TRADOC Reg 10-5

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ORGANIZATION AND FUNCTIONS



HEADQUARTERS
UNITED STATES ARMY
TRAINING AND DOCTRINE COMMAND

FORT MONROE, VIRGINIA 23651

DEPARTMENT OF THE ARMY
Headquarters, United States Army Training and Doctrine Command
Fort Monroe, Virginia 23651-5000

TRADOC Regulation
No. 10-5

28 June 1985

Organization and Functions (O&F)
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND

This is a major revision incorporating changes required by staff reorganizations. Main features are the designation of the Deputy Commanding General for Logistics, the functional realignment of staff offices previously under the Chief of Staff, and the establishment of the Deputy Chief of Staff for Information Management and the Office of Internal Review and Audit Compliance. Supplementation of this regulation is prohibited unless specifically approved by HQ TRADOC, ATTN: ATRM-M.

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CHAPTER 1

GENERAL

1-1. Authority and purpose. This regulation defines the organization of HQ TRADOC and delineates staff organization, responsibilities, and functions. TRADOC Reg 10-41, prescribes missions and principal functions of major elements of TRADOC.

1-2. Terms of reference. Terms and abbreviations used in this regulation are contained in appendixes A and B.

1-3. Policy.

a. The staff exists to assist the Commander in accomplishing the mission by providing command management planning and control capability. The principal aspects of coordinating staff operations are policy development, functional direction and control and resources management. Personal and special staff elements provide professional and technical services and advice.

b. Operational control of mission activities will be decentralized to TRADOC's integrating centers, installations, and specialized activities to the maximum possible extent.

c. In all matters, the staff acts through the Chief of Staff, who acts on behalf of the CG or DCG's, TRADOC.

d. This regulation assigns functions to general and special staff offices and to organizational elements immediately subordinate to general and special staff office chiefs. Further assignment of functions within staff subordinate elements is the responsibility of the general or special staff office chief concerned, subject to the following approvals:

(1) The Chief of Staff is the approval authority for all changes in structure or wording in this regulation.

(2) The Deputy Chief of Staff for Resource Management (DCSRM) processes, reviews, and recommends to the Chief of Staff any changes in the HQ TRADOC table of distribution and allowances (TDA).

e. Staff office chiefs will organize their offices with the least number of elements, without layering of supervisory echelons, and with the least manpower required to carry out their responsibilities. Elements are to be unstructured to the extent possible, with maximum span of control.

f. The management style within HQ TRADOC is characterized by primary focus upon action officers as subject matter experts. Staff procedures must facilitate efficient action officer operations and interaction.

1-4. Organization. The headquarters is organized into the following principal subdivisions:

a. The command group. The command group includes the offices of the Commanding General and Deputy Commanding Generals, Office of the Chief of Staff, Planning Group, and Command Sergeant Major. The Secretary of the General Staff, Protocol Office, Disclosure Office, TRADOC Historical Office, Organizational Effectiveness Office, Office of Principal Assistant Responsible for Contracting, Small and Disadvantaged Business Utilization Office, TRADOC Field Element, and Liaison Officers to TRADOC are assigned to the command group.

b. The general staff. The general staff consists of the Deputy Chiefs of Staff for Doctrine; Combat Developments; Training; Reserve 6fficers' Training Corps; Personnel, Administration and Logistics; Resource Management; Engineer; and Information Management. Each Deputy Chief of Staff acts through the Chief of Staff on behalf of the CG TRADOC on matters that fall within their functional area and coordinates with staff offices concerned on those matters which cross functional lines or impact on the functional responsibility of the other staff offices.

c. The special staff. The special staff consists of the Inspector General, Staff Judge Advocate, Chief of Public Affairs, Surgeon, Chaplain, and the Internal Review and Audit Compliance Officer. The following offices, while organized under a general staff office, also serve as special staff: Adjutant General, Staff Weather Officer, Director of Civilian Personnel, and Provost Marshal.

d. The personal staff.

(1) The personal staff assists the CG in specifically designated areas. The personal staff includes those officers whom the CG selects to serve as aides, executive officers, special assistants, those other individual staff officers whose advice and assistance the CG desires to receive directly, and those staff offices whose activities and functions the CG desires to coordinate and administer directly rather than through normally established staff channels.

(2) The TRADOC Historical Office is designated personal staff. The Office of the Inspector General, the Staff Judge Advocate, and the Chief of Public Affairs are designated personal staff offices as well as special staff.

1-5. Format. The command group, general staff, special staff, and personal staff organizations and functions are described in detail in chapters 2 through 17. Each of these chapters displays--

a. Office title and organizational diagram.

b. Responsibilities. A brief description of the responsibilities of the staff office chief.

c. Functions. Function statements are brief descriptions of results to be achieved, products to be produced, or ends to be attained by each major subdivision of the staff office.

1-6. Procedures for requesting changes to this regulation and the TDA

a. Proposed changes will be submitted by DF to DCSRM, ATTN: Management Division. The DF will include justification for the change and a statement of manpower and funding impact. A proposed organizational chart and statements of responsibilities and functions will be included as enclosures to the DF, prepared in the format and style of this regulation, and shown on DA Form 2028 (Recommended Changes to Publications and Blank Forms), as applicable.

b. If the change generates a change to the Headquarters TDA, this should be noted in the DF.

1-7. Responsibilities.

a. Office chiefs will ensure that definitions of the functions and organizational structure shown herein are current and accurate.

b. The DCSRM:

(1) Advises and assists office chiefs on organizational and functional alignment.

(2) Reviews proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and effect on resources.

(3) Approves or disapproves, for the Chief of Staff, proposed changes in office responsibility and organizational realignments, or forwards proposal for approval, as appropriate.

c. The DCSPAL edits, prints and distributes changes, and ensures that the HQ TRADOC Staff Directory conforms to the organizational alignment and titles published in this document.

CHAPTER 2

COMMAND STRUCTURE

2-1. Command Group structure. The command group structure is illustrated in figure 2-1.

2-2. Commanding General, TRADOC. The missions and functional responsibilities of TRADOC are detailed in AR 10-41. Briefly, CG, TRADOC--

a. Develops doctrine.

b. Designs organizations.

c. Establishes materiel needs.

d. Conducts individual training.

e. Commands assigned organizations and installations.

2-3. The Deputy Commanding General for Combined Arms. Assists the Commanding General in executing specific TRADOC missions through direction, supervision, coordination and integration of designated activities. DCG-C, TRADOC--

a. Directs, coordinates, and integrates combined arms doctrinal, organizational, and combat and training developments programs.

b. Responsible for directing, supervising, and evaluating TRADOC officer combined arms education and training programs.

c. Represents the Commanding General, when appropriate, at civic, veteran, and patriotic organizations and activities, and in receiving official visitors.

2-4. The Deputy Commanding General for Training. Assists the Commanding General in executing the training mission of TRADOC and reports directly to the Chief of Staff of the Army (CSA) on the training status of the total force. DCG-T TRADOC--

a. Exercises responsibility for all initial entry training of enlisted personnel.

b. Directs, supervises, and evaluates all of TRADOC's training programs and training support activities, except for officer education and training.

c. Ensures that the service schools and training centers provide the total force with trained, skilled and motivated soldiers, and non-commissioned officers.

d. Ensures that TRADOC and other agencies provide Army units with the training support needed to conduct individual and collective training, to include SM, SQT, ARTEP, devices, ammunition, ranges, and facilities.

e. Represents the Commanding General, when appropriate, at civic, veteran, patriotic organizations and activities, and in receiving official visitors.

2-5. The Deputy Commanding General for Logistics. Assists the Commanding General in developing and evaluating logistics concepts, doctrine, organizations, systems, materiel concepts, and requirements. DCG-L, TRADOC --

a. Ensures that the supply, maintenance, transportation, services, and facilities systems designed for the Army in the field and the CONUS retail logistics system are compatible with the wholesale logistics system.

b. Conducts logistics exercises, manages the development of logistics training materials for, and provides training assistance to active Army and Reserve Component units.

c. Develops and coordinates the functional design, installation, and maintenance of multicommand intermediate and user logistics operating/management information systems to include on-site conversion of installation and field activities and the sustainment of the systems to ensure that these activities can fulfill day-by-day operational requirements.

d. Provides TRADOC representation and participation in international rationalization, standardization, and interoperability of combat developments activities pertaining to logistics.

e. Represents the Commanding General, when appropriate, at civic, veteran, and patriotic organizations and activities and in receiving official visitors.

2-6. The Deputy Commanding General Mobilization. Assists the Commanding General in matters primarily concerned with the Army National Guard (ARNG) and US Army Reserve (USAR). The nucleus of the operational capability within the headquarters staff is provided by the Plans, Operations and Mobilization Office and the HQ TRADOC USAR and ARNG Advisers. DCG (mob des) TRADOC matters of concern include--

a. Mobilization plans for training divisions and brigades.

b. Mobilizations plans for USAR schools.

c. Qualification of training divisions and brigades to perform mobilization missions.

d. Training strategy for Reserve Components - USAR and ARNG.

2-7. Planning Group.

a. Review and analysis of designated key staff actions.

b. Analysis and monitorship of roundtable issues and status.

c. Coordinator for CG participation in Army Commanders' Conference and other MACOM commanders' conferences.

d. Review and analysis of publications, articles, and briefings of interest to CG.

e. Recommending concepts for improving TRADOC's performance in areas of CG concern.

f. Preparation of CG speeches, briefings, presentations, and articles for publications.

g. Preparation of designated personal correspondence, not relating to staff elements.

h. Preparation of and quality control over CG Trip Books (overseas).

i. Special projects of CG interest.

2-8. Command Sergeant Major. As the senior noncommissioned officer of TRADOC, the Command Sergeant Major--

a. Executes established policies and monitors standards of performance, training, and conduct of all enlisted personnel.

b. Provides advice and recommendations to the CG TRADOC and the staff on matters pertaining to enlisted personnel.

c. Participates in official ceremonies and performs other duties as directed by the Commanding General.

2-9. Headquarters structure. The Headquarters organizational structure is illustrated in figure 2-2.

2-10. Organizational structure of staff offices. Model organizational diagrams for general and special staff offices are illustrated in figure 2-3.

COMMAND GROUP

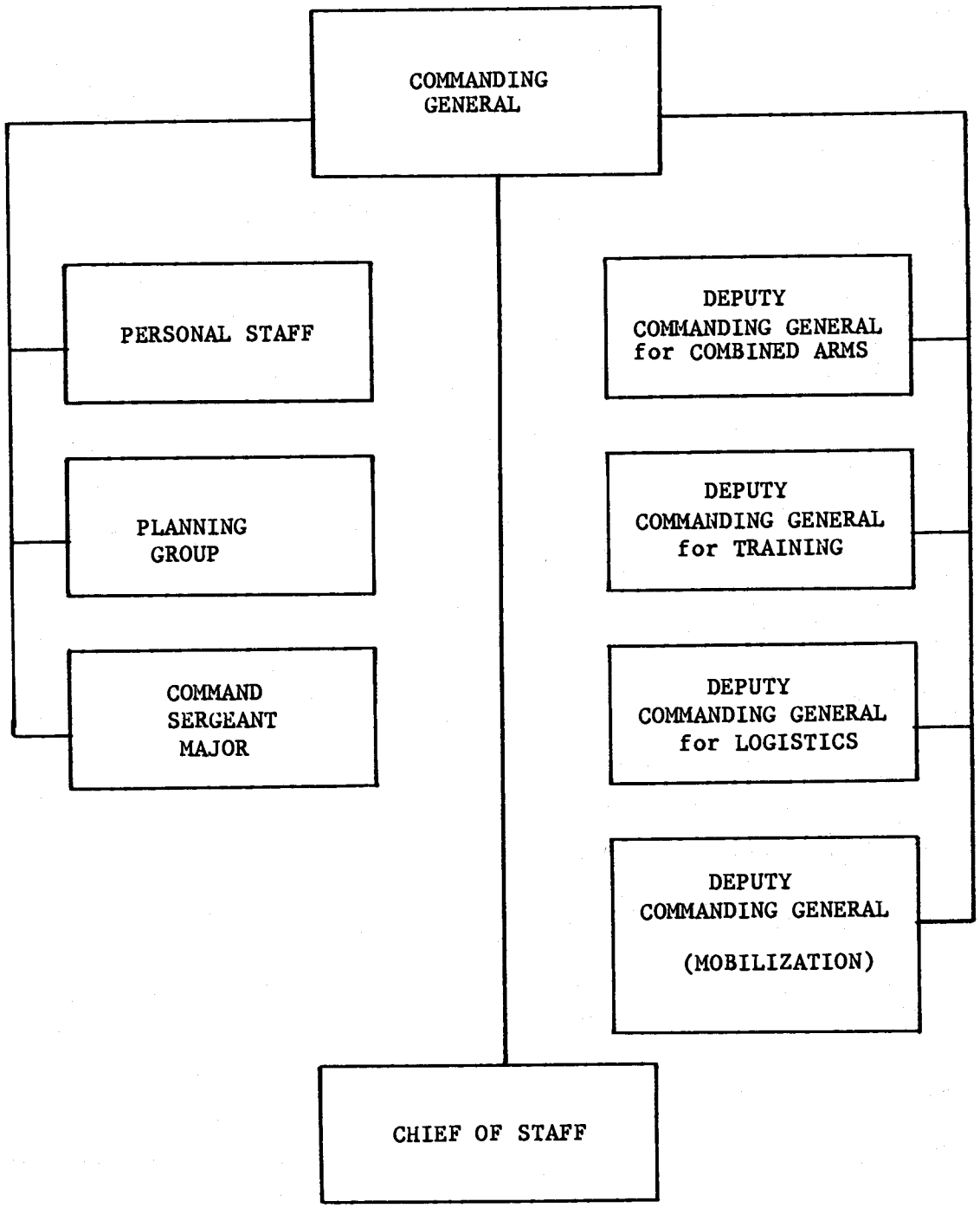
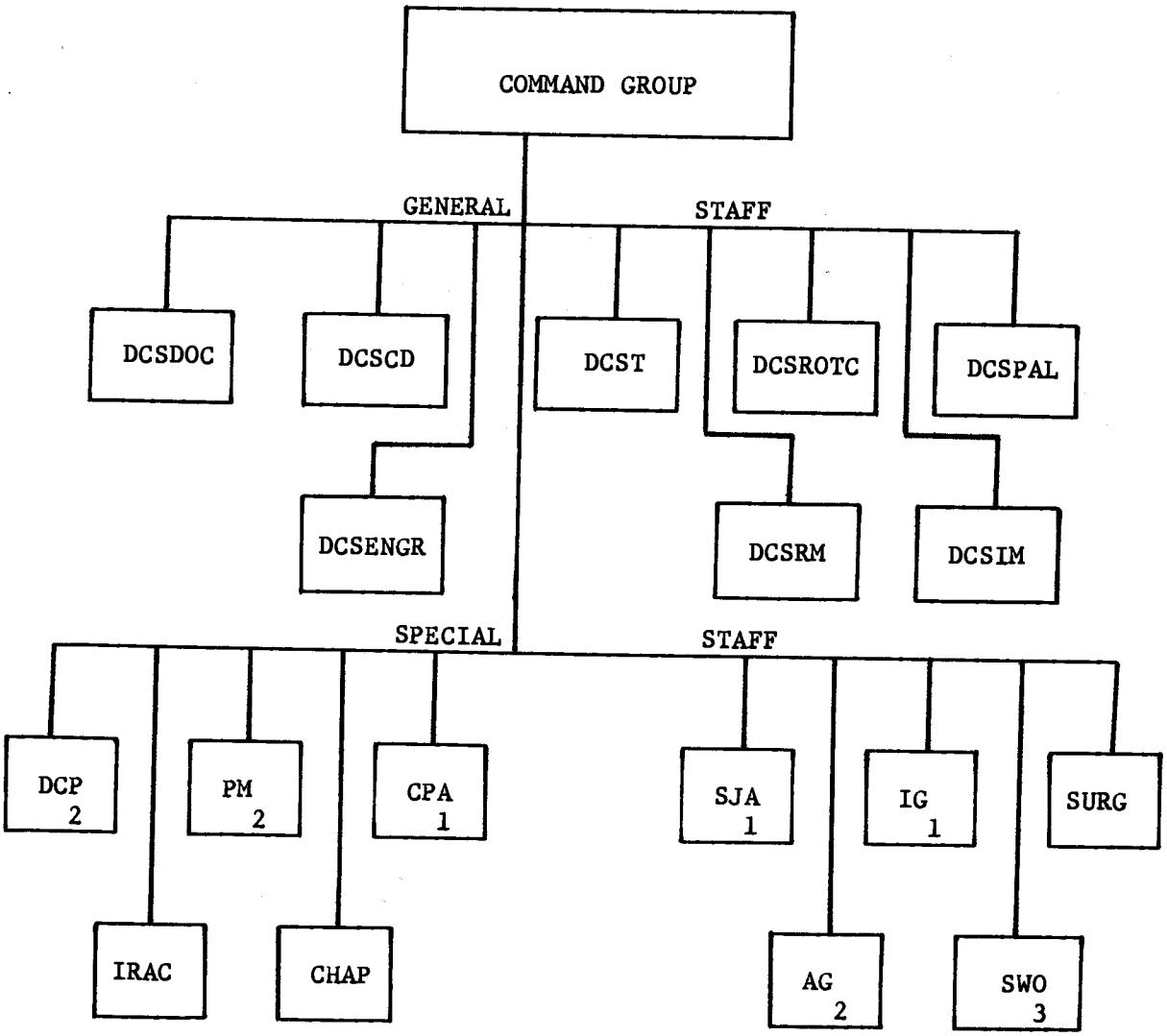


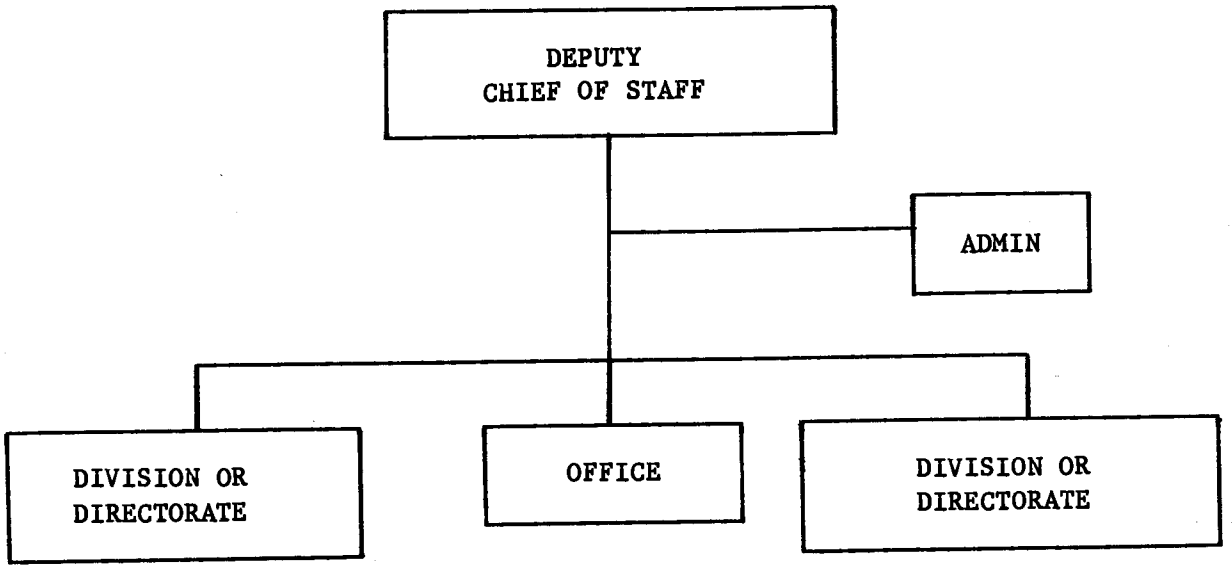
Figure 2-1. Command group structure

HEADQUARTERS UNITED STATES ARMY
TRAINING AND DOCTRINE COMMAND



NOTES:
1. Also Personal Staff of CG.
2. Assigned to DCSPAL.
3. Assigned to USAF; located in DCSDOC for functional alignment.

Figure 2-2. Headquarters organizational structure



ORGANIZATIONAL STRUCTURE:
SPECIAL STAFF OFFICES

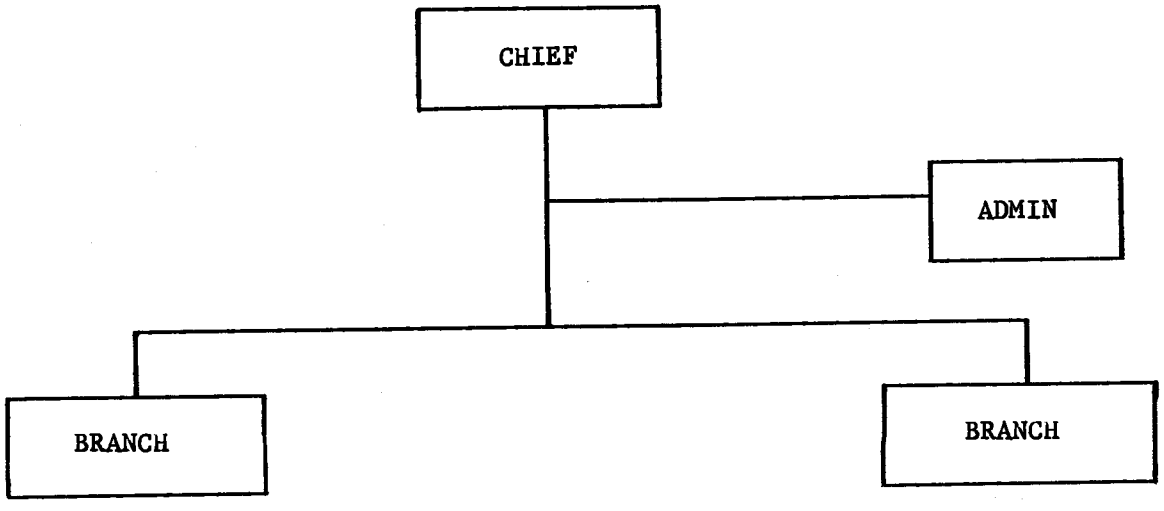


Figure 2-3. Organizational structure, general and special staff offices

CHAPTER 3

OFFICE OF THE CHIEF OF STAFF

3-1. Office of the Chief of Staff. Figure 3-1 shows the structure for the Office of the Chief of Staff.

a. Chief of Staff.

(1) Acts for the Commanding General within delegated authority and command guidance concerning operations and activities throughout TRADOC.

(2) Directs the operation of the HQ TRADOC general and special staffs.

(3) Supervises the coordination and issuance of directives and instructions to ensure unity of action and compliance with the Commander's guidance.

(4) Coordinates the allocation and management of command resources, chairs the TRADOC program resource advisory committee (PRAC) and supervises the allocation and distribution of manpower and personnel resources.

(5) Personally oversees the TRADOC equal employment opportunity program and represents the command in matters pertaining to union negotiations.

b. Assistant Chief of Staff.

(1) Serves as principal assistant to the Chief of Staff and acts for the Chief of Staff within delegated authority and guidance concerning operations and activities of the TRADOC staff.

(2) Ensures unity of action and compliance with general guidance to the staff from the Chief of Staff or the Commanding General.

(3) Promulgates administrative policies and guidance concerning staff procedures, staff management practices and staff action control within the headquarters.

(4) Assigns taskings to the TRADOC staff and subordinate commands as directed by the Chief of Staff, Deputy Commanding General or the Commanding General.

(5) Provides substantive review of actions submitted by the staff to the Chief of Staff, Deputy Commanding General, or Commanding General.

(6) Advises the Chief of Staff on staff actions and on actions which have commandwide impact.

(7) Approves use of .0012 contingency funds for official activities sponsored by the command group.

(8) Coordinates activities of liaison officers to TRADOC and, through the field element, activities of TRADOC liaison officers to other commands.

3-2. Secretary of the General Staff.

a. Reviews all incoming correspondence and messages to the command group for initial determination of action required.

b. Coordinates command group taskings to the staff, establishes staff action control measures, and monitors suspenses on a daily basis.

c. Reviews staff actions submitted to the command group for completeness, administrative correctness, and proper staff coordination.

3-3. Protocol Office.

a. Provides administrative support for the offices of the command group (TRADOC Memo 1-11, FM Regs 690 series, AR 340-18).

b. Arranges and assists in the conduct of conferences, meetings, briefings, and orientations hosted by the command group (TRADOC Memo 1-3).

c. Manages the approved TRADOC conference program (TRADOC Memo 1-20).

d. Administers contingency and travel funds for the command group (AR 37-47, AR 37-106).

e. Assists, monitors and advises the headquarters staff concerning official protocol, etiquette, and courtesies for visiting US and foreign dignitaries (TRADOC Memo 1-3).

f. Plans, directs or assists in the conduct of promotion, award, retirement, and honor guard ceremonies sponsored by the command group (TRADOC Memo 672-1).

g. Coordinates special mission transportation in support of headquarters personnel, visitors, and tenant agencies (TRADOC Memo 95-2).

h. Provides operational control of the HQ commandant office (MOU dtd 15 Mar 84).

3-4. TRADOC Historical Office. Has overall staff responsibility for military history activities in the command. Plans and executes the TRADOC historical program within the framework of the Army historical program, advises the TRADOC Commander and Chief of Staff on command historical responsibilities, and represents the commander in interchanges with the historical profession.

a. Field history--Exercises staff supervision of subordinate command historians and historical programs and coordinates the recruitment and selection of staff historian positions within subordinate commands (AR 870-5, TRADOC Reg 690-4).

b. Museums--Exercises staff supervision of Army Museum operations within TRADOC and coordinates the recruitment and selection of museum director/supervisory curators in the command (AR 870-5, TRADOC Reg 690-4).

c. Command history--Prepares TRADOC annual historical reviews, historical monographs, and historical studies; directs contract historical studies program; directs comprehensive oral history program (AR 870-5).

d. Historical services--Plans, implements, and directs a commandwide historical document collection and information retrievel system, answers historical information inquiries for the Commander and staff, and provides a wide variety of staff actions bringing historical perspective to bear on planning and programming activities of HQ TRADOC and subordinate commands (AR 870-5).

3-5. Principal assistant responsible for contracting (PARC).

a. Operates under guidance of the Chief of Staff with authority delegated by the Commanding General as head of contracting activity (HCA) (AFARS 1.601).

b. Performs HCA duties and functions not required to be performed personally by the HCA (AFARS 1.601).

c. Ensures compliance with DOD and DA directives through surveillance of the procurement function in TRADOC (AFARS 1.601).

d. Advises the command group and staff on procurement policies, procedures, and techniques (DOD FAR Suppl 1.304).

e. Develops and disseminates contract administration guidance to the staff and subordinate elements (AFARS 1.304).

f. Monitors organizational structure, staffing and training programs of TRADOC contracting offices (AFARS 1.601).

g. Develops and coordinates guidance to supplement the Federal Acquisition Regulation (FAR), DOD Federal Acquisition Regulation Supple-20nt (DFARS), and Army Federal Acquisition Regulation Supplement (AFARS) (AFARS 1.304).

h. Appoints TRADOC contracting officers (AFARS 1.603).

i. Exercises staff supervision over the TRADOC Contracting Activity East (TCAE) and TRADOC Contracting Activity West (TCAW) (AFARS 1.601).

j. Serves as Program Manager for the Procurement Civilian Career and Intern Programs (AR 690-950-14).

3-6. Small and Disadvantaged Business Utilization Office.

a. Advises the command group and staffs on matters relating to small and disadvantaged business utilization (SADBU) (DOD FAR Suppl 19.201(d)(2)).

b. Plans, directs, manages, and implements the SADBU, labor surplus area and other socioeconomic business programs within the command. (DOD FAR Suppl 19.201(d)(1)(i)).

c. Exercises staff supervision over installation compliance with statutory and regulatory requirements. Monitors acquisitions reporting to evaluate participation and goal accomplishment in the small business programs (DOD FAR Suppl 19.201(d)(2)).

d. Represents the Commanding General at government and industry conferences, seminars, and committee meetings (DOD FAR Suppl 19.201(d)(2)).

3-7. Disclosure Office.

a. Manages the implementation of the National Disclosure Policy (NDP) within the command (AR 380-10).

b. Manages the implementation of the industrial security program within the command (AR 380-49).

c. Manages and coordinates the international technology transfer program within the command (DOD Dir 2040.2, subj: International Transfer of Technology, Goods, Services, and Munitions).

d. Coordinates disclosure of information to foreign governments or international organizations (AR 380-10).

e. Coordinates the accreditation of allied personnel to the command (ARs 380-10, 380-25).

f. Furnishes the US Army Contact Officer for allied personnel accredited to HQ TRADOC (ARs 380-10, 380-25).

g. Coordinates self-invited foreign visits to the command (ARs 380-10, 380-25).

h. Coordinates security eligibility of foreign military training cases (ARs 12-15, 380-10).

i. Develops and disseminates command disclosure policy and procedures to the staff and subordinate activities (AR 380-10).

j. Serves as the Assistant Program Manager of the Intelligence Career Program for the Security Administration Series (AR 690-950-1).

k. Acts as the TRADOC interface with the foreign disclosure and technical information system (FORDTIS) (AR 380-10).

l. Participates in the Command Security Education Program as it applies to the NDP (AR 380-5).

3-8. Organizational Effectiveness Office.

a. Manages the organizational effectiveness (OE) program within TRADOC (AR 5-15).

b. Acts as principal adviser to the Commanding General and the Chief of Staff on OE matters (AR 5-15).

c. Participates in management of the OE program for the Army (AR 5-15).

d. Conducts studies or projects for the command group, focusing on the human dimension aspects of complex problems (AR 5-15).

e. Conducts assessments of organizations, analyzes organizational problems, makes recomendations, and helps the staff principal implement solutions (AR 5-15).

f. Provides assistance to OESO at TRADOC installations and activities when requested (AR 5-15).

3-9. TRADOC Field Element.

a. Provides administrative and logistical support to TRADOC US liaison officers with other Army commands, US services, and allied military services or governments (TRADOC Reg 1-17).

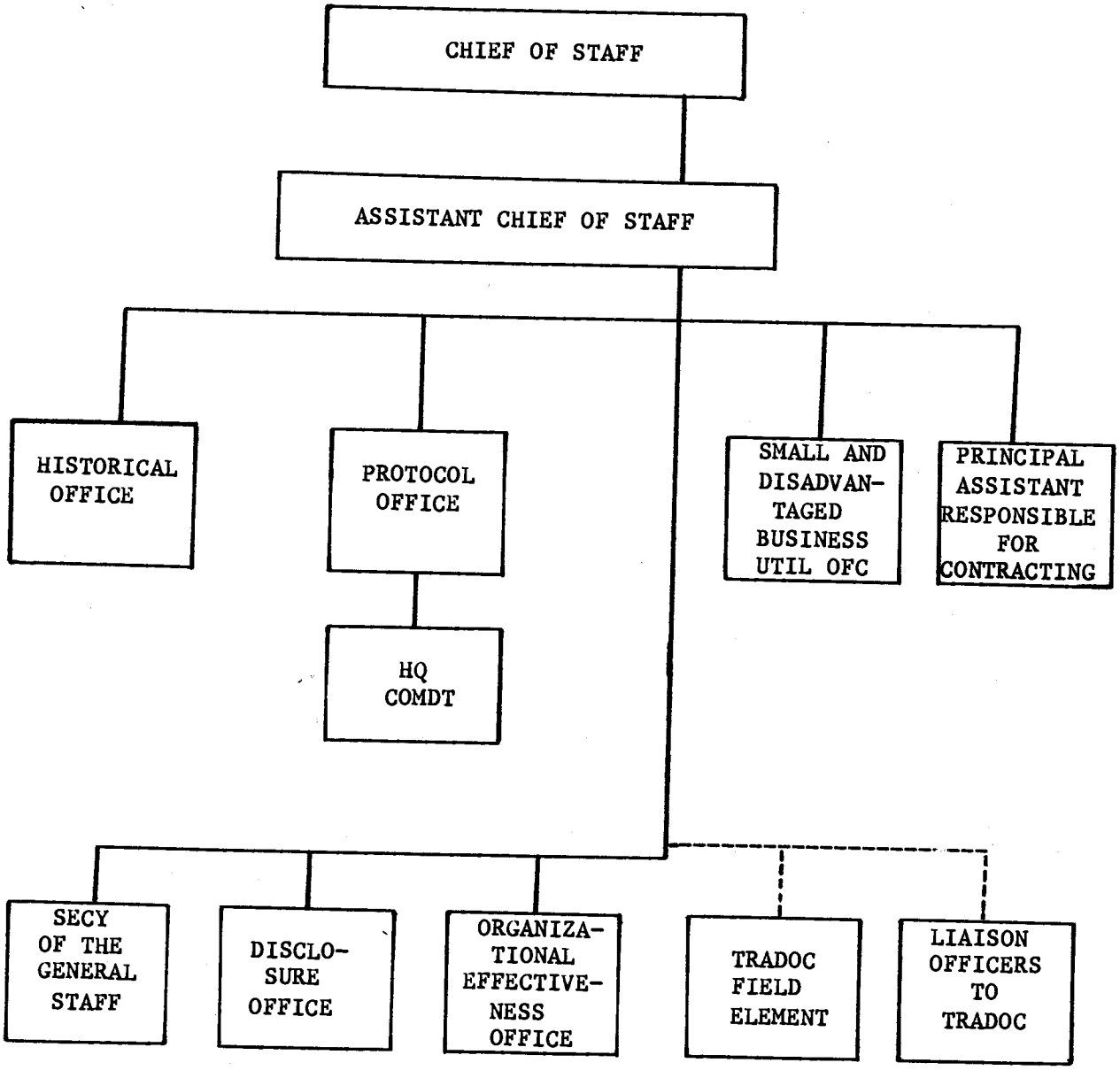
b. Provides operational, logistic, and administrative support to liaison officers from other Army commands, US services, and allied military services or governments accredited to HQ TRADOC (TRADOC Reg 1-17).

c. Ensures that the objectives and requirements of other commands and services, with respect to combat developments, training developments, training and training support, are made known to TRADOC activities and facilitates communication between TRADOC and other commands (TRADOC Reg 1-17).

3-10. Liaison Officers to TRADOC.

a. Charters and functions of the foreign and US liaison officers are specified by individual agreements (TRADOC Reg 1-17).

b. Liaison officers are attached to the Office of the Chief of Staff for control (TRADOC Reg 1-17).



NOTES:

--------: Not on HQ TRADOC TDA.

Figure 3-1. Office of the Chief of Staff

CHAPTER 4

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR DOCTRINE

4-1. Staff office. The Deputy Chief of Staff for Doctrine is responsible for the development, management, and promulgation of US Army, joint, and combined operational concepts and tactical doctrine; management of doctrinal products, threat management, intelligence research support, and providing US Army representation on selected international working groups and panels. See figure 4-1 for the organizational structure of the Office of the Deputy Chief of Staff for Doctrine (AR 10-41).

4-2. Threat Directorate.

a. Exercises staff responsibility for development and integration of foreign threat capabilities and doctrinal assessments into operational concepts, training, combat development, and training development actions (TRADOC Reg 381-1).

b. Disseminates developments in threat doctrine, organization, tactics, and equipment (AR 381-11, TRADOC Reg 381-1).

c. Approves threat analyses developed by TRADOC activities (TRADOC Reg 381-1).

d. Processes and validates command statement of intelligence interest, recurring intelligence document acquisitions, and intelligence production requirements (AR 381-11, TRADOC Reg 381-1).

e. Coordinates translation requirements for the command (AR 381-11, TRADOC Reg 381-1).

f. Provides threat support to all international staff talks (AR 34-1 and TRADOC Suppl thereto).

g. Exercises responsibility for threat management within TRADOC (TRADOC Reg 381-1).

h. Serves as the TRADOC point of contact with national and service intelligence agencies on threat matters (AR 381-11, TRADOC Reg 381-1).

i. Provides intelligence research support to TRADOC (TRADOC Reg 381-1).

j. Exercises staff supervision of the development of TRADOC standard scenarios and the Scenario Oriented Recurring Evaluation System (SCORES) (TRADOC Reg 71-5).

k. Develops automated information systems to support intelligence dissemination in TRADOC.

l. Exercises staff responsibility for scenario, doctrine, and threat study advisory subgroups for TRADOC studies (TRADOC Reg 11-8).

m. Conducts staff visits to ensure valid approved threat information is being incorporated in doctrine development, combat developments, and training at TRADOC centers and schools (TRADOC Reg 381-1).

4-3. Combat Directorate.

a. Exercises staff responsibility for initiation, development, and articulation of US Army, joint, and combined operational concepts and tactical doctrine for combat and selected (MI) combat support operations (AR 10-41).

b. Reviews materiel requirements documents, TRADOC studies and analyses, and force structure documents for consistency with operational concepts and doctrine (AR 10-41).

c. Provides Army input and representation to joint operational concepts and conferences (TRADOC Reg 11-7).

d. Ensures incorporation of approved concepts and doctrine into appropriate publications (TRADOC Reg 11-7).

e. Monitors the development of joint TAC and TRADOC operational concepts and procedures associated with the AirLand Battle (TRADOC Reg 11-7).

g. Conducts staff visits to ensure that current doctrine is being taught at TRADOC schools (AR 10-41).

4-4. Support Directorate.

a. Exercises staff responsibility for initiating, developing, and articulating US Army, joint, and combined operational concepts for combat support and combat service support functions (AR 10-41).

b. Reviews organizational force development and training products to ensure compatibility with approved operational concepts and Army doctrine (AR 10-41).

c. Reviews studies, analyses and materiel requirements documents for consistency with operational concepts and doctrine (AR 10-41).

d. Initiates operational concepts development in combat support and combat service support areas (AR 10-41).

e. Reviews and staffs selected doctrinal publications (TRADOC Reg 11-7).

f. Ensures AirLand Battle doctrine is promulgated in the Doctrinal Literature Program, service school programs of instruction, and field training exercises (AR 10-41).

g. Conducts staff visits to ensure current doctrine is being taught at TRADOC schools (AR 10-41).

h. Coordinates the development of NBC defense, retaliatory chemical warfare, and smoke/obscurants doctrine (AR 220-58).

i. Monitors the development of joint MAC and TRADOC operational concepts and procedures concerning intratheater airlift (MAC/TRADOC MOU).

4-5. Doctrine Management Directorate.

a. Exercises staff responsibility for development and administration of the TRADOC Doctrinal Literature Program (DLP) which includes the TRADOC Doctrinal Audiovisual Program (DAVP) (TRADOC Reg 11-7).

b. Establishes policy and procedures for the development of doctrinal field manuals, doctrinal training circulars, drills (also produced as training circulars), operational concepts, TRADOC battle reports, TRADOC field circulars, and doctrinal audiovisual products (TRADOC Reg 11-7).

c. Represents DCSDOC in resource management activities (TRADOC Reg 11-7).

d. Performs DLP and DAVP reviews and analyses (TRADOC Reg 11-7).

e. Performs evaluations of integrating centers' Doctrinal Literature Program (DLP) performance (TRADOC Reg 11-7).

f. Proponent for TRADOC Reg 11-7, Operational Concepts and Army Doctrine; and USAREUR/FORSCOM/TRADOC/EUSA/WESTCOM Reg 11-11, Doctrine Point of Contact Program; TRADOC Pamphlets 34-1, Doctrinal Terms: Doctrine, Tactics, Techniques, and Procedures, and 310-12, Index of TRADOC Field Circulars (FCs); and principal author for TRADOC Pam 108-1, Guide for Subject Matter Experts: Technical Adviser (AR 10-41).

g. Serves as point of contact for doctrinal portions of "How TRADOC Runs" and "Combat Development Orientation Course" courses of instruction (AR 10-41).

h. Provides ORSA and management science technique applications to mission performance (TRADOC Reg 11-7).

4-6. Plans Directorate.

a. Responsible for implementation of the Army's Center for Army Lessons Learned (CALL), adapting for combat - lessons learned system to capture lessons learned from combat, major exercises, NTC, etc., and pass to MACOMs, centers and schools, and Armywide.

b. Serves as the TRADOC primary action agency for the development and refinement of the Army's future warfighting concept, Army 21 (TRADOC Reg 11-7).

c. Provides input and representation to Quadripartite Working Group/ Combat Developments (QWG/CD) and NATO Army Armaments Group Panel XI (NAAG) (AR 34-1).

d. Provides Army input and representation to bilateral staff talks, combined operational concepts conferences, and appropriate Allied Tactical Publications (ATP) (AR 34-1).

e. Serves as ODCSDOC focal point for rationalization, standardization, and interoperability (RSI) of operational concepts and doctrine (NATO, ABCA, bilateral staff talks) (AR 34-1).

f. Develops and coordinates Army, joint, and combined long range operational concepts (TRADOC Reg 11-7).

g. Ensures that new weapons and technology are consistent with current doctrine and future concepts (TRADOC Reg 11-7).

h. Ensures that priorities for emerging doctrine are in consonance with deficiencies identified in the BDP (TRADOC Reg 11-7).

i. Serves as ODCSDOC point of contact for the development of tactical nuclear doctrine (TRADOC Reg 11-7).

4-7. AirLand Forces Application Agency.

a. Coordinates, integrates, and manages activities associated with joint TAC and TRADOC efforts regarding improved concepts and procedures for the conduct of the AirLand Battle (TAC Reg 20-2, TRADOC Reg 10-41).

b. Responds to the Joint Actions Steering Committee (JASC) which is composed of the USAF Tactical Air Command (TAC) DCS, Plans, and the TRADOC DCSDOC (TRADOC Reg 10-41).

c. Initiates or supervises the development of JASC tasking directives for joint participation in studies, analyses, wargames, and special projects (TAC Reg 20-2, TRADOC Reg 10-41).

d. Exercises supervision over joint participation in studies, analyses, or projects as directed by the JASC (TAC Reg 20-2, TRADOC Reg 10-41).

e. Facilitates cross-service assistance and arranges support for JASC assigned actions (TAC Reg 20-2, TRADOC Reg 10-41).

4-8. Airlift Concepts and Requirements Agency (ACRA).

a. Enhances the understanding of current doctrine within the US Army and the US Air Force airlift community (MAC/TRADOC MOU).

b. Integrates airlift considerations into the Army concept developments process (MAC/TRADOC MOU).

c. Integrates Army and Air Force considerations into airlift concepts through mutual development and review (MAC/TRADOC MOU).

d. Increases cooperation in the development and coordination of airlift requirements to meet battlefield mobility and sustainment needs (MAC/TRADOC MOU).

e. Solicits inputs from and coordinates with the Services and the unified and specified commanders regarding airlift doctrine and requirements (MAC/TRADOC MOU).

f. Increases interservice dialogue between MAC and TRADOC on current Army doctrine and related concepts, to include organization, training, and materiel (MAC/TRADOC MOU).

g. Resolves doctrinal and procedural concerns arising out of implementation of current Army and Air Force doctrine (MAC/TRADOC MOU).

4-9. Joint Studies Cell.

a. Conducts analysis of selected joint issues pertaining to TRADOC functional areas (AR 10-41).

b. Conducts liaison with appropriate organizations of the US Army, Air Force, Navy, and Marine Corps for the purpose of cooperating in the development of joint doctrine, materiel, training, tactics, and techniques (AR 10-41).

c. Supports, monitors, and reviews study projects which have joint implications as specified by the DCSDOC (AR 10-41).

d. Assists other service agencies in their joint analysis efforts on issues of mutual interest, coordinates TRADOC support of such efforts and participates in these joint studies as appropriate (AR 10-41).

4-10. Weather office.

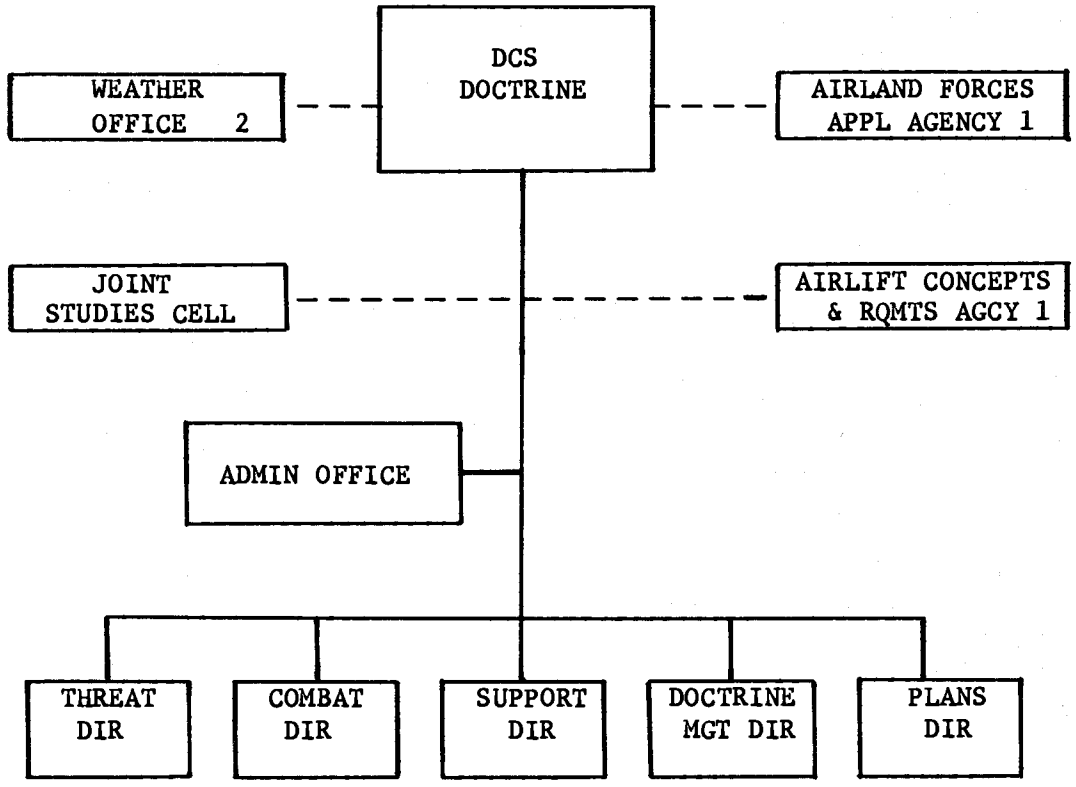
a. Advises the command group and staff on meteorological matters (AR 115-10).

b. Monitors and recommends changes to Army tactical weather support doctrine (AR 115-10).

c. Assists in identifying and minimizing meteorological constraints on weapons systems under development (AR 115-10).

d. Assists in reviewing statement of requirement (SOR) from TRADOC installations (AR 115-12).

e. Reviews conceptual studies, required operational capabilities (ROC), and letters of agreement (LOA) to ensure the weather environment is adequately considered (AR 115-10).



NOTES: -------Not on DCSDOC TDA.

1. Shared staff proponency with Air Force.
2. Administrative Control.

Figure 4-1. Office of the Deputy Chief of Staff for Doctrine

CHAPTER 5

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR COMBAT DEVELOPMENTS

5-1. Staff office. The Deputy Chief of Staff for Combat Developments (DCSCD) is responsible for the staff supervision of system and organizational phases of combat developments (CD) to include formulation of materiel concepts, materiel requirements, organizations, studies and systems. See figure 5-1 for the organizational structure for the Office of the Deputy Chief of Staff for Combat Development.

5-2. Program Resource Management Directorate.

a. Develops and manages DCSCD portion of TRADOC planning, programming, budget and execution system (PPBES) (AR 1-1).

b. Manages military and civilian manpower resources involved in the combat developments programs administered by TRADOC (AR 37-series, TRADOC Reg 11-3).

c. Develops the DCSCD position on policy, procedures, programs, and studies relating to combat developments manpower resources management (ARs 570-5, 570-4, 310-49, 5-3, DA Pams 570-4, 570-558).

d. Develops, improves, and maintains the combat developments module of the TRADOC command management information systems (TCMIS) (TRADOC Regs 11-4, 11-5, 71-1, 5-3).

e. Collects, consolidates, and prepares presentation of periodic program review and analysis (AR 5-1).

f. Administers and reports on DCSCD management actions to include internal control systems, US GAO, USAAA, DAIG, SPIRIT, and other management actions as directed (AR 11-2).

g. Administers and reports on DCSCD travel/TDY funds (JTRS, AR 37-20).

h. Prepares and administers DCSCD portion of HQ TRADOC TDA (ARs 310-49, 5-3, DA Pams 570-4, 570-558).

i. Is responsible for all ODCSCD automation related activities (AR 18-1).

5-3. Planning Directorate.

a. Exercises responsibility for mid-to-long range planning of the combat developments effort (TRADOC Reg 71-4).

b. Acts as point of contact for coordination with DCSDOC on doctrine and concepts (TRADOC Reg 11-8).

c. Serves as TRADOC point of contact on all force structure and force design initiatives. Performs macro analysis of emerging force structure designs and provides DCSOPS DA with a recommended phased scheduling of new units into the programmed force. Prepares presentations on new force designs for use in staff talks between TRADOC and other countries (TRADOC Reg 11-7).

d. Manages the system program review (SPR) process (ARs 15-14, 71-9).

e. Manages the DA Functional Area Assessment process (Ltr, HQDA, DAMO-FDF, 1 Aug 84, subj: Force Modernization Master Plan (FMMP) (Classified)).

f. Coordinates overall TRADOC participation in total Army analysis (TAA) (AR 71-11).

g. Provides current programmed force data to TRADOC staff, schools, and integrating centers (AR 71-11).

h. Serves as HQ TRADOC point of contact with HQDA, USAF Space Command, and AMC on all space-related initiatives. Monitors, coordinates, tasks, and contributes to the development of the Army's role in space. Serves as TRADOC representative on the Army's Space Working Group (TRADOC Regs 10-41, 71-12).

i. Acts as TRADOC point of contact for coordination within TRADOC on all strategic defense initiatives (TRADOC Regs 10-41, 71-12, VOCO TRADOC Cdr).

j. Serves as integrating office for Army Commanders Conferences and TRADOC Commanders Conferences (TRADOC Reg 71-4).

k. Participates in the formulation, coordination, and administration of combat development policies, plans, programs, and regulations which affect or are affected by the USAR and ARNG (TRADOC Reg 10-41).

l. When directed, executes tasking authority over appropriate DCSCD directorates for the purpose of developing a consolidated response to command group or DCSCD tasks involving more than one ODCSCD directorate (TRADOC Reg 71-12).

m. Monitors organizational development, prepares alternative organizational ideas, and ensures CG guidance is properly interpreted (TRADOC Regs 71-4, 71-12).

n. Serves as the integrating office for initiatives that impact on the combat developments process to include intensive management of high visibility, short-term projects.

5-4. Scientific Adviser.

a. Advises on major decisions of the command - on the analytical soundness and technical quality of the research work in support thereof.

b. Evaluates the products of the US and other government and civilian scientific communities for TRADOC programs.

c. Represents TRADOC on US and international scientific boards and committees and is the point of contact for the Army Science Board and other DA and DOD advisers.

5-5. System Management Directorate.

a. Exercises staff responsibility for management of the TRADOC materiel total system management concept and the TRADOC system manager (TSM) program (ARs 15-14, 71-9).

b. Serves as the TRADOC focal point for research, development, and acquisition policy and procedures (ARs 70-1, 71-9, 1000-1).

c. Serves as executive secretary and coordinator for the TRADOC Materiel Evaluation Committee (TMEC) and the Materiel Requirements Review Committee (RRC). Chairs the RRC in the absence of the ADCSCD (ARs 70-1, 71-9).

d. Serves as the TRADOC point of contact and coordinator for the Quarterly CG TRADOC/CG AMC Meetings, the Combat Developments TRADOC/AMC/MCDEC Quarterly Meetings, and the Combat Developments TRADOC/TAC Quarterly Meetings (AR 71-9).

e. Functions as the HQ TRADOC focal point for the quick reaction program (QRP) (Ltr, DAMO-FDR, HQDA, 31 Jan 84, subj: LOI for quick reaction program (QRP).

f. Is the manager for the materiel acquisition priorities program, product improvement programs and related activities (ARs 70-15, 71-9).

g. Represents TRADOC at the semiannual HQDA/AMC/TRADOC Product Improvement Program and annual AMC Research Development Acquisition (RDA) reviews (ARs 70-1, 70-15).

h. Coordinates the TRADOC position on the Army technology base development program (AR 71-9).

i. Coordinates and manages TRADOC involvement in the Army new thrust program (ARs 70-1, 71-9).

j. Monitors technology and materiel development programs of other services and other federal agencies with possible applications for TRADOC programs. Serves as the TRADOC focal point for coordination of USAF and USMC requirements documents (ARs 70-1, 71-9).

k. Serves as the TRADOC point of contact and coordinator for TRADOC's interface with industry including TRADOC-industry round table requirements reviews and military/industrial association sponsored conferences and symposiums (ARs 70-1, 71-9).

l. Serves as the TRADOC focal point for industry IR&D programs (ARs 70-1, 71-9).

m. Exercises responsibility for professional development, education and training of ODCSCD personnel (ARs 351-8, 690-400).

n. Serves as the TRADOC focal point for the equipment upgrade program (CSA Memo, DACS-DPA, 29 Dec 82, subj: Army initiative-equipment upgrade).

o. Serves as the DCSCD focal point for coordination of training device requirements documents (ARs 71-9, 350-38).

p. Technology Adviser.

(1) Integrates the products of the engineering and scientific community with the combat developments process (ARs 70-1, 71-9).

(2) Translates the operational needs of future combat and support systems into specific technology requirements for government and civilian laboratories (ARs 70-1, 71-9).

(3) Advises the DCSCD and combat developments staff of current technological advancements (ARs 70-1, 71-9).

(4) Serves on the HQDA Advanced Concept and Technology Committees and as the technology adviser for high technology studies advisory groups (ARs 15-36, 70-1).

(5) Is the principal TRADOC point of contact for artificial intelligence/robotics (AI/R) (ARs 70-1, 71-9).

5-6. Studies and Analysis Directorate.

a. Exercises staff responsibility and supervision over analytical studies conducted by the TRADOC combat developments community (AR 5-5).

b. Coordinates mission area analysis and cost and operational effectiveness analysis programs (AR 5-5).

c. Reviews methodology and develops policies, quality standards, and use of applicable models for systems analysis efforts (AR 5-5).

d. Prepares the analytical portion of the battlefield development plan (BDP) to include establishment of priorities for combat developments efforts (AR 5-5).

e. Conducts quick-reaction studies and analyses (AR 5-5).

f. Coordinates the analytical workload of the TRADOC Operations Research Activity (TORA) (AR 5-5).

g. Integrates the analytical work being performed throughout TRADOC (AR 5-5).

h. Manages the TRADOC AR 5-5 Studies Program (AR 5-5).

i. Provides contract support and advice for studies and other requirements for the TRADOC combat developments community (ARs 5-5, 5-14).

j. Ensures that the TRADOC contribution to major and designated non-major systems costing meets the requirements of applicable Army regulations (DODD 5000-1-2, ARs 5-5, 71-9, 18-1).

k. Exercises staff responsibility and supervision over materiel system and force structure costing by the TRADOC combat developments community (DODD 5000-1-2, ARs 5-5, 71-9, 18-1).

l. Coordinates and conducts the ORSA education program within HQ TRADOC (AR 5-5).

m. Supervises the TRADOC Element Lawrence Livermore Laboratories (TELL) (AR 5-5).

n. Responsible for scheduling, monitoring, tasking, and implementing actions for the TRADOC models committee and the TRADOC study review board (AR 5-5).

5-7. Organization Directorate.

a. Develops TRADOC policy and the leading role for DA policy for the tables of organization and equipment (TOE), manpower requirements criteria (MARC), basis of issue plan (BOIP), and qualitative and quantitative personnel requirements information (QQPRI) programs (AR 10-41).

b. Conducts staff actions as Army proponent for tables of organization and equipment (TOE) (ARs 71-2, 310-31, 310-34, 310-49, 570-1, 570-2, 570-3, 570-4, 611-101, 611-112, 611-201, appendix C).

c. Coordinates and develops basis of issue plans (BOIP) and qualitative and quantitative personnel requirements information (QQPRI) for Army developmental items of equipment (ARs 71-2, 71-9, 611-series, appendix C).

d. Chairs the TRADOC organization review board (AR 310-31, TRADOC Memo 15-5).

e. Exercises staff responsibility for manpower requirements criteria (MARC) development (appendix C).

f. Maintains the Army's automated TOE and BOIP files and provides automated data from these files to users Armywide (ARs 71-2, 310-31, 310-49, appendix C).

g. Operates ODCSCD remote entry terminal, providing access to the Army's computer network (ARs 71-2, 310-31, 310-49, appendix C).

5-8. Force Integration Directorate.

a. Exercises primary staff responsibility for management of force integration within TRADOC, and ensures that coordination of the force integration effort takes place between TRADOC staff elements, integrating centers, other MACOM and HQDA (VOCO: Ltr, ATCD-P, HQ TRADOC, 20 Aug 82, subj: DCSCD Reorientation)

b. Recommends force integration policy (VOCO: Ltr, ATCD-P, HQ TRADOC, 20 Aug 82, subj: DCSCD Reorientation; OMS-TRADOC LOI, ATCD-D, 8 Aug 83, subj: Implementation of TRADOC Organizational Management System; Msg, HQDA, DAMO-FDZ, 281915Z Jul 83, subj: FAA)

c. Develops and implements a system to manage force integration from an organizational perspective. In this capacity, manages and coordinates the organizational management system process (Ltr, HQDA, DAMO-FDF, 1 Aug 84, subj: Force Modernization Master Plan (FMMP) (Classified); DA Pam 5-25; AR 700-10, 15 Jul 82).

d. Coordinates TRADOC's input to Force Modernization Master Plan (FMMP), Army Modernization Information Memorandum (AMIM), and Force Modernization Milestone Reporting System (FMMRS) (TRADOC LOI, ATCD-D, 28 Oct 83, subj: Instructions for TRADOC Review of AMC Modernization Facility Support Plans (FSP)).

e. Coordinates and staffs system fielding information; i.e., materiel fielding plans (MFP) and facility support plans (FSP) (VOCO: Ltr, ATCD-P, HQ TRADOC, 20 Aug 82, subj: DCSCD Reorientation).

f. Provides TRADOC representation to MACOM force modernization review conferences (VOCO: Ltr, ATCD-P, HQ TRADOC, 20 Aug 82, subj: DCSCD Reorientation).

g. Conducts HQ, TRADOC force modernization fact finding visits to field units.

h. Interfaces with ARNG and OCAR on force modernization matters (VOCO: Ltr, ATCD-P, HQ TRADOC, 20 Aug 82, subj: DCSCD Reorientation).

i. Develops TRADOC proponent responsibilities for inclusion in Army regulations (Ltr, CG, TRADOC, 26 Aug 83, subj: Proponency).

5-9. Soldier Developments Directorate.

a. Ensures staff coordination of personnel management issues impacting on the Army as a whole (ARs 600-200, 600-20, 614-200, 614-100, 611-112).

b. Serves as the ODCSCD coordinating agency for manpower and personnel factors in the materiel acquisition process (ARs 71-2, 570-2, 70-1).

c. Supervises the specialty proponent system and the development of the specialty structure for current and future forces within TRADOC (AR 600-3).

d. ODCSCD coordinating agency for all specialty code (SC), military occupational specialty (MOS), career management field (CMF), women in the Army (WITA), and materiel acquisition management (MAM) actions (ARs 611-201, 611-101, 611-1, 600-3, 611-112, DA Pam 600-3).

e. Serves as the lead HQ TRADOC agency for the Department of the Army Deputy Chief of Staff for Personnel Functional Reviews (FR) (AR 600-3).

f. Serves as ODCSCD point of contact for the Soldier Support Center National Capital Region (ARs 611-1, 611-201, DA DCSPER/SSC/TRADOC MOU).

g. Serves as ODCSCD point of contact for the Army Research Institute (AR 70-1, ARI/DA, DCSPER/TRADOC MOU, AR 70-8).

h. Coordinates applications of ARI products and develops guidance for ARI research (AR 70-1, ARI/DA, DCSPER/TRADOC MOU, 70-1, 70-8, 70-9).

5-10. International Army Programs Directorate.

a. Serves as the focal point for TRADOC participation in international activities (AR 34-1).

b. Manages the bilateral staff talks programs between the US Army and the armies of Germany, the United Kingdom, France, Brazil, and the Republic of Korea (ARs 34-1, 10-41).

c. Manages the subject matter exchange and military history exchange programs between the US Army and the Japan Ground Self Defence Force (JGSDF) (Msg, HQDA, DAMO-ZA, 161343Z Apr 84, subj: US Army-JGSDF Military History Exchange (MHE)).

d. Monitors the doctrinal exchange program between the US Army and Canadian Armies (AR 34-1).

e. Arranges and coordinates TRADOC participation in NATO, Quadripartite ABCA (American, British, Canadian, Australian), multilateral and ad hoc conferences (AR 34-1).

f. Exercises staff supervision over TRADOC coordination of, input to, and implementation of NATO Standardization Agreements (STANAG) and Quadripartite Standardization Agreements (QSTAG) as the TRADOC point of contact for the rationalization, standardization, and interoperability (RSI) program (AR 34-1).

g. Reviews and schedules TRADOC actions regarding allied requirements documents and coordinates the TRADOC position for the appropriate international standardization agency (AR 34-1).

h. Serves as the TRADOC point of contact for Israeli Dialogue Exchange with Army Schools (IDEAS) (AR 34-1).

i. Serves as the TRADOC point of contact for the emerging US/People's Republic of China dialogue (Msg, DAMO-TRF, HQDA, 101525Z Jan 85, subj: Proposed Seminar w/PLA).

j. Serves as point of contact and office of record for TRADOC participation in negotiating, concluding, forwarding, and depositing of international agreements (AR 34-1).

k. Serves as the focal point for TRADOC input into the International Materiel Evaluation (IME) Program (AR 70-10).

5-11. Aviation Combat Development Directorate.

a. Exercises staff supervision of the aviation mission area and associated battalion and separate company organizations (TRADOC/AMC Pam 70-2, AR 10-41).

b. Plans, coordinates and supervises development of organizational and materiel concepts, systems and organizations for the aviation mission area (TRADOC/AMC Pam 70-2, ARs 71-4, 10-41).

c. Integrates materiel systems into organizations and conducts organizational assessments (TRADOC/AMC Pam 70-2; TRADOC LOI, 8 Aug 83, Implementation of the Organization Management Plan).

d. Presents the TRADOC position regarding mission area related systems and organizations at joint and combined conferences, review committees and boards, study advisory groups and user and developer conferences (TRADOC/ AMC Pam 70-2).

5-12. Close Combat, Engineer, and Mine Warfare Directorate.

a. Exercises staff supervision of the close combat, heavy; close combat, light; combat support, engineering and mine warfare; and special operations forces (SOF) mission areas (to include directed energy warfare) and the battalion and separate company organizations associated with those mission areas (TRADOC/AMC Pam 70-2, ARs 10-41, 71-9).

b. Plans, coordinates, and supervises development of organizational and materiel concepts, systems and organizations for infantry, armor, mobility and countermobility, airborne, air assault and special operations forces (TRADOC/AMC Pam 70-2, AR 71-9).

c. Integrates materiel systems into organizations and conducts organizational assessments (TRACOM/AMC Pam 70-2; TRADOC LOI, 8 Aug 83, for implementation of the organization management system).

d. Presents the TRADOC position regarding mission area related systems and organizations at joint and combined conferences, review committees and boards, study advisory groups, and user and developer conferences (TRADOC/AMC Pam 70-2).

5-13. Fire Power Directorate.

a. Exercises staff supervision of the fire support and air defense mission areas and the associated battalion and separate company and battery organizations (ARs 10-41, 71-9, 11-4, 70-1).

b. Plans, coordinates and supervises development of organizational and materiel concepts, systems and organizations for the fire support mission area (ARs 10-41, 71-9, 70-1, TRADOC/AMC Pam 70-2).

c. Integrates materiel systems into organizations and conducts organizational assessments (ARs 10-41, 71-9, 11-4).

d. Serves as the HQ TRADOC point of contact for identification, friend/foe implementation and centralization of materiel proponency for both US and NATO activities. Serves as the Army representative on several NATO committees (1972 DA Tasking Letter).

e. Presents the TRADOC position regarding mission area related systems and organizations at joint and combined conferences, review committees and boards, study advisory groups and user and developer conferences (ARs 10-41, 71-9, 70-61, 70-1, 5-5).

f. Reviews and supervises approval of recommended system and manpower and personnel tradeoffs affecting the fire support and air defense artillery mission area which will permit systems or organizations to be included within the programmed force structure (AR 71-9).

g. Monitors all phases of the fire support and air defense artillery product improvement processes and ensures user guidance is provided to the materiel developer (AR 70-15).

h. Responsible for staff supervision of fire support and air defense artillery joint force development initiatives (CSA/CSAF MOU, 22 May 84).

i. Plans, coordinates, and supervises the conduct of the fire support and air defense artillery functional area assessments (msg, HQDA, DAMO-FDZ, 281915Z Jul 83).

5-14. Intelligence and Electronic Warfare Directorate.

a. Exercises staff supervision of the intelligence and electronic warfare mission area including reconnaissance, surveillance, meteorology, and topography (AR 10-41, TRADOC Reg 10-5).

b. Plans, coordinates and supervises development of organizational and materiel concepts, systems and organizations for the intelligence and electronic warfare mission area, including reconnaissance, surveillance, meteorology, and topography (ARs 71-9, 115-10, 10-41, TRADOC Reg 71-9, AR 525-22).

c. Monitors all aspects of intelligence related force modernization to ensure equipping and structuring for all combat electronic warfare intelligence (CEWI) organizations, corps, and below (AR 10-41, TRADOC Reg 71-9).

d. Manages and coordinates the functional area assessment process for designated MI units. Monitors all substantive aspects of the intelligence and electronic warfare mission area analysis (MAA) (ARs 71-9, 71-11, 10-41).

e. Consolidates and coordinates the TRADOC position for long range research, development and acquisition plan (LRRDAP) for IEW systems to include establishing priorities, product improvements programming for funds, the tactical cryptologic program (TCP), and the consolidated cryptologic program (CCP). Maintains sufficient technical and analytical expertise to pass rapid judgment on the merits of applying fast-moving technology to the IEW mission area (ARs 1000-1, 10-41).

f. Provides HQ TRADOC point of contact for the Army electronic warfare/intelligence committee, and membership in the associated working group (AR 105-7).

g. Provides the HQ TRADOC point of contact for tactical deception and C3CM (AR 525-21).

h. Provides support to international IEW programs including chair-person of the Quadrapartite Working Group/Electronic Warfare (QWG/EW) and the NATO Land Electronic Warfare Working Group (LEWWG) (ARs 10-41, 34-1).

i. Manages and coordinates the IEW aspect of joint programs for which TRADOC is responsible. Manages and coordinates TENCAP and the IEW aspects of the Army space program (TENCAP Master Plan IV, V, TAC/TRADOC Joint Procedures Manual, TAC/TRADOC RECC Concept).

j. Serves as the HQ TRADOC proponent office for the memorandum of understanding between INSCOM and USAICS (AR 10-41).

k. Represents TRADOC as member or chairperson of selected boards, com- mittees, and study advisory groups (APR 105-7, AR 5-5, DA Pam 5-5, TRADOC Reg 5-5).

5-15. Communications, Command and Control, and Computer Directorate.

a. Exercises staff supervision of the communications and command and control mission areas (to include tactical data systems and the Battlefield Automation Management Office) and associated organizations throughout the Army (AR 10-13).

b. Battlefield Automation Management Office recommends, coordinates, and supervises battlefield automation goals; recommends battlefield automation requirements priorities; exercises in conjunction with HQ AMC Life Cycle Management of Battlefield Automated Systems, and ensures compliance with HQDA automation policies (ARs 25-1, 70-XX).

c. Responsible for the horizontal integration (across functional lines) of battlefield automated systems; adjudicates differences and makes final recommendations to the DCSCD on the management and integration of automation and communications within the battlefield C4 architecture (AR 11-39).

d. Plans, coordinates, and supervises development of organizational and materiel concepts, systems, and organizations for mission areas (ARs 71-9, 1000-1, 5-14).

e. Integrates materiel systems into organizations ensuring all elements under the integrated system support umbrella will support successful fielding (ARs 700-127, 71-9, DA Pam 5-25).

f. Coordinates the TRADOC position for and represents the Army user at various meetings, conferences, boards, and study groups throughout all four phases of the life-cycle system management model (AR 70-1).

5-16. Combat Service Support Directorate.

a. Exercises staff supervision of the combat service support mission area and associated battalion and separate company organizations (ARs 10-41, 70-1, 71-9, 1000-1).

b. Plans, coordinates and supervises development of organizational and materiel concepts, systems and organizations for the combat service support mission area (ARs 10-41, 70-1, 71-9, 1000-1).

c. Integrates materiel systems into organizations and conducts organizational assessments (ARs 10-41, 700-127).

d. Presents the TRADOC position regarding mission area related systems and organizations at joint and combined conferences, review committees and boards, study advisory groups, and user and developer conferences (ARs 10-41, 70-1, 71-9, 1000-1).

e. Monitors the implementation of the reliability, availability, and maintainability (RAM) and the Integrated Logistics Support (ILS) programs. Serves as HQ TRADOC point of contact for RAM and ILS (ARs 10-41, 70-1, 700-127).

f. Manages the HQ TRADOC test, measurement, and diagnostic equipment (TMDE) program and serves as HQ TRADOC TMDE point of contact (ARs 10-41, 750-43).

g. Manages the HQ TRADOC sets, kits, and outfits (SKO) program and serves as HQ TRADOC SKO point of contact (ARs 10-41, 708-1).

h. Serves as ODCSCD point of contact for the US Army Logistics Center (ARs 10-41, 71-9, 700-127, 702-3).

i. Provides HQ TRADOC membership to the water resources management action group (Ltr, HQDA, 21 Dec 82, subj: DOD Master Plan for Land Based Water Resources).

j. Provides HQ TRADOC membership to the worldwide watercraft committee and steering group (DA Watercraft Master Plan).

k. Provides membership to the HQDA logistics planning board (ARs 10-41, 700-127).

l. Manages the HQ TRADOC supply and maintenance assessment review team (SMART) and serves as the HQ TRADOC SMART point of contact (DA Cir 700-84-2).

m. Manages the HQ TRADOC Logistics System Program Review (LOGSPR) action and serves as the HQ TRADOC LOGSPR point of contact (AR 11-4).

n. Manages the HQ TRADOC combat service support functional area assessments (CSS FAA) and serves as HQ TRADOC point of contact for CSS FAA (six assessments) (Msg, HQDA, 281915Z Jul 83, subj: FAA).

o. Is the HQ TRADOC point of contact for safety and health hazard assessment program in the materiel acquisition process (ARs 40-10, 70-9, 71-9).

p. Serves as HQ TRADOC point of contact for medical materiel development (ARs 70-9, 71-9).

q. Exercises staff responsibility for supporting and administering the clothing advisory group (CAG) (AR 700-86).

r. Serves as HQ TRADOC point of contact for acquisition of physical security materiel systems (DOD Dir 3224.3).

s. Manages the HQ TRADOC medical systems program review and serves as HQ TRADOC MSPR point of contact (AR 11-4).

t. Serves as the integrating agent and HQ TRADOC point of contact for life cycle management of clothing and individual equipment (AR 700-86).

5-17. Nuclear, Biological and Chemical and Tactical Nuclear Warfare Directorate.

a. Exercises staff supervision of the nuclear, biological and chemical, and tactical nuclear warfare mission areas (including explosive ordnance disposal) and associated battalion and separate company organizations (ARs 10-41, 71-9, 75-15, 11-4).

b. Plans, coordinates and supervises development of organizational and materiel concepts, systems and organizations for mission areas (ARs 10-41, 71-9, AMC/TRADOC Pam 70-2).

c. Integrates materiel systems into organizations and conducts organizational assessments, functional reviews, and functional area assessments (ARs 10-41, 71-9, 11-4).

d. Presents the TRADOC position regarding mission area related systems and organizations at joint and combined conferences, review committees and boards, study advisory groups, and user and developer conferences (ARs 10-41, 70-1, 70-61, 71-9, 5-5, TRADOC Pam 70-2).

e. Serves as the HQ TRADOC point of contact for matters related to tactical nuclear and chemical warfare and NBC defense (AR 10-41, AR 71-9, CofS DF, 14 Sep 83, subj: HQ POC for NBC Matters).

f. Implements the TRADOC nuclear and chemical surety programs and the radiological protection program (AR 50-5 w/TRADOC Suppl, AR 50-6 w/TRADOC Suppl, AR 385-11).

g. Provides TRADOC membership to the nuclear weapons system safety committee (ARs 15-9, 50-4, TRADOC Suppl to AR 50-5).

h. Serves as TRADOC point of contact in combat developments for smoke and obscurant issues (ARa 10-41, 71-9, TRADOC Pam 70-2, CofS DF, 14 Sep 83, subj: HQ POC for NBC Matters).

i. Provides TRADOC membership to the US Army nuclear and chemical survivability secretariat (ARs 15-41, 70-60, 70-71, TRADOC Reg 71-14).

j. Manages the implementation of Nuclear and Chemical Survivability Programs in TRADOC (ARs 15-41, 70-60, 70-71, TRADOC Reg 71-14).

5-18. Test and Evaluation Directorate.

a. Monitors planning and execution of the TRADOC test and evaluation Program (AR 71-3, TRADOC Reg 71-9).

b. Develops test and evaluation policy, procedures, directives, letters of instruction and regulations (AR 71-3, TRADOC Reg 71-9).

c. Manages the TRADOC instrumentation program and monitors the TRADOC test methodology program (TRADOC Reg 71-9, TRADOC Pam 71-15).

d. Provides policy guidance for the TRADOC portion of joint service tests (TRADOC Reg 71-9, TRADOC Pam 71-13).

e. Manages the Army development and acquisition of threat simulators (ADATS) program for Army user testing (TRADOC Reg 71-9).

f. Develops policies, procedures, and methodology for test and evaluation of systems developed and acquired through rationalization, standardization, and interoperability (RSI) (AR 71-3).

g. Reviews test and evaluation and materiel aquisition documentation (TRADOC/AMC Pam 70-2).

h. Serves as staff proponent for test issues and criteria and requests for test waivers (TRADOC Regs 71-9, 15-3).

i. Approves waivers of reliability, availability and maintainability (RAM), training, and test support packages during operational testing (AR 702-3, TRADOC Reg 71-9).

j. Serves as the point of contact for test and evaluation policy, test instrumentation, and the Army development and acquisition of threat simulators (ADATS) program with respect to other MACOM and TRADOC staffs (TRADOC Reg 71-9).

k. Manages the TRADOC user test program (TRADOC Reg 71-9).

l. Assigns tests to the TRADOC test organizations and exercises staff supervision over their accomplishment (TRADOC Reg 71-9).

m. Chairs the TRADOC working group (WG) test schedule and review committee (TSARC) and represents HQ TRADOC at the DA WG and General Officer TSARCs (AR 71-3, TRADOC Reg 71-9).

n. Manages the concept evaluation program (CEP) and chairs the CEP schedule and review committee (CEPSARC) (TRADOC Reg 71-9).

o. Manages test organization resource requirements (TRADOC Reg 71-9).

p. Functions as the program manager for all TRADOC RDTE funds. Serves as an activity manager for P2 OMA funding and test related OPA funding.

q. Exercises responsibility for information systems requirements and functions within DCSCD (TRADOC Reg 71-7).

r. Manages and is responsible for accomplishing the planning, programming, budgeting, and execution functions for all test related resources (dollars and manpower) (ARs 37-20, 37-21, 37-100, 37-100-XX).

s. Approves TDA changes for test organization (AR 570-4).

t. Evaluates Product Improvement Program (PIP) proposals and coordinates PIP testing (AR 70-10, 70-15, 71-3, TRADOC Reg 70-15).

u. Interfaces with other MACOM, HQDA, other services, and the TRADOC staff on test resources matters (AR 71-3, TRADOC Reg 71-9).

v. Approves, for TRADOC, test design plans for CAT II systems.

w. Serves as a member of the standing TRADOC materiel evaluation committee (TMEC).

x. Serves as the chairperson of the TRADOC operational test readiness review (OTRR) committee.

y. Reviews analytical services contracts (under AR 5-14) for user test and evaluation programs for approval by the DCSCD.

z. Manages the TRADOC foreign materiel test and evaluation program.

aa. Manages the ground and aerial target programs for user testing.

ab. Coordinates the triannual TRADOC test activity commanders' conference.

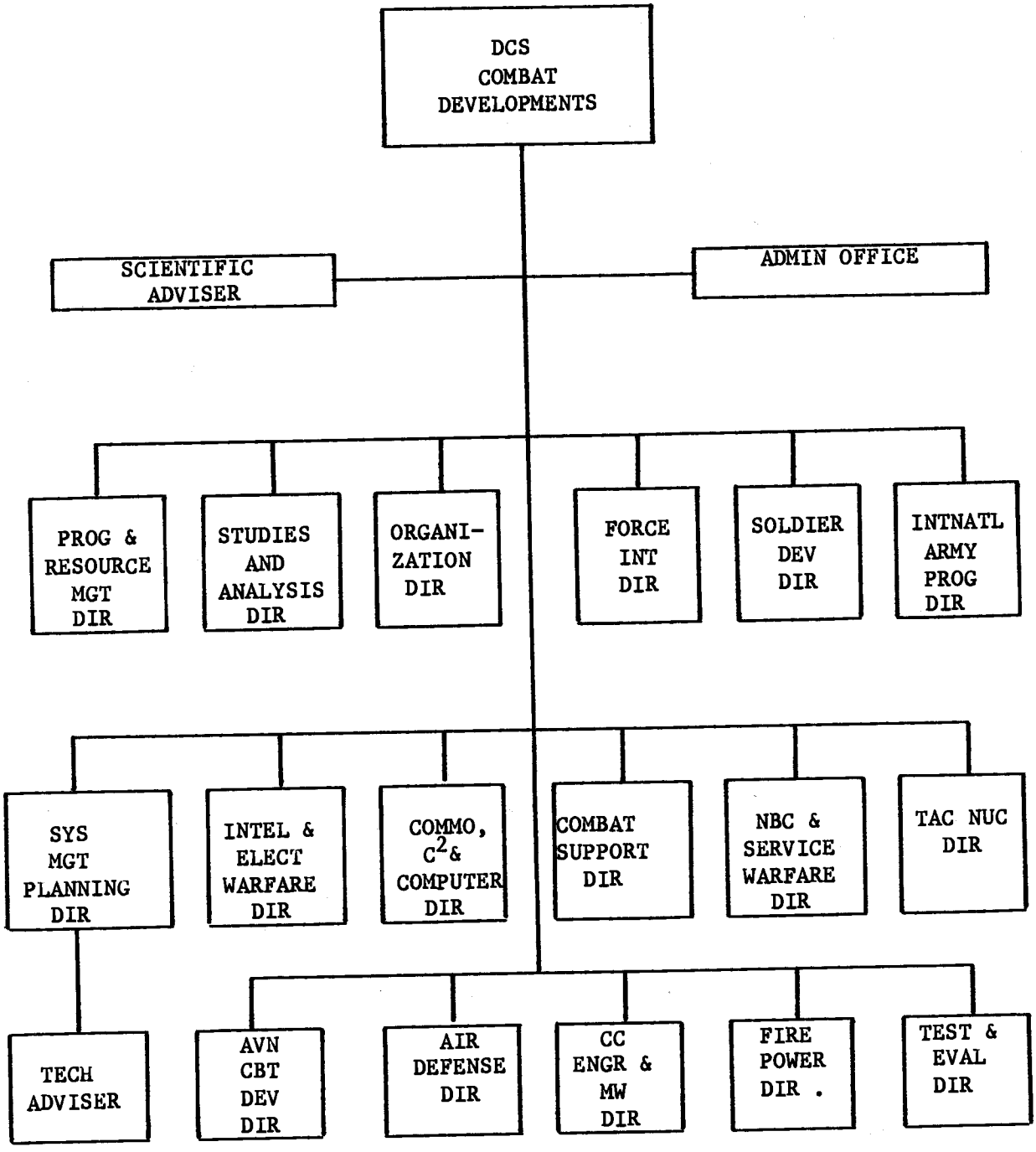


Figure 5-1. Office of the Deputy Chief of Staff for Combat Developments

CHAPTER 6

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR TRAINING

6-1. Staff office. The Deputy Chief of Staff for Training (DCST) is responsible for the staff supervision of TRADOC schools and individual training conducted at service schools and US Army training centers. The DCST exercises operational control over the US Army Training Support Center, the US Army Training Board and the Training Technology Agency. The Assistant DCST-Institutions is the principal assistant to the DCST. The Assistant DCST-Units is the Commander of the Army Training Support Center (ATSC). See figure 6-1 for the organizational structure for the Office of the Deputy Chief of Staff for Training.

6-2. Training Accessions Management Directorate.

a. Exercises staff responsibility for planning, programming, and management of training accessions and students into the training base (AR 350-10).

b. Serves as TRADOC proponent for the structure manning decision review (SMDR); responsible for validating training requirements and resources, personnel, equipment, and facilities (AR 350-10).

c. Serves as TRADOC proponent for operation of US Army Reception Stations to include RC RECSTA; the Army training requirement and resources system (ATRRS); the USAR Liaison NCO Program; and the Army program for individual training (ARPRINT) (ARs 350-10, 612-201).

d. Prepares the Army formal schools catalog (DA Pam 351-4).

e. Supervises class schedules and serves as quota manager for non-IET TRADOC courses of instruction as well as quota manager for Army training requirements in interservice training (ARs 350-10, 351-8; AFM 50-5; NAVEDTRA 10500).

f. Develops basic training and one-station-unit-training (OSUT) structure (TRADOC Reg 350-17).

g. Exercises responsibility for training base stationing plans (TMOPS Vol II).

h. Exercises TRADOC responsibility for IET reclassification policy (AR 611-201).

i. Exercises TRADOC responsibility for the recruit quota system (REQUEST) and REQUEST mobilization system (RMS) (DA Pam 601-5-14).

j. Exercises responsibility for management of initial entry training (IET) surge and constrained MOS (TRADOC Regs 350-6, 350-17).

k. Serves as the TRADOC proponent for development of plans, policies, procedures, and systems for management and control of training accessions to the training base during mobilization (AMOPS, TMOPS, AR 350-1).

6-3. Program and Resources Directorate.

a. Develops, manages, and executes training portions of the TRADOC planning, programming, budgeting, and execution system (PPBES) (AR 1-1).

b. Coordinates the validation of workload requirements for training, training developments, and training support for TRADOC schools, training centers, and integrating centers (TRADOC TRM LOI).

c. Allocates manpower and dollar resources to support requirements for training, training developments, and training support at TRADOC schools, training centers, and integrating centers (AR 37-Series, TRADOC Reg 11-3).

d. Reviews and coordinates resource support for the Army continuing education system (ACES) (AR 37-Series, TRADOC Reg 11-4).

e. Prepares training portions of TRADOC installation contracts and contract quarterly assessments (TRADOC Reg 11-4).

f. Provides resource interface for TRADOC service schools and the Army training center evaluation program.

g. Develops and promulgates the training portions of management plans and studies involving service schools, training centers, and course realignments (ARs 310-49, 5-3; DA Pams 570-4, 570-558).

h. Coordinates the training portions of the commercial activities (CA) program, the TRADOC Organization and Functions Manual, the TRADOC Historical Report, the CG Roundtable discussions, and reports control (OMB Cir A-76, TRADOC Memo 870-1, Concept Paper dtd 24 May 84-DCST, TRADOC Reg 10-41, AR 335-15, TRADOC Suppl 1).

i. Coordinates the DCST response to GAO, DOD-IG, AAA, and DAIG reports (AR 10-2, TRADOC Suppl 1 to AR 36-2, AR 20-1).

j. Manages the internal control review (ICR) Program as it pertains to training functions (AR 11-2).

k. Analyzes the impact of force structure changes on TRADOC training activities. Coordinates with installations, HQDA, and HQ FORSCOM to assure the continuation of required training support (FORSCOM Message Directives).

l. Reviews training programs of instruction (POI), individual training proposals (ITP), materiel fielding plans (MFP), and other training publications to determine the availability of resources to meet the course program requirements (TRADOC Regs 351-1, 350-7; AR 10-41).

m. Coordinates the DCST review of training equipment authorizations and distribution (ARs 310-34, 310-49, 710-2 w/supplements, Department of the Army Master Priority List (DAMPL)).

n. Develops and manages the distribution of force modernization equipment to the training base (Force Modernization Master Plan (FMMP)).

o. Reviews training ammunition requirements, coordinates authorizations, and makes allocations. Provides training base input to the Training Ammunition Management System (TAMS) (ARs 15-16, 15-20, 5-13, 350-4, 700-22; CTA 50-909; DA Pams 710-2-1, 710-2-2; TRADOC Reg 350-8; TRADOC Suppl 1 to AR 700-22; FM 9-13).

p. Manages the TRADOC range program for the DCST (AR 210-21).

q. Coordinates and develops the DCST portion of the Major and Minor Construction, Army (MCA) Program, the DCST portion of the Army stationing installation plan (ASIP), and the DCST portion of the program advisory committee (PRAC) (ARs 415-15, 415-35, CSR 15-27).

r. Manages automated information systems in support of training management (AR 18-1).

s. Coordinates and analyzes training related quick return on investment program (QRIP), OSD productivity investment funding (OSD PIF), productivity enhancing capital investment program (PECIP), and systematic productivity improvement review in TRADOC (SPIRIT) submissions (AR 5-4).

6-4. Officer Training Directorate.

a. Exercises staff responsibility for policy development of resident and nonresident active and reserve component officer and warrant officer professional training to include management and development of the review of education and training of officers (RETO) program. Exercises responsibility for training staff actions in physical fitness, aviation, leadership and ethics, airborne, common military, ranger, special forces, special operations, advanced skills, air assault, pathfinder, and military history (TRADOC-DA RETO Implementation Plan, ARs 350-15, 95-1, 10-4; TRADOC Reg 350-13).

b. Exercises staff responsibility for, and serves as coordinator of, the interservice training review organization (ITRO). Provides the Army member to the ITRO steering and deputy steering committees (AR 351-9, AFR 50-18, MCO 1580.7B, OPNAVINST 1500.27C).

c. Acts as staff coordinator for the Defense Language Institute Foreign Language Center, the Defense Information School (DINFOS), explosive ordnance disposal (EOD) training, Organization Effectiveness Center and School, and Chaplain School (ARs 611-6, 75-15, 5-15, 351-19, 351-1, 351-27).

d. Acts as DOD and TRADOC proponent for EURO/NATO Training Work Group for Training Technology (DOD Ltr, subj: EURO/NATO Training Work Group, Jan 79).

e. Serves as ODCST point of contact and program manager for training matters pertaining to rationalization, standardization, and interoperability. Coordinates training portion of bilateral staff talks (AR 34-2 RSI, AR 34-1 Int'l, AR 360-18, TRADOC Suppl to AR 360-81).

f. Coordinates and supervises training-related actions for the following programs: human resource development, organizational effectiveness, safety, equal opportunity, public affairs, drug and alcohol abuse, terrorism counteraction, survival, evasion, resistance, and escape (SERE), stress management, and sexual harassment prevention (ARs 600-21, 5-15, 600-85, 385-10, 350-30, 190-52, DA RETO Implementation Plan).

g. Provides TRADOC representation on the Army aviation policy committee, professional military ethics committee, TRADOC military history conference, DA EOD coordination group, DOD EOD technical training acceptance board, and ITRO EOD Subgroup. Provides secretary to the DINFOS overwatch committee (TRADOC Reg 350-13; ARs 95-1, 351-1, 351-9, 75-15).

h. Exercises staff responsibility for coordination with Army Medical Department (AMEDD) on all training development, training, and training evaluation matters. Coordinates all AMEDD training matters with the Office of Surgeon General, Health Services Command, Academy of Health Sciences, HQ TRADOC, and TRADOC subordinate activities (Letter of Agreement between GEN Starry and GEN Bishop dtd 26 Jun 80).

6-5. Enlisted Training Directorate.

a. Exercises policy responsibility for enlisted training (AC/RC) con- ducted in service schools, Noncommissioned Officers' Academies (NCOA), troop schools, and United States Army Reserve (USAR) schools. Conducts assistance visits and evaluates Initial Entry and Noncommissioned Officers' Education System (NCOES) training. Accredits NCOA programs of instruction (ARs 351-1, 350-1; TRADOC Regs 351-10, 350-6).

b. Serves as proponent of initial entry training (IET) cadre training course (TRADOC Reg 350-16).

c. Conducts annual Drill Sergeant of the Year competition (TRADOC Reg 672-2).

d. Serves as DCST point of contact on military occupational specialty (MOS) and career management field (CMF) career progression patterns to determine conformity with objectives of NCOES and the Enlisted Personnel Management System (AR 351-1).

e. Coordinates and participates in the development of the individual ready reserve (IRR) training program (VOCO CG TRADOC).

f. Manages quotas for 1SG course, United States Army Sergeants Major Academy (USASMA) (AR 351-1).

g. Proponent for Drill Sergeant School programs of instruction (POI) (TRADOC Reg 350-16).

h. Proponent for Defense Satellite Communications System/Satellite Communication (DCSC/SATCOM) training (SECDEF Memo) (S).

6-6. Training Requirements Analysis Directorate.

a. Coordinates the development and implementation of new and revised training programs using the training requirements analysis system (TRAS) (ARs 10-41, 351-1.

b. Serves as the TRADOC proponent for the TRAS, which integrates the systems approach to training (SAT) with the planning, programming, budgeting, and execution system (PPBES), the life cycle systems management model (LCSMM), personnel, facilities, and logistics systems (AR 351-1, TRADOC Reg 350-7).

c. Staffs and manages individual training plans (ITP), course administrative data (CAD), and programs of instruction (POI) (ARs 10-41, 351-1, TRADOC Reg 350-7).

d. Develops and maintains automated information systems in support of the TRAS (ARs 10-41, 351-1).

e. Participates in TRADOC service school evaluations (TRADOC Reg 350-4).

f. Serves as ODCST point of contact for DA functional reviews (DA DCSPER Msg, 202100Z Aug 83, Subj: Force Modernization Msg Number 3).

6-7. Unit Training Directorate.

a. Establishes policy and provides guidance for TRADOC support to exercises (AR 350-28), Military Operations on Urban Terrain (MOUT) (ARs 210-21, 350-1), TRADOC participation in training devices and battle simulations development efforts (AR 350-1, TRADOC Cir 70-83-1), the Individual Training Evaluation Program (ITEP) (AR 350-37), the Army Training Evaluation Program (ARTEP) (TRADOC Reg 310-2), support of training in units (TRADOC Reg 351-6), training in the TDA Army (AR 350-1), soldier training publications (STP) (TRADOC Reg 351-11), the Army Standardization Program (AR 34-4), Training Management (AR 350-1), AirLand Battle training (AR 350-1), National Training Center (NTC) (AR 350-50), Opposing Forces Program (OPFOR) (AR 350-2), and costing training readiness (AR 220-1).

b. Coordinates new organization training (AR 350-5, AR 350-35, TRADOC Reg 351-6), and The Army Plan (TAP) (CSA White Paper), Individual and Collective Training Plan (ICTP) issues (TRADOC Reg 351-9), joint and combined training policy (AR 350-28), Reserve Component Training Action Plan unit training issues (DA Action Plan for RC Training), ODCST participation in Functional Area Assessments (FAA) and the activities of the ODCST FAA/Functional Review (FR) cell (Memo, DACS-ZD, 26 Jul 83/Msg, DAMO-FDZ, 281815Z Jul 83, subj: Functional Area Assessments).

c. Participates in school evaluations.

6-8. System Training Directorate.

a. Provides TRADOC management of training subsystem development for new and product improved materiel systems IAW AR 350-35.

b. Develops, implements, and monitors TRADOC policy for Army Modernization Training including new and displaced equipment training and displaced equipment training and doctrine, and tactic training for active and reserve components (AR 350-35).

c. Validates training portions of requirements and related new system program documentation for materiel systems (ARs 700-127, 71-9).

d. Develops TRADOC regulations and policy guidance for training subsystem development including integrated logistical support, logistical support analysis, and technical manuals (AR 700-127).

6-9. Training Concepts Analysis Directorate.

a. Coordinates, prepares, updates, and publishes Army Training 1990 (ARs 350-1, 351-1).

b. Conducts analyses of Army training concepts and provides analytical support to the ODCST (AR 5-1, TRADOC Pam 5-1).

c. Participates in the Mission Area Analysis process (AR 5-5, TRADOC Reg 5-3).

d. Manages and coordinates DCST training input to the battlefield development plan (The Army Plan, AR 5-5, TRADOC Reg 5-3).

e. Analyzes the training implications of concept based issues before they become doctrine (TRADOC Reg 11-7).

f. Coordinates with DA and MACOMs on all new manning system (NMS) issues and actions. This includes monitoring the refocused field evaluation (TCATA, LOGC, SSC); the coordination of regimental systems actions; monitoring the evaluation of the expanded OSUT program; development of COHORT branch training strategies (IN, AR, FA); coordinating the development of future COHORT branch training strategies; monitoring development of LID actions and associated training strategies; monitoring battalion rotation activities (scheduling, training, evaluation); and coordination of studies (peacetime & wartime) of force readiness impact of battalion rotation (DA Cir 600-82-2).

g. Serves as DCST POC for Army 21 operational concepts (AR 10-41, TRADOC Reg 11-7).

h. Serves as DCST POC for the Army training roles and responsibilities study (AR 350-1).

i. Analyzes the data associated with distribution of soldier quality. Serves as DCST POC for skill level 3 distribution of quality test and represents the DCST in all other distribution of quality issues (AR 5-5).

j. Participates in TRADOC studies program (AR 5-5).

k. Reviews training studies, identifies trends/deficiencies and formulates alternatives and recommendations (AR 5-5).

l. Serves as DCST POC for Army/space initiatives and activities. (TRADOC Regs 11-7, 350-7).

m. Serves as DCST POC for joint development force initiatives. (TRADOC Regs 11-7, 350-7).

n. Coordinates ODCST training issues for major level conferences and briefings (TRADOC Reg 10-1).

o. Serves as DCST POC for training issues associated with school model 83 (TRADOC Reg 10-1).

p. Develops and coordinates training portion of TRADOC Reg 10-1 and the staffing guide (TRADOC Reg 10-1).

q. Serves as POC for training issues associated with proposed School of the Pacific (AR 350-1).

r. Coordinates with the Army War College (AWC) and develops TRADOC input to the training systems management chapter of the Army Command and Management: theory and practice reference text (AR 350-1).

s. Reviews and comments upon specialty code (SC) 49, Occupational Research System Analysis (ORSA), initiatives for the DCST (AR 611-101).

t. Assists proponents in development of selected portion of courses such as middle manager training, seminar manager training, 7Q (training developer) and 7Y (combat developer) (ARs 611-101, 611-201, TRADOC Reg 350-7).

6-10. Education Directorate.

a. Exercises staff responsibility for the Army continuing education system (ACES) (AR 621-5).

b. Serves as the Army's manager for the Army apprenticeship program (AAP) (AR 621-5).

c. Acts as the Army's manager for the Army/American Council on Education Registry Transcript System (AARTS) (MOU DA & HQ TRADOC dtd 31 Oct 83).

d. Manages the Civilian Education Career Program (ARs 621-5, 690-950-1, 690-950-3, 690-2, 690-15; TRADOC Regs 690-2, 690-3; TRADOC Pam 690-1).

e. Represents TRADOC view with educational institutions, state, and federal agencies on matters concerning voluntary educational opportunities for Army personnel (AR 621-5).

6-11. Evaluation Directorate.

a. Develops and promulgates policy and procedures for the implementation of the TRADOC training evaluation, standardization, and feedback programs; and conduct of TRADOC service school and Army Training Center (ATC) evaluations.

b. Coordinates, manages, and conducts onsite evaluations of TRADOC service schools and Army Training Centers. The evaluation focus is on the quality and effectiveness of training and testing; doctrinal development; threat, combined arms, nuclear, and chemical training, logistics training; soldierization and physical training; and other command priority programs.

c. Identifies systematic problems during evaluations of service schools and ATC which impact on training and doctrine, determines their causes, and recommends solutions.

d. Conducts special evaluations as directed by the DCST and CG.

e. Provides policy for and supports integrating center integration and standardization team (IST) and school branch training team (BTT) programs.

f. Provides training evaluation and feedback resourcing policy statements; reviews and interacts with resource acquisition documentation as the training evaluation functional manager (TRADOC BMG & COB).

g. Provides policy and guidance on the training effectiveness analysis system to the integrating centers, TRASANA, and TRADOC schools (TRADOC Reg 350-4).

h. Provides Army representative and chairperson of interservice training review organization (ITRO) evaluation subcommittee (AR 351-9, OPNAVINST 1500.27, AFR 50-18, MCO 1580.78, Joint Regulation on Interservice Training and Education).

6-12. Security Assistance Training Directorate.

a. Acts as program manager for security assistance training provided to allied personnel under US Army sponsorship (ARs 12-15, 37-80, 12-2, 12-5).

b. Serves as TRADOC point of contact for security assistance training policy guidance (AR 12-15).

c. Provides central financial services (billing, collection, reimbursement) for US Army security assistance training programs (ARs 12-15, 37-80, 12-2).

d. Prepares and distributes the US Army Security Assistance Training Program Handbook and the Allied Training Officer Handbook (AR 12-15).

e. Plans and develops training programs to fill allied country training requirements encompassing Continental United States (CONUS) formal school training, on-the-job-training (OJT), observer training, contractor training, correspondence courses, and annual service practice. Programs and arranges funding for OCONUS training (AR 12-15).

f. Programs and arranges funding for regional mobile training teams (MTTs), technical assistance teams (TATs), technical assistance field teams (TAFTs), field training services (FTS), and surveys (ARs 12-15, 12-7).

g. Arranges US Army sponsored allied country orientation training tours in CONUS (AR 12-15).

h. Conducts the annual Army allied training officer conference (AR 12-15).

i. Acts as point of contact for foreign attaches, military assistance advisory groups, and US country representatives for established security assistance training programs (AR 12-15).

j. Manages the Army's conduct of the DOD informational program for foreign students (AR 12-15).

k. Represents DA at conferences related to allied military training matters (AR 12-15).

6-13. Senior Army National Guard and US Army Reserve Advisors' Office.

a. The Senior Army National Guard Adviser advises the Commanding General and TRADOC staff on matters pertaining to ARNG (NGR 600-10, AR 135-18, AR 135-200, 10 USC Section 265, 303(h), 3496, 372(d), 678, DA Pam 140-14, CSR 135-1).

b. The Senior United States Army Reserve Adviser advises the Commanding General and TRADOC staff on matters pertaining to the USAR (ARs 135-18, 135-200, 10 USC Sec 265, 303(h), 3496, 672(d), 678, DA Pam 140-14, CSR 135-1).

c. Reviews and provides recommendations on TRADOC actions having impact on the Army National Guard or US Army Reserve (NGR 600-10, ARs 135-18, 135-200, DA Pam 140-14, SR 135-1, 10 USC 265, 303(h), 3496, 672(d), 678).

d. The Senior United States Army Reserve Adviser serves as the executive agent for the DCG-IMA (ARs 135-18, 135-200, DA Pam 140-14, CSR 135-1, 10 USC 265, 303(h), 3496, 672(d), 678).

e. The Senior United States Army Reserve Adviser acts as the principal TRADOC staff director of all USAR programs in TRADOC including Active Guard and Reserve (AGR), special active duty tour (SADT), and individual mobilization augmentee (IMA) personnel programs (ARs 135-18, 135-200, DA Pam 140-14, CSR 135-1, 10 USC 265, 303(h), 3496, 672(d), 678).

6-14. Training Technology Agency.

a. As primary action office for the DCST concerning all training technology, identifies training problems, overall need for training technology and validates needs, requests, applications, and user requirements for training technology (AR 350-1, The Army Plan, SECDEF Memo 25 Feb 83, CofS Ltr 16 Jan 84).

b. As the executive agent for the DCST, develops, prioritizes, and manages the TRADOC training research program. Chairs the TRADOC training research prioritization panel (ARs 70-1, 70-8, SECDEF Memo 25 Feb 85, CofS Ltr 16 Jan 84).

c. Develops training research objectives and requirements in the training base and coordinates, manages, and consolidates all TRADOC training research requirements (ARs 70-1, 70-8, SECDEF Memo 25 Feb 83, CofS Ltr, 16 Jan 84).

d. Develops, establishes, supports, and manages TTFA which will test and evaluate training technology and conduct training research and development in conjunction with Army Research Institute (ARI), PM TRADE, and selected TRADOC schools (ARs 70-1, 70-8, 350-1, The Army Plan, TRADOC Pam 5-1, SECDEF Memo, 25 Feb 83, CofS Ltr, 16 Jan 84).

e. Recommends fielding of successful technologies to DCST based on applicability of those technologies to solving specific training problems. Monitors introduction of successful training research results (Typically training technology) into the Army (Active and Reserve) (ARs 71-5, 350-1, 70-1, 70-8, The Army Plan, SECDEF Memo 25 Feb 83, CofS Ltr, 16 Jan 84).

f. Develops regulatory guidance for the development of TRADOC training research requirements and objectives, and recommends utilization of successful training research results. Ensures that training research efforts are not duplicated (ARs 70-1, 70-8, SECDEF Memo 15 Feb 83, CofS Ltr 16 Jan 84).

g. Provides appropriate training research results to Commander, ATSC for consideration in the development and implementation of communicative education/training Systems.

h. Reviews user requirements for communicative technology equipment and recommends appropriate action to be taken by ATSC. Reviews comprehensive plans for fielding communicative education/training systems and interactive courseware plans (AR 350-1, The Army Plan, SECDEF Memo 25 Feb 83, CofS Ltr 16 Jan 84).

i. Manages the prioritization of annual personnel, performance, and training research program for TRADOC (ARs 70-1, 70-8, SECDEF Memo 25 Feb 83, CofS Ltr 16 Jan 84, CSR 11-15).

j. Develops for DCST approval, the TRADOC long range comprehensive plan for research (ARs 70-1, 70-8, SECDEF Memo 25 Feb 83, CofS Ltr 16 Jan 84).

k. Coordinates in appropriate phases of the Materiel System Life Cycle System Management Process involving equipment used to train. Reviews all formal documents such as letters of agreement, letter requirements, or required operational capability.

l. Participates in planning, designing, and conducting training research (ARs 70-1, 70-8, SECDEF Memo 25 Feb 83, CofS Ltr, 16 Jan 84).

m. Responsible for operational tests and evaluations of all equipment systems used to train. Prepares operational test plans and evaluation reports through TTFA or DCSCD, as appropriate, for communicative education/training system to determine training effectiveness. Reviews developmental tests and evaluations of equipment used to train (ARs 415-25, 350-1, The Army Plan, SECDEF Memo 25 Feb 83, CofS Ltr 16 Jan 84).

n. Provides and maintains a training research and technology applications advisory service (ARs 70-1, 70-8, 350-1, Army Training Plan, CofS Ltr 16 Jan 84).

o. Represents TRADOC in matters of training research, training technology, and training research applications at meetings of scientific, professional, and education groups (ARs 70-1, 70-8, 350-1, The Army Plan, CofS Ltr 16 Jan 84).

p. Participates as a working member of DOD, DA, and interservice levels in training research, training research applications, and training technology planning, programming, and resourcing (ARs 70-1, 70-8, 350-1, The Army Plan, CofS Ltr 16 Jan 84).

q. Manages the DCST portion of the TRADOC Studies Program (AR 5-5).

r. Carries out provisions of joint TRADOC/ARI Memoranda of Agreement and joint TRADOC/PM TRADE Memoranda of Agreement.

s. Manages the US Army Civilian Training Career Program (ARs 690-950-1, 690-950-2, 690-950-3; TRADOC Regs 950-2, 950-3).

6-15. Plans, Operations and Mobilization Directorate.

a. Provides for a 24-hour capability to implement emergency action procedures to include management of the Emergency Operations Center (EOC) and serves as the TRADOC action agency to respond to current operations taskings received from higher headquarters; coordinates the preparation of mobilization plans and other contingency plans and exercises; serves as the primary point of contact on matters relating to USAR training divisions and USAR schools for which TRADOC has interest or responsibility; serves as the coordinating activity for HQ TRADOC to maintain focus and continuity of effort to assure that TRADOC support to Reserve Component Training as outlined in the RC Training Action Plan receives proper emphasis (AR 525-1, TMOPS, FORSCOM/TRADOC Reg 140-3).

b. Implements emergency action procedures and ensures that HQ TRADOC maintains the capability to operate the EOC on a 24-hour basis (AR 525-1, TMOPS).

c. Coordinates TRADOC portion of Army stationing installation plan (ASIP), execution of unit restationing and base realignment actions and Department of the Army Master Priority List (DAMPL) exceptions (Dept of the Army Master Priority List, AR 55-113, TRADOC SOP - Base Realignment annex B).

d. Takes actions on compartmented special category (SPECAT) actions (special tasking).

e. Serves as the TRADOC point of contact for Strategic Army Forces (STRAF) unit readiness (AR 220-1).

f. Exercises responsibility for the TRADOC operations security (OPSEC) program (AR 530-1, TRADOC Suppl 1 to AR 530-1).

g. Serves as the resource program manager for the JCS exercise account and other exercises (to include LOGEX) (VOCG - Manpower Survey Realignment of Functions).

h. Exercises responsibility for TRADOC mobilization and contingency planning to include tasking authority (TMOPS).

i. Controls EOC operations for TRADOC participation in all exercises (TMOPS).

j. Is the TRADOC current operations staff office (TMOPS).

k. Exercises responsibility for mobilization plans and for selected contingency and operational plans, to include tasking authority for execution of operational plans, special operations, and selected exercises. Reviews higher headquarters mobilization plans and incorporates appropriate updates in TRADOC planning (TMOPS and Operations and Contingency Plans).

l. Acts as primary TRADOC coordinator for MOBEX exercise planning, evaluation, and post-exercise follow-up (AMOPS, TMOPS).

m. Acts as TRADOC lead agency for developing the TRADOC Mobilization, Operations Planning System (TMOPS).

n. Responds to actions related to expansion of the training base (TMOPS).

o. Provides goals, direction, and planning guidance for conducting training in USAR training divisions and brigades (TRADOC Cir 350-84-1, FORSCOM/TRADOC Reg 140-3).

p. Develops basic mobilization requirements for training divisions and USAR schools in coordination with the mobilization stations and FORSCOM (TMOPS Vol II).

q. Coordinates mutual support and assistance programs and sets up direct lines of communication among HQ TRADOC, TRADOC schools, mobilization stations and the USAR training divisions/brigades, reception stations, and USAR schools (FORSCOM/TRADOC Regs 140-3, 135-3).

r. Develops and publishes, in coordination with FORSCOM, the 3-5 Year Training Plan for training divisions and brigades (FORSCOM/TRADOC Reg 140-3, TRADOC Cir 350-84-1).

s. Annually, provides appropriate guidance, through FORSCOM and the CONUSA, for training divisions' and brigades' annual training and inactive duty training missions for the following year (TRADOC Cir 350-84-1).

t. Coordinates USAR training division and separate brigade operations with FORSCOM and CONUSA (FORSCOM/TRADOC Reg 140-3).

u. Serves as the TRADOC proponent for the annual USAR Training Divisions Commanders' Conference and, alternately with FORSCOM DCSOPS-RC Training, serves as host for the conference (FORSCOM/TRADOC Reg 140-3).

v. Develops policy and guidance for the provision of training programs, instructional support material, and criteria for course standardization for USAR schools (FORSCOM/TRADOC Reg 135-3).

w. Formulates and staffs TRADOC policy, plans, and procedures pertaining to USAR schools (FORSCOM/TRADOC Reg 135-3).

x. Conducts periodic liaison coordination and assistance visits to HQ FORSCOM, CONUSA and selected MUSARCS, ARCOM, and USAR schools for the purpose of monitoring the quality and standardization of RC training (FORSCOM/TRADOC Reg 140-3).

y. Serves as the ODCST contact for the implementation of the Reserve Component Training Action Plan (HQDA RC Training Action Plan).

z. Serves as TRADOC primary point of contact for all matters pertaining to organization, stationing, and training of USAR training divisions/ separate brigades and USAR schools (TRADOC Cir 350-84-1, FORSCOM/TRADOC Reg 140-3).

6-16. US Army Training Board.

a. Sets up and maintains links between the service schools, training activities, and active and reserve component units (AR 350-5).

b. Collects from and sends to all units and service schools information on successful new training methods, management practices, and materials (AR 350-5).

c. Determines need for, and recommends development of, improved training materials and techniques (AR 350-5).

d. Sponsors research, studies, and tests designed to improve training management and conduct of training in units (AR 350-5).

e. Visits units, schools, and MACOM activities whose functions relate to--

(1) Training in units.

(2) Foreign military establishments.

(3) Civilian industrial representatives.

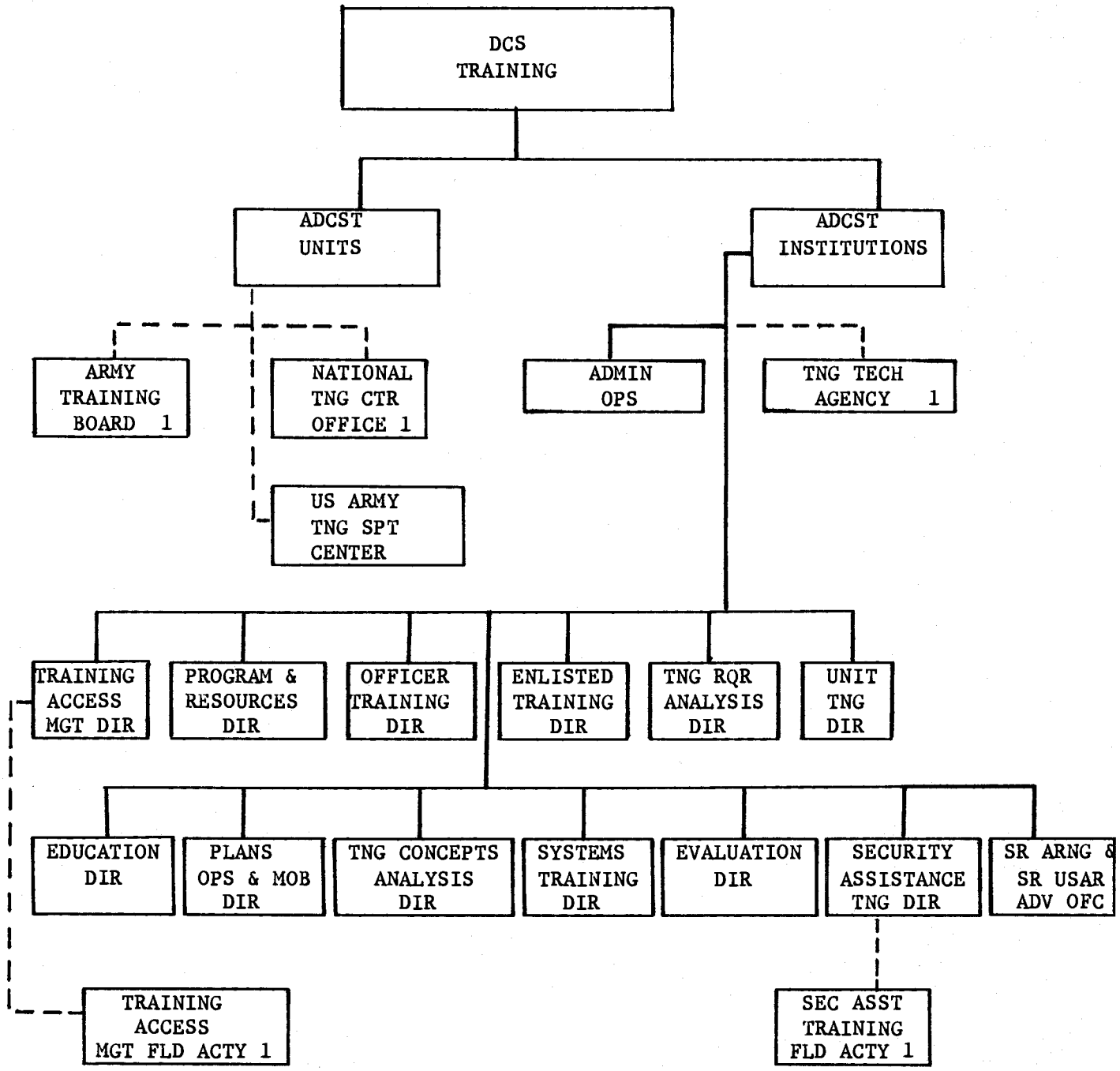
(4) Other US military services (AR 350-5).

f. Is the Army proponent for ARTEP development (ATSC Memo 10-5).

g. Is the executive agent for DCSDOC for drill development (ATSC Memo 10-5).

h. Develops and implements an Armywide collective training information system (CTIS) (ATSC Memo 10-5).

i. Is the TRADOC staff proponent for the implementation and coordination of the Army standardization program (CG, TRADOC directive, dated 17 Jul 84).



------: Not on HQ TRADOC TDA.

1. Operational Control.

Figure 6-1. Office of the Deputy Chief of Staff for Training

CHAPTER 7

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR RESERVE OFFICERS' TRAINING CORPS

7-1. Staff office. The Deputy Chief of Staff for Reserve Officers' Training Corps (DCSROTC) and Commander, Reserve Officers' Training Corps exercises staff responsibility over the senior and junior Reserve Officers' Training Corps (ROTC) and the National Defense Cadet Corps (NDCC) programs, and commands the US Army ROTC Regions. Serves as the program director for ROTC and NDCC programs and as a member of the Army Advertising Council established by the Secretary of the Army. See figure 7-1 for the organizational structure for the Office of the Deputy Chief of Staff for Reserve Officers' Training Corps.

7-2. Administrative Office.

a. Manages administrative affairs of the ODCSROTC (TRADOC Reg 10-5).

b. Advises on protocol matters (TRADOC Reg 10-5).

c. Updates ODCSROTC portion of HQ TRADOC tables of distribution and controls procurement of supplies and equipment (TRADOC Reg 10-5).

d. Manages the central word processing systems for ODCSROTC (TRADOC Reg 10-5).

e. Administers Commanders Award Program (AR 672-5-1).

7-3. Advisers, Army National Guard and US Army Reserve.

a. Advises ODCSROTC on matters pertaining to the ARNG and USAR (CSR 135-1, ARs 135-18, 135-200, DA Cir 140-14).

b. Provides advisory and liaison services between ODCSROTC; National Guard Bureau; State Adjutants General; and Office, Chief, Army Reserve (NGR 600-200).

c. Advises in arranging field training support and provides assistance in resolving interservice support agreements between supporting installations and ARNG units (TRADOC Reg 10-5).

d. Provides recommendations and assistance in the development and management of simultaneous membership program (SMP), early commissioning program (ECP), RC Cadet Troop Leader Training (RC CTLT) programs, and Reserve Forces Duty (RFD) scholarships (TRADOC Reg 10-5).

e. Establishes and maintains necessary management procedures for the RC-APMS program. Ensures timely fill and proper training of individuals selected for this program to provide maximum benefits to the entire program (TRADOC Reg 10-5).

7-4. Resource Management Division.

a. Performs financial management functions for ROTC and NDCC programs to include staff supervision over the formulation, preparation and execution of ODCSROTC program and budget (ARs 5-9, 37-100, 37-21, 37-20, 37-108, 145-1, TRADOC Regs 11-3, 11-4, 10-5, Army Guidance, The Army Plan, Program Budget Guidance).

b. Conducts and participates in ODCSROTC organizational studies and surveys (AR 145-1).

c. Develops new ODCSROTC programs related to management and resources (AR 145-1).

d. Develops, coordinates and recommends policy and exercises staff resonsibility for ROTC manpower management (ARs 145-1, 145-2, Program Budget Guidance, Manpower Standards SROTC Program, DA Pam 570-561).

e. Provides Management Information control officer (MICO) for the ODCSROTC (AR 335-15).

f. Monitors logistics support provided ROTC and NDCC programs and takes action as required (AR 310-34, 700-84, 710-2, DA Pam 710-2-1).

g. Processes actions related to establishment or disestablishment of SROTC units (AR 145-1).

h. Exercises staff responsibility for ODCSROTC actions concerning automated management information systems, equipment, requirements and resources, and standard data elements (ARs 18-1, 145-1, TRADOC Reg 145-15).

i. Publishes and maintains SROTC/JROTC/NDCC enrollment reports and directory of SROTC/JROTC/NDCC units (ARs 145-1, 145-2).

7-5. Training Division.

a. Develops, coordinates and recommends training policy on the SROTC, JROTC and NDCC programs (ARs 145-1, 145-2, TRADOC Reg 145-1, TRADOC Supplement 1 to AR 145-2).

b. Develops education and training programs (ARs 145-1, 145-2).

c. Exercises staff supervision for the operation and functions of the Army Advisory Panel (AAP) on ROTC Affairs (appendix E, AR 145-1).

d. Administers the ROTC basic and advanced camp student and cadet evaluation systems (AR 145-1, TRADOC Reg 145-2).

e. Acts as point of contact on matters regarding the development and refinement of testing instruments used on campus (AR 145-1, 1983 TRADOC Commander's Conference).

f. Exercises staff responsibility for SROTC education and train- ing activities to include the military qualification standards I (MQS I) and the ROTC portion of the TRADOC Military History Program (MQSM 145-00D and AR 145-1).

g. Develops research requirements and analyzes and evaluates results of research in support of the SROTC curriculum (AR 70-8, RETO Implementation Plan).

h. Exercises staff proponency for the Army's precommissioning assessment system (PAS) (1978 RETO Study, RETO Implementation Plan).

i. Exercises staff responsibility for the ROTC Basic, Advanced, Ranger, and Nursing Advanced Camps program (AR 145-1, TRADOC Regs 145-1, 145-2, 145-8).

j. Monitors biennal formal inspections (BFI's) of ROTC regions and NDCC and ROTC units (ARs 145-1, 145-2, TRADOC Supplement 1 to AR 145-2).

k. Exercises staff supervision for the development and execution of an evaluation program for measuring the effectiveness of SROTC programs (1983 TRADOC Commander's Conference, AR 145-1, TRADOC Reg 145-2).

l. Acts on policy matters concerning cadet awards, decorations, uniforms and insignia (ARs 145-1, 145-2).

m. Exercises staff proponency for ROTC and NDCC marksmanship programs (TRADOC Reg 145-14, TRADOC Suppl 1 to AR 145-2).

n. Exercises staff responsibility for conducting the Military Colleges (MC) and Military Junior Colleges (MJC) Conferences, and George C. Marshall National Security Seminar (AR 145-1, TRADOC Circular 672-84-1).

o. Exercises staff responsibility for SROTC Cadet participation in the Cadet Troop Leader Training, Airborne, Air Assault, Northern Warfare, flight training, and orientation and technical specialty program (AR 145-1, TRADOC Regs 145-7, 145-14).

p. Takes action on establishment, maintenance, disestablishment, and probation of JROTC and NDCC units (AR 145-2, TRADOC Supplement 1 to AR 145-2).

q. Develops program of instruction for JROTC and NDCC programs, and supervises the selection, preparation, publication, and distribution of instructional materials (AR 145-2).

r. Analyzes, studies, and monitors the quality of ROTC cadets and commissioned officers (AR 145-1).

7-6. Operations Division.

a. Plans, develops, manages, and supervises implementation of the Army ROTC national advertising program (TRADOC Reg 145-6, DCSPER Letter, subj: Advertising Guidance FY 85, dtd 2 Jul 84).

b. Develops, manages, and performs market analyses for the ROTC Advertising Program, and manages the Army ROTC Media Support Program (TRADOC Reg 145-6, DCSPER Letter, subj: Advertising Guidance FY 85, dtd 2 Jul 84).

c. Initiates actions to comply with the US Army Affirmative Action Plan (TRADOC Pam 600-1).

d. Performs recruiting publicity functions for ODCSROTC (DA Pam 360-5, ARs 360-81, 360-5, 360-61).

e. Monitors and manages the TRADOC Orientation and Enrollment Program (TROEP) (MOU US Army Reserve Officers' Training Corps Command and US Army Soldier Support Center, 1 March 1984).

f. Develops and manages ROTC recruiting and retention programs (AR 601-208).

g. Manages contracting and procurement actions for advertising and media, and supervises execution of the National Advertising Contract (Defense Acquisition Regulation, Army Defense Acquisition Regulation Supplement, AR 37 Series, AR 600-50).

h. Conducts analysis of existing Army ROTC programs and policies; develops and coordinates advertising, recruiting and retention plans and programs, including the Annual ROTC Marketing Plan (TRADOC Reg 145-6, DCSPER Letter, subj: Advertising Guidance FY 85, dtd 2 Jul 84).

i. Conducts review and analysis of ROTC and National Defense Cadet Corps (NDCC) programs (AR 145-1).

j. Coordinates and conducts market research and analysis in sup- port of the ROTC and NDCC programs (AR 145-1).

k. Performs ROTC mission analysis to establish the Army ROTC production capability, and to develop the region production mission; promulgates the enrollment objectives and projections (AR 145-1).

l. Establishes and monitors ROTC detachment viability standards and conducts the intensive management program (AR 145-1).

m. Exercises staff responsibility for the annual officer production and accession program (AR 145-1).

7-7. Cadet Management Division.

a. Exercises staff responsibility for the administration of standards of enrollment and disenrollment of ROTC cadets (AR 145-1).

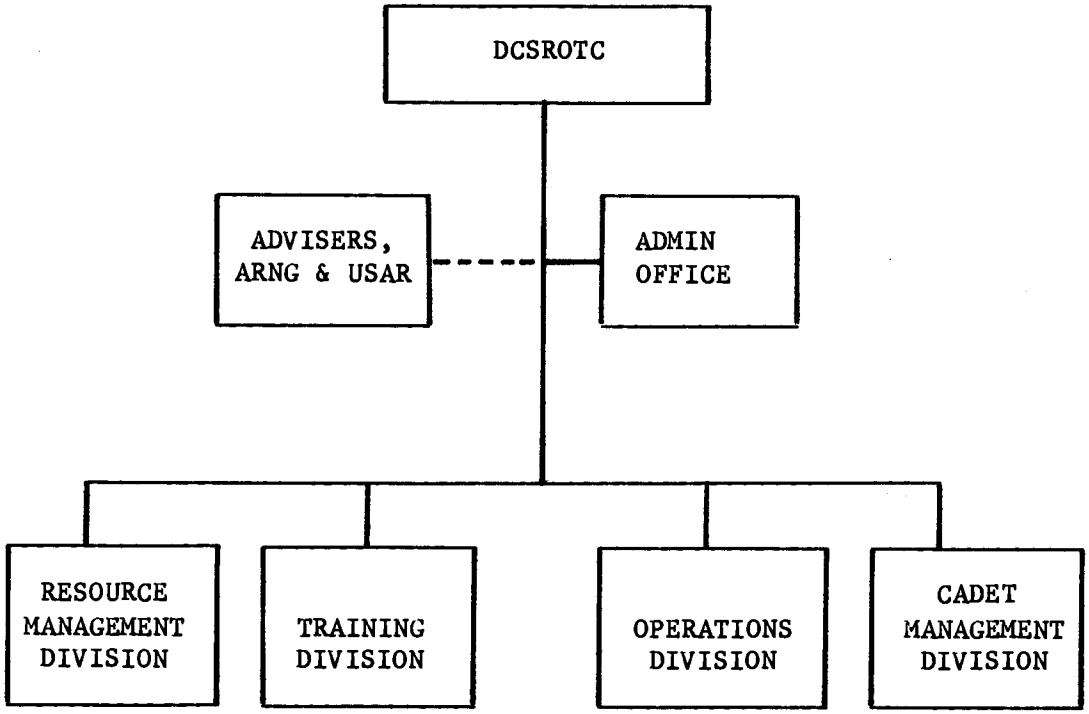
b. Monitors the medical examination process for ROTC cadets (AR 145-1).

c. Administers and executes the Army ROTC Scholarship Program (AR 145-1).

d. Develops and staffs cadet scholarship and nonscholarship contracts for submission to approval authority (AR 145-1).

e. Exercises staff responsibility for recoupment of federal funds for certain scholarship students who are in breach of their ROTC contracts (AR 145-1, 10 USC 2107).

f. Monitors status of academic/ROTC progress of scholarship cadets (AR 145-1).



NOTE:

--------: Not on HQ TRADOC TDA.

Figure 7-1. Office of the Deputy Chief of Staff for Reserve Officers' Training Corps

CHAPTER 8

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL, ADMINISTRATION AND LOGISTICS

8-1. Staff office. The Deputy Chief of Staff for Personnel, Administration and Logistics is responsible for staff management of personnel, administration, logistics, welfare, morale, discipline, security, law enforcement, aviation and troop support matters within TRADOC. See figure 8-1 for organizational structure for the Office of the Deputy Chief of Staff for Personnel, Administration, and Logistics.

8-2. Systems Adviser.

a. Establishes policy concerning the development of new DCSPAL automated management information systems within TRADOC (AR 18-1).

b. Establishes priorities for development of new systems, changes to existing systems, and extension of systems for Personnel, Administration, and Logistics functions throughout TRADOC (AR 18-1).

c. Develops and coordinates TRADOC's requirements for development of new or improved management information systems and forwards requirements to the appropriate design agency (AR 18-1).

d. Functions as the Information Systems Office (ISO) for DCSPAL and is the primary interface with the DCSIM, HQ TRADOC, and DPFO, HQ Ft Monroe for all matters concerning DCSPAL management information systems (AR 18-1).

e. Maintains continuous liaison with DA activities, design agencies, and other MACOMs to assure that TRADOC information management requirements are considered in both present and future planning for automated systems (AR 18-1).

f. Represents the DCSPAL at software acceptance tests and configuration control board meetings (AR 18-1).

g. Designs the internal DCSPAL automation architecture (AR 18-1).

8-3. Resource Management Directorate.

a. Supervises development, preparation, and execution of DCSPAL operation and maintenance Army (OMA) accounts (AR 5-2).

b. Supervises preparation of DCSPAL portions of the budget manpower guidance (BMG), command operating budget (COB), budget execution review (BER) and the program analysis and resource review (PARR) (AR 5-2).

c. Serves as the DCSPAL program manager for force modernization in the development of requirements, allocation of resources and monitoring of installation execution (AR 5-2).

d. Supports valid installation base operations requirements to include unresourced issues, out of cycle and emergency requirements, and needs for base commercial equipment (AR 5-2, DA Cir 310-83-1).

e. Represents the DCSPAL with the working program resource advisory committee (WPRAC) and other program and budget meetings and conferences (TRADOC Memo 11-5).

f. Exercises staff supervision for DCSPAL management, plans and organization functions (AR 10-5).

g. Manages the TRADOC defense regional interservice support (DRIS), joint interservice resource study group (JIRSG), intraservice support, and installation area coordination programs (DOD 4000.19-R, AR 5-9).

h. Serves as DCSPAL point of contact for mobilization, contingency and exercise planning (TMOPS, Vol I, II & IV).

i. Develops and coordinates the DA Productivity Improvement Program (DAPIP) within DCSPAL (AR 5-4).

j. Exercises staff supervision for DCSPAL portions of the MCA (military construction, Army) program and other programs to improve installation facilities in the DCSPAL area of responsibility (AR 415-15).

k. Manages, coordinates and executes the command logistics review program (CLRP) (AR 11-1).

l. Serves as DCSPAL point of contact for IG, AAA, and GAO visits and reports (AR 20-1, AR 36-5).

m. Serves as the deputy career program manager for logistics civilian career programs (AR 690-950-1).

n. Exercises staff responsibility for DCSPAL portions of the commercial activities program (AR 5-XX).

o. Serves as DCSPAL point of contact for installation and activity consolidation and realignment actions (AR 5-10).

8-4. Aviation Directorate.

a. Provides staff supervision of aviation activities organic to TRADOC installations and activities, except for combat developments and school training (AR 95-1).

b. Exercises responsibility for programming and allocating the flying hour program for TRADOC installations and activities (TM 38-750, AR 95-1).

c. Exercises responsibility for the TRADOC Aviation Safety Program and Aviation Standardization and Training Program (AR 385-95).

d. Provides staff supervision of aviation functions at USMA (AR 95-1).

e. Presents the TRADOC view at the Department of the Army Aviation Policy Board and the Worldwide Aviation Logistics Conference concerning the daily operations of TRADOC aviation assets (AR 95-1).

f. Provides staff supervision of Army flying clubs on TRADOC installations excluding nonappropriated fund items (AR 215-2).

g. Responsible for conducting annual Aviation Resource Management Surveys (ARMS) of TRADOC aviation assets (AR 95-1).

8-5. Logistics Directorate.

a. Exercises staff supervision and responsibility for TRADOC supply and maintenance policy, operations, materiel systems support, transportation, and services (ARs 18-1, 11-12, 700-127, 710-2, 710-1, 750-1, 708-1, 58-1).

b. Evaluates and coordinates support provided by the Wholesale Logistics System (ARs 725-50, 710-1, 710-77, 700-18, 700-120, 735-11-2, 755-3, 750-1, 5-9).

c. Manages the logistics readiness program (AR 220-1).

d. Acts as proponent for the Army Materiel Command (AMC) Logistics Assistance Program (AR 700-4).

e. Serves as program manager for the Supply Management and Materiel Maintenance Management Civilian Career Programs (AR 690-950-1, CPR 950-13, CPR 950-17).

f. Manages the TRADOC division, Army Stock Fund, including branch office operation (ARs 37-111, 710-1, DA Pam 37-1, TRADOC Reg 11-10).

g. Exercises responsibility for programming, budgeting, and program execution in the area of supply and maintenance (ARs 37-100-85, 37-49).

h. Provides guidance to installations in conducting commercial activities reviews of supply and maintenance (AR 5-20).

i. Performs studies, evaluations, and analyses on matters which affect supply and maintenance (ARs 710-2, 750-1).

j. Manages and coordinates the commandwide DOD activity address code (DODAAC) (AR 725-50).

k. Manages the Department of the Army and TRADOC Maintenance Award for Excellence Program.

l. Conducts nontactical vehicle management surveys at TRADOC installations (AR 58-1).

m. Acts as the TRADOC office responsible for: Army Food Service Program (AR 30-1); troop issue subsistence (AR 30-18); laundry and dry cleaning (AR 210-130); materiel and personnel movements; and personal property shipment and store programs (JTR, Vol I & II, DOD 4515.13-R, ARs 55-46, 55-28, 55-355, 55-71, DOD 4500.34-R).

n. Serves as point of contact for utilization of highways for national defense; accident and incident reporting involving commercial carriers transporting hazardous DOD materiel; and Military Standard Transportation and Movement Procedures (MILSTAMP) (ARs 55-80, 55-355, DOD 5100.76-M, DOD 4500.31-R).

o. Oversees management of the TRADOC nontactical vehicle and utility rail fleet (AR 58-1).

p. Functions as proponent for MACOM and installation automated vehicles management system (IAVMS) (TRADOC Manual IAVMS System).

q. Prepares annual nontactical vehicle requirements review and suballocates new procurement assets to installations (AR 700-88).

r. Manages the transportation career and intern programs (ARs 690-950-1, 690-950-3).

s. Acts as point of contact for commissary activities and Army Food Management Information Systems (AFMIS) within TRADOC (AR 30-19, AFMIS Management Plan).

t. Performs and coordinates all TRADOC functions relating to the Philip A. Connelly Award Program for Excellence in Army Food Service (DA Cir 30-84-1).

u. Acts as TRADOC point of contact for the dining facility modernization program and the modern food service system program (AR 30-1).

8-6. Military Personnel Directorate.

a. Monitors enlisted personnel support for all TRADOC installations and activities including FORSCOM units on those installations (AR 600-1).

b. Monitors the distribution of enlisted personnel in key MOS (ARs 600-200, 614-200, DCSPER Ltr dtd 17 Oct 84, AR 10-41).

c. Manages TRADOC Active Component Reenlistment and Reserve Com- ponent Retention Program (ARs 601-280, 601-209).

d. Manages assignment of Drill Sergeants (AR 614-200).

e. Exercises responsibility for processing individual/positional stabilization requests within TRADOC (ARs 614-5, 600-200, 614-20, 614-30).

f. Manages TRADOC US Army Reserve (USAR) personnel in Active Guard/Reserve (AGR) status, TRADOC requirements for USAR short tour personnel in special active duty for training (SADT) status, and the TRADOC individual mobilization augmentation (IMA) program (ARs 140-10, 135-200, 140-145).

g. Coordinates USAR officer retention program for TRADOC.

h. Serves as proponent for military personnel offices (MILPO) (AR 600 series, DA Pam 600 series).

i. Manages the TRADOC personnel management assistance system (PERMAS) (AR 600-61, DA Pam 600-7).

j. Manages parachute duty positions and the personnel exchange program within TRADOC (AR 614-10).

k. Monitors TRADOC Army Education Requirements Board (AERB) requirements (AR 621-108).

l. Provides policy and procedures for administration of the special duty (SD) program (AR 614-11, TRADOC Reg 614-1).

m. Exercises responsibility for officer and enlisted distribution and strength accountability in TRADOC (ARs 600-200, 614-200, 10-41, 614-185).

n. Manages the detail of senior officers and NCO as TRADOC members on DA Selection Boards (VOCO DCSPAL).

o. Exercises responsibility for command slate management and the distribution of command and staff college graduates and Regular Army Lieutenants in TRADOC (VOCO DCSPAL).

p. Assigns officers in the grades of colonel and below to the HQ staff and selected field activities (VOCO DCSPAL).

q. Directs provisional staffing and individual TDY (AR 614-11, TRADOC Reg 140-3, FORSCOM Reg 350-2).

r. Manages the TRADOC officer requisition-generator system (AR 614-185).

s. Has overall mobilization planning responsibility for military personnel (TMOPS Vol I-IV).

t. Serves as primary coordinator for contingency and exercise planning pertaining to military personnel (TMOPS Vol I-IV).

u. Provides policy for the distribution of enlisted personnel (ARs 614-200, 600-200).

v. Prepares the quarterly personnel briefing for the commander (VOCO DCSPAL).

w. Manages retention of trainees for the purpose of temporary cadre duty (Drill Corporals, Assistant Instructor, Functional or Test Personnel) (ARs 614-200, 600-200).

x. Manages enlisted manning for DCSPAL and command group (VOCO DCSPAL).

y. Maintains personnel strength accountability data for the USAR training divisions.

z. Serves as TRADOC primary planner for the retiree recall program and exercises staff responsibility for the establishment and operation of the CONUS replacement center (CRC) on order of HQDA (TMOPS Vol I-IV).

aa. Manages parachute duty positions within TRADOC and hosts the annual parachute position evaluation board (PPEB) (AR 37-104-3, TRADOC Reg 1-7).

ab. Exercises responsibility for officer professional development (CAS^3, OPMS, etc.) and quality of officer issues within TRADOC (DA Pam 600-3).

ac. Manages "Project Precision Quality" which has a goal of improving the quality of the officers assigned to TRADOC by assigning nonrisk officers to key pivotal positions (VOCO HQDA DCSPER).

8-7. Civilian Personnel Directorate.

a. Plans, evaluates, and coordinates the conduct of civilian personnel management matters throughout TRADOC (CPR 250).

b. Provides advice and assistance to the TRADOC command group on civilian personnel management matters (CPR 250).

c. Provides advice and assistance to subordinate installation and activity commanders in the administration of TRADOC's civilian personnel program (CPR 250).

d. Provides technical advice and assistance to installation civilian personnel offices (CPR 250).

8-8. Adjutant General.

a. Provides administrative service support to HQ TRADOC (TRADOC Memo 1-11).

b. Exercises operational control of Fort Monroe Printing Plant (AR 310-1).

c. Exercises staff supervision, manages and administers the TRADOC Printing Program (AR 310-1), Administrative Publications and Forms Management Program (AR 310-1, AR 310-2), OCONUS TDY (AR 1-40), Postal Activities (DOD Directives), and the Official Mail Control Program (AR 340-3).

d. Provides guidance and management of the following TRADOC programs: Officer Evauation Reports (AR 623-105), Enlisted Evaluation Reports (AR 623-205), Military Awards (AR 672-5-1, DOD Directives 1005.12, 1348.14, and 1348.26), Officer Separations (AR 635-100), Enlisted Separations (AR 635-200), Separation Transfer Points (AR 635-5, AR 635-10, DA Pam 600-8-11), refusal to submit to Medical Care (AR 600-20), Officer Candidate School Waivers (AR 351-5), Warrant Officer Candidate Waivers (AR 135-100), Line of Duty Investigations (AR 600-33), Sponsorship (AR 612-10), and Retirement Services (AR 608-25). Personal Affairs: Gifts and Donations (AR 1-100, AR 1-101), Identification Cards, Tags, and Badges (AR 640-3), Commercial Solicitation (AR 210-7), US Soldiers' and Airmen's Home (AR 930-2), Funeral Support

(AR 600-25), Army Memorial Program (AR 1-33), Passports and Visas (AR 600-290), Control and Prevention of Abuse of Check Cashing Privileges (AR 210-60), Army Casualty System (AR 600-10), Survivors Assistance (AR 600-10), Heraldry Matters (AR 840-10), and Voting (AR 608-20, DA Cir 608-XX-1).

e. Exercises responsibility for TRADOC Community Activity and Family Programs: TRADOC Family Action Plan (TRADOC Pam 28-2), Child Development Support Services (AR 608-10), Command Army Emergency Relief Program (AR 930-4), and Army Community Services (AR 608-1).

f. Serves as TRADOC proponent, exercises staff supervision and provides long-range planning for the Quality of Life Program (AR 608-1).

g. Supervises TRADOC-level sports competition and clinics (AR 215-2).

h. Develops, executes, and coordinates appropriated and nonappropriated funds (NAF) program and budget on a commandwide basis for community activity programs and installation Morale, Welfare and Recreation fund (single fund) (ARs 215-1, 215-5).

i. Exercises responsibility for the single fund capital purchases and minor construction program and major NAF/MCA construction programs (AR 215-1).

j. Maintains custodianship and directs administration of TRADOC Morale, Welfare, and Recreation Fund (AR 215-1).

k. Develops policies and procedures and provides oversight for club systems and other nonappropriated fund instrumentalities (NAFI) operations (AR 215-1, AR 215-2, AR 210-11).

l. Serves as TRADOC proponent for review and analysis program of all single funds and those categorized nonappropriated fund instrumentalities (NAFIS) that were not included in the consolidation (ARs 215-1, 230-81).

m. Administers the TRADOC Morale, Welfare and Recreation (MWR) Installation Excellence Award Program (AR 215-2).

n. Operates the TRADOC Technical Library, the TRADOC library programs, and the TRADOC Library Information Network (TRALINET) (AR 215-2, TRADOC Reg 1-2, TRADOC Memos 370-1, 370-2).

o. Provides commandwide supervision of bands; primary interface within the headquarters for coordination of doctrine, combat developments,

and the training requirements pertaining to Army bands; provides continuing analysis and evaluation of the effectiveness and needs of the Army Band Program (AR 220-90).

p. Manages the TRADOC dependent schools (AR 352-3).

q. Develops, evaluates, and oversees the automated Personnel Information Systems (PERSINS) for TRADOC installations (DA Pam 600-8 series, AR 680-31, AR 18 series on ADP guidance).

r. Exercises staff supervision, manages, and administers the programs of records management (AR 340-1), micrographics (AR 340-22), office copiers (AR 340-20), Privacy and Freedom of Information Acts (AR 340-17, 340-21), files equipment (AR 340-4), correspondence (AR 340-15), and publications in the Federal Register of rules affecting the public (AR 310-4).

s. Coordinates actions involving NATO terms (APP-6(P)), JCS Publications (JCP Pub 1), Dictionary of Army Terms (AR 310-25), and Army Authorized Abbreviations (AR 310-50).

t. Assigns office symbols (AR 340-9), manages the HQ TRADOC Duplicate Emergency Files Program (AR 340-26, TRADOC Reg 340-1), and maintains the HQDA Staff Liaison Files (AR 340-26).

u. Plans, coordinates, and manages programs designed to advance professionalism, enhance esprit, and improve the efficiency of operations in organization of the command (DOD/DA Guidance).

v. Exercises staff supervision (less training conducted in Army service schools and training centers) of the TRADOC Equal Opportunity Program (AR 600-21).

w. Exercises staff supervision (less training conducted in Army service schools and training centers) of the TRADOC Alcohol and Drug Abuse Prevention and Control Programs (AR 600-85).

x. Develops personnel policies relating to the following: Wear of the Uniform (less combat development aspect and matters concerning the Army Uniform Board) (AR 670-1), Standards of Conduct (AR 600-50), Leaves and Passes (AR 630-5), Women in the Army (DOD Policy Guidance), Trainee Discharge Program (AR 635-200), Hometown Recruiter Assistance Program (DA Reg 601-64, USAREC Reg 601-64), Trainee Abuse, Trainee Holdovers (TRADOC Reg 600-6), Prevention of Sexual Harassment (AR 600-20), and Single and In-Service Parents and Family Care Plans (AR 600-20).

y. Monitors personnel policies relating to the following: Personnel Control Facilities (AR 600-62), Travel Entitlements (ARs 37-106, 55-46), Attitude and Personal Surveys (ARs 600-46, 611-3), Weight Control (AR 600-9), and Housing (ARs 210-11, 210-50).

z. Manages civilian career programs for records management, libraries, recreation services, and civilian intern programs for records management and libraries (AR 690-950-1, TRADOC Reg 690-2, TRADOC Reg 690-3).

8-9. Provost Marshal Directorate.

a. Director concurrently serves as TRADOC Provost Marshal and TRADOC Security Manager (AR 380-5).

b. Provides staff supervision for military police policy and the conduct of preservation of order and correction of military offender operations throughout TRADOC (AR 190-Series, AR 190-47).

c. Monitors training, equipping, and employment of TRADOC Military Police Activities (AR 190-Series).

d. Serves as Resource Management Program Director for the MP BASOPS Preservation of Order (815796.T) and US Disciplinary Barracks (878716.5) accounts (AR 37-100-85).

e. Coordinates command participation in the national crime information center Program and the military police management information system (AR 190-45).

f. Reviews commercial activities actions concerning military police ancillary activities and guard services (DA Cir 235-1).

g. Implements TRADOC portion of the Army Correctional Program (AR 190-47).

h. Provides staff supervision of TRADOC Installation Detention Facilities and the US Disciplinary Barracks (AR 190-47).

i. Serves as point of contact to the US Army Criminal Investigations Command (AR 195-2).

j. Exercises responsibility for coordinating law enforcement terrorism counteraction and law enforcement plans for major disruptions on TRADOC installations (AR 190-52).

k. Establishes and supervises TRADOC Crime Suppression and Prevention Program (AR 190-31 with TRADOC Suppl, AR 190-45).

l. Implements and supervises TRADOC Physical Security Program (AR 190-11).

m. Exercises responsibility for the HQDA Serious Incident Reporting (SIR) System and actions dealing with security of Government officials (AR 190-40).

n. Exercises staff responsibility for hostile intelligence services (HOIS) and terrorism threat information (AR 381-10).

o. Exercises staff responsibility for all counterintelligence (CI) matters (AR 381-10).

p. Exercises staff responsibility for the TRADOC Information Security Program (AR 380-5).

q. Exercises staff responsibility for the TRADOC Personnel Security Program (AR 604-5).

r. Exercises staff responsibility for the TRADOC ADP Security Program (AR 380-380).

s. Exercises staff responsibility for the TRADOC Foreign Officer Contact Program (AR 381-155).

t. Exercises staff responsibility for the TRADOC FORMICA Program (AR 381-15).

u. Exercises staff responsibility for the TRADOC Security Education Program (AR 380-5).

v. Provides staff supervision of the TRADOC Signal Security (SIGSEC) Program (AR 530-2).

w. Provides staff supervision of the TRADOC Technical Surveillance Countermeasures Program (AR 381-14).

x. Provides staff supervision of the TRADOC Intelligence Contingency Fund (ICF) (AR 380-53).

y. Serves as point of contact for HQDA Assistant Chief of Staff for Intelligence for CI matters (AR 381-20).

z. Provides CI support to the Command OPSEC Program (AR 530-1).

aa. Coordinates and monitors procedures governing foreign travel of active and reserve military personnel and DA civilians.

ab. Implements command policy and procedures governing information on persons and organizations not affiliated with DOD.

ac. Establishes policies and procedures for implementing the TRADOC Personnel Security Program.

8-10. Equal Employment Opportunity Directorate.

a. Manages Equal Employment Opportunity (EEO) Programs within TRADOC (TRADOC Reg 690-1).

b. Advises the command group on EEO matters (TRADOC Reg 690-1).

c. Advises the TRADOC staff in the development of the EEO Plan of Action and monitors implementation throughout TRADOC (TRADOC Reg 690-1).

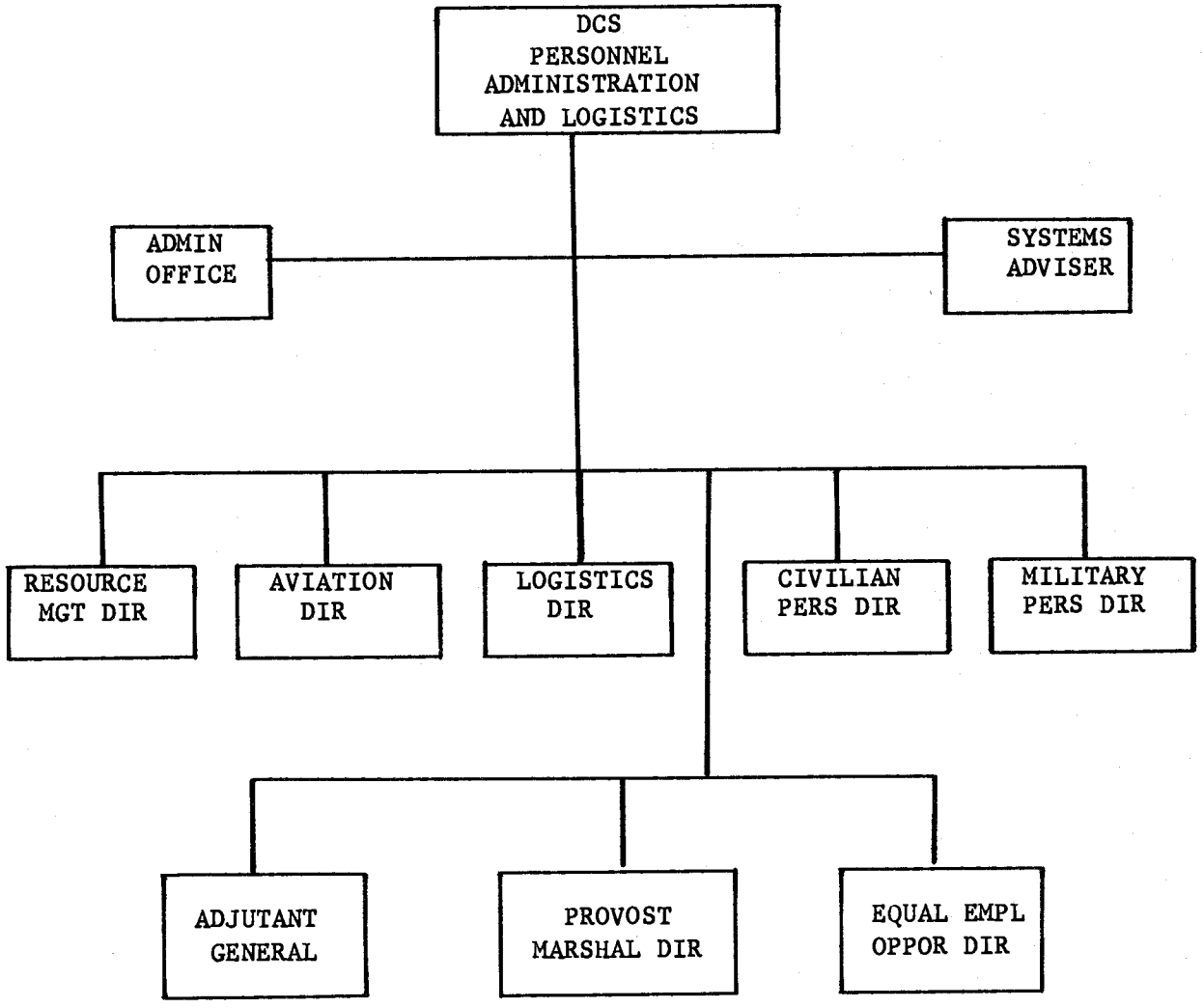


Figure 8-1. Office of the Deputy Chief of Staff for Personnel, Administration, and Logistics

CHAPTER 9

DEPUTY CHIEF OF STAFF, ENGINEER

9-1. Staff office. The Deputy Chief of Staff, Engineer is responsible for staff supervision of engineering matters throughout TRADOC. See figure 9-1 for organizational structure of the Deputy Chief of Staff, Engineer Group.

9-2. Resource Analysis Office.

a. Provides ODCSENGR staff elements ADP training and technical support for data processing and computer utilities (AR 18-1).

b. Develops and maintains software (computer programs) for the TRADOC Engineer Performance Management System (TEPMS) (AR 18-1).

c. Conducts special resource analysis studies (AR 18-1).

d. Conducts cost and economic analyses of engineer activities and budgetary programs (AR 18-1).

e. Develops and maintains automated management indicators for efficient use of engineer resources (AR 18-1).

f. Exercises staff responsibility for ODCSENGR automation planning, coordination and acquisition (18-1).

9-3. Construction Directorate.

a. Exercises staff responsibility for the TRADOC Military Construction, Army (MCA) and Minor Military Construction, Army programs (ARs 15-15, 415-35).

b. Exercises staff responsibility for the TRADOC Army Family Housing (AFH) construction project programming (AR 210-50).

c. Exercises staff responsibility for new construction projects from planning through programming, design and construction (ARs 415-15, 415-35).

d. Monitors submission of nonappropriated funds (NAF) construction projects and reports (AR 415-35).

e. Provides staff supervision of TRADOC installations' master planning (ARs 210-20, 210-23, 210-70).

f. Exercises staff responsibility for ODCSENGR mobilization planning and the Mobilization Construction Program for TRADOC (AMOPS, TMOPS, ARs 415-15, 10-41).

g. Develops facilities impact and construction required to support realignments and special studies (ARs 5-2, 5-9, 351-9).

h. Exercises staff responsibility for the aquisition, utilization and disposal of Army real property at TRADOC installations (ARs 405-10, 405-20, 405-30, 405-70, 405-80, 405-90).

i. Monitors Specialty Codes 21, 22, and 23 (Engineer) of the TRADOC officer distribution plan (ODP) (AR 420-10).

j. Coordinates ODCSENGR planning and leadership for a reaction cell to the TRADOC emergency operations center (EOC) (TMOPS).

k. Monitors military engineer doctrine, organizations, equipment and training actions (AR 10-41).

l. Coordinates ODCSENGR monitoring of engineer research, development, test, and evaluation (AR 10-41).

9-4. Engineer Resources Management Directorate.

a. Develops administrative and management policies pertaining to real property maintenance activities (RPMA) (AR 420-10, DA Pams 420-6, 420-8, TRADOC Reg 420-13, and appendix C for additional applicable regulations).

b. Develops command policies and procedures for financial management of military family housing (appendix C for applicable regulations).

c. Provides staff supervision and professional consultant service on RPMA matters involving industrial engineering, work management, budgeting, financial, supply and equipment management (ARs 420-10, 420-17, DA Pams 420-6, 420-8, TRADOC Reg 420-13 and appendix C for additional applicable regulations).

d. Promulgates and oversees application of Engineer Performance Standards (DA Pams 570-551, 420-6, TRADOC Reg 420-13, Technical Bulletin 420 Series).

e. Develops and monitors automated engineer and supply and equipment management information systems (AR 18-1, Technical Bulletin 18-100 Series).

f. Prepares TRADOC resources programming and budgeting submissions for engineer functional areas (appendix C).

g. Manages the statutory (MRPF Floor) and special target limitations (appendix C).

h. Coordinates GAO, AAA and IG reports and the commercial activities program for engineer functional areas, and assists in evaluating manpower change requests (ARs 5-20, 420-10, TRADOC Supplement 1 to AR 420-10, DA Pam 570-551).

i. Develops maintenance and services (M&S) equipment procurement requirements and manages DEH warehouse supply system operations (AR 420-17).

j. Manages management consulting contracts for performing analyses to improve productivity and mission support (ARs 420-6, 420-10, 5-14).

9-5. Facilities Engineering Directorate.

a. Formulates, develops and establishes policies relating to buildings, structures, surfaced areas, grounds and utilities (AR 420-10).

b. Administers fire prevention and protection and environmental functions and programs (AR 420-90).

c. Provides technical management and consultant services for the construction, maintenance, repair, operation and disposition of TRADOC facilities and utilities plants and systems (AR 420-10).

d. Manages the energy conservation program and contracts for purchase and sale of utilities (ARs 11-27, 420-41).

e. Provides environmental program management, technical direction and professional services for organization, training, operation and administration of oil and chemical spill prevention and protection activities and equipment; entomology and pest control; hazardous and toxic waste management; forestry, agronomy, and fish and wildlife programs and activities; solid waste (recycling/refuse) management; plumbing, water and wastewater management; cultural resources management; air pollution abatement; wetlands and coastal zone management; installation noise compatible use zone (ICUZ) development; and environmental documentation. (ARs 200-1, 200-2, 420-46, 420-47, 420-40, 420-74, 200-10, 210-9, 210-20, 210-23, 420-44, 420-49, 750-20, plus 99 Federal Laws, 420-76).

f. Exercises staff responsibility for environmental management programs. Provides assistance in preparing environmental documentation upon request, and reviews environmental impact documents for technical merit (AR 200-1).

g. Acts as ODCSENGR point of contact for RPMA support to USAR Centers (AR 5-9).

h. Manages facilities engineer maintenance and repair projects (ARs 210-50, 420-10).

i. Manages TRADOC preventive maintenance and self-help programs (AR 420-22).

j. Provides technical review of all project documentation (OMA; MCA; AFH) submitted to TRADOC for approval or review (ARs 420-10, 415-15).

k. Provides technical consulting services to installation engineers in the fields of architecture and civil, mechanical, energy, and electrical engineering (AR 420-10).

l. Provides technical guidance to TRADOC staffs and installations concerning DEH functions reviewed under the commercial activities program (AR 5-20).

9-6. Housing Directorate.

a. Exercises staff responsibility for the command family housing program to include government owned and off-post housing (ARs 210-50, 210-51, TRADOC Supplement 1 to AR 210-50, 210-51).

b. Implements HQDA policies and procedures and develops command policies and procedures for military family housing functions (ARs 210-50, TRADOC Supplement 1 to AR 210-50, 55-71, 11-27).

c. Exercises staff responsibility for the TRADOC family housing utilization, requirements, and construction prioritization of projects in the AFH program (ARs 210-50, 200-1, 210-20, 205-90, 37-108).

d. Programs, coordinates, and provides housing management assistance to the family housing energy conservation, stable annual investment for renewal of systems, line item improvement, reduction of high cost quarters, reduction of substandard quarters, minor construction and incidental improvement programs (ARs 210-50, 415-15, 415-28).

e. Exercises staff responsibility for the TRADOC unaccompanied personnel housing utilization, requirements and construction program proponency. Provides staff supervision of the administration, manage-

ment and operation of transient and unaccompanied personnel housing, other than troop billets. Exercises proponency for construction and modernization and provides policy guidance for the management and utilization of all transient and unaccompanied personnel housing, including troop billets (ARs 210-11, 230-1, 230-65, 210-55, 210-12, DA Cir 210-84-1, 11-27).

f. Reviews and analyzes performance of installation Housing Program activities through reports, command assistance visits, and performance standards (ARs 210-50, 210-51, 210-11, 210-6, 210-12, 37-108, 735-11, 37-106).

g. Manages the Housing Career Program and Housing Intern Program (AR 210-50).

h. Functions as DA central agency for the consolidation of listings of excess family housing (AR 210-50).

i. Implements DA policies and procedures and develops command policies and procedures for furniture and household equipment for family, unaccompanied personnel housing, and transient housing to include guest houses (ARs 210-50, 210-11, 210-6, 735-11, CTA 50-909).

9-7. Safety Office.

a. Manages the command safety program (AR 385-10).

b. Develops safety goals and objectives (AR 385-10).

c. Manages command safety data program (AR 385-40).

d. Manages the TRADOC Hazardous Materials Information System (TRADOC CofS Memo, 3 Oct 83, Army HMIS).

e. Manages the OSHA program within TRADOC (Public Law 91-596, 29 Code of Federal Regulations 1960, AR 385-10).

f. Conducts safety management evaluations (AR 385-10).

g. Manages the Army range safety program for TRADOC (ARs 385-62/63).

h. Proponent for range safety regulations AR 385-62 and AR 385-63 (HQDA (DAMO-ODU) Ltr, 3 Feb 78).

i. Provides system safety risk assessment at program milestone reviews of materiel undergoing RDTE (ARs 70-1, 71-9).

j. Provides mandatory safety releases to combat development activities involving user testing (ARs 70-10, 71-3, 385-16, TRADOC Reg 71-9).

k. Serves as the technical representative to DCST on safety matters relating to the integration of safety training into TRADOC schools (Cdr TRADOC Message, ATTG, 291846Z Jul 83, subj: Safety Training).

l. Licenses ammunition storage facilities for allowable explosive limits and reviews construction and modification request for such facilities and monitors all safety aspects to include storage, transportation, handling and use (AR 385-64 and TRADOC Supplement 1).

m. Integrates health and system safety engineering requirements into acquisition programs for new Army materiel and training devices (ARs 70-1, 71-9).

n. Serves as senior US delegate to the main group of the NATO Range Safety Study Group (NRSSG) (ARs 385-62, 385-63).

o. Manages the command safety career program (AR 385-10).

p. Manages the TRADOC system safety engineer program (AR 385-16).

q. TRADOC representative on the Army chemical agent munition and safety committee (AR 385-61).

r. Manages the TRADOC toxic chemical agent safety program (AR 50-6).

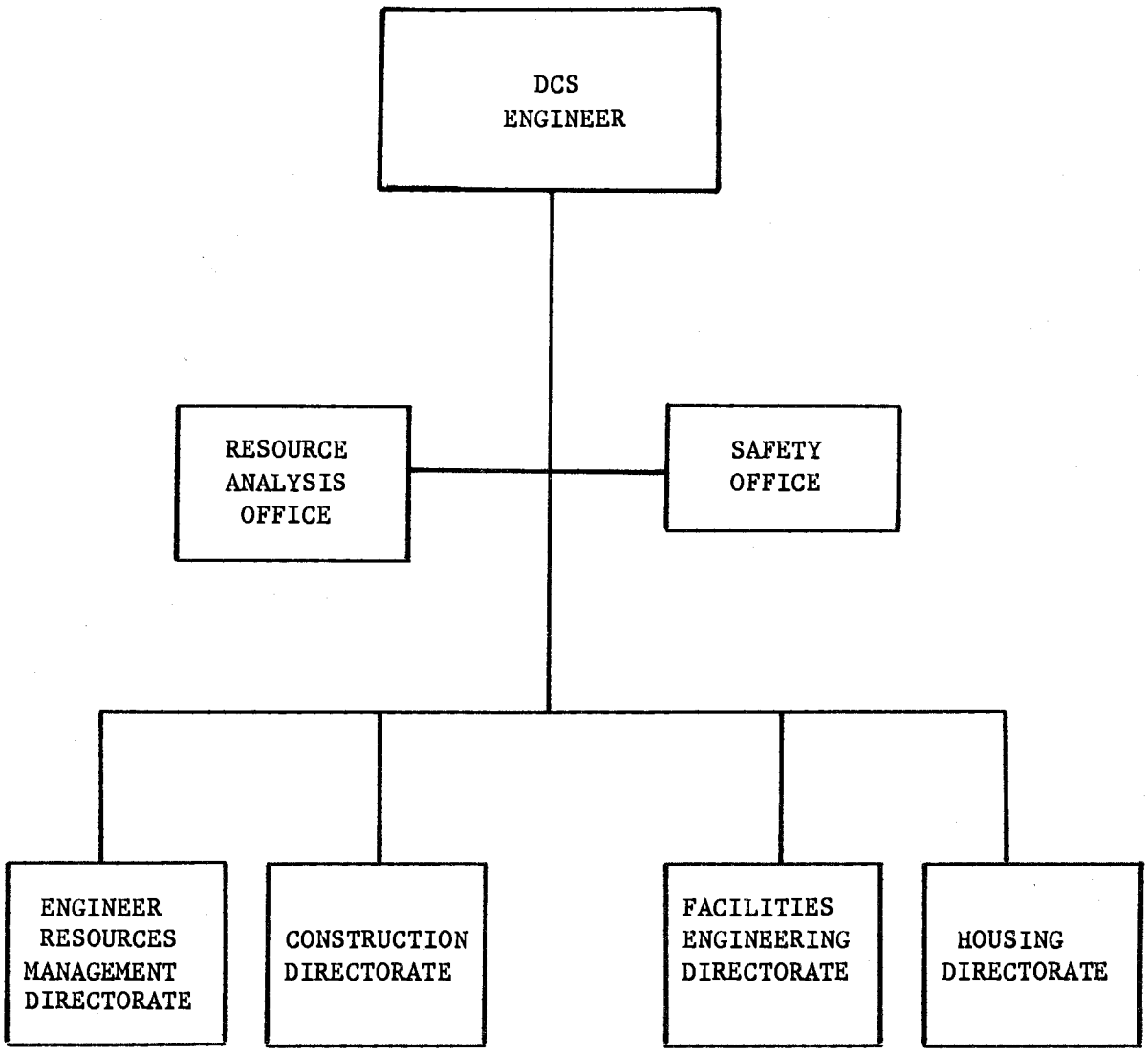


Figure 9-1. Office of the Deputy Chief of Staff, Engineer

CHAPTER 10

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR RESOURCE MANAGEMENT

10-1. Staff office. The Deputy Chief of Staff for Resource Management is responsible for staff supervision of manpower and dollar resource management in TRADOC. Manages the manpower and comptroller civilian career programs. Exercises authority delegated from CG, TRADOC, through Chief of Staff for control over funds distributed to preclude over distribution or exceeding any statutory limitation applicable to such funds, and redelegates said authority to the Finance and Accounting Officer, with the authority to redelegate in writing. See figure 10-1 for the organizational structure of the Office of the Deputy Chief of Staff for Resource Management.

10-2. Budget Division.

a. Directs and coordinates the development and supervises the execution of the TRADOC budgets for all appropriations and other fund sources (AR 5-2).

b. Prepares the command operating budget (COB) and budget execution review (BER) (AR 5-2).

c. Coordinates, prepares and maintains budget manpower guidance (BMG) and installation contracts (AR 5-2).

d. Serves as executive secretary for the program resource advisory committee (PRAC) and working PRAC (TRADOC Memo 11-5).

e. Serves as the command point of contact on budgetary matters and develops command budget policy (AR 5-2).

f. Coordinates and develops requirements, administers funds for Headquarters operations (AR 5-2).

g. Develops the OMA related portion of the TRADOC division, Army stock fund budget (AR 5-2).

h. Reviews and analyzes the execution of approved operating budget for each installation and activity assigned to TRADOC (AR 5-2).

10-3. Management Division.

a. Conducts studies and analyses that address missions, organizational structures and management policies and procedures (AR 5-2).

b. Provides policy, assistance, advice, and guidance in the conduct of management and APORS studies. Interfaces with other productivity/efficiency review programs. Coordinates priorities for efficiency reviews with FORSCOM (AR 5-4).

c. Interprets and examines command relationships, mission assignments, organizations and functions (AR 5-2).

d. Serves as proponent for TRADOC productivity improvement efforts and acts as TRADOC proponent for the DOD Management Improvement Program, the DA Productivity Program (DAPP) and the DA Economies, Efficiencies and Management Improvements (EEMI) Program (AR 5-4).

e. Serves as project manager for Project SPIRIT (Systematic Productivity Improvements Review In TRADOC) (AR 5-4).

f. Manages the TRADOC quick return on investment program (QRIP), Productivity Enhancing Capital Investment Program (PECIP), and OSD Productivity Investment Funding Program (OSDPIF) (AR 5-4).

g. Publishes TRADOC Pam 5-1, TRADOC Goals, and the TRADOC Perspective or "Blue Book" (AR 5-1).

h. Serves as proponent for the performance management in TRADOC (PMIT) at HQ TRADOC and TRADOC installations and activities and for installation management matters (AR 5-1).

i. Serves as ODCSRM point of contact for mobilization matters (TRADOC Mobilization Operations Planning System-TMOPS, Vol 1-4).

j. Exercises staff responsibility for management of analytical support services within TRADOC (AR 5-14).

k. Manages the TRADOC internal control program (AR 11-2).

10-4. Force Management Division.

a. Analyzes missions, workloads, organizational structures, and manpower utilization. Determines and approves all manpower requirements for TRADOC installations and activities through such methods as conduct of manpower and equipment surveys, conduct of semiannual TRADOC review of manpower (TRM), review of interim schedule X submissions, and review of modernization resource Information submission (MRIS) (ARs 570-4, 570-7).

b. Evaluates, processes to approval, and maintains manpower survey reports (ARs 570-4, 570-4).

c. Analyzes DA program budget guidance (PBG), develops manpower segment of TRADOC budget manpower guidance (BMG) and distributes manpower allocations (AR 5-2, AR 570-4).

d. Develops and updates automated command plan and authorization data bases (guidance Tracking Implementation Plan with Msg, DAMO-FDP, 051830Z Aug 83, subj: Command Plan Submission, ARs 570-7, 310-49, DA Ltrs, Users Manuals).

e. Reviews and grades military positions, and approves manpower and equipment authorization documents (ARs 611-101, 611-112, 611-201, 310-34).

f. Prepares and maintains manpower reports (AR 310-49, AR 570-4, AR 570-3).

g. Plans, develops and publishes manpower and equipment policy (ARs 310-49, 310-34, 570-4, 540-7).

h. Establishes and maintains command unit identification control (UIC) system (JCS Pub 6, ARs 570-4, 18-19, 220-5, 310-49, 525-3).

i. Prepares and publishes permanent orders for major unit changes (AR 220-5).

10-5. Finance and Accounting Division.

a. Formulates policy guidance and provides technical guidance and assistance relating to military and civilian pay, appropriated and nonappropriated funds, travel entitlements, allowances, disbursing operations and payment for commercial accounts (AR 37 Series; AR 215 Series; DOD Pay and Entitlements Manual, Joint Travel Regulations Vol I & II).

b. Monitors quality of TRADOC finance and accounting operations (AR 11-37).

c. Receives, evaluates, and processes potential violations of 31 USC 1517 and regulations governing control of funds (ARs 37-20, 37-2).

d. Performs accounting, reporting, and cash control of the TRADOC division of the Army stock fund and all TRADOC appropriated and nonappropriated funds. (ARs 37-111, 37-112, 37-120, 37-151, 215-1 through 5).

e. Prepares fiscal year-end financial reports for command certification. (ARs 37-111, 37-120, 37-151).

f. Establishes and maintains an effective means of control over funds distributed to preclude overdistribution or exceeding any statutory or administrative limitation applicable to such funds (ARs 37-2, 37-20).

g. Maintains status of fund availability and authenticates Fund Authorization Documents (FAD) prior to distribution (ARs 37-2, 37-20).

10-6. Commercial Activities (CA) Management Division.

a. Directs the TRADOC CA Program (AR 5-20).

b. Advises the command group and staff on CA matters (AR 5-20).

c. Develops, schedules, and implements the TRADOC 5-year CA program cycle for reviews and cost studies (AR 5-20).

d. Develops and maintains the annual inventory of CA for TRADOC (AR 5-20).

e. Provides continuing guidance and assistance on sites as well as from staff position for ongoing CA program actions (AR 5-20).

f. Develops and implements guidance for concurrent CA procedures for out-years necessary to achieve DA goals (AR 5-20).

g. Reviews, staffs, and approves performance work statements (PWS) (AR 5-20).

h. Provides guidance and assistance on CA management studies and preparation of cost comparison forms (AR 5-20).

(1) Develops and implements management study requirements.

(2) Develops and implements guidance for cost studies.

(3) Develops or assists in development of prototype performance work statement (PWS).

(4) Develops methodology for follow up of implementation of MEO or contract operations.

i. Develops and maintains the TRADOC CA data base (AR 5-20).

10-7. Management Engineering Office/TRAMEA Headquarters Element.

a. Directs the Army Performance Oriented Reviews and Standards (APORS) and Manpower Staffing Standards System (MS^3) Programs through the TRADOC Management Engineering Activity (TRAMEA) (ARs 570-5, 5-4, DA Pams 570-558, 570-561, 570-555, 570-551).

b. Develops and updates manpower staffing standards (ARs 570-5, 5-4, DA Pams 570-558, 570-561, 570-555, 570-551).

c. Responsible for operational control and technical support of field teams to include budgeting, scheduling of studies, quality assurance, training, and computer support TRAMEA Field Teams--(ARs 570-5, 5-4, DA Pams 570-558, 570-561, 570-555, 570-551).

(1) Conducts APORS studies.

(2) Conducts Management Studies in support of the Defense Regional Interservice Support (DRIS) Program.

(3) Conducts MS^3 studies and develops Armywide manpower staffing standards for education and training functions.

(4) Assists other MACOM in conducting MS^3 studies and in the development of Armywide manpower staffing standards for base operations functions.

(5) Prepares, coordinates, and submits related reports.

(6) Establishes workload data reporting system.

(7) Maintains workload data base.

(8) Assists in the implementation of approved efficiencies.

(9) Assists in the application of manpower staffing standards.

10-8. Resource Analysis and CONCISE Division.

a. Implements the Army program for cost analysis and the Army program for economic analysis and program evaluation for resource management with the exception of combat development activities (ARs 11-18, 11-28).

b. Prepares and validates cost estimates associated with cost and economic analysis studies (AR 11-28).

c. Develops, publishes, and disseminates command resource factors such as mission and base operations cost and manpower estimating relationships, cost planning factors, MOS training cost per graduate, and ROTC cost per detachment and commissionee (AR 11-18, TRADOC Regs 11-5, 11-12).

d. Conducts trend and variance analyses of programs, activities and installation cost, work force and workload data (TRADOC Reg 11-12).

e. Develops and disseminates TRADOC cost methodology for determining charges for training under International Military Education and Training (IMET) and foreign military sales (FMS) (AR 37-60).

f. Develops tuition rates for foreign military training at TRADOC schools (AR 37-60).

g. Validates cost estimates of mobile training teams, technical assistance field teams, and technical assistance teams for quotations to foreign governments (AR 37-60).

h. Maintains the conference cost model and prepares cost estimates for the TRADOC Staff (TRADOC Memo 1-20).

i. Provides TRADOC policy guidance on Manpower Staffing Standards System (MS3) Program. Performs qualify control of manpower staffing standards and analytical techniques used in efficiency reviews to include approval of program estimating quotations (AR 570-5).

j. Provides Army membership on the Interservice Training Review Organization (ITRO) Cost Analysis Subcommittee (AR 351-9).

k. Prepares, coordinates, and publishes feasibility studies and required documentation to include case study and justification folders (CSJF) and environmental impact statements or assessments for base realignment, reduction, and closure actions (ARs 5-10, 200-1).

l. Monitors and establishes the effects of force structure initiatives on TRADOC installations and activities (AR 5-2).

m. Performs special studies as directed (AR 5-2).

10-9 Program Analysis Office.

a. Coordinates TRADOC input for The Army Plan (TAP) (Army Guidance Volume I).

b. Coordinates development of TRADOC manpower requirements for total Army analysis (TAA) (AR 71-11).

c. Exercises staff responsibility for TRADOC resource programming (AR 5-2).

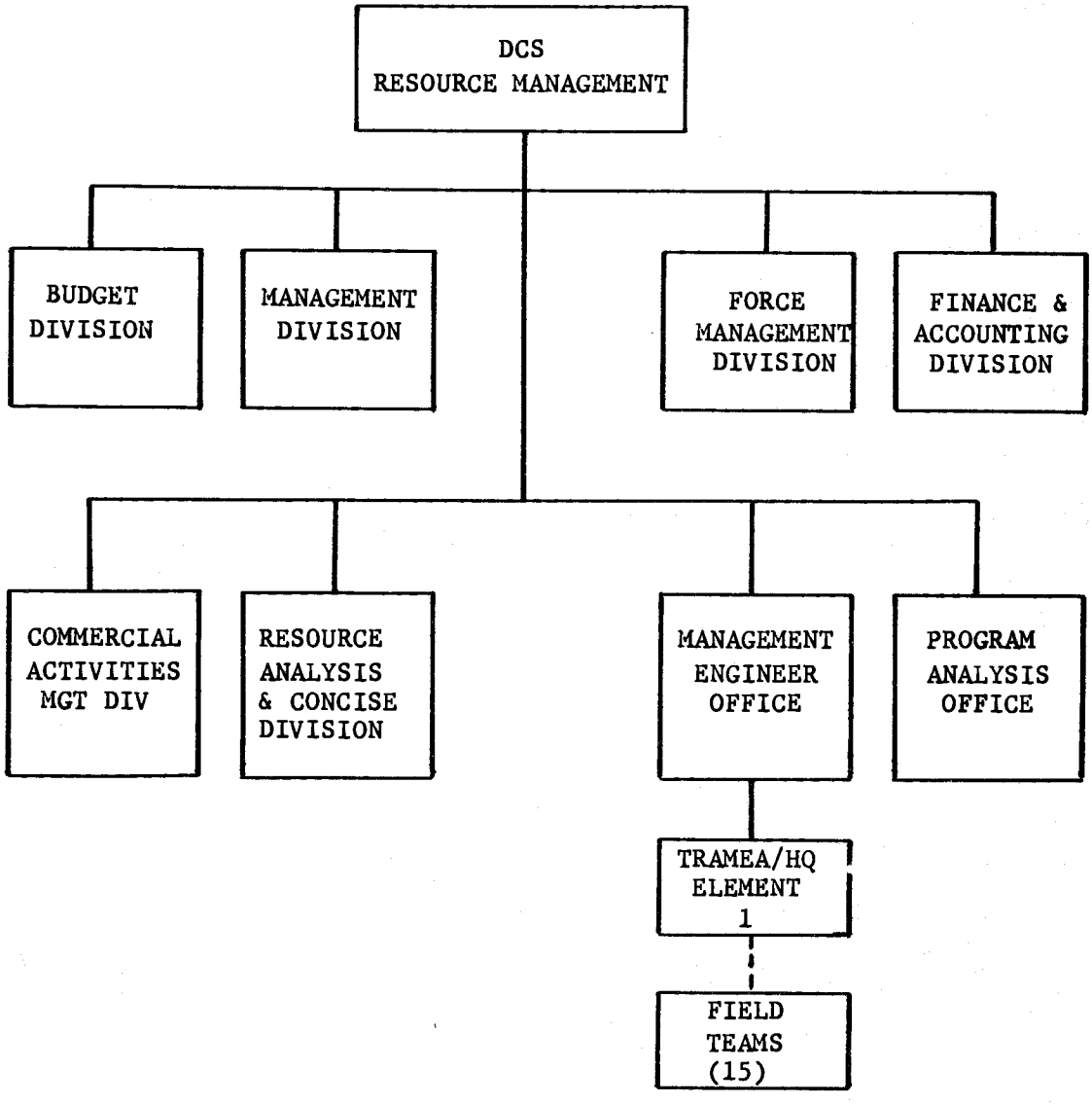
d. Directs and coordinates development of the program analysis and resource review (PARR) and the modernization resource information submission (MRIS) (Army Guidance Volume II).

e. Conducts systemic studies related to planning, programming, force integration and modernization, budgeting, and management of resources (ARs 5-2, 11-28).

f. Monitors and analyzes DA planning, programming, and budgeting actions (AR 1-1).

g. Performs reviews and analyses on matters having outyear resource implications such as functional area analysis (FAA) (AR 5-2).

h. Serves as the DCSRM point of contact for actions outside of DCSRM which have possible resource implications; and takes staff lead to integrate DCSRM response on many functional topics (TRADOC Reg 10-5).



NOTES:

------Separate TDA.
1. Operational Control.

Figure 10-1. Office of the Deputy Chief of Staff for Resource Management

CHAPTER 11

TO BE PUBLISHED

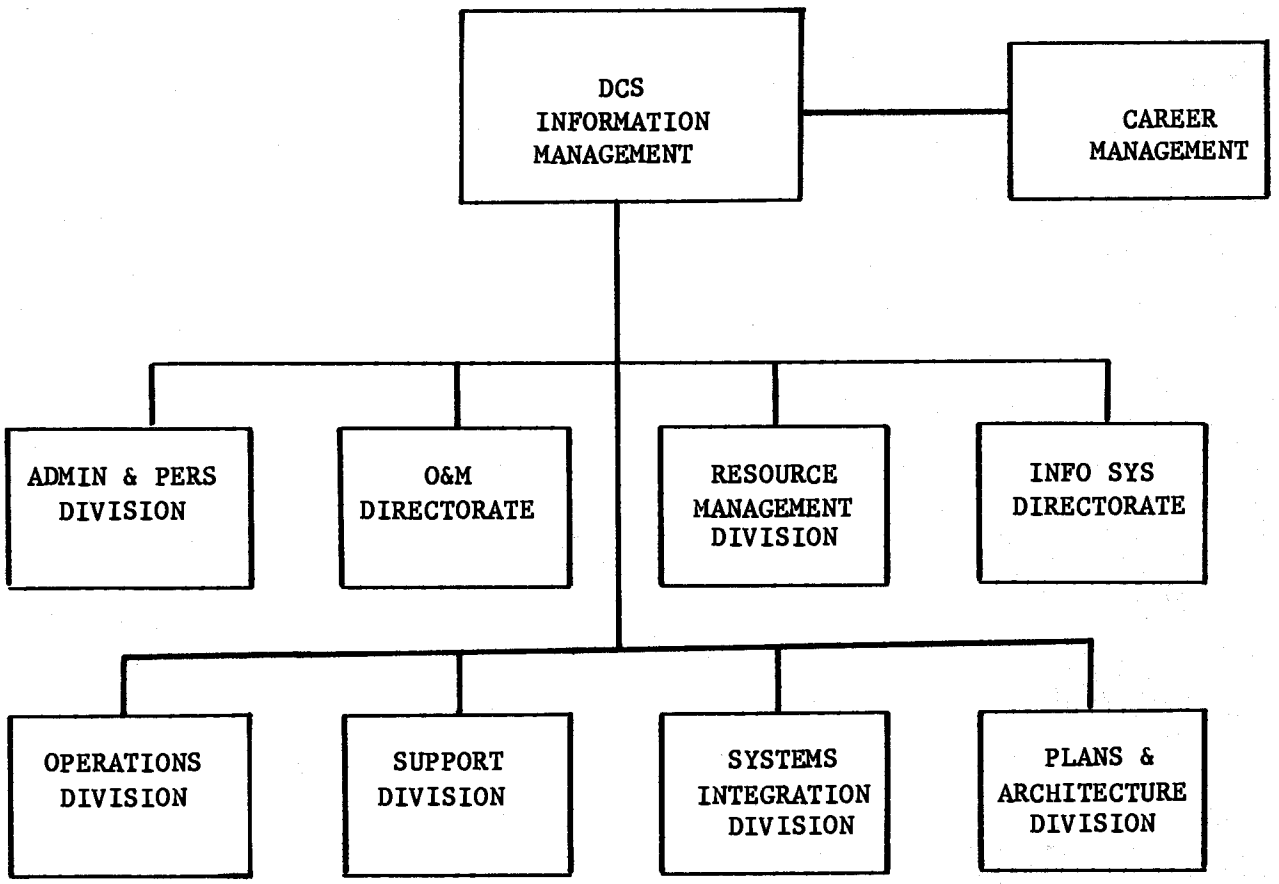


Figure 11-1. Office of the Deputy Chief of Staff for Information Management

CHAPTER 12
OFFICE OF THE INSPECTOR GENERAL

12-1. Staff office. The Inspector General is a member of the Commander's personal staff and is responsible for inquiring into and reporting matters affecting the performance of mission and state of efficiency, economy, discipline, and morale of the command. See figure 12-1 for the Organizational structure of the Office of the Inspector General AR 20-1).

12-2. Operation and Administration Branch.

a. Is the focal point for TRADOC staff, MACOM, and DA coordination on IG matters (AR 20-1).

b. Coordinates TRADOC inspection and staff visit schedules (TRADOC Memo 20-2).

c. Administers the OIG budgeting program (ARs 37-20, 37-21).

d. Provides personnel management and administrative support element of OIG (ARs 340-15, 340-18, 340-5).

e. Is the TRADOC program management office for the Inspector General Management Information Reporting System (IGMIRS) and the follow-on system, Inspector General Network (IGNET) (AR 20-1).

12-3. Assistance and Investigations Branch.

a. Administers the TRADOC Inspector General Action Request (IGAR) System (AR 20-1, TB IG 4).

b. Conducts inquiries and investigations as directed (AR 20-1, TB IG 4).

c. Serves as the coordinating and monitoring link between OTIG and inspectors general of subordinate commands reference IGAR and investigations (AR 20-1).

d. Collects and analyzes assistance cases data (AR 20-1, TB IG 4).

12-4. Inspections Branch.

a. Conducts the TRADOC program of general inspections (AR 20-1, TRADOC Memo 20-2).

b. Prepares formal reports of general and special inspections for the Commanding General (AR 20-1, TB IG 1).

c. Prepares and coordinates TRADOC general inspection schedules (AR 20-1, TB IG 1, TRADOC Memo 20-2).

d. Processes and staffs findings from inspection reports, including those extracted from OTIG and other MACOM reports, and monitors the corrective action (AR 20-1).

e. Analyzes and evaluates general and special inspection results, and prepares evaluation letters and follow-up correspondence relating to remedial actions taken on report findings (AR 20-1, TB IG 1, TRADOC Memo 20-2).

f. Conducts the TRADOC program of follow-up inspections and special inspections, as directed (AR 20-1, TB IG 1, TRADOC Memo 20-2).

g. Maintains coordination with the HQ TRADOC staff by exchanging information on matters of particular staff concern and interest, and evaluates effectiveness of TRADOC staff action at inspected activities (AR 20-1, TB IG 1, TRADOC Memo 20-2).

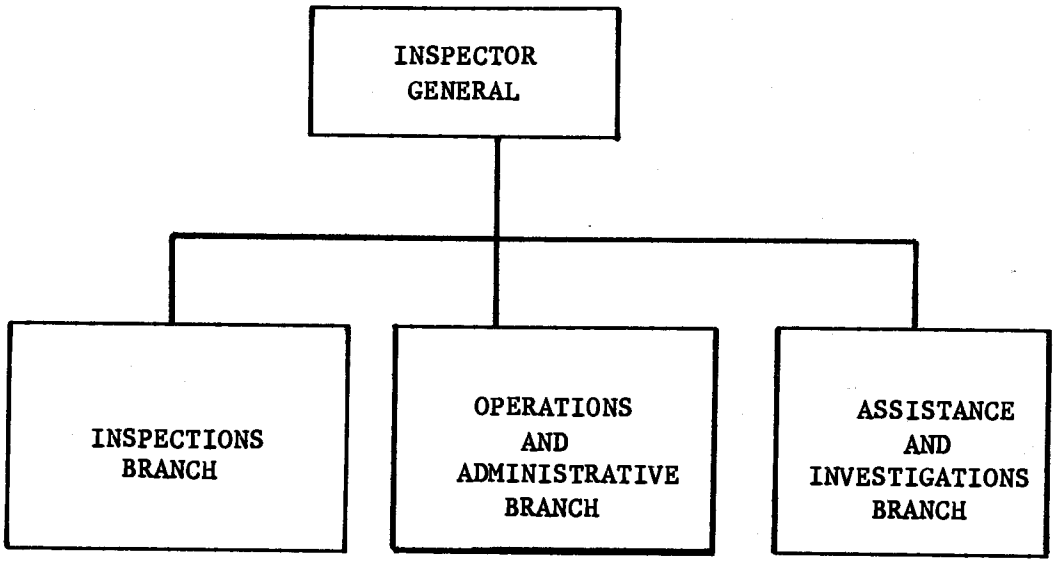


Figure 12-1. Office of the Inspector General

CHAPTER 13

OFFICE OF THE STAFF JUDGE ADVOCATE

13-1. Staff office. The Staff Judge Advocate is a member of the Commander's personal staff and is responsible for providing advice to the command group, staff, and TRADOC commanders on legal matters. Provides legal assistance and supervises the TRADOC legal assistance program. See figure 13-1 for the organizational structure of the Office of the Staff Judge Advocate (AR 27-1).

13-2. Administrative Law Division.

a. Provides opinions and advice regarding interpretation and application of laws, regulations, and directives concerning claims and administrative law (ARs 27-1, 27-14, and 27-40; DA Pams 27-21 and 27-153).

b. Reviews proceedings of boards of officers and reports of investigation (ARs 15-6 and 635-100).

c. Represents the command before civil service grievance and EEO hearings (ARs 690-1 through 690-950; 5 CFR Chapters II and XIV; 29 CFR Chapter XIV).

d. Evaluates Article 138 complaints and IG findings on claims and administrative law matters and adequacy of actions taken (ARs 20-1 and 27-14).

e. Supervises and assists legal advisers regarding claims and administrative law (AR 735-11).

13-3. Fiscal/Contract Law Division.

a. Reviews financial interest and employment statements of designated persons (AR 600-50).

b. Furnishes legal advice and opinions on Government contracting (Federal Acquisition Regulations and supplements).

c. Furnishes opinions and advice regarding fiscal law (ARs 37-20 and 37-21).

d. Evaluates suggestions and IG findings on procurement and ade- quacy of actions taken (AR 20-1).

e. Supervises and assists legal advisers regarding fiscal and contract law (ARs 37-20 and 37-21; Federal Acquisition Regulations and supplements).

13-4. Criminal Law Division.

a. Provides opinions on military justice (MCM).

b. Exercises staff responsibility for the administration of criminal law in TRADOC, establishes jurisdictional structure regarding commanders' disciplinary powers and promulgates regulations and supplements on military justice (AR 27-10).

c. Monitors court martial processing times and submits required reports (AR 27-10).

d. Provides advice concerning appeals from denial of individual defense counsel (AR 27-10).

e. Provides advice concerning Article 15 appeals requiring CG, TRADOC action (AR 27-10).

f. Refers cases to appropriate convening authorities (MCM).

g. Advises the commander and chiefs of staff offices on internal disciplinary matters (AR 27-10).

h. Evaluates POI and training materials on military justice subjects and training programs (AR 350-12).

i. Evaluates suggestions and TRADOC IG inspection findings on criminal law matters and adequacy of actions taken (AR 27-1).

j. Assists TRADOC IG in inspection of USDB (AR 27-1).

13-5. Legal Assistance Division (10 USC Section 1044).

a. Provides legal advice and counseling in estate matters, to include the drafting of wills (AR 27-3).

b. Provides advice regarding adoption and change of name. Assistance in assembling necessary documentation and, if appropriate in the local jurisdiction, preparing pleadings may be provided (AR 27-3).

c. Furnishes advice and counseling about nonsupport and indebtedness claims (AR 27-3).

d. Provides legal advice and assistance on Federal, State, and local taxes (AR 27-3).

e. Provides legal advice and assistance in the areas of landlord-tenant relations and consumer affairs, as governed by AR 27-3.

f. Provides detailed advice and counseling concerning the provisions of the Soldiers' and Sailors' Civil Relief Act (SSCRA) (AR 27-3 and 50 USC App. Sections 501-591).

g. Provides general advice on the legal and practical meaning of divorce, legal separation, annulment, custody, and paternity (AR 27-3).

h. Provides general advice on civil suit matters even though, in most cases, representation in court is prohibited (AR 27-3).

i. Provides assistance to eligible personnel in matters dealing with powers of attorney, naturalization, citizenship, and insurance (AR 27-3).

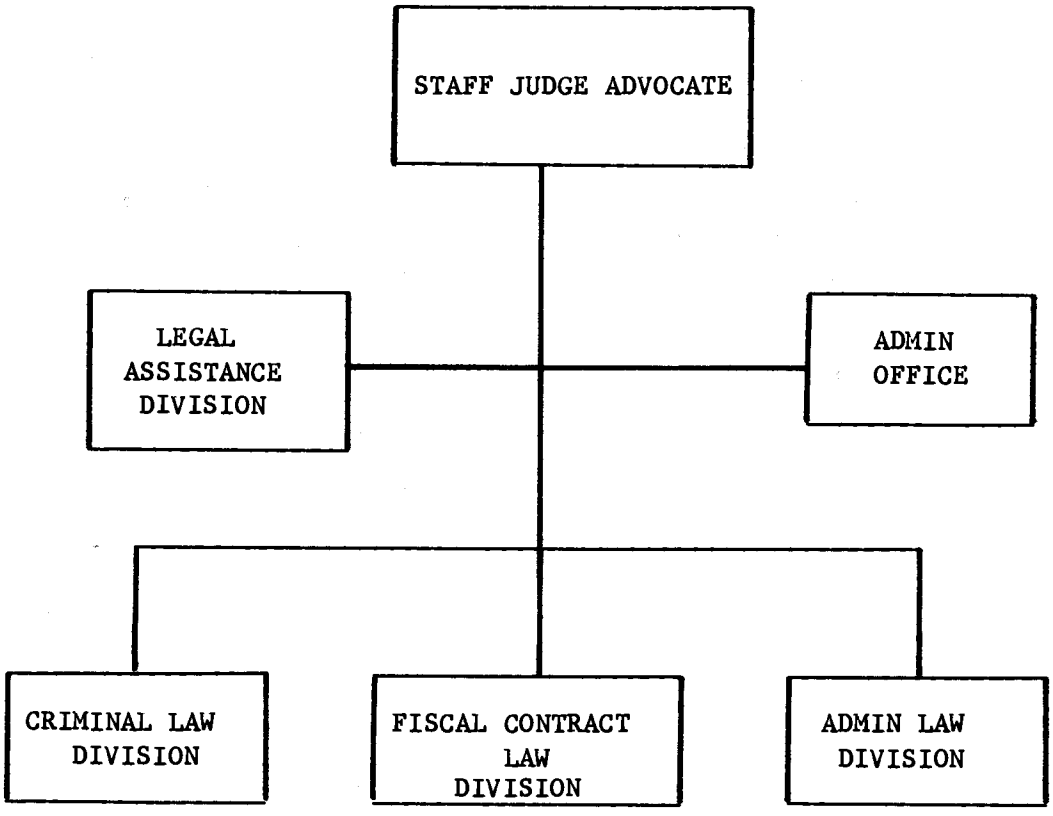


Figure 13-1. Office of the Staff Judge Advocate

CHAPTEP. 14

OFFICE OF THE CHIEF OF PUBLIC AFFAIRS

14-1. Staff office. The Chief of Public Affairs (CPA) is a member of the Commanders personal staff, and is responsible for all public affairs matters, to include command information (CI), public information (PI), and community relations (CR); serves as principal public affairs adviser to the commander and HQ TRADOC staff. See figure 14-1 for organizational structure of the Office of the Chief of Public Affairs (ARs 360-5, 360-81, 360-61, 310-1, 108-2).

14-2. Assistant Chief of Public Affairs.

a. Serves as principal assistant to the CPA and acts for the chief within delegated authority and guidance concerning operations and activities of the TRADOC OCPA (ARs 360-5, 360-81, 360-61).

b. Promulgates administrative policies and general guidance concerning staff procedures, staff management practices, and staff actions control within OCPA.

c. Directs and coordinates PA assistance to subordinate installations and activities as directed by the CPA (ARs 360-5, 360-81, 360-61).

d. Provides substantive review of actions developed or originated within OCPA that are for distribution or release within the headquarters staff, the command, DA, and other state or federal agencies, and to the news media (ARs 360-5, 360-81, 360-61).

e. Manages officer career management field (CMF) 46 for officers assigned to TRADOC. Provides counsel and advice on training and career development opportunities (ARs 611-101, 680-29, 600-3).

f. Manages TRADOC officer distribution plan (ODP) for specialty 46 positions (ARs 600-3, DA Pams 600-3, 570-Series).

14-3. Administrative Branch.

a. Provides administrative support services for the OCPA, i.e., mail pick-up and distribution property book accountability (TRADOC Memo 1-11, ARs 710-2, 735-5, 735-11, FM Pam 725-1).

b. Administers and advises the CPA on all matters related to management of CMF 84 for enlisted personnel assigned to TRADOC. Provides advice and guidance to supervisors and CMF 84 enlisted members throughout the command (AR 611-201).

c. Represents OCPA at safety, race relations, and EEO meetings (AR 600-21).

14-4. Policy, Plans, and Management Branch.

a. Prepares public affairs plans and annexes to mobilization, exercise and contingency plans (ARs 360-5, 360-81, 360-61).

b. Monitors, evaluates and participates in the development of major TRADOC plans and initiatives to ensure consideration of public affairs aspects (ARs 360-5, 360-81, 360-61).

c. Monitors and reviews new concepts and proposals in the combat developments and doctrinal areas to identify and evaluate the public affairs implications. Develops and coordinates draft input that articulates the public affairs position on these issues (ARs 360-5, 360-81, 360-61).

d. Develops and coordinates the execution of public affairs plans for programs and activities that cross traditional public affairs organizational and functional lines (ARs 360-5, 360-81, 360-61).

e. Interprets DOD/DA public affairs regulations and directives. Prepares TRADOC supplements and assists and approves subordinate installation and activity supplements to public affairs regulations (ARs 360-5, 360-81, 360-61).

f. Determines OCPA individual mobilization augmentation (IMA) requirements. Plans and schedules IMA training requirements for IMAs assigned to OCPA (TMOPS Vol II).

g. Analyzes, evaluates, and develops justification for TRADOC OCPA manpower requirements. Assists installation and activity public affairs officers determine and justify manpower requirements (ARs 310-49, 570-4).

h. Makes recommendations on public affairs training, organization and equipment matters for individuals and units (ARs 611-101, 611-201, 690-950-1, DA Pam 570-Series).

i. Manages and administers HQ TRADOC and installation public affairs, P9 accounts, and coordinates and advises installation commanders on use of P8 funds for CI program (TRADOC Pam 11-11, TRADOC Memo 11-5).

j. Manages the TRADOC civilian career program for the public affairs and communications media (PACM) field to include operation of an intern training program within OCPA (AR 690-950-1).

k. Administers the internal control review functions for OCPA (AR 11-2).

14-5. Command Information Branch.

a. Supervises CI activities within TRADOC, providing guidance, technical advice and assistance to installations and activities on CI matters (AR 360-81).

b. Provides CI support materials to subordinate installations and activities such as news releases, photographs, 35mm slides, line art, and public service spot announcements (AR 360-81).

c. Monitors the TRADOC newspaper and periodical programs, to include reporting requirements, awards programs, and critiques of Army and ROTC newspapers published within TRADOC (ARs 360-81, 310-1).

d. Assists other staff agencies in researching, producing, and issuing materials on personnel motivation, morale, welfare, training, doctrine, and mobilization (AR 360-81).

e. Establishes radio/TV policy guidance and supervises radio/TV activities in support of the TRADOC mission and public affairs program objectives (ARs 360-81, 108-2).

f. Prepares long-range plans for effective use throughout TRADOC of electronic media and current audiovisual techniques in support of OCPA and TRADOC objectives (ARs 360-81, 108-2).

g. Reviews and critiques the technical quality and content of radio and television programs and products in support of the CI mission (ARs 360-81, 108-2).

h. Produces HQ TRADOC CI radio programs for distribution to TRADOC installations and activities and radio newsfeeds to HQDA and other MACOMS (ARs 360-81, 108-2).

i. Analyzes CI requirements, usage, and planning for TRADOC installations. Reviews reports (DA 510; DD 1909 and Reader/Listener/Viewer Surveys) (ARs 360-81, 310-1).

j. Publishes TRADOC news service. Releases cover unique TRADOC items such as doctrine developments, combat developments, and training updates. Distributes to HQDA, all MACOMs Armywide, ROTC regions, and all USAR training divisions (AR 360-81).

14-6. Public Information Branch.

a. Develops, coordinates, implements, and supervises public information programs and activities within TRADOC (AR 360-5).

b. Reviews for accuracy, policy, and propriety all manuscripts prepared for release on the missions and functions of TRADOC; refers draft releases as appropriate to DA OCPA for review (AR 360-5).

c. Keeps the command group and staff informed on significant news events (AR 360-5).

d. Prepares and releases information on TRADOC activities to local, regional, and national news media (AR 360-5).

e. Coordinates TRADOC support of the HQDA Books and Magazine Program (AR 360-5).

f. Coordinate PI coverage of special events in which TRADOC elements participate (AR 360-5).

14-7. Community Relations Branch.

a. Supervises CR activities within TRADOC, providing guidance and advice to installations and activities on CR matters (ARs 360-61, 5-9).

b. Serves as TRADOC point of contact with civilian organizations at local, regional, and national levels; as directed, represents HQ TRADOC at meetings of civic, professional, and veterans' organizations (AR 360-61).

c. Evaluates and coordinates requests for participation of Army personnel, special units, bands, equipment, and displays in support of CR activities throughout TRADOC (ARs 360-61, 5-9).

d. Evaluates requests for HQ TRADOC general officer participation in speaking engagements of private and civic organizations and makes recommendations, as requested (ARs 360-61, 360-5).

e. Monitors the Joint Civilian Orientation Conference, which is a program conducted by the Office of the Secretary of Defense and is HQ TRADOC action office for all matters on Civilian Aides to the Secretary of the Army program (AR 1-15).

f. Responds to public written and telephonic requests (less media) for Army information (ARs 360-61, 360-5).

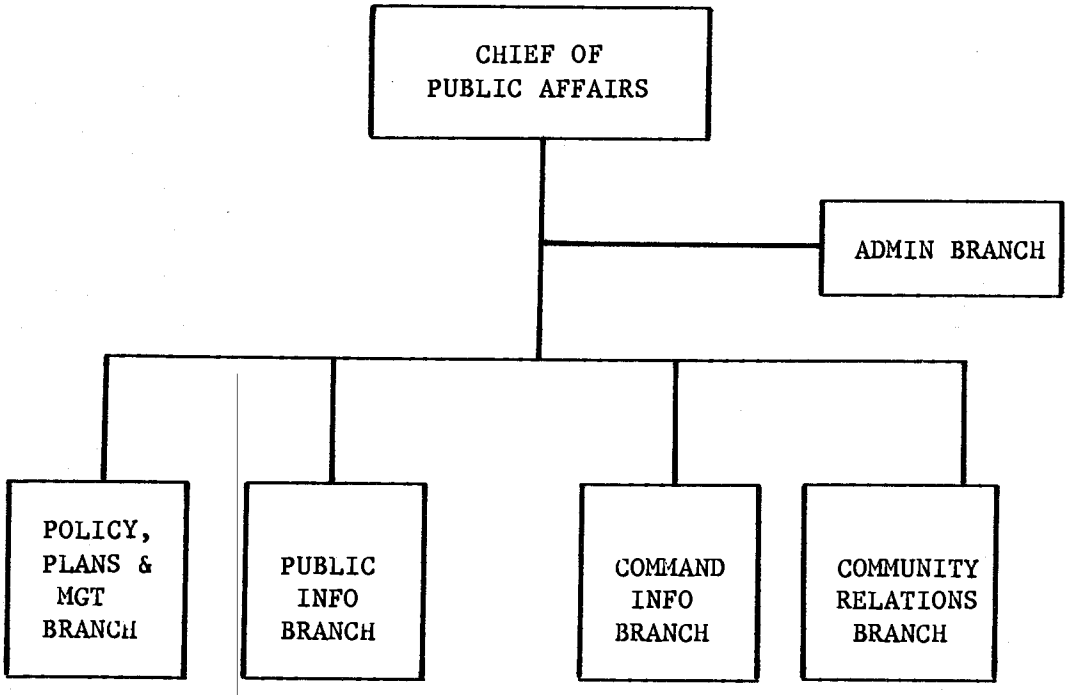


Figure 14-1. Office of the Chief of Public Affairs

CHAPTER 15

OFFICE OF THE SURGEON

15-1. Staff office. The Surgeon is responsible for the staff supervision of all health matters and policies, to include the quality of health care in TRADOC. Provides guidance on effective preventive medicine and occupational health programs. Serves as the TRADOC medical liaison officer with other MACOM and with DA and is responsible for furnishing medically related input into the early stages of the combat and training developments process. See figure 15-1 for the organizational structure of the Office of the Surgeon.

15-2. Functions.

a. Monitors medically related training in the US Army training centers and US Army service schools (AR 10-41).

b. Coordinates Army Medical Department (AMEDD) activities with ROTC (AR 10-41).

c. Provides advice on medical materiel and logistic support doctrine, policies and programs (AR 10-41).

d. Prepares and coordinates the medical portion of contingency and mobilization plans (AR 10-41).

e. Serves as medical consultant for review of combat development requirements documents (AR 10-41).

f. Coordinates and monitors Army Medical Department requirements documents and personnel authorizations (AR 10-41).

g. Coordinates and consolidates requirements for installation health and environmental technical services provided by Health Services Command (AR 10-41).

h. Visits TRADOC installations and evaluates the status of health care (AR 10-41).

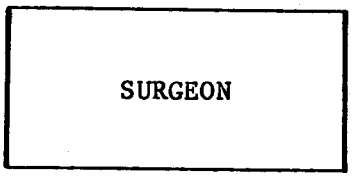


Figure 15-1. Office of the Surgeon

CHAPTER 16

OFFICE OF THE CHAPLAIN

16-1. Staff office. The Chaplain advises the command group and exercises staff supervision on matters of religion, ethics, morals and morale within the command. Manages chaplain resources, programs, and training within the command; represents the commander with religious leaders of other military services and the civilian community. Serves as a consultant to the Office of the Chief of Chaplains (OCCH) on matters affecting TRADOC. See figure 16-1 for the organizational structure of the Office of the Chaplain (AR 165-20).

16-2. Deputy Chaplain and Personnel Coordinator.

a. Reviews TAADS documents and establishes personnel distribution (PD) and priorities for chaplain personnel requirements (ARs 165-20, 310-49, 614-85).

b. Establishes and maintains contact with ecclesiastical authorities and members of allied nations, other Armed services and local clergy (AR 165-20).

c. Administrative manager of staff section office (AR 310-25).

d. Coordinates action officer functions (AR 310-25).

e. Acts for staff chief in chief's absence (AR 310-25).

16-3. Assistant Chaplain for Professional Ministry.

a. Plans and conducts professional development training (AR 351-27, DA Pam 600-3).

b. Provides technical liaison for chaplains in training at civilian institutions (ARs 10-42, 165-20, 351-27).

c. Provides coordination between DACH and military schools, colleges, branch schools, and specialists schools (ARs 10-42, 165-20, 351-27).

d. Advises commanders and chaplains on requirements of unfamiliar religions (ARs 210-1 Sect 3-4, 230-1 Sect 19, 230-10 Sect 13).

e. Plans and develops moral and ethical leadership programs for Army service schools and installations (ARs 210-10, 601-280).

f. Provides point of contact for TRADOC installations (AR 165-20).

g. Monitors and coordinates staffing and work of community/family life activities within TRADOC and serves as liaison between installations and USACHB (ARs 40-121, 210-90, 600-82-2).

h. Reviews and monitors films, video tapes, and TEC lessons developed as training resources to local installations (AR 351-27).

16-4. Assistant Chaplain for Professional Training Armywide.

a. Serves on the Chief of Chaplains' proponency subcommittees for training and combat developments (AR 10-41).

b. Coordinates and monitors combat development activities affecting the US Army chaplaincy (AR 10-41).

c. Coordinates, reviews, and monitors professional training and doctrinal literature affecting the US Army chaplaincy (FM 16-5).

d. Develops, coordinates and monitors all aspects of the OCHAP portion of the TRADOC Mobilization Plan (TMOPS) (AR 165-20).

e. Serves as liaison between OCCH and the US Army Chaplain Center and School (ARs 10-42, 165-20, 351-27).

f. Serves as reserve affairs coordinator (ARs 135-200, 140-145).

g. Provides point of contact for TRADOC installations (AR 165-20).

16-5. Assistant Chaplain for Budget/Logistics.

a. Manages chaplain appropriated funds, chaplain funds (NAF), controls distribution of OCCH specialized services funds, models monies, DACH chaplain fund grants (ARs 36-75, 165-20, 230-36).

b. Conducts annual chaplain fund management review (AR 36-75).

c. Assesses status and arranges for replacement of chapels and ecclesiastical equipment (AR 210-10, 10 USC Sect 3547).

d. Supervises and prepares review and analysis for the TRADOC chaplain ministries by objectives and results (MBOR) (ARs 5-1, 570-8 Sect 8).

e. Conducts annual resource manager training course for all TRADOC post chaplain resource managers (AR 36-75).

f. Provides point of contact for TRADOC installations (AR 165-20).

16-6. Assistant Chaplain for Community Ministry.

a. Develops, coordinates and monitors installation training of lay persons (AR 165-20).

b. Coordinates and monitors chaplain short-course training (AR 351-27).

c. Coordinates training of TRADOC chaplains selected for short course, Clinical Pastoral Education at CPE Centers (AR 621-1).

d. Serves as TRADOC member of OCCH parish development task group (AR 165-20).

e. Advises OCCH on policy for civilian religious educators (AR 165-20).

f. Monitors pastoral and management training skills (7E,7F) at TRADOC installations (AR 351-27, FM 16-5).

g. Serves as consultant for OCCH and Military ordinariate on Catholic matters (AR 165-20).

h. Provides point of contact for TRADOC installations (AR 165-20).

16-7. Assistant Chaplain for Enlisted Ministry.

a. Serves as HQ TRADOC Chaplain Fund Custodian (AR 230-36).

b. Serves as 71M career progression adviser member of OCCH task group (AR 165-20).

c. Serves as TRADOC coordinator for 71M input, training, assignment and utilization (AR 611-201).

d. Serves as voting member of USACHCS task selection board (ARs 165-20, 611-201).

e. Serves as office automation coordinator (Developing job responsibility, AR 165-20-CARSS).

f. Monitors 71M strength data and MBOR reports for all TRADOC installations (ARs 5-1, 570-8).

g. Plans enlisted portion of TRADOC/FORSCOM professional development workshop (ARs 165-20, 351-27, DA Pam 600).

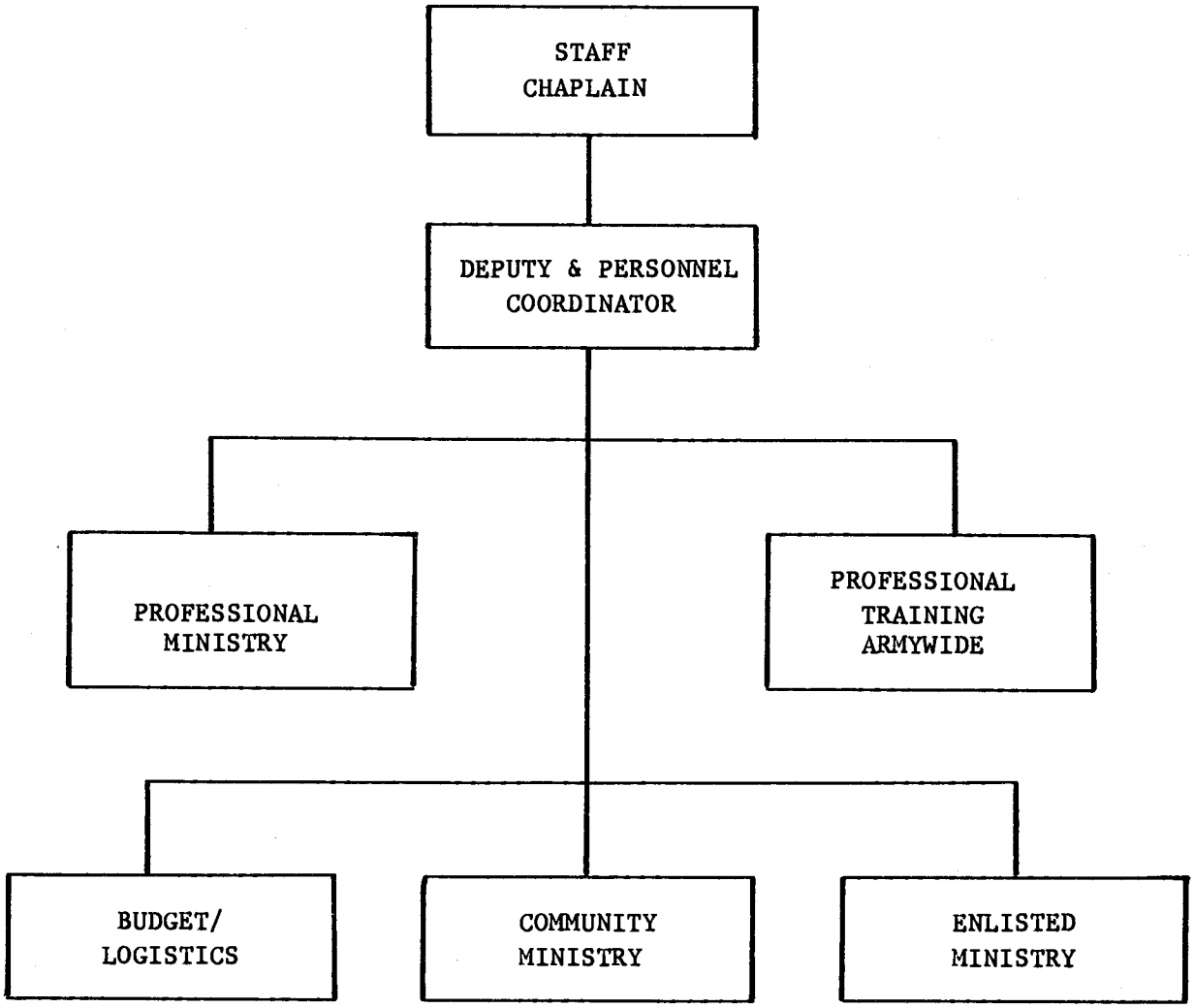


Figure 16-1. Office of the Chaplain

CHAPTER 17

OFFICE OF INTERNAL REVIEW AND AUDIT COMPLIANCE

17-1. Staff office. The Chief, Office of Internal Review and Audit Compliance develops and executes the HQ TRADOC internal review program, evaluates the commandwide internal review operations, and advises the Commanding General on audit related matters. See figure 17-1 for the organizational structure of the Office of Internal Review and Audit Compliance.

17-2. Audit, Policy, and Analysis Branch.

a. Assists the Commanding General, the TRADOC staff, and other commanders by reviewing compliance with policies, plans, procedures, laws, and regulations, and furnishing advice, analysis, appraisals, recommendations, counsel, and information concerning the activities examined (AR 11-7).

b. Develops and executes the TRADOC annual internal review program as an independent appraisal activity within the command, and has unrestricted access to all command activities, records, property, and personnel (AR 11-7).

c. Conducts financial and compliance audits, economy and efficiency audits, and program results audits (AR 11-7).

d. Examines and evaluates the adequacy and effectiveness of internal accounting and administrative controls, problem areas of appropriated funds and operations of selected nonappropriated funds (AR 11-7).

e. Reviews internal review annual programs and accomplishments (AR 11-7).

f. Maintains surveillance of internal review operations at subordinate installations and activities (AR 11-7).

g. Manages training of internal review auditors and maintains a data base on all training courses attended (AR 11-7).

h. Evaluates the adequacy of internal review audits (AR 11-7).

i. Establishes internal review policy on audits and analyzes the annual program and accomplishment reports (AR 11-7).

j. Analyzes, develops, evaluates, consolidates, distributes, and recommends improvements to subordinate command internal review programs (AR 11-7).

k. Prepares and authorizes the publication of internal review audit guides to subordinate commands (AR 11-7).

l. Provides technical advice to senior managers and commanders (AR 11-7).

17-3. Compliance and Liaison Branch.

a. Maintains appropriate contact and rapport on audit matters (audit schedules, visits, and reports) with external audit agencies, HQDA, other MACOM internal review elements, HQ TRADOC staff, and subordinate installations and organizations (AR 11-7).

b. Monitors, tracks, and documents all external audits in TRADOC (AR 11-7).

c. Monitors and evaluates the adequacy of HQ TRADOC and subordinate installations and activities audit follow-up program (ARs 11-7, 36-2).

d. Reviews, coordinates, prepares, and distributes to HQDA the semiannual follow-up status report on all audits made within TRADOC (AR 36-2).

e. Reviews, coordinates, prepares, and distributes to HQDA the semiannual DOD-IG report (ARs 36-2, 11-7).

f. Prepares and distributes summaries of external audit reports to the commanding general, general and special staff offices, installations, and activities (AR 11-7).

g. Provides technical advice to senior managers and commanders (AR 11-7).

h. Reviews, evaluates, coordinates, and monitors external audit agency's tentative findings and recommendations, draft audit reports, and final audit reports (ARs 36-2, 11-7).

i. Prepares and sends summary of all on-going audits within TRADOC to the commanding general, general and special staff offices, installations,and activities (AR 11-7).

j. Maintains a data base on all external audits (ARs 11-7, 36-2).

k. Performs required follow-up reviews on all internal and external audits (ARs 36-2, 11-7).

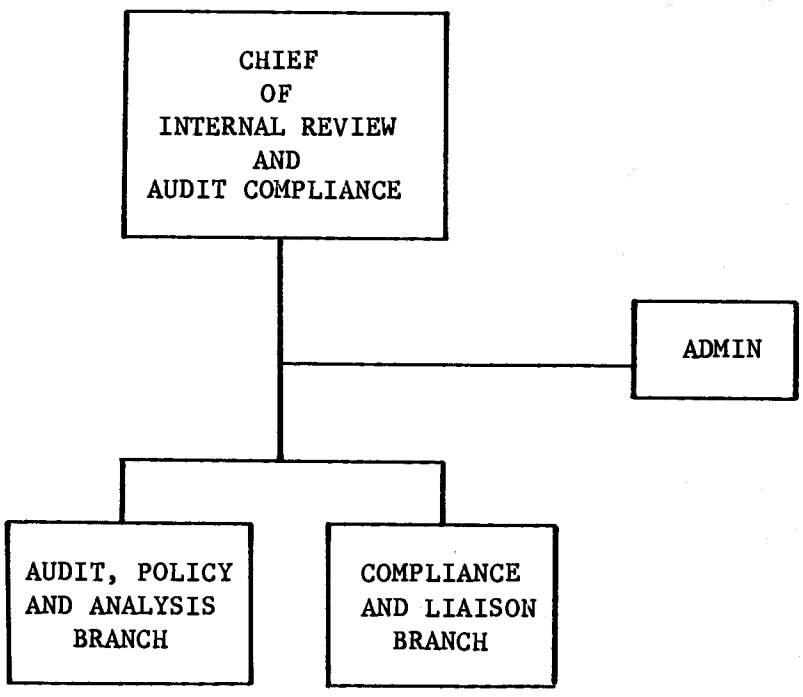


Figure 17-1. Office of Internal Review and Audit Compliance

APPENDIX A

EXPLANATION OF TERMS

Terms are defined in JCS Pub 1 (DOD Dictionary) or AR 310-25 (Dictionary of United States Army Terms). Terms requiring expanded explanation are defined in this appendix.

a. Administration--The management and execution of military matters not included in tactics and strategy.

b. Approve--To sanction officially; to ratify; to endorse; to accept as satisfactory.

c. Assist--To lend aid, to help, to give support. Indicates support or aid in carrying out a function.

d. Combat developments (CD)--A major component of force development which encompasses the formulation of concepts and doctrine for the employment of the United States Army forces in a theater of operations and the control of civil disturbances.

e. Conduct--To manage, lead, direct, or carry on a mission, function, task, or assignment. (Connotes command or delegated supervisory authority, with or without responsibility for decision.)

f. 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.

g. Direct--To give authoritative orders or instructions; to regulate activities or courses of action. (Connotes command or delegated supervisory decision authority.)

h. Evaluate--The periodic examination of products and processes to ensure goals are achieved.

i. Examine--To test by an appropriate method; to determine accuracy, propriety, or quality.

j. Execute--To put into effect; to carry out fully and completely; to perform what is required to give validity.

k. Function--A principal activity performed by an organizational element to accomplish its mission; normally, a grouping of related component tasks.

l. Manage--To direct, plan, develop, organize, guide, coordinate, and control all aspects of execution and all resources available to achieve objectives, to administer in the broadest sense of overall control.

m. Monitor--To oversee for accuracy, faults, or weaknesses; to critically observe, review, or maintain awareness of situations, programs or projects without authority for direction, control, or supervision but with responsibility for advising the proponent of action needed or current status.

n. Operational control--Authority to establish priorities and direct and control tasks required for mission execution. (Excludes administrative matters such as personnel matters, supply services, discipline, internal organizaton, training, and other such matters not included in the operational mission of the subordinate activity.)

o. Plan--A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks to be performed by the participants 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.

p. Prescribe--To lay down as a rule of action. (Connotes command or delegated supervisory decision authority.)

q. 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 be achieved within specific dates, priorities, resources to be provided, schedules to be accomplished, progress indicators, and follow-on requirements.

r. Proponent (Proponency)--An organization or staff charged with the responsibility for coordinating the accomplishment of a material or subject matter task in its area of interest.

s. Staff responsibility--The obligation to carry out specified tasks in relation to broad functional areas or specific functions that are assigned to an office chief. Specific tasks include, but are not limited to, initiating or processing actions, projects, or programs; developing and recommending policy; developing, reviewing, and implementing plans and courses of action; preparing estimates and studies; providing the commander, staff, and subordinate commands with advice, assistance, or a coordinated staff position; insuring that all command interests receive staff attention; and exercising staff supervision. Staff responsibility includes, but is not limited to, staff supervision and is a broader, more encompassing term.

t. Staff supervision--The process of advising other staff officers and individuals subordinate to the commander of the commander's plans and policies, interpreting those plans and policies, assisting such subordinates in carrying them out, determining the extent to which they are being followed, and advising the commander thereof.

u. Supervise--To direct personally. (Indicates personally superintending or overseeing an action.)

v. System--The combination of the components and sub-elements which function together as an entity to accomplish a given objective. A system includes the hardware itself and all other required items such as facilities, personnel, data, test measuring and diagnostic equipment, and training equipment.

w. Total system management--The concept of fielding a system which has the essential elements of logistics, training, and personnel integrated early and continuously throughout the development cycle.

x. Training developments (TD)--The formulation of training criteria, methods, techniques, standards, devices, and systems to optimize battle effectiveness of Army forces.

y. User representative--That command or activity charged with the responsibility to ensure that combat and training developments are responsive to Army operational needs.

APPENDIX B

ABBREVIATIONS

ADP	automatic data processing
ADPE	automatic data processing equipment
AIT	advanced individual training
AMC	Army Materiel Command
ARNG	Army National Guard
ARTEP	Army Training and Evaluation Program
AT	annual training
ATLP	Armywide Training Literature Program
BASOPS	Base Operating Information System
BER	budget execution review
BMG	budget and manpower guidance
BOIP	basis of issue plan
BT	basic training
CBIS	computer based instructional system
CD	combat developments
CLRP	command logistics review program
COB	command operating budget
COEA	cost and operational effectiveness analysis
CSJF	case study and justification folder
CTEA	cost and training effectiveness analysis

DFARS	DOD Federal Acquisition Regulation Supplement
DOD	Department of Defense
DPFO	Data Processing Field Office
DRIS	Defense Regional Interservice Support
EEO	equal employment opportunity
FAR	Federal Acquisition Regulation
FMS	foreign military sales
FORDTIS	Foreign Disclosure and Technical Information System
FORSCOM	US Army Forces Command
HCA	head of contracting activity
IET	initial entry training
IMET	international military education and training
IMWRF	installation morale, welfare and recreation fund
ITRO	interservice training review organization
JIRSG	Joint Interservice Resource Study Group
JROTC	Junior Reserve Officers' Training Corps
MACOM	major Army command
MACRIT	Manpower Authorization Standards and Criteria
MCA	Military Construction, Army
MOS	military occupational specialty
MS^3	manpower staffing standards system
MWR	morale, welfare and recreation
NAFI	nonappropriated fund instrumentalities

NCOA	Noncommissioned Officer Academy
NDCC	National Defense Cadet Corps
NTC	National Training Center
OE	organizational effectiveness
OMA	operations and maintenance, Army
OPA	other procurement, Army
OPFOR	Opposing Force
OT	operational test
OTEA	US Army Operational Test and Evaluation Agency
PARR	program analysis and resource review
PM	project manager
POI	program of instruction
POM	program objective memorandum
PRAC	Program Resource Advisory Committee
ROTC	Reserve Officers' Training Corps
RSI	rationalization, standardization and interoperability
SM	soldier's manual
SQT	skill qualification test
TD	training developments
TDI	Training Developments Institute
TOE	table of organization and equipment
TRADOC	US Army Training and Doctrine Command
USAISC	US Army Information Systems Command
USAR	United States Army Reserve
WPRAC	Working Program Resource Advisory Committee

APPENDIX C

REGULATIONS APPLICABLE TO ENGINEER RESOURCE MANAGEMENT DIRECTORATE, ODCSENGR

Reg 10-4.a. (ARs 37-20, 37-21, 37-49, 37-100 Aug 80, 37-108, 37-115, 210-2, 405-10, 415-35, 420-10 and TRADOC Suppl, 420-17, and TRADOC Suppl, 420-74; DA Pam 420-6; DA Cir 420-84-1; TRADOC Regs 11-3, 11-4, 11-6, 420-3, 420-5, 420-6, 420-7, 420-11, 690-2, 690-8, 690-9, TRADOC Pams 11-11, 37-2, 37-3, 690-1; TRADOC Memos 11-4, 11-5, 11-6, 11-8; TRADOC/FORSCOM Vol 1 Cost Planning Factors, Resource Factor Handbook Vol II Resource Estimating Relationship)

Reg 10-4.b. (ARs 37-21, 37-49, 37-100 Aug 80, 37-108, 37-115, 210-6, 210-12 and TRADOC Suppl, 420-10; TRADOC Regs 11-3, 11-4, 11-6, 420-3, 420-6; TRADOC Pams 11-11, 37-2, 37-3; TRADOC Memos 11-4, 11-5, 11-6, and 11-8)

Reg 10-4.c. (ARs 37-20, 37-21, 37-49, 37-100 Aug 80, 37-108, 37-115, 210-6, 210-12, 210-20 and TRADOC Suppl, 420-17 and TRADOC Suppl, 420-74 and TRADOC Suppl; DA Pam 420-6; DA Cir 420-84-1; TRADOC Regs 11-3, 11-4, 11-6, 420-3; TRADOC Pams 11-11, 37-2, 37-3, TRADOC Memos 11-5, 11-6, 11-8; TRADOC/FORSCOM Vol I Cost Planning Factors, Resource Factor Handbook Vol II Resource Estimating Relationships)

Reg 10-4.f. (ARs 37-20, 37-21, 37-49, 37-100 Aug 80, 37-108, 37-115, 415-35; DA Pam 420-6; TRADOC Regs 11-3, 11-4, 11-6; TRADOC Memo 11-8)

APPENDIX D

MESSAGES AND LETTERS APPLICABLE TO ORGANIZATION DOCUMENTS DIRECTORATE, ODCSCD

	Para 5-7b TOE	Para 5-7c BOIP	Para 5-7f&g ADP	Para 5-7e MARC
Messages				
HQDA, DACS-ZB, 272236Z Sep 83 Documentation Modernization Msg No. 1 (DOCMOD 1)	X	X	X	
HQDA, DACS-ZB, 292035Z Dec 83, Documentation Modernization Msg No. 2 (DOCMOD 2)	X	X	X	
HQDA, DACS-DOCMOD, 272151Z Mar 84, DOCMOD Bosses Conference Follow-on Action	X	X	X	
HQDA, DAIM-DOC, 142015Z Jun 84, Documentation Modernization Msg No. 3 (DOCMOD 3)	X	X	X	
HQDA, DAMO-FDZ, 192115Z Oct 84, Incorrect Identity Codes ID, UTAADS			X	
HQDA, DAMO-FDR, 071857Z Sep 84, TSG items of Equipment and BOIP System		X		
HQDA, DAMO-FDR, 051924Z Oct 84, Admin Changes to AR 71-2		X		
HQDA, DAPE-MBU-MB, 090330Z Oct 84, Manpower Requirements Criteria (MARC)				X
Letter				
HQDA, DAPE-MBU, 8 Jun 83, Manpower Authorization Criteria (MACRIT) Program				X

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