previous report and charter were accomplished.

Appendix A
TRADOC System Manager Office and TPIO Staffing Models

Table A-1 provides current staffing models for the TSM office and TPIO.

Table A-1
Staffing standards

	TSM	Director	Senior Technical Advisor	Staff Officers	Secretary
TSM Office	1[4]	-	1[1,2]	3[3]	1
TPIO	-	1[4]	1[1]	3[5]	1

[1]Should be capable of acting for the TSM or the TPIO director in his/her absence.

[2]The senior technical advisor should be a GS-14 for a TSM office that manages an ACAT I system. The senior technical advisor for a TSM without an ACAT I program should be at least a GS-13.

[3]One lieutenant colonel and two majors.

[4]Should be a colonel, but may be a civilian equivalent or a general officer if resourced from within the major subordinate command rather than HQ TRADOC.

[5]No specific ratio of military to civilian personnel mix.

Appendix B
Example of a TSM Charter

B-1. Figure B-1 provides an example of a TSM charter. The specific charter development objectives for the upcoming year will be recommended in the TSM's annual report.

B-2. While individual TSM charters will be unique, the proposed charters submitted by DCSCD to CG, TRADOC for approval would normally be similar in content to the example shown.

HEADQUARTERS
U.S. ARMY TRAINING AND DOCTRINE COMMAND
FORT MONROE, VIRGINIA 23651-1047
TRADOC SYSTEM MANAGER CHARTER
By my authority as Commanding General, TRADOC, I
hereby appoint
Colonel Joe Army
as the TRADOC System Manager (TSM) for
All Purpose Missiles

The TSM reporting to the Commanding General, TRADOC, will perform as the Army's centralized manager for all combat developments user activities associated with the Long Range Missile System, Medium Range Missile System, and Short Range Missile System. The TSM is the counterpart and user advocate to Program Manager All Purpose Missiles.

The TSM is responsible for duties as outlined in TRADOC Regulation 71-12, TRADOC System Management. Assisted by appropriate proponents, the TSM will ensure associated deliverables are developed along timelines to meet system milestones. The TSM will manage all facets of user activities but must ultimately ensure all aspects of training are synchronized with the fielding of assigned systems. The Commanding General, TRADOC and the Commandant, U.S. Army Missile School will resource the TSM in order to meet system development and management objectives listed below.

The TSM will plan long-term efforts to meet system development objectives. In the near-term (through FY 03), as a minimum, the TSM will ensure that:

For Long Range Missile (Post MS C),

(1) User/ORD requirements are updated and staffed to reflect threat changes, revision of mission capabilities, and evolutionary acquisition.

(2) Doctrine, training developments, training and leadership reflect updated IOC fielded capabilities.

(3) Prepare units; identify schedules and supporting infrastructure to meet IOC criteria.

For Medium Range Missile (Post MS B),

(1) User/ORD requirements are updated and staffed to reflect threat changes, revision of mission capabilities, and evolutionary acquisition to support MS C).

(2) Participate and provide user guidance at system/sub-system Preliminary and Critical Design Reviews.

(3) Identify and coordinate user resources required for initial developer and operational oriented tests. Oversee and provide corrective action as necessary in planning, preparation, and execution of training of soldiers participating in User tests.

For Short Range Missile System (Post MS A),

(1) Successfully guide the system ORD through the AROC/JROC process and attain validation of Key Performance Parameters (KPPs) and ORD approval.

(2) Participate and provide user guidance at Integrated Concept Teams, Integrated Product Teams and Working Groups.

(3) Identify and plan long-range user resources required for initial and operational oriented tests.

The TSM, by means of this charter, is hereby delegated the full line authority of Commanding General, TRADOC, for the centralized management of assigned systems.

This appointment will remain in effect as long as the TSM is assigned unless his responsibilities are modified or his office is terminated by direction of the Commanding General, TRADOC.

1 March 2002

JOHN N. ABRAMS
General, United States Army
Commanding

Figure B-1. Example of TSM Charter

Appendix C
Performance Metrics

C-1. Performance metrics are a set of measurable items that provide a means to monitor all DTLOMS-related activities during a system's development to maintain a path towards successful system fielding. Successful fielding is when IOC has been declared and DTLOMS based conditions are met or corrections are significantly in place, as set forth in paragraph 2-3b.

C-2. The performance metrics are primarily those items for which TRADOC is the lead agency. But several other items whose lead is other than TRADOC are included because they should be reviewed or monitored by TRADOC for impacts on requirements or the ability to meet requirements.

a. Program schedules will vary greatly from system to system making it impossible to develop a standard model with event timelines. But there are items/events that must be accomplished within a certain timeframe in support of operational tests and milestone reviews. Some items are assigned timeframes based on regulatory requirements. Others were assigned using a backward planning process from milestones and operational test. Timeframes are identified as quarter years working backwards from milestones B, C, and the full-rate production (FRP) reviews (for instance, B-Q6 means MS B minus six quarters; FRP-Q2 equals full-rate production decision minus 6 months). The timeframes given do not represent the optimum schedule. They should be considered the "must do by" times in order to meet milestones.

b. The metrics were developed based on a major acquisition program requiring AROC and JROC reviews. Adjustments to "must do by" dates will be made for systems not requiring those processes.

C-3. Metrics are in three sections: (1) Materiel and Organizational requirements (table C-1); (2) Training, Doctrine, Leader Development, and Soldiers (table C-2); and (3) Testing (table C-3). The metrics will be continuously reviewed and updated. Recommended changes/additions to metrics are encouraged. The DCSCD will provide updated metrics templates in electronic format to facilitate annual reporting.

C-4. Evolutionary acquisition, blocking of requirements, and block modernizations are not addressed. If a system has ongoing block(s), those blocks will be reported/measured as if they were individual acquisition programs.

Table C-1
Performance metrics materiel and organization

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
	Milestone A & B (Concept & Tech Dev)		
B-Q9	TRADOC Position-Concept Approval		
B-Q8	Update/validate Mission Needs Analysis		
B-Q7	Coordinate Operational Mode Summary/Mission Profile (OMS/MP)		
B-Q7	Conduct requirements analyses		
B-Q7	Support development of preliminary initial Operational Requirement Document (ORD)		
B-Q7	DA Analysis of Alternatives (AoA) tasker - supports ORD. Provide operational user input to AoA		
B-Q7	PM request System Threat Assessment Report (STAR) - supports ORD		

Table C-1 (cont.)
Performance metrics materiel and organization

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
B-Q6	Initial STRAP w/ORD (see training)		
B-Q6	Develop system input and impact on Operational and System Architecture		
B-Q6	Integrated Concept Team (ICT)/write ORD		
B-Q6	Develop Simulation Support Plan (SSP) w/ORD		
B-Q6	Input to facilities requirements planning		
B-Q6	Crosswalk System MANPRINT Management Plan (SMMP)/ORD as part of ICT		
B-Q5	ORD core staffing/prepare for next ICT		
B-Q4	Conduct requirement trade-off analysis (as needed or required by tasking)		
B-Q3	Review draft Basis of Issue Plan (BOIP) Feeder Data		
B-Q3	Review draft Qualitative and Quantitative Personnel Requirements Information (QQPRI)		
B-Q3	Final STRAP w/ORD		
B-Q3	ICT/finalize ORD		
B-Q3	TRADOC ORD actions		
B-Q3	Facility requirements planning		
B-Q4	Review completed AoA		
B-Q2	AROC ORD actions		
B-Q2	STAR approved by TRADOC Deputy Chief of Staff for Intelligence (DCSINT)		
B-Q2	Monitor STAR to DA DCSINT for app		

Table C-1 (cont.)
Performance metrics materiel and organization

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
B-Q2	Input to PM requested MANPRINT domain assessments		
B-Q2	Army Program Baseline review/update		
B-Q2	Review draft BOIP/QQPRI feeder data		
B-Q1	Director of Force Structure, Resources, and Assessment, Joint Staff (J8)/JROC ORD actions		
B-Q1	Monitor Defense Intelligence Agency (DIA) validation of STAR		
B-Q1	TRADOC Milestone Decision Review (MDR) position approved		
B-Q1	MDR		
B-Q1	Conduct ORD/Request for Proposal (RFP) crosswalk		
	Milestone B to C (Sys Integration and Demo)		
C-Q13	Provide input/advice on system designs		
C-Q12	Final BOIP/QQPRI feeder data is submitted for approval		
IPR	System Integration to System Demonstration		
C-Q10	BOIP is approved		
C-Q7	Unit Reference Sheet (URS) submitted		
C-Q4	Consolidated Table of Organization and Equipment (TOE) update		
C-Q4	Threat/STAR update		
C-Q3	MANPRINT assessment against System Evaluation Report (SER)/(test report)		

Table C-1 (cont.)
Performance metrics materiel and organization

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
C-Q3	Review draft Materiel Fielding Plan (MFP) and Materiel Transfer Plan (MTP)		
C-Q3	Requirements trade-off analysis (as needed or if tasked)		
C-Q3	Assess facility requirements from gaining commands		
C-Q2	AoA update (if required)		
C-Q2	PM request MANPRINT domain assessments/SMMP update-TSM participates		
C-Q1	Monitor DIA STAR validation		
C-Q1	J8/JROC actions		
C-Q1	TRADOC MDR position approved		
C-Q1	ORD/RFP crosswalk		
C-Q1	MDR		
	Milestone C to IOC		
FRP-Q2	Review final MFP/MTP		
FRP-Q2	Update and approve ORD if changed since MS C		
FRP-Q1	TRADOC MDR position		
FRP	MDR		
FRP	Effective TOE		

Table C-2
Performance metrics training, soldiers, doctrine and leader development

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
	Milestone A to C		
B-Q12	From pre-milestone A MANPRINT Domain Assessment, develop DTLOS management plan		
B-Q7	Develop/task for Operational & Organizational (O&O) concept/white paper		
B-Q7	Doctrine developer conducts doctrinal assessment. Include Tactics, Techniques, and Procedures (TTP) and doctrine requirements in doctrinal literature program		
B-Q6	Initial STRAP w/ORD for core staffing		
B-Q6	Trainers/PM conduct Task Analysis		
B-Q6	Trainer/PM identify jobs/units affected		
B-Q5	Incorporate in long range individual training strategies (will include leader development, soldier training/developments requirements)		
B-Q5	Incorporate in long range unit training strategies		
B-Q3	Identify critical tasks/develop critical task lists		
B-Q3	Trainers update STRAP with ORD		
	Milestone B to C		
C-Q15	Incorporate in short range collective training strategy (Training Aids, Devices, Simulations and Simulators [TADSS] requirements should be refined)		
C-Q15	Incorporate in short range individual training strategy (TADSS requirements should be refined)		
C-Q9	Revise Individual Training Plans (training implementation minus 5 years per TR 350-70)		

Table C-2 (cont.)
Performance metrics training, soldiers, doctrine and leader development

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
C-Q8	Design system education/training/Limited User Test (LUT) Training Support Package (TSP)		
C-Q7	Develop system education/training/LUT TSP		
C-Q6	Review New Equipment Training Plan (NETP) and Displaced Equipment Training Plan (DETP)		
C-Q6	Deliver LUT Threat Training Support Package (TTSP)		
C-Q4	Conduct LUT player training		
C-Q3	LUT		
C-Q3	Analyze/revise doctrine/TTP/training based on LUT		
C-Q2	Update STRAP with ORD		
C-Q1	Design Force Development Test (FDT)/Initial Operational Test (IOT) TSP		
C-Q1	Submit Course Administrative Data (training implementation minus 3 years)		
	Milestone C to FRP, First Unit Equipped (FUE) and IOC		
FRP-08	Develop FDT/IOT TSP		
FRP-08	Publish doctrine		
FRP-07	Deliver FDT/IOT TSP		
FRP-06	FDT player training		
FRP-06	FDT		
FRP-06	Verify doctrine and training		

Table C-2 (cont.)
Performance metrics training, soldiers, doctrine and leader development

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
FRP-04	Review NETP and DETP		
FRP-04	IOT player training		
FRP-03	IOT		
FRP-03	Design courses/general TSPs		
FRP-02	Analyze/revise doctrine, training, leader development, organizations and soldiers based on IOT		
FRP-02	Develop courses/TSPs		
FRP	Camera ready Mission Training Plans developed		
FRP	Camera ready Soldier Training Publications developed		
FRP+Q1	Net team training		
FRP+Q1	Field training support packages		
FRP+Q2	Implement institutional training		
FRP+Q3	Publish Mission Training Plans		
FRP+Q3	Publish soldier and trainer publications		
FRP+Q3	Monitor new equipment training		
FRP+Q5	Monitor displaced equipment training		

Table C-3
Performance metrics testing

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
	Milestone B to C		
B-Q12	Identify experimentation requirements		
B-Q9	Initial draft Critical Operational Issues and Criteria (COIC) developed soon after initial draft ORD		
B-Q7	Initial input to system Test and Evaluation Master Plan (TEMP)		
B-Q3	Draft COIC to HQ TRADOC		
B-Q3	Final TEMP input		
B-Q3	Review Army Test and Evaluation Command System Evaluation Plan (SEP)		
B-Q2	COIC approval (TRADOC or DA, as appropriate)		
B-Q2	TRADOC concur with TEMP		
C-Q13	Review initial LUT Outline Test Plan (OTP)		
C-Q9	Review LUT OTP as needed		
C-Q9	Review SEP		
C-Q9	LUT Threat Test Support Package (TTSP)		
C-Q7	LUT Doctrine and Organization (D&O) Test Support Package		
C-Q6	Provide representative at LUT Operational Test Readiness Review (OTRR) 1		
C-Q6	Review LUT event design plan (EDP)		
C-Q5	Review final LUT OTP as needed		
C-Q4	Review initial IOT OTP		

Table C-3 (cont.)
Performance metrics testing

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
C-Q4	LUT player training		
C-Q4	Provide rep at LUT OTRR 2		
C-Q3	Draft COIC to HQ TRADOC		
C-Q3	Final TEMP input		
C-Q3	Provide representative at LUT OTRR 3		
C-Q3	Provide Operational Test Readiness Statement (OTRS)		
C-Q2	COIC DA approved		
C-Q2	TRADOC sign TEMP		
C-Q2	LUT executed		
C-Q2	Provide representative at LUT Data Authentication Group (DAG)		
C-Q2	Review SER for position		
	Testing Milestone C to FRP to FUE to IOC		
FRP-Q8	Review SEP		
FRP-Q8	Force Development Test (FDT) & IOT D&O Test Support Package		
FRP-Q8	IOT Threat Test Support Package		
FRP-Q7	FDT & IOT TSP		
FRP-Q6	Review IOT OTP as needed		
FRP-Q6	Provide representative to IOT OTRR 1		
FRP-Q6	Review EDP		
FRP-Q5	FDT player training		

Table C-3 (cont.)
Performance metrics testing

WHEN	METRIC	COMPLETED	STATUS/ESTIMATED COMPLETION
FRP-Q5	Review IOT EDP		
FRP-Q4	FDT verify DTLOS		
FRP-Q4	IOT player training		
FRP-Q4	Provide representative to IOT OTRR 2		
FRP-Q3	Final TEMP input		
FRP-Q3	Provide OTRS		
FRP-Q3	Provide representative to OTRR 3		
FRP-Q3	Provide representative to DAG		
FRP-Q2	TRADOC sign TEMP		
FRP-Q2	IOT executed		
FRP-Q2	Review initial FOT OTP		
FRP-Q1	Review SER for position		
FRP+Q1	Review SEP		
FRP+Q1	Provide representative to Follow-on training (FOT) OTRR 1		
FRP+Q2	Test Support Packages for FOT		
FRP+Q2	Review FOT EDP		
FRP+Q3	FOT player training		
FRP+Q3	Provide representative to FOT OTTR 2		
FRP+Q4	Provide FOT OTRS		
FRP+Q4	Provide representative to FOT OTRR3		
FRP+Q4	Rep to FOT DAG		
FRP+Q5	Review SER for position		

Appendix D
Annual TSM/TPIO Reports

D-1. TRADOC System Manager/TPIO Reports will be submitted annually in support of the TRADOC System Management review process. Reports will be signed by the TSM or TPIO and submitted through the appropriate proponent commander or staff agency to the DCSCD for CG, TRADOC.

D-2. Figure D-1 shows the Report Format. TRADOC System Managers, TPIOs, and proponents are encouraged to submit recommended changes/additions to the report.

MEMORANDUM THRU

[Commandant/commander school/subordinate command and address]
Commander, TRADOC, 20 Whistler Lane, ATTN: ATCD-RP, Fort Monroe, VA 23651-1046

FOR Commander, TRADOC, 102 McNair Drive, Fort Monroe, VA 23651-1047

SUBJECT: [Year] Annual Report for TSM/TPIO-[Office Title and Acronym]

1. Description. [Identify chartered system(s). Provide a brief, general description of not more than three lines.] (Detailed system descriptions are at enclosure 1.)

2. Program status. [Should address program status for each chartered system. The following format assumes that two systems are chartered. If more than two systems are chartered, add lettered subparagraphs as necessary].

a. [Title of first system.] [ACAT 1D, 1C, 2, 3, or 4] (ACAT level is required or an explanation provided if unknown)

(1) Stage of system development. The [system title] is in the [Concept Exploration] [Component Advanced Development] [System Integration] [System Demonstration] [Production Readiness and Low-Rate Initial Production][Full-Rate Production and Deployment] [Support].

(2) System schedule (milestone/activity) is at Encl _____. [Provide a system schedule that clearly shows upcoming events. As a minimum, provide milestone decision reviews, AROC, JROC, scheduled test dates, FUE, IOC, major experiments or exercises, and blocks. The schedule may be included in narrative form in this section rather an enclosure if desired.]

(3) System status and assessment.

(a) Performance metric assessment/status is at Encl ____. [Use performance metrics tables in appendix C. There are three sets of metrics. For each set of metrics, complete the status and/or scheduled completion for the phase of development the system is currently in. The phases are MS A to B, MS B to C, MS C to IOC. If a metric is completed, enter month and year of completion. Place (x) in the block if the date cannot be determined. If not completed and behind schedule, provide the status and reason the item is behind schedule. If item has not taken place, but expected to be on schedule, provide the estimated completion date. For TRADOC deliverables that are behind schedule, provide corrective actions and include them in TSM/TPIO objectives in subparagraph 7 below.]

(b) The system is rated [GREEN (All actions on track)] [AMBER (Action missed or slipped but Milestone Decision Review (MDR) not affected)] [RED (MDR missed or slipped)] [If AMBER or RED, briefly explain why]. [Corrective actions for Amber or Red ratings of TRADOC deliverables should be included in TSM/TPIO objectives in subparagraph 7 below.]

(4) Critical areas/actions. [Briefly describe any critical areas or actions that require HQ TRADOC involvement or that adversely impact on system development, production, or deployment, and state necessary corrective action].

(5) Funding. This system is [fully funded/partially funded/unfunded]. [For each item partially funded or unfunded, provide brief comments to include task and impact on system development schedule.]

(6) Recommendation: [Retain under TSM management] or [Remove from TSM management o/a DD MMM YY]. Rationale: [Give rationale for recommendation to keep or remove from TSM management]

Figure D-1. Report format

Figure D-1. Report format (cont.)

(7) If recommending the system be retained under TSM management, provide objectives the TSM will be actively involved in achieving over the next fiscal year relating to the chartered system. Limit objectives to two or three per system. This information will be included in the TSM charter and are to be related to performance metrics. [Example: Successfully guide the [system name] ORD through the JROC process and attain JROC validation of KPPs and ORD approval.]

b. [Title of second system, if applicable.]

(1) Stage of system development. [See subparagraph a(1) above.]

(2) System schedule (milestone/activity) [See subparagraph a(2) above.]

(3) System status and assessment. [See subparagraph a(3) above.]

(4) Critical areas/actions. [See subparagraph a(4) above.]

(5) Funding. [see subparagraph a(5) above]

(6) Recommendation: [See subparagraph a(6) above.]

(7) Objectives. [See subparagraph a(7) above.]

c. Identify other systems, if any, currently being managed in your office that are not listed in the TSM charter, and not proposed to be added to the charter in paragraph 4 below.

d. Those offices with an ACAT I program or other primary system reaching IOC by the end the calendar year following the report date will provide a full justification for retaining the TSM office.

3. Personnel status. See enclosure 2.

4. Charter.

[If charter is current and no changes are recommended, state "Current"].

[If additional systems are being recommended for inclusion into the charter, give the complete name and furnish:]

a. Stage of system development. (Same format as in para 2)

b. System status and assessment. (Same format as in para 2)

c. Upcoming major milestones or reviews. (Same format as in para 2)

d. Justification for TSM management. [If requesting (a) system(s) to be deleted from the charter (as identified and justification given in para 2), state "Delete system(s) x, (y), (z), see rationale in para 2."]

e. Other charter changes, such as change of office name or additional missions, must be accompanied by full justification to include the impact on programs managed by other proponents.

5. General areas needing HQ TRADOC assistance. Use this paragraph to address those problem areas not addressed in 2a(3). Do not use this paragraph to request "continued support," "increased emphasis," or other general, non-specific actions. This example assumes two problem areas.]

a. Problem. [Brief problem description.]

(1) Attempted resolution. [State what action has been taken.]

(2) Action requested. [State specific action. State action agency/organization if known.]

b. Problem. [See subparagraph a above.]

(1) Attempted resolution. [See subparagraph a(1) above.]

(2) Action requested. [See subparagraph a(2) above.]

Encls
Detailed System Description
Personnel Status
Performance Metrics
Program Schedules

[TSM/TPIO NAME]
Colonel, [Branch]
TRADOC System Manager/TRADOC
Program Integration Office

Figure D-1. Report format (cont.)

TSM\TPIO [SHORT TITLE OR ACRONYM]

SYSTEM DESCRIPTIONS
as of [DD MMM YYY]

1. [Title of first system.] [Additional subparagraphs may be used as appropriate. This format assumes two assigned systems].

   a. Mission. [Describe the systems purpose.]

   b. Characteristics and operational capabilities. [Describe major characteristics and/or capabilities.]

   c. Systems replaced/augmented. [State, "None" or make appropriate entries.]

2. [Title of second system.] [See paragraph 1 above.]

   a. Mission. [See paragraph 1a above.]

   b. Characteristics and operational capabilities. [See paragraph 1b above.]

   c. Systems replaced/augmented. [See paragraph 1c above.]

Enclosure 1

Figure D-1. Report format (cont.)

TSM/TPIO [SHORT TITLE OR ACRONYM]

PERSONNEL STATUS
as of [DD MMM YY]

Address: [SUBORDINATE COMMAND/SCHOOL]
ATTN: [OFFICE SYMBOL]
[LOCATION] [ZIP CODE]

Telephone: DSN [NNN-NNNN/NNNN]
COM ([NNN]) [NNN-NNNN/NNNN]
FAX (Unclassified) [AV] [COM] [(NNN)] [NNN-NNNN]
(Classified) [AV] [COM] [(NNN)] [NNN-NNNN]
STU III [AV] [COM] [(NNN)] [NNN-NNNN]
E-MAIL [OFFICE USER IDENTIFICATION, IF AVAILABLE]
[SECRETARY USER ID IF NO OFFICE ID]
[TSM USER ID]
[DEPUTY TSM USER ID]

POSITION	NAME/RANK	DUTY MOS/ASI	DATE ASSIGNED (DD MMM YY)	EXPECTED DEPARTURE (MMM YY)

[Entries as appropriate.]

AUGMENTED/SUPPLEMENTAL STAFFING

POSITION	NAME/RANK	DUTY MOS/ASI	DATE ASSIGNED (DD MMM YY)	EXPECTED DEPARTURE (MMM YY)

[Entries as appropriate.]

Enclosure 2

Glossary

Section I
Abbreviations

ACAT	Acquisition Category
AoA	Analysis of Alternatives
AR	Army regulation
AROC	Army Requirements Oversight Council
ATD	Advanced Technology Demonstration
BOIP	Basis of Issue Plan
CG	Commanding General
COIC	critical operational issues and criteria
D&O	Doctrine and Organization
DA	Department of the Army
DAG	Data Authentication Group
DCSCD	Deputy Chief of Staff for Combat Developments
DCSINT	Deputy Chief of Staff for Intelligence
DCST	Deputy Chief of Staff for Training
DETP	Displaced Equipment Training Plan
DIA	Defense Intelligence Agency
DoD	Department of Defense
DTLOMS	doctrine, training, leader development, organization, materiel, and soldier
DTLOS	doctrine, training, leader development, organization, and soldier
EDP	event design plan
FA	functional area
FDT	Force Development Test
FOT	follow-on training
FRP	full-rate production
FUE	First Unit Equipped
HQ	Headquarters
ICT	Integrated Concept Team
IOC	initial operational capability
IOT	Initial Operational Test
IPR	In Progress Review
J8	Director of Force Structure, Resources, and Assessment, Joint Staff
JROC	Joint Requirements Oversight Council
KPP	Key Performance Parameters
LUT	limited user test
MANPRINT	Manpower and Personnel Integration
MATDEV	materiel developer
MDR	Milestone Decision Review
MFP	Materiel Fielding Plan
MOS	military occupational specialty
MTP	Materiel Transfer Plan
NETP	New Equipment Training Plan
OMS/MP	Operational Mode Summary/Mission Profile
O&O	Operational and Organizational Plan
ORD	operational requirements document
OTRR	Operational Test Readiness Review
OTRS	Operational Test Readiness Statement
OTP	Outline Test Plan
Pam	pamphlet
PM	program/project/product manager
POC	point of contact
QQPRI	Qualitative and Quantitative Personnel Requirements Information
RFP	request for proposal
SEP	System Evaluation Plan
SER	System Evaluation Report
SMMP	System MANPRINT Management Plan
SSP	Simulation Support Plan
STAR	System Threat Assessment Report
STRAP	System Training Plan
TADSS	Training Aids, Devices, Simulations and Simulators
TDA	tables of distribution and allowances
TEMP	Test and Evaluation Master Plan
TOE	Table of Organization and Equipment
TPIO	TRADOC Program Integration Office
TPO	TRADOC Project Office
TRADOC	U.S. Army Training and Doctrine Command
TSM	TRADOC System Manager
TSP	Training Support Package
TTP	tactics, techniques and procedures
TTSP	Threat Training Support Package

Section II
Terms

Combat developments
The processes of analyzing, determining, documenting, and obtaining approval of concepts, FOCs, organizational requirements, and materiel requirements; leading the Army community in determining solutions for needed FOCs; fostering development of requirements in all DTLOMS domains; providing user considerations to and influence on the Army's Science and Technology Program; and integrating the efforts and representing the user across the DTLOMS during the acquisition of materiel and development of organizational products to fill those requirements.

System-of-systems
Generally, the combined employment of two or more interdependent systems of any type. As used in this regulation, the combined battlefield employment of two or more interdependent ACAT I, ACAT II, or other high-priority materiel systems being developed by two or more TRADOC proponents.

FOR THE COMMANDER

LARRY R. JORDAN
Lieutenant General, U.S. Army
Deputy Commanding General/
Chief of Staff

OFFICIAL:

//signed//
GREGORY J. PREMO
Brigadier General, GS
Deputy Chief of Staff
for Information Management