Organization and Functions
U.S. ARMY COMBINED ARMS SUPPORT COMMAND & SUSTAINMENT CENTER OF EXCELLENCE

FOR THE COMMANDER:

OFFICIAL: STEPHEN R. LYONS
Major General, U.S. Army
Commanding

SIGNED

ROBERT L. HATCHER
Colonel, GS
Chief of Staff

Summary. This regulation prescribes the organization, mission, and functions of the United States Army Combined Arms Support Command (CASCOM) & Sustainment Center of Excellence (SCoE). This regulation complements TRADOC Regulation (TR) 10-5 and adds greater detail to the organization of CASCOM & SCoE.

Applicability. This regulation applies to all elements of CASCOM and SCoE.

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by the Commanding General/Chief of Staff, 2221 Adams Avenue, Fort Lee, VA 23801-2102.

Suggested improvements. The Deputy Chief of Staff (DCS) for Resource Management/G8 has lead responsibility for this regulation. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Deputy Chief of Staff for Resource Management (ATCL-R), 2221 Adams Road, Fort Lee, VA 23801-2102.

Distribution. This publication is available in electronic media only and is published on the CASCOM & SCoE Homepage at http://www.cascom.army.mil.
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Chapter 1 Introduction

1-1. Purpose
This regulation defines and delineates organization, functions, and responsibilities for the Combined Arms Support Command and Sustainment Center of Excellence (CASCOM and SCoE) headquarters (HQ) staff and subordinate organizations. Army Regulation (AR) 5-22, The Army Force Modernization Proponent System, and Training and Doctrine Command Regulation (TR) 10-5, U.S. Army Training and Doctrine Command (TRADOC), provide authority.

1-2. References
Required and related publications and prescribed and referenced forms are listed in Appendix A.

1-3. Explanation of abbreviations and terms
The following terms are used throughout this regulation to ensure consistent usage and understanding:

a. CASCOM encompasses both CASCOM HQ and its subordinate units which include the Army Logistics University, Ordnance School (incl Defense Ammo Center), Quartermaster School, Soldier Support Institute (incl Finance School, AG School, and School of Music) and Transportation School.

b. CASCOM HQ is comprised of the CASCOM Commander, his personal, special, and coordinating staff who supports the Command as a whole. CASCOM HQ also includes capabilities development integration and training and doctrine development and integration.

c. SCoE refers to the mission to integrate the Sustainment Warfighting Function (SWfF) (tactical, operational, and strategic) in support of maneuver and other Army/Joint Force Operations.

d. The CASCOM CG functions as the Commander of the CASCOM and SCoE, the force modernization proponent for sustainment and subordinate schools, branch proponent for logistics, and serves as the senior commander for Fort Lee. Daily operations of subordinate organizations are directed by the respective commandants/ commanders.

e. Other abbreviations and special terms used in this regulation are explained in the Glossary.

1-4. Responsibilities

a. The CASCOM Commanding General is the approval authority for this regulation.

b. The DCS G-8 will:

(1) Serve as lead for this regulation.

(2) Review and coordinate proposed changes and forward recommendations through the CASCOM CG.
(3) Advise and assist CASCOM and SCoE elements on organizational and functional alignment.

c. CASCOM and SCoE commanders, commandants, and staff directors. The commandants, commanders, and staff directors will ensure their organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Critical analysis and review of this regulation will occur every other year. Updates will occur as needed to maintain relevancy and ensure CASCOM remains an agile, adaptive, and innovative organization.

1-5. Scope
This regulation is focused on the mission, organization, and functions at all levels of CASCOM and SCoE. It describes major organizational structure, core competencies, essential tasks, functions for CASCOM and SCoE, and the relationships between these organizations and their assigned responsibilities.

1-6. Policy
Commanders/Commandants and staff directors at every level must exercise good stewardship of resources. Each CASCOM organization structures its subordinate elements to facilitate effective and efficient mission accomplishment; assigns specific functional responsibilities to each organizational element oriented toward accomplishing missions; groups similar functions; eliminates functions and structures that become nonessential; consolidates functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions that do not support assigned missions.

Chapter 2 Organization, Functions, and Designation of Responsibilities

2-1. Mission of CASCOM
CASCOM trains, educates and grows adaptive sustainment professionals; develops and integrates innovative Army and Joint sustainment capabilities, concepts and doctrine to enable Unified Land Operations (ULO). CASCOM serves as the users representative for sustainment warfighting function for all Army components.

2-2. Organization of CASCOM
CASCOM’s organization and functions evolved over a number of years starting with the AR 5-10 study completed in 1994 when capabilities development and training development were consolidated at HQ CASCOM for Ordnance, Quartermaster, and Transportation Schools. Consolidations and co-locations continued with BRAC 2005 and the initial establishment of the TRADOC Centers of Excellence.

a. CASCOM and SCoE consists of HQ CASCOM and nine subordinate organizations which include the Ordnance School (which includes the Defense Ammunition Center), Quartermaster School, Transportation School, Soldier Support Institute (which includes the
Adjutant General School, Finance School and School of Music), and Army Logistics University.

b. HQ CASCOM staff includes the Deputy to CG, Chief of Staff, personal staff, special staff, coordinating staff and the consolidated Capabilities Development and Training Development staffs (see Figure 2-1).

![CASCOM Regulation 10-5](image)

**Figure 2-1. CASCOM and SCoE Headquarters**

c. CASCOM and SCoE is one of eight TRADOC CoEs. CASCOM is a supporting organization for TRADOC’s core functions.

2-3. Core Functions

TRADOC has defined 13 core functions as critical major functions that one or more organizations perform to accomplish the TRADOC mission. CASCOM supports 12 of TRADOC’s core functions: Initial Military Training (IMT), Leader development, Education, Lessons learned, Doctrine, Training development, Training support, Concepts development, Functional training, Requirements determination, Capability integration, and Operational environment.
2-4. Key Enablers
CASCOM utilizes four cross-cutting Key Enablers to affect Knowledge Management/Process Improvement, Lessons Learned/Quality Assurance, Resourcing, and Communications.

2-5. Other Responsibilities
In addition to supporting TRADOC, CASCOM has other major responsibilities which include:

a. The CASCOM Commander is responsible for sustainment related force modernization propensity, and integrating and synchronizing sustainment DOTMLPF capabilities and requirements for the Army.

b. CASCOM broad responsibilities include execution of HQDA and Department of Defense (DoD) level programs such as excellence awards and civilian career management, Army and joint training such as FA 49 Operations Research Systems Analysis in coordination with (ICW) HQDA G-8 and FA51 (Acquisition) ICW Assistant Secretary of the Army Acquisition, Logistics and Technology (ALT), Postal Operations, Joint Culinary and Mortuary Affairs (MA), and to enable Army executive agency sustainment related execution such as MA and inland transportation support.

c. ICW the broader Army/joint community, designs, develops, and integrates the sustainment warfighting function into warfighting requirements in the Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment to ensure expeditionary, sustainable joint-nested capabilities are achieved for the combatant commands; fosters innovation in sustainment; and leads change for the future sustainment force.

d. Provides vision, priorities, and guidance to assigned organizations. Develops sustainment solutions for the Army through coordination with U.S. Army Materiel Command (AMC), U.S. Army Human Resources Command (HRC), U.S. Army Financial Management Command, AMEDDC&S, TJAGLCS, USACHCS, and CASCOM subordinate activities.

e. Serves as TRADOC lead for sustainment transformation, to include Sustainment Enterprise Systems such as the Single Army Logistics Enterprise (SALE), General Fund Enterprise Business System (GFEBS) and Integrated Personnel and Pay System-Army (IPPS-A). Collaborates with HQDA G-1, G-4, and G-8; AMC, HRC, U.S. Army Financial Management Command, ARINC, and CAC to produce sustainment policies, doctrine, organizations, equipment, information management systems, and sustainment-focused mission command (MC) systems. This includes the documentation of Army Enterprise Systems Integration Program capabilities that provide information to Army tactical units and organizations.

f. Serves as Army lead for the deployment/redeployment process. Identifies and develops corresponding policies, concepts, doctrine, training, and conducts experiments, analyses, and studies to enhance the deployment and redeployment of Army forces. Collaborates with HQDA, TRADOC, U.S. Army Forces Command (FORSCOM), Installation Management Command, U.S. Transportation Command, U.S. Joint Forces Command, Defense Logistics Agency (DLA), other services, and the Office of the Secretary of Defense in developing joint, integrated end-to-end distribution processes.
g. Experiments with Mission Command (MC) initiatives ICW ARCIC and CAC: provides standardized MC sustainment support system capabilities throughout the Army; identifies sustainment gaps and develops integrated capabilities that allow transition from the MC sustainment support system to joint logistics command and control (C2); develops and implements a migration strategy to facilitate interoperability and enhance sustainment capabilities; and integrates and standardizes sustainment tactical operation center capabilities.

h. Coordinates and integrates with CAC and joint partners on modular force-related DOTMLPF issues in support of Army sustainment transformation efforts. These include modular designs for corps and divisions, BDE combat teams, support BDEs, theater sustainment commands, and interface with the national sustainment base.

i. Ensures full integration of sustainment and sustainment federation of networks with MC, the SALE, and LandWarNet to leverage and enable interdependent network centric operations within the JIIM environment. Supports Army sustainment units by performing capabilities development processes for sustainment automated information systems interface and very small aperture terminal satellite communication systems.

j. ICW ARCIC and CAC, leads the development and exchange of deployment, sustainment, and EOD concepts, doctrine, and Lessons Learned (L2) with Allies to sustain, enhance, or improve the Army’s preparedness to conduct operations in a JIIM environment. Major activities include participation in Army and TRADOC Staff Talks, participation in North Atlantic Treaty Organization and American/British/Canadian/Australian/New Zealand working groups, execution of agreed to actions, handling of requests for information, and relationship building.

k. Conducts research, publishes, and maintains museum exhibits and other presentations to influence thought with regard to the role of sustainment in military operations both past and future.

Chapter 3 HQ CASCOM and SCoE Command Group

3-1. Commanding General
The CG supports the CG, TRADOC priorities, develops leaders, generates combat and training educational products, and builds the sustainment force for the future Army. The CG is also the Fort Lee Senior Commander.

3-2. Deputy to the Commanding General
The DtCG is a member of the Senior Executive Service, who acts in full authority and on behalf of the CG in all matters other than UCMJ, to include Ft Lee Senior Commander roles. The DtCG supervises and directs execution of the CG’s decisions and policies with a primary focus to direct the actions of CASCOM HQ personnel engaged in the development of sustainment capabilities development and training development products. Integrates the SSI, the USACHCS, the JAGLC&S, and the AMEDDC&S doctrine, training, and combat developments into all CASCOM and TRADOC efforts.
3-3. Deputy Commanding Generals, Army National Guard and U.S. Army Reserve

a. Mission. As principle advisors to the CG for all ARNG and USAR affairs, the Deputy Commanding Generals (Army National Guard and U.S. Army Reserve), direct, coordinate, and review all Reserve Components (RC) support to the command as well as all actions of the command which impact the training, equipping, deployability, and readiness of RC sustainment units and personnel. Each promotes total force integration of capabilities, concepts, and doctrine for their respective commands and serves as the principle liaison between their commands and CASCOM. They direct, coordinate, and review all actions of the command that impact DOTMLPF. The DCGs synchronize ARNG and USAR priorities, policy guidance, and resources with the CG and align all ARNG and USAR AGR staff efforts accordingly.

b. They manage ARNG and USAR tables of distribution and allowances (TDA) billets and approve ARNG and USAR personnel actions, including Active Duty Operational Support, One Time Occasional Tours, and Active Guard and Reserve (AGR) requirements. Additionally, the DCGs: determine assignment and utilization of AGR and mobilized ARNG Soldiers and validate Active Duty Operational Support (ADOS) requirements for USAR Soldiers at CASCOM to ensure utilization is consistent with Command guidance; serve as approval authority for USAR/ARG structure modifications in advance of submission to USARC and TRADOC, USAR DCG; approve rating schemes of all USAR/ARG personnel assigned to CASCOM; and ensure utilization of AGRs is consistent with the DARNG, CAR, and Army personnel guidance.

3-4. Chief of Staff
The CofS is responsible for day-to-day execution of the CASCOM HQ staff functions through direction, supervision, prioritization, and coordination of the special, personal, and coordinating staffs; and working directly with the DiCG, Chief Warrant Officer (CWO), and the Command Sergeant Major (CSM) to ensure coordinated actions. ICW the DiCG, CWO, and the CSM, the CofS also oversees execution and implementation of the CG’s decisions, intent, and policies. The CofS has oversight responsibility for administrative, budget, and logistical matters.

3-5. Deputy Chief of Staff
The DCoS reports directly to the CofS and serves as the staff synchronizer to the Command Group in the management of the CASCOM HQ daily mission. The DCoS directly supervises the Secretary to the General Staff (SGS), Executive Operations, G-6, Knowledge Management Office, PAO, Safety, Historian, and sponsors the Foreign Liaison Officers (LNOs). The DCoS coordinates CASCOM appointed Foreign Disclosure Officers.

3-6. Asst Chief of Staff, DCG U.S. Army Reserves

a. Mission: Through the USAR DCG, provides CASCOM CG with specialized RC knowledge, management, and administrative support needed to effectively integrate both USAR support to CASCOM, TRADOC and Human Resources Command (HRC), and CASCOM support to the USAR.
b. Functions: ACofS USAR is the principle staff lead for all actions involving the USAR at CASCOM and Fort Lee through direction, prioritization, and coordination with the United States Army Reserve Command (USARC), Operational Sustainment Commands, 80th Training Command, 94th Training Division, CAC, TRADOC, and the USAR AGR personnel assigned to CASCOM, proponent schools and ALU. Provides advice and assistance to the CG, Regimental Commandants, Soldier Support Institute (SSI) and ALU on USAR sustainment Total Force Integration matters which span across the DOTMLPF. Ensures USAR training requirements are considered in the development and refinement of One Army School System related training strategies. Provides direct assistance to the CASCOM Command Group in integrating, coordinating, processing and supervising USAR staff actions requiring concurrence, approval or signature of a member of the USARC Command Group. Provides advice and assistance to the CG, Regimental Commandants, ALU President and Garrison Commander on administrative processes for matters related to USAR personnel. The position oversees USAR AGR authorizations on the CASCOM TDA, reviews USAR personnel assignments and utilization within CASCOM ICW applicable staff and command sections, and makes recommendations to USARC, HRC and TRADOC on TDA changes and staffing requirements.

3-7. Asst Chief of Staff, DCG Army National Guard

a. Mission. Through the DCG-ARNG, provides CASCOM CG with specialized ARNG knowledge, management, and administrative support needed to effectively integrate both ARNG support to CASCOM and TRADOC and CASCOM support to the ARNG.

b. Functions: ACofS ARNG is the principle staff lead for all actions involving the ARNG at CASCOM and Fort Lee through direction, prioritization, and coordination with the ARNG Readiness Center and all ARNG AGR personnel assigned to CASCOM, proponent schools and ALU. Provides advice and assistance to the CG, Regimental Commandants, Soldier Support Institute (SSI) and ALU on ARNG sustainment Total Force Integration matters which span across the DOTMLPF. Ensures ARNG training requirements are considered in the development and refinement of One Army School System related training strategies. Provides direct assistance to the CASCOM command group in integrating, coordinating, processing and supervising ARNG staff actions requiring concurrence, approval or signature of a member of the ARNG Command Group. Provides advice and assistance to the CG, SSI and Regimental Commandants, ALU President and Garrison Commander on administrative processes for matters related to ARNG personnel. The position oversees ARNG AGR authorizations on the CASCOM TDA, reviews ARNG personnel assignments and utilization within CASCOM ICW applicable staff and command sections, and makes recommendations to ARNG and TRADOC on TDA changes and staffing requirements.

3-8. Command Chief Warrant Officer (CWO)
Serves as the Command Chief Warrant Officer (CWO) for the command and is the principle warrant officer (WO) advisor to the CG on all matters pertaining to WOs. Representative for the command on all WO policy issues within DA. Assesses the status of WO programs with particular attention focused on training, recruiting, retention, professional development, morale, and any other areas affecting readiness across all logistics and sustainment branches. Serves as the command representative WO within a number of councils for TRADOC, CAC, HRC and the Vice
3-9. Command Sergeant Major (CSM)
The CSM provides advice and recommendations to the CG on issues regarding individual Soldier training, Soldier morale and welfare matters, and noncommissioned officer (NCO) development. The CSM monitors the execution of policies and interprets them for Soldiers as appropriate. The CSM also provides an open and "unique" channel of communications between the CG and the NCO support chain. The CSM advises the CG on quality of training provided by CASCOM schools, and conducts visits to selected units and provides feedback to the appropriate CASCOM activity.

3-10. Command Planning Group (CPG)

a. Mission. Provides planning and support to the CG, DtCG, and CofS.

b. Functions.

(1) Completes special actions such as speeches/talking points, briefings, presentations, video teleconferences, and articles for publications. Ensures the professional presentation and accuracy of all products presented to internal and external audiences.

(2) Coordinates CG’s intent and message with the entire staff to ensure consistency in CASCOM engagements. Captures and disseminates CG guidance taskings for the staff.

(3) Plans, coordinates, and prepares for the CASCOM Command Group attendance at all events to include Army two-star and higher level conferences.

(4) Gathers information, reviews, and conducts executive analysis of designated key staff actions and exercises quality control over the Command Group’s read-aheads.

(5) Provides an independent analysis of documentation sent to the Command Group.

(6) Synchronize events through long range calendar to enable the Command Group to accomplish their duties, priorities and mission.

(7) Maintains effective communication with HQ TRADOC and other DoD agencies as required.

(8) Coordinates strategic message of Sustainment Magazine.
3-11. Secretary to the General Staff (SGS)
The key advisor to CASCOM for administration. Coordinates CASCOM Command Group operations. Provides administrative support through the accomplishment of budget, manpower, and personnel administrative tasks; and integrates, coordinates, and supervises execution of staff actions. Has primary responsibility for personnel security issues and administration within the CASCOM. Responsible for facility management and building security for HQ CASCOM facilities.

3-12. Executive Operations
Provides direct protocol support to the CASCOM CG, DtCG, DCGs/Commandants, and CSM. Plans, coordinates, and executes ceremonies, conferences, meetings, and social events hosted by CASCOM leadership. Provides protocol advice and guidance to all Fort Lee tenant activities and subordinate schools. Coordinates protocol for visits by Colonel(P) and above personnel to Fort Lee, CASCOM, (escort, lodging, transportation, etc.) as required. Facilitates and coordinates visits by Foreign Delegations to Fort Lee, CASCOM. Maintains and schedules the James Madison Conference Room and the Larkin Conference Center.

Chapter 4  HQ CASCOM Personal Staff

4-1. Public Affairs Office

a. Mission. The public affairs (PA) mission is to help create a campaign quality force by increasing and promoting awareness and understanding of the Army, TRADOC, CASCOM missions, activities and programs. Public Affairs fulfills the Army’s obligation to keep the American people and the Army informed, and helps to establish the conditions that lead to confidence in America’s Army and its readiness to conduct operations in peacetime, conflict and war.

The U.S. Army Combined Arms Support Command Public Affairs Office (PAO) plans and implements PA activities within Headquarters, CASCOM, the Quartermaster School, Transportation School, Ordnance School, Army Logistics University, Soldier Support Institute and subordinate units. PA develops and executes information strategies, facilitates media engagement and community relations, and conducts PA planning and training. Coordinates engagement/plans with organizational staff; DoD, HQDA, TRADOC, US Recruiting Command, joint organizations, and other services, agencies and organizations.

The CASCOM PAO serves as the principal advisor to the Senior Commander on strategic engagement, PA plans, outreach and operations. PA provides guidance and technical support to all CASCOM and SCoE units, as well as the Staff Judge Advocate Legal Center and School, Charlottesville, Va.; the Army Women’s Museum; Transportation Museum; Ordnance Museum; and Quartermaster Museum.

b. Functions.
CASCOM Regulation 10-5

(1) Serves as the senior advisor to the CG, CASCOM on all PA matters and in execution of Title 10 responsibilities. Lead for development of media engagement and outreach plans and products in support of organizational priorities and desired outcomes.

(2) Provides professional and technical expertise to the CG, CASCOM leadership and staff for PA plans and policy, internal/external outreach opportunities, marketing and media training. Conducts training, develops and markets media opportunities in support of CASCOM, TRADOC and the Army.

(3) ICW DoD, HQDA and TRADOC, facilitates PA guidance for CASCOM operations and provides mission specific guidance to support public discussion and understanding of CASCOM operations, priorities and initiatives.

(4) Ensures PA integration into strategic planning and communication efforts.

(5) Reviews publications/manuscripts and news articles prepared by CASCOM elements for release on missions and functions of the command for comprehensiveness, accuracy and policy implementation.

(6) Liaison with the U.S. Army Garrison, Fort Lee. Coordinates support with garrison, Installation Management Command and regional offices for information and planning, as needed.

4-2. Staff Judge Advocate

a. Mission. The staff judge advocate (SJA) is the principal legal advisor to the CG and the CASCOM Staff. The SJA also serves as the principal ethics counselor and directs all legal services provided on Fort Lee, VA; Joint Base Langley Eustis (JBLE), VA; and all tenant activities located on these installations.

b. Organization. The CASCOM office of the SJA consists of four divisions and a branch legal office at Fort Eustis, VA: Criminal Law Division, Claims Division, Administrative and Civil Law Division, and the Legal Assistance Division (including the Tax Assistance Center) and JBLE VA, legal office (see figure 4-1).

![Figure 4-1. Staff Judge Advocate](image)

c. Functions.
(1) Provides legal advice to the CG, CASCOM DtCG, Commandants, and staff.

(2) Provides legal support to U.S. Army Garrison, Fort Lee and JBLE, VA.

(3) Controls command legal correspondence and furnishes guidance in interpreting administrative directives, policies, and procedures.

(4) Advises on the administration of military justice and other criminal law actions within the general court-martial jurisdiction of the CG, CASCOM and Commandants.

(5) Oversees the U.S. District Court cases arising within the jurisdiction of Forts Lee, JBLE and Pickett, VA.

(6) Provides legal advice on the duties, functions, and authority of command as well as civil law matters and comparative, operational, and international law as it affects installation activities.

(7) Provides assistance and advice to active duty and retired military personnel, military dependents, and other authorized personnel.

(8) Provides claims services and legal assistance to Forts A. P. Hill and Pickett, VA, as well as claims services to West Virginia and most of Virginia except Northern Virginia and the Tidewater area.

(9) Supports the U.S. Army Trial Defense Field Office, Fort Lee and JBLE, VA.

(10) Plans and executes a preventative law program.

(11) Maintains liaison with RC and ARNG judge advocates and offices, local legal organizations, and local Commonwealth and Federal attorney’s offices.

4-3. Inspector General (IG)

a. Mission. Serves as a confidential, fair, and impartial advisor to the CG CASCOM. Inquires into and report upon matters pertaining to the performance of mission and state of the economy, efficiency, discipline, morale, training and readiness of CASCOM to include all activities on and off Fort Lee. Extends the CG’s eyes, ears, voice, and conscience throughout CASCOM.

b. Functions.

(1) Assistance. Receives, inquires into, records, and responds to complaints or requests for assistance either brought directly to the IG or referred to the IG for action concerning matters related to the U.S. Army.

(2) Inspections. Conducts inspections as directed by the commander or as prescribed by law or regulation. Report inspection results to the directing authority complete with findings,
applicable root causes, recommended solutions, and a recommended person/agency charged with implementing each solution. Serves as the Staff Proponent for the CASCOM Organizational Inspection Program (OIP).

(3) Investigations. Conducts fair, objective and impartial investigations and investigative inquiries as directed by the commander or as prescribed by law or regulation and provide a report of such investigations and inquiries to the directing authority.

(4) Teaching and training. Incorporates this function when conducting the other IG functions. Educate leaders, civilians and Soldiers on the IG system’s purpose, functions, methods, benefits, and constraints. Train Soldiers, civilians and leaders on Army standards, policy, and procedures.

Chapter 5  HQ CASCOM Deputy Chiefs of Staff / Coordinating Staff

5-1. Deputy Chief of Staff, G-1/4

a. Mission. Provide Command focused policy, support and advice on military and civilian human resources, logistics, engineering, BRAC, and integration of base support.

b. Organization. The G-1/4 consists of four divisions: Civilian Human Resources Division, Military Human Resources Division, Logistics Division, and Engineering Division (see Figure 5-1).

![Figure 5-1. G1/4](image)

(1) The Civilian Human Resources Division
(a) Ensure Civilian Human Resource (CHR) Readiness through managing CHR information in the network unit status report (NETUSR) used by CASCOM CG, TRADOC CG, and HRC to brief the CofS Army.

(b) Establish, oversee, and manage CHR program priorities, needs, and requirements and execute the daily operations and emphasis of the CASCOM Civilian HR Program.

(c) Provide Command-wide Civilian personnel management direction with respect to CHR program operations, mission and vision.

(d) Develop, implement, and evaluate CHR program policies, procedures, and strategic and operational plans and needs through workforce assessments, analysis and forecasting.

(e) Advise Command on CHR functions (e.g. workforce management, performance management, employee-management and labor-management relations, recruitment and placement, position classification and compensation). Serve as program proponent for all CHR special actions / projects and higher HQ driven taskers and requirements. Develop and advise on the Civilian Incentive and Honorary Awards Program.

(f) Advise and assist CASCOM leadership on position management, organizational and functional alignment, and structure.

(g) Advise and coordinate full scope of organizational change through workforce planning initiatives such as restructure and reshaping, reorganization, realignment and expansion/contraction of missions.

(h) Apprise of emerging and changing trends and requirements. Develop and implement strategies and initiatives as necessary for effective program management.

(2) Military Human Resources Division

(a) Align and manage the inbound, assigned or reassignment of Active Component Soldiers assigned to CASCOM HQS & SCoE organizations/activities based on documented authorizations and IAW DA, TRADOC and CASCOM CG established manning guidance for priority fill. Requisition for all losses and process By Name Requests (BNRs) for Officers. Establish rapport with Installation Soldier Support, TRADOC G1, Army Human Resources Command (AHRC) / TRADOC Account Managers and pertinent Branch assignment managers for mission accomplishment.

(b) Synchronize residual Base Re-stationing HR issues with TRADOC, AHRC and schools. CASCOM and SCoE staff lead for Base Re-stationing HR planning and personnel assignment management and manning.

(c) Provide timely, accurate military personnel accountability, HR Essential Personnel Services functions, and coordinate programs directly influencing Soldier well-being. Maintain access to Military HR databases (Total Officer Personnel Management Information System,
CASCOM Regulation 10-5

Enlisted Distribution and Assignment System, Computerized Officer Planning System, Electronic Military Personnel Office) and grant permission to CASCOM/SCOE Human Information Management System users.

(d) Input and manage Military HR information in NETUSR used by CASCOM CG, TRADOC CG, and AHRC to brief the CofS Army.

(e) Collect, create, consolidate HR data and make recommendations for various reports or briefings for CASCOM HQS, Board of Directors (BOD) and TRADOC as required [e.g. Military Personnel Center (MILPC) Reports for CSM/SGM, COL, LTC, ACQ Officers and Projected Change of Command Date for COL, LTC, CSM/SGM, Non-Deployable Personnel].

(f) Provide subject matter expertise related to military HR manning and TDA development to maintain accurate accountability of authorizations/ fills on TDAs.

3) Logistics Division

(a) Serve as the CASCOM subject matter expert for logistics, developing, executing, and managing supply, maintenance, and transportation programs and policies.

(b) Establish, coordinate, and manage Command Supply Discipline Program (CSDP) and Property Accountability Command Policy and Standard Operating Procedures. Conduct higher headquarters CSDP and Property Accountability annual assessments.

(c) Manage and maintain the Command Financial Liability Investigation for Property Loss (FLIPL) Program. Review FLIPL findings and make recommendations to Command on proper FLIPL program administration, coordination, program management and accountability.

(d) Co-Chair Equipment Review and Validation Board for equipment additions or deletions to School TDAs. Review proposed equipment requirements for subordinate schools and serve as CASCOM champion to TRADOC/DA for subordinate schools equipment requirements. Serve as the Command POC to obtain disposition instructions for excess equipment across the Command including multiple OCONUS locations.

(e) Establish and manage Fleet Management Expansion (FMX) Command Maintenance Memorandum of Agreement. Monitor and ensure Command equipment readiness is aligned with Command priority and any readiness challenges are identified and resolved. Serve as liaison between FMX and subordinate Schools.

(f) Manage the command mission support transportation requirements of Non-Tactical Vehicles (NTVs). Represent the Command in all matters pertaining to NTV utilization (e.g. Vehicle Utilization and Review Board).

(g) Manage Supply and Maintenance information in NETUSR used by CASCOM CG and TRADOC CG.
(4) Engineering Division

(a) Serve as the CASCOM Engineer with program responsibility for engineering, facilities, and environmental programs encompassing the entire Command, located at multiple installations across CONUS.

(b) Manage CASCOM Military Construction projects in conjunction with Directorate of Public Works (DPW) Engineer.

(c) Manage Sustainment, Restoration and Modernization project list and make project priority recommendations to the CASCOM Commander.

(d) Provide oversight of the CASCOM Installation Status Report - Infrastructure to multiple installation DPWs.

(e) Coordinate with TRADOC Engineer on Training Barracks Upgrade Program and Training Classroom Upgrade Program fiscal priorities and funding.

(f) Coordinate Engineer requirements for Schools Stationing Actions document preparation and review IAW Army Regulation 5-10.

5-2. Deputy Chief of Staff, G-3/5/7

a. Mission. Analyzes, designs, and develops training and doctrine products for the CASCOM and SCoE. These include IMT, professional military education (PME), collective training, doctrine, life-long learning, quality assurance, and lessons learned to support the current and future sustainment forces with well trained units, warriors, and adaptive/innovative leaders. Ensure total life-cycle training integration of Army systems as it applies to SCoE schools and active Army/RC materiel fielding. Provides staff management for the integration of programs, processes, and initiatives among CASCOM and SCoE agencies to include the aligned centers, schools, and activities under direct authority of the SCoE and those schools and agencies with a coordinating relationship with the SCoE. G-3/5/7 is the primary tasking authority for the CASCOM and SCoE.

b. Organization. Under the direction of the Deputy Chief of Staff, G3/5/7, the organization has three directorates: Training Development Directorate (TDD), Training and Doctrine Integration Directorate (TDID), and Operations, Plans and Strategy Directorate (see figure 5-2).
Figure 5-2. G-3/5/7

c. Functions.

(1) Designs and develops all logistics training and doctrinal products for Quartermaster, Ordnance, Transportation and Multifunctional Logistics Soldiers and units.

(2) Develops resources and integrates the Army sustainment forces training and doctrine efforts and programs.

(3) Develops capabilities-based solutions to leverage technologies that support training, recommends sustainment science and technology (S&T) priorities, supports logistics experimentation, and synchronizes and integrates Army logistics capabilities within the JIIM environment.

(4) Integrates sustainment Concept Capability Plans (CCPs), architectures, and DOTMLPF capabilities into training products.

(5) Coordinates, manages and integrates initiatives and programs supporting Initial Military Training (IMT).
(6) Provides training products at sustainment schools for the sustainment mission area; sets standards for sustainment-related individual training, including individual training in units.

(7) Assesses the application of new training or training delivery systems and provides collective training for crews, teams, staffs, and units for logistics forces.

(8) Provides training development support capabilities to training development divisions enabling sustainment forces training in units and at other schools.

(9) Directs Army sustainment force training and leadership development efforts and initiatives to enhance PME throughout the SCoE.

(10) Develops and fields all training development products, in accordance with the approved systems approach to training (SAT) and approved TRADOC policies and guidelines.

(11) Supports the initiatives and strategies of the One Army School System (OASS) and the Total Army School System (TASS) BNs, Regional Training Institutes (RTI), TASS training centers (TTC), and regional training sites - maintenance (RTS-M).

(12) TRADOC Lead for the full range of automated information systems training development and evaluation for sustainment forces.

(13) Lead in exploration and application of emerging technology for use in developing immersive, interactive and training products.

(14) Develops and integrates the lifelong learning center with existing and emerging sustainment training products to support efficient and cost-effective integration with TRADOC training support systems and lifelong learning.

(15) Lead in developing, managing, and integrating Army and joint doctrine, and allied logistics doctrine.

(16) Provides staff management and oversight in support of the command’s institutional training mission. Integrates, coordinates and synchronizes command training initiatives.

(17) Provide the CASCOM Headquarters, Ordnance School, Quartermaster School, Transportation School, and the Army Logistics University senior leadership Quality Assurance "eyes and ears" support and feedback across the DOTMLPF domains.

(18) Lead for the Command’s sustainment Lessons Learned and Combat Training Center program.

(19) Lead for development of plans, initiatives, and corresponding strategic documents with greater than 1 year lead time.
CASCOM Regulation 10-5

(20) Serve as the command focal point for transformation of the Army including The Army Plan (TAP), the Army Campaign Plan (ACP), the TRADOC Strategic Plan and initiatives, and other ACOM and ASCC plans as required.

(21) Lead for the development, coordination and integration of sustainment strategies, initiatives, practices and organizations that formalize the Globally Responsive Sustainment (GRS) forum. The GRS forum addresses the inherent sustainment warfighting challenges and complexities across all warfighting functions, informs policy and strategic priorities, promotes collaboration across the total Army and joint partners, develops agile leaders, and ensures greater efficiency and effectiveness pursuant to fulfilling our Title 10 obligations.

Section I

5-3. Training Development Directorate (TDD)

a. Mission. CASCOM and SCoE lead for training products. Develops individual, collective, and leadership development training for Quartermaster (QM), Ordnance (OD), Transportation (TC) and multifunctional logistics proponents and assists other proponent schools with sustainment-related training products. Develops and integrates learning technologies into the Sustainment learning community.

b. Organization. TDD Consists of four divisions: QM Training Development Division (QMTD), OD Training Development Division (ODTD), TC Training Development Division (TCTD), and Training Technology Division (TTD) (see figure 5-3).
c. Functions.

(1) Develop and revise sustainment individual training products and strategies for all Army components (active and reserve) on behalf of the proponents.

(2) Coordinate individual training development priorities with SCoE schools.

(3) Develop and field all training development products in accordance with (IAW) the TR 350-70, Army Learning Policy and Systems.

(4) Conduct job and task analysis and task selection boards on behalf of the proponents for each MOS. Develop task analysis for all critical tasks, new and revised. Recommend location of training.

(5) Identify technological change and its application to the training development process. Research and acquire technologies to enhance training development and incorporate interactive multimedia instruction in support of the Army Learning Model.
(6) Act as SCoE lead for identifying emerging training concepts and conducting training technology experimentation. Develop in-house computer- and web-based distributed learning (DL) courseware and training products, virtual and gaming training simulations, and mobile training device applications.

(7) Develop programs of instruction (POI), lesson plans, associated student handouts, and tests in support of proponent schools. Resources to develop lesson plans, associated student handouts and tests remain in the OD Training Detachment at Fort Sill, OK and the OD Electronic Maintenance Training Department at Fort Gordon, GA.

(8) Process Training Requirements Analysis System (TRAS) documents for submission to TRADOC Training Operations Management Activity (TOMA) for approval and inclusion in the Structure Manning Decision Review (SMDR) process. The proponent approves all TRAS documents (AIT and PME) impacting their training. Maintain and manage resource tradeoff documentation based on SMDR.

(9) Manage the master copy of all formal test products; validate, coordinate, and distribute test materials to the proponent schools, IAW the directorate standard operating procedures on test control and validation.

5-4. Ordnance Training Development Division (ODTD)

a. Mission. Develop all Ordnance AC/RC individual training products, except as noted previously, in support of the Chief of OD, Ordnance School (ODS) and field units.

b. Organization. ODTD consists of three branches: Electronic, Missile and Munitions Branch, Ground Maintenance Branch and the Officer Leader Development Branch.

c. Functions.

(1) Develop and revise training products for the AC/RC.

(2) Coordinate training development priorities with the ODS.

(3) Develop and field all training development products IWA TR 350-70 and CASCOM policy.

(4) Develop training strategies to optimize training productivity and effectiveness. Coordinate with the TTD to ensure effective use of learning technologies in support of training strategies.

(5) Provide developed training materials to respective institutions for review and validation of content and subject matter.

(6) Conduct periodic in process reviews (IPR) with Active and Reserve training institutions to review course curriculum.
(7) Conduct job and task analysis and task selection boards for each proponent course with appropriate agencies or training institutions.

(8) Coordinate course administrative data (CAD) and Programs of Instruction (POI) with training institutions to identify resource requirement for the Structure Manning Decision Review (SMDR) and review of manpower processes for the OD School (ODS).

(9) Update POIs as needed based on feedback from formal analysis, field reports, after action reviews, and training surveys administered by the DL2/QA for the ODS.

(10) Develop and manage POIs for the ODS.

(11) Develop lesson plans to include test design for the ODS, except those elements at Fort Sill, OK and Fort Gordon, GA.

(12) Maintain TRAS source documentation and instructional publications and resource trade-off documentation.

(13) Participate in the proponent’s Institutional Training Management Board.

(14) Prepare input to contract strategies, statements of work and related documents for individual training products; ensure that contractor-developed materials are in compliance with the terms of the contract.

5-5. Transportation Training Development Division (TCTD)

a. Mission. Develop all Transportation AC/RC individual training products, except as noted previously, in support of the Chief of Transportation (COT), Transportation School (TS) and field units.


c. Functions.

(1) Develop and revise training products for the AC/RC.

(2) Coordinate training development priorities with the TS.

(3) Develop and field all training development products IWA TR 350-70 and CASCOM policy.
CASCOM Regulation 10-5

(4) Develop training strategies to optimize training productivity and effectiveness. Coordinate with the TTD to ensure effective use of learning technologies in support of training strategies.

(5) Provide developed training materials to respective institutions for review and validation of content and subject matter.

(6) Conduct periodic in process review (IPR) with resident and Reserve training institutions to review course curriculum.

(7) Conduct job and task analysis and task selection boards for each proponent course with appropriate agencies or training institutions.

(8) Coordinate CAD and POI with training institutions to identify resource requirement for the SMDR and review of manpower processes for the TS.

(9) Update POIs as needed based on feedback from formal analysis, field reports, after action reviews, and training surveys administered by the DL2/QA for the TS.

(10) Develop and manage POIs for the TS.

(11) Develop lesson plans for the TS.

(12) Maintain TRAS source documentation and instructional publications and resource trade-off documentation.

(13) Participate in the proponent’s Institutional Training Management Board.

(14) Prepare input to contract strategies, statements of work and related documents for individual training products; ensure that contractor-developed materials are in compliance with the terms of the contract.

5-6. Quartermaster Training Development Division (QMTD)

a. Mission. Develop all Quartermaster AC/RC individual training products, except as noted previously, in support of the Quartermaster General (QMG), Quartermaster School (QMS) and field units.

b. Organization. QMTD consists of three branches: Aerial Delivery and Liquid Logistics Branch, Automated Logistics, Supply and Subsistence Branch, and Officer Leader Development Branch.

c. Functions.

(1) Develop and revise training products for the AC/RC.
(2) Coordinate training development priorities with the QMS.

(3) Develop and field all training development products IWA TR 350-70 and CASCOM policy.

(4) Develop training strategies to optimize training productivity and effectiveness. Coordinate with the TTD to ensure effective use of learning technologies in support of training strategies.

(5) Provide developed training materials to respective institutions for review and validation of content and subject matter.

(6) Conduct periodic in process review (IPR) with resident and Reserve training institutions to review course curriculum.

(7) Conduct job and task analysis and task selection boards for each proponent course with appropriate agencies or training institutions.

(8) Coordinate CAD and POI with training institutions to identify resource requirement for the SMDR and review of manpower processes for the QMS.

(9) Update POIs as needed based on feedback from formal analysis, field reports, after action reviews, and training surveys administered by the DL2/QA for the QMS School.

(10) Develop and manage POIs for the QMS.

(11) Develop lesson plans for the QMS.

(12) Maintain TRAS source documentation and instructional publications and resource trade-off documentation.

(13) Participate in the proponent’s Institutional Training Management Board.

(14) Prepare input to contract strategies, statements of work and related documents for individual training products; ensure that contractor-developed materials are in compliance with the terms of the contract.

5-7. Training Technology Division (TTD)

a. Mission. To develop and integrate learning technologies into the Sustainment learning community in order to optimize learning effectiveness, maximize institutional support to Sustainment units and ensure efficient use of limited resources.

b. Organization. The TTD consists of two branches: Distributed Learning Support and Technology Integration.
CASCOM Regulation 10-5

c. Functions.

(1) Lead in lifelong learning strategies for CASCOM & SCoE Community, ensuring Lifelong Learning Program is synchronized with the TRADOC PAM 525-8-2, Army Learning Concept 2015.

(a) Incorporate DoD, DA, TRADOC and CASCOM & SCoE community policies, procedures and standards in the development of Lifelong Learning concepts support AC/RC Soldiers and units.

(b) Administer and monitor CASCOM involvement in the Army Learning Coordination Council governance process for the Chief Learning Innovation Officer.

(2) Support the use and deployment of learning technologies to provide a media rich environment in support of the Army Learning Model (ALM).

(a) Design, develop and deploy in-house and contractor-developed computer, web-based, mobile, gaming and simulation interactive multimedia instruction (IMI) and performance support technologies to enhance world-wide Sustainment training capabilities.

(b) Conduct technical review of contractor-developed learning technology products to ensure functionality and educational soundness.

(c) Acquire, evaluate and incorporate new technologies and enablers to implement, expand and improve upon Lifelong Learning concepts and strategies, and support related initiatives within the SCoE.

(d) Adapt, develop and continually improve upon training development and delivery, integration of simulation and collaboration capabilities required to satisfy Lifelong Learning requirements.

(e) Ensure products are aligned with the latest doctrine and program dimensions by maintaining close working affiliations with broad-scoped initiatives such as Classroom XXI, Advanced Distributed Learning, TRADOC Capability Manager – the Army Distributed Learning Program, and the One Army School System.

(3) Advise senior leaders on new and emerging technology and its application to learning.

(a) Conduct research and provide guidance to proponents and schools concerning new and emerging technology and its application to learning.

(b) Investigate, analyze and recommend appropriate hardware and software platforms to achieve a Continuous Adaptive Learning Model (CALM) IAW the ALM.

(c) Research issues, keep abreast of technology applications and develop policy for enriching the SCoE learning environment.
(d) Plan for the emergence and migration of instructional technologies, facilitate its integration into the SCoE schools’ curricula and promote the concept of using technology to enhance training and education.

(e) Explore emerging instructional technologies such as gaming, modeling and simulations, virtual reality, video streaming, and internet applications; seek ways to incorporate these concepts into development programs where they will effectively improve the learning environment.

(4) Operate the SCoE Lifelong Learning Center (Portal) in support of assigned CASCOM schools and proponents.

(a) Analyze and plan for anticipated changes in data capacity requirements.

(b) Coordinate with the Knowledge Management activity to develop and administer data standards, policies and procedures as they relate to the CALM.

(c) Identify training development requirements including, but not limited to, life cycle management and accountability procedures.

(d) Provide training on the Life Cycle Management System (LCMS) to leaders, training developers and instructors providing them the capability to deliver relevant training and education to Soldiers regardless of location.

(e) Maintain the Lifelong Learning Portal enabling the internet publication and distribution of information about Sustainment training programs to internal and external audiences.

(f) Support SCoE Chief Information Officer (CIO) in all efforts pertaining to network security, policy and planning, hardware and software resource acquisition and management.

(5) Administer the Training Development Capability (TDC) web-based application and relational database used for Army training and development support and management functions.

(a) Ensure the rigorous application of information security/information assurance policies, principles and practices in the delivery of TDC data management services.

(b) Provide LCMS domain administration Lifelong Learning Plan support to the CASCOM & SCoE community proponent schools in support of Lifelong Learning training development, integration and delivery to institutional, unit and individual training domains.

(6) Manage the Defense Automated Visual Information System (DAVI)/Defense Instructional Technology Information System (DITIS) projects to include required funding and support. Consult with related graphics, television production and engineering experts and project managers in the development and implementation of multimedia products.
CASCOM Regulation 10-5

(7) Leverage existing/emerging training support systems (TSS); training aids, devices, simulators and simulations (TADSS); new equipment training (NET) packages, and other initiatives to support efficient and cost-effective delivery of training products through Lifelong Learning components. Develop training for current and emerging logistics enterprise Automated Information Systems (AIS) to support efficient and cost-effective integration with TRADOC TSS, and Lifelong Learning concepts and technologies.

Section II

5-8. Training and Doctrine Integration Directorate (TDID)

a. Mission. Develop and manage Army-wide Sustainment doctrine and collective training products. Develop training concepts and strategies. Integrate new systems into the Army’s Operational Force. Enables focused and continuous feedback across DOTMLPF-P to sustainment stakeholders, ensuring that CASCOM’s products meet the competency and relevancy needs of the current and future force through quality assurance elements. Provides special staff elements to the CASCOM HQ, Ordnance School, Quartermaster School, Transportation School, and the Army Logistics University senior leadership, providing direct support and training and education feedback.

b. Organizations. TDID Consists of five divisions: Collective Training Development Division, Doctrine Division, Systems Integration Division, Lessons Learned Division, and Quality Assurance Office (see figure 5-4).
Figure 5-4. Training and Doctrine Integration Directorate (TDID)

c. Functions.

(1) Director of the Training and Doctrine Integration Directorate is the CASCOM responsible official for Quality Assurance who has assured access to the CASCOM DtCG/CG for all things Quality Assurance. Maintains a Quality Assurance Office (QAO) and Quality Assurance Elements (QAEs) who directly support CASCOM’s training institution Commandants/President.

(2) Develops, manages, and integrates Army logistics collective training products and programs.

(3) Develops training development strategies for sustainment forces.

(4) Develops, manages, and integrates Army, joint and allied logistics doctrine.

(5) Represents the Soldier operator and maintainer for training on all systems operated or maintained by Ordnance (OD), Transportation Corps (TC) or Quartermaster (QM) Soldiers. Has
CASCOM Regulation 10-5

approval authority for all level maintenance technical manuals and has JCIDS training authority for all sustainment or non-sustainment new systems operated or maintained by OD, TC, or QM Soldiers.

(6) Enables CASCOM’s operational forces engagements by providing focused and continuous feedback across DOTMLPF to Sustainment stakeholders, ensuring that CASCOM’s products meet the competency and relevancy needs of the current and future force, executed through Reverse-Collection and Analysis Team (R-CAAT) events and other engagement opportunities.

(7) Provides CASCOM a single entry point Combat Training Center (CTC) cell, responsible for interfacing with all CTC Sustainment O/C/Ts, and coordinating CTC Right Seat Ride opportunities for CASCOM’s DOTMLPF-P Staff and Schools.

(8) Conducts sustainment marketing and research through surveys and other methods, providing the command and proponent leadership DOTMLPF feedback necessary to ensure sustainment training maintains the highest state of proficiency and relevancy to the US Army.

5-9. Collective Training Development Division (CTDD)

a. Mission. Analyze, design and develop unit training products to support AC/RC Quartermaster, Ordnance, Transportation and Multifunctional Logistics units. Provide the Army’s current and future force with products that lead to well trained organizations.

b. Organization. The CTDD has three branches: Functional Unit Training Products Branch, Multifunctional Unit Training Products Branch and Training Strategy Integration Branch.

c. Functions.

(1) Develop logistics proponent collective training product standards; determine collective training requirements; and manage training products that enable logistics staffs and units to conduct the full range of military operations in the decisive action environment.

(2) The command’s designated representative on matters relating to collective training of operational logistics units. Serve as CASCOM collective training development proponent for Multifunctional Logistics, Quartermaster (minus Mortuary Affairs (MA)), Ordnance (minus Explosive Ordnance Disposal (EOD)), and Transportation.

(3) Analyze, design and develop Collective Tasks, Unit Task Lists, Combined Arms Training Strategies (CATS), Warfighter Training Support Packages (WTSP), Drills, Training Circulars (TC), and other collective training products in support of CASCOM proponent units. Develop collective training products IAW TR 350-70, Combined Arms Command (CAC) guidance, CASCOM Collective Training SOP and other applicable regulations.
(4) Manage all Multifunctional Logistics, Quartermaster, Ordnance and Transportation collective tasks (less MA and EOD), as well as CASCOM proponent tasks, in the CAC-T Shared Collective Task List (SCTL).

(5) Support ARFORGEN unit training requirements in coordination with other CASCOM directorates, FORSCOM, TRADOC and DA. This includes preparing changes to the Standardized Mission Essential Task Lists, ARFORGEN Templates, and Training Event Menu Matrixes for CASCOM proponent units.

(6) Maintain liaison with DA, TRADOC and CASCOM directorates regarding collective training development, evaluation and assessment for Sustainment units.

(7) Represent CASCOM before the Army Munitions Council of Colonels (AMCoC) in matters pertaining to Standards in Training Commission (STRAC) collective training ammunition requirements.

(8) Integrate training strategies for sustainment units, and seek applications for innovative and new technologies to improve collective training. Develops and maintains training products to support CASCOM proponent unit home station training.

(9) Ensure appropriate logistics lessons learned are incorporated into collective training material.

(10) Develop input to and/or manage web-based sustainment collective training forums (e.g.: Sustainment Knowledge Network, Sustainment Unit One Stop).

(11) Conduct quarterly unit assistance visits to CASCOM proponent units worldwide.

5-10. Systems Integration Division (SID)

a. Mission. User training representative in the materiel release process; lead developer for training requirements associated with the acquisition (JCIDS) of new systems which are operated and/or maintained by Ordnance, Quartermaster, or Transportation Soldiers.

b. Organization. The SID consists of two branches: Automated Systems Branch and Materiel Systems Branch, both of which have the same responsibilities and functions for their respective areas.

c. Functions.

(1) Provide direction for developing and implementing Operator and Field Level maintenance training programs to support new or emerging systems.

(2) Verify all maintenance technical manuals and QM, OD, TC proponent operator technical manuals IAW AR 25-30.
CASCOM Regulation 10-5

(3) Participate as SME in Logistics Demonstrations (LD) with the Integrated Logistics Support Division (ILS) in Capabilities Development Integration (CDI).

(4) Provide input and review the materiel developer’s contract strategies, statements of work, contract data requirements lists and related documents.

(5) Identify training equipment requirements to support new or emerging systems for OD, QM and TC proponent resident training.

(6) Review and evaluate proposed contractual actions, and engineering and software change proposals.

(7) Monitor and/or participate in developmental and operational tests, software developmental, and acceptance test activities. Prepare the Training Support Packages (TSP), evaluate test player training, and prepare the Training Test Certification plan.

(8) Develop, coordinate and update the System Training Plan (STRAP). Coordinate with appropriate activities and prepare/submit input to the STRAP, providing concepts, detail and utilization of the training support products. Represent training at the integrated product team meetings and conferences.

(9) Participate in IPR and training conferences to review contractor-developed logistical support analysis records or their equivalent and training materials.

(10) Provide input to Basis of Issue Plans (BOIP) and Feeder Data IAW AR 71-1.

(11) Act as CASCOM lead for the conduct of all TM verifications (AR 25-30).

(12) Address initial training support requirements in JCIDS documentation.

(13) Provide training input to Milestone A and updated Milestones B and C, JCIDS documentation.

(14) Provide input to the materiel developer to prepare contracts for training support.

(15) Provide input for the development and review of statements of work and requests for proposals for new systems.

(16) Provide test training certification for proponent MOS, areas of concentration (AOC) and specialty skill identifiers (SSI).

(17) Schedule and participate in Instructor and key personnel training to ensure training integration in the SCoE.

(18) Provide input to the Program Manager’s (PM) management plans from the time a PM is assigned until systems are integrated into the schools.
(19) Provide requiring activity with support from TDI Divisions (QM, OD, and TC) for AR 12-5 Systems TADSS.

(20) User representative for training requirements and related documentation associated with the development of new or emerging systems and provides this input to the appropriate activities on a timely basis throughout the life cycle of the system development process.

(21) SCoE lead for the management and staff support to the CASCOM Training Support Systems (TSS), ensuring the Training Aids, Devices, Simulations and Simulators (TADSS).

5-11. Doctrine Division

a. Mission. Lead and assist CAC, Joint Staff, and NATO in developing, managing, and integrating Army sustainment, joint, and allied logistics doctrine. This includes: functional and multifunctional doctrine contained in Army Doctrine Publications (ADP), Army Doctrine Reference Publications (ADRP), Field Manuals (FM) and Army Tactics Publications (ATP); doctrine based Training Circulars (TC) and general subject Technical Manuals (TM); supportability plans; joint doctrine, and tactics, techniques and procedures (TTP) manuals; multi-service TTP, allied standardization agreements, and allied joint and land publications.

b. Organization. The Doctrine Division consists of two branches: Army Doctrine Branch and Joint/Allied Doctrine Branch.

c. Functions.

(1) Develop multifunctional sustainment doctrine, integrated with other doctrine and supportability plans.

(2) Develop logistics proponent functional doctrine (less Deployment Process Modernization Office (DPMO), EOD, Mortuary Affairs and Field Feeding) integrated with other doctrine and supportability plans.

(3) Provide oversight of CASCOM subordinate doctrine development activities, including SSI, DPMO, EOD and Joint Culinary CoE (JCCOE). Coordinate the integration of sustainment related doctrine from other proponents and activities, including but not limited to AMEDD, JAG, Chaplain, SOF, Contracting.

(4) Review, develop, comment on, and provide input to produce Army, joint, multi-service and allied doctrine as directed.

(5) Advise the commander and commandants on matters of Army, joint, multi-service and allied doctrine as well as operational art, principles, and other multifunctional doctrine. Perform doctrine studies as required.
CASCOM Regulation 10-5

(6) Develop input for allied doctrine. Support US Head of Delegation (HOD) or their representatives on: the North Atlantic Treaty Association (NATO) Logistics Doctrine Working Group and panels; the America, Britain, Canada, Australia, and New Zealand (ABCA) Armies Program working groups; other bi-lateral or multi-lateral doctrine related events.

(7) Develop input to and/or manage web-based sustainment doctrine forums (e.g.: MilWiki, Sustainment Knowledge Network, Sustainment Unit One Stop)

5-12. Lessons Learned (L2) Division

a. Mission. Collect, analyze, store, and distribute sustainment L2, focusing on ongoing contingency operations and decisive action training environment (DATE) rotations. The focus is to bridge the information gap between the Generating Force and operating force through close coordination with the Center for Army Lessons Learned (CALL) to determine the relevancy and effectiveness of sustainment functions across the DOTMLPF domains. Conducts sustainment marketing and research through surveys and other methods, provides proponent leadership DOTMLPF feedback necessary to ensure sustainment training maintains the highest state of proficiency and relevancy to the US Army.


c. Functions.

   (1) L2. Collect, analyze, store, and distribute sustainment L2, focusing on ongoing contingency operations and DATE. The focus is to bridge the information gap between the Generating Force and operating force through close coordination with the Center for Army Lessons Learned (CALL) to determine the relevancy and effectiveness of sustainment functions across the DOTMLPF domains.

   (2) Marketing and Research. Conducts sustainment marketing and research through surveys and other methods, provides proponent leadership DOTMLPF feedback necessary to ensure sustainment training maintains the highest state of proficiency and relevancy to the US Army.

   (3) Combat Training Centers. Provide CASCOM and SCoE a direct link to the units in the field. Through very close association with National Training Center, Joint Readiness Training Center, Battle Command Training Program, and Joint Maneuver Readiness Center, the link offers the opportunity to observe and collect data from units as they rotate through one of the combat training sites. Provide the means for proficiency and doctrine review visits (right-seat-rides) and annual reverse right-seat-rides for our subject matter experts (SME).

   (4) CASCOM Quality Assurance Element (QAE). Provide the CASCOM Headquarters Senior leadership “eyes and ears” support and feedback across the DOTMLPF domains.
5-13. Quality Assurance Office

a. Mission. Provide the CASCOM Headquarters, Ordnance School, Quartermaster School, Transportation School, and the Army Logistics University senior leadership “eyes and ears” support and feedback across the DOTMLPF domains. Four Quality Assurance Elements (QAEs) are established as special staff offices to support the Army Logistics University, the Ordnance School, the Transportation School, and the Quartermaster School; each QAE directly supports and has direct access to its respective proponent school commandant or ALU President.

b. Organization. The Quality Assurance Office (QAO) consists of four Quality Assurance Elements (QAEs): Army Logistics University QAE, Quartermaster QAE, Ordnance QAE and Transportation QAE.

c. Functions.

   (1) Quality Assurance Elements (QAEs). Provide the Ordnance School, Quartermaster School, Transportation School, and the Army Logistics University senior leadership “eyes and ears” support and feedback across the DOTMLPF domains.

   (2) Active Army Training Evaluation. Conduct internal evaluation of the aligned sustainment training institutions (Ordnance School, Quartermaster School, Transportation School, Army Logistics University & NCO Academy) using TRADOC accreditation standards, evaluate corrective actions, and provide governance procedures to respective Commandants through the accreditation process to include self assessments. Assess and assist the improvement of IMT, PME, and functional training as a precursor to a formal accreditation visit from HQ TRADOC. Assesses learning outcomes, AC/RC equivalency, and critical task site selection boards, assists in get well plans, and reports observations, findings and trends to the CASCOM and School leadership.

   (3) Reserve Component Training Evaluation. Conduct assessment, accreditation, and assistance visits to verify functionally aligned (Ordnance, Quartermaster, and Transportation) RC training institutes meet TRADOC accreditation standards and certify administration, operations, and the sustaining base are adequate to support training course standards.

Section III

5-14. Operations, Plans and Strategy Directorate

a. Mission. Develops and Implements Strategies and Strategic Initiatives for CASCOM that are aligned with TRADOC, HQDA and DoD priorities and initiatives to include the development, deployment and execution of the CASCOM Strategic Plan and other key documents. Leads command level operations and readiness. Integrates and synchronizes the staff in support of the command’s training mission.

c. Functions.

(1) Develops, manages, and implements operational and functional plans in support of the CASCOM and SCoE. Leads command level operations and readiness. Integrates and synchronizes the staff in support of the command's training mission.

(2) Develops and coordinates actions in support of the CASCOM Strategic Plan.

(3) Conducts strategy and policy analysis for the command; responsible for developing plans and strategy that align CASCOM initiatives with TRADOC, HQDA and DoD policy, strategy, and plans; coordinates and synchronizes CASCOM Strategic Plan (CSP) long-term objectives across internal and external organizations.

5-15. Operations Division

a. Mission. Provides command wide support and oversight of current and future operations to maintain situational awareness and ensure timely and accurate command and control reporting.


c. Functions.

(1) Responsible for the process and monitoring of operational, organizational, and personnel taskings, both internal and external for CASCOM and SCoE. Receives, clarifies, distributes, monitors, and tracks all taskings originating from outside of the CASCOM and SCoE and prepares, issues, monitors, and tracks taskings originating internal to the CASCOM and SCoE.
(2) Plans, organizes, directs, coordinates, and manages activities involved in analysis, design, and development of operational programs and initiatives.

(3) Manages the CASCOM Board of Directors (BOD) program.

(4) Develops, coordinates, and integrates center level initiatives in support of the execution of the command’s institutional training mission. Reviews and analyzes processes and programs to maximize efficiencies and performance for the execution of center level training and support programs.

(5) Develops, manages, and implements operational and functional plans in support of the CASCOM and SCoE. Leads command operations and readiness reporting. Integrates and synchronizes operations across CASCOM.

(6) Analyzes, integrates, and synchronizes command requirements and solutions; recommends command priorities to ensure subordinate organizations of CASCOM can perform their operational and training missions.

(7) Serves as the Command lead for the staff management of the Initial Entry Training issues and programs.

(8) Provides staff management for the CASCOM Antiterrorism, Force protection and OPSEC programs.

(9) Conduit of official communication between TRADOC G-3/5/7, CASCOM, and its subordinate activities.

(10) Provides staff management and oversight of the multi-school contracts and support requirements.

(11) Develops and recommends priorities for the command. Analyzes, integrates, and synchronizes command requirements and solutions in accordance with CG priorities.

(12) Prepares/coordinates the monthly NETUSR.

(13) Coordinates, synchronizes, and deconflicts training and operational resources.

5-16. Plans and Strategy Division

a. Mission. Develops and implements strategies, strategic initiatives and programs for CASCOM that are aligned with TRADOC, HQDA and DoD priorities and initiatives to include the development, deployment and execution of the CASCOM Strategic Plan and other key documents.

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c. Functions.

(1) Lead for development of plans, initiatives, and corresponding strategic documents with greater than 1 year lead time.

(2) Lead for development, update and publication of CASCOM’s Strategic Plan, ensuring alignment with TRADOC and HQDA strategic plans and initiatives.

(3) Serve as the command focal point for transformation of the Army including the TAP, the ACP, the TRADOC Strategic Plan and initiatives, and other ACOM and ASCC plans as required.

(4) Lead for the development, coordination and integration of sustainment strategies, initiatives, practices and organizations that formalize the Globally Responsive Sustainment (GRS) forum. The GRS forum addresses the inherent sustainment warfighting challenges and complexities across all warfighting functions, informs policy and strategic priorities, promotes collaboration across the total Army and joint partners, develops agile leaders, and ensures greater efficiency and effectiveness pursuant to fulfilling our Title 10 obligations.

(5) Lead for delivery of sustainment strategies, initiatives, and programs to the futures forum for synchronization with higher commands and ACOMs.

5-17. Deputy Chief of Staff, G-6, Command, Control, Communications, & Computers (C4)

a. Mission. The CASCOM G-6 C4 is the senior advisor to the CG, CASCOM for all Information Technology (IT) and Information Management (IM) matters necessary for the execution of the CASCOM mission. The G-6 develops CASCOM-wide IT and IM plans, policies, and procedures and its enterprise architecture. In addition, the G-6 executes C4-specific directives for NETCOM to promote CASCOM’s integration into the evolving Global Network Enterprise Construct. The G-6 provides staff management for the development, acquisition, integration, operation, and sustainment of IT, IM and applications, systems, and services for CASCOM and its subordinate Schools. The G-6 conducts direct support for above NEC baseline services for CASCOM, the Army Logistics University, the Ordnance School, the Quartermaster School, and the Transportation School, and the locations of their facilities to include Fort Lee, and Fort Eustis.

b. Organization. The G-6 Office consists of four divisions: Plans & Programs, Operations, Analysis and Integration, and Training Automation Systems (see Figure 5-6).
Figure 5-6, DCS, G6

c. Functions.

(1) Exercises program responsibility for formulation, development, preparation, presentation, and administration of information technology objectives, policies, programs, plans, and projects for the Center to include capital planning, resource management, project management, and IT governance.

(2) Ensures the effective integration of plans, programs, and operations encompassing information systems. Ensures compliance with TRADOC and Army enterprise architecture standards and reporting requirements.

(3) Executes IM/IT capital planning, investment, and portfolio management.

(4) Coordinate information management, knowledge management and collaboration: Manages the implementation of locally administered knowledge networks, and use of web-based sites and services. Enforces Army and MACOM policies regarding development and use of websites and other collaboration applications and methods.

(5) Coordinate and monitor all common-user Command, Control, Communications, Computers and Information Management (C4IM) baseline service delivery and support from NETCOM, identifying and validating requirements and funding for above baseline services.

(6) Provide Information Assurance awareness, mission system accreditation, compliance reporting, and management of information assurance programs.

(7) Manage accreditation and net worthiness of CASCOM information systems.

(8) Coordinate information assurance vulnerability advisory (IAVA) compliance between supporting Network Enterprise Center and CASCOM.

(9) Conduct IT incident response, investigations, and reporting.

(10) Evaluate and implement IT capabilities. Develops partnering relationships with branch and functional proponents on IT-related initiatives to ensure architectural compliance, technical feasibility, and information structure integration.

(11) Review all IT procurements for CASCOM and subordinate schools. Conducts technology assessments and assists with IT-enabled process improvement.

(12) Develop, implement, and monitor IT support contracts for CASCOM and its subordinate schools.
CASCOM Regulation 10-5

(13) Administer copier, printer, and mobile device contracts.

(14) Performs life cycle replacement and coordinates warranty repair of IT equipment.

(15) Provides full spectrum support of digital training devices for all Quartermaster, Ordnance, Transportation, and Army Logistics University Schools located on Fort Lee, and JBLE.

(16) Provides information technology support for Standard Army Management Information System (STAMIS), Mission Command, and Distribution Management to include networking, system maintenance, and acts as the focal point for system program managers.

(17) Manages the CASCOM public Web program and serves as the CASCOM corporate Web site’s content manager. Develops, produces, and analyzes HQ CASCOM Web content. Approves new content for posting on the Web site. Provides CASCOM policy for Web publishing, in coordination with DCS, G-6 and SJA. Advises CASCOM PAOs on their responsibilities as Web site content managers.

(18) Coordinates CASCOM infrastructure requirements and priorities with TRADOC DCS, G-6; IMCOM; Army Contracting Command; and Network Enterprise Technology Command.

5-18. Deputy Chief of Staff, G-8, Resource Management

   a. The CASCOM G-8 formulates, allocates, administers, and reviews the utilization of CASCOM and SCoE funding and manpower programs to execute CASCOM missions, and serves as principal advisor to the CG, Commandants, CASCOM command and staff on finance, resource, and management matters.

   b. Organization. CASCOM G-8 consists of four divisions: Budget Division; Management and Manpower Division; Managerial Accounting Division; and Plans, Analysis, and Evaluation Division (see figure 5-7).

![Diagram of CASCOM G-8 Resource Management](Image)

**Figure 5-7. DCS, G-8, Resource Management**

   c. Functions.
(1) Provides all resource management support and services required to maintain oversight, allocate resources, and facilitate the planning, programming, budgeting, and execution of the operating budgets and manpower programs for the CASCOM Headquarters and subordinate schools and affiliated organizations on Ft. Lee, and to integrate resources within the Command across the Soldier Support Institute and the Defense Ammunition Center.

(2) Member of the HQ, TRADOC Mission Resources Board (MRB) representing CASCOM requirements.

(3) Chairs CASCOM Program Budget Advisory Council (PBAC) Working Group to manage the allocation of budget resources. Coordinates and serves as member of Senior PBAC, with the final resourcing decisions resting with the CG.

(4) Researches and validates requirements; provides recommendations for prioritization and distribution of resources.

(5) Maintains daily/monthly status of funds reports and execution statuses.

(6) Provides management analysis, manpower, and equipment documentation support functions for CASCOM.

(7) Conducts studies, projects, prioritization integration drills, and analyses to support senior CASCOM leadership decisions.

(8) Reviews and processes acquisition management oversight packages for all CASCOM activities.

(9) Provides expertise and technical support to the Management Controls Program, management studies, in-sourcing packages, stationing packages, cost benefit analyses, and concept plans.

(10) Installation program coordinator for the Defense Travel System and the Lead Defense Travel Administrator (LDTA) for CASCOM. Installation activity program coordinator for the government travel card program.

(11) Manages and coordinates CASCOM TDAs and mobilization TDA development, preparation, maintenance, and publication; develops and maintains the manpower modules; and provides resource management oversight of civilian personnel actions for all CASCOM organizations.

(12) Manages and coordinates the TDA Equipment Program to include validation and documentation of TDA equipment; validates and processes all TDA equipment change requests (DA Form 4610-R), performs equipment walk-throughs with Commanders/Commandants; coordinates all new equipment fielding for CASCOM; represents all CASCOM organizations at the Quarterly DA Equipment Review Validation Board.
CASCOM Regulation 10-5

(13) Develops ceilings for and administers the civilian Monetary Awards Program for CASCOM.

(14) Provides all resource management support and services required to maintain oversight of inter-service and/or intra-service support agreements, memorandums of understanding (MOU) and memorandums of agreement (MOA).

(15) Supports schools with manpower expertise during the structure & manning decision review (SMDR).

(16) Provides oversight of the command’s Government Purchase Card administration.

(17) Provides professional accounting advice on finance and accounting policy. Advises others on the legal restrictions on fund usage and other fiscal law issues.

(18) Manages new financial and accounting systems’ implementation and sustainment. Updates CASCOM execution in the General Fund Enterprise Business System (GFEBS), and Global Combat Support System – Army as required to execute command budget. Ensures command personnel with GFEBS user roles receive appropriate role training.

(19) Coordinates audit readiness programs and preparations for the command. Tracks audit readiness and execution.

(20) Performs/completes tri-annual joint reviews for all assigned funds/accounts. Analyzes and reconciles accounting reports with supporting financial records. Researches and resolves abnormal conditions and balances. Performs Prior Year Fund certification.

(21) Develops and executes local accounting guidance for year-end closeout. Validates year-end accounting reports in support of the certifying officer’s actions.

(22) Reviews reimbursable transactions to ensure data is timely, accurate, and complete.

(23) Liaison between appropriated fund civilian employees and the Defense Finance and Accounting Service (DFAS) payroll office. Tracks payroll execution and projects hire lag.

(24) Provides program objective memorandum (POM) requirements and justifications to Core Function Leads in TRADOC, the TRADOC MRB, Senior Review Committee, and the Board of Directors.

(25) Assists in development and review of the TRADOC Commander’s narrative memorandum to HQDA for the POM.

(27) Reviews, validates, and prioritizes CASCOM branch proponent and schools’ input for the POM/program budget review and requirement submissions.

(28) Provides input to HQDA, through HQ TRADOC, for CASCOM requirement documentation and justification; assists TRADOC in building and briefing CASCOM enduring requirements to the program evaluation groups for POM builds.

(29) Performs Program to Budget and Manpower Interface analysis to ensure programmed resources are received and command programs are resourced for enduring mission needs.

(30) Receives, processes, and analyzes funding, procurement, and personnel transactions; pre-validates requirements; and certifies funds by inputting data into the appropriate automated systems or preparing the appropriate manual documents for the various systems and programs utilized by DFAS. Supports the execution of current and prior operating budgets.

(31) Provides liaison resource management service and support to those activities whose functions, command and control, source of funding, and budget execution are split between the Senior Mission Command and Garrison Commander, Fort Lee, VA.

(32) Manages, executes, and certifies funding received for international student training to include International Military Security Assistance Program and Foreign Military Sales reimbursement earnings.

(33) Prepares, processes, reconciles, analyzes, and maintains various reports, schedules, and requests for information in support of DFAS inquiries; TRADOC budget estimates, and budget guidance processes; TRADOC budget data calls; and local budget reporting requirements, budget data calls, and inquiries.

(34) Coordinates year-end closeout operations for CASCOM, TRADOC Analysis Center – Fort Lee, and Logistics Exercise and Simulation Directorate.

(35) Develops and analyzes CASCOM resource allocation and prioritization processes and strategies for budget and execution years.

(36) Reviews, validates, and prioritizes the CASCOM branch proponent and Schools’ input for the budget year requirement submissions. Works with proponents and function owners to provide operational impacts of not validating or resourcing requirements.

(37) Analyzes, validates, and prioritizes CASCOM branch proponent and schools’ unfinanced requirements, TRADOC budget guidance, appropriated, and mid-year and year-end closeout requirements. Consolidates operational impacts provided by using activities regarding funding shortfalls.

(38) Assists TRADOC in reviewing CASCOM program element split of allocation; receives Funding Authorization Documents for distribution.
CASCOM Regulation 10-5

(39) Maintains CASCOM input to the TRADOC contract execution database.

(40) Implements and administers the Automated Time and Attendance Program System (ATAAPS).

Chapter 6 Special Staff

6-1. Civilian Logistics Career Management Office (CLCMO)

a. Mission. Serves as the executing agent for HQDA G-4 roles and supports the responsibilities of the Career Program Functional Chief, outlined in AR 690-950, Career Management. Additionally, manages the personnel development life-cycle functions as directed by AR 600-3, The Army Personnel Development System. The CLCMO provides life-cycle career management services to individuals in CPs 13, 17, and 24 to grow logisticians capable of operating and leading in a joint environment. In addition, the office manages the DA Logistics Recent Graduates (Intern) and the Pathways Internship Participants Program (PIPP).

b. Functions. Manages and executes the following programs:

(1) DA Logistics Recent Graduates (Intern) Program. Recruits, hires, trains and develops high-caliber individuals to perform as logisticians throughout Army. This 18 month program consists of functional, multifunctional, and interpersonal classroom and on-the-job training at activities throughout DoD.

(2) DA Logistics Competitive Professional Development Program. Provides university education, training, and professional development opportunities to develop an integrated, agile, and high-performing logistics workforce. This program serves to enhance the competencies of the enterprise logisticians to succeed in a joint, interagency, and intergovernmental environment.

(3) Acquisition (life-cycle logistics). Influences certification requirements, policies, and guidance. Provides functional review of fulfillments packages, waivers, and certification equivalency requests.

(4) DA logistics career referral policies. Establishes policies for unique requirements for merit promotion announcements that increase career opportunities for DOD logisticians and provides a diverse pool of premier logisticians to the hiring official.

(5) OSD and DA Human Capital Strategies. Represents the DA logistics community in developing ODS and DA competency based human capital strategies.

6-2. Knowledge Management Office
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a. Mission. Lead, develop, and implement DoD, joint, Army, and TRADOC enterprise Knowledge Management (KM) and collaboration policies, practices, and technologies within CASCOM, the Sustainment Center of Excellence, and the global Army Sustainment community.

b. Organization. The KM office is a special staff element directly reporting to the DCofS CASCOM, and is led by the Chief Knowledge Officer (CKO). The KM office is comprised of a KM Operations branch and KM Technology branch.

c. Functions.

(1) Establish a doctrine of collaboration and knowledge sharing within Army, Joint, and DoD Sustainment/Logistics organizations by developing and implementing KM practices, processes and technologies.

(a) Facilitate collaboration and knowledge exchange between Generating Force and Operating Force Sustainment Soldiers, Civilians and leaders through the Sustainment Knowledge Network (SKN), to include but not limited to, the Sustainment Warfighters Forum (SustainWfF), SustainNet, SKN-Live, LOGFORCE and other SKN platforms.

(b) Assist, familiarize and support CASCOM staff, faculty and schools in using SKN, SustainWfF, SKN-Live and related capabilities to interact with Operational Sustainment formations and other Army/Joint/DoD Sustainment and Logistics partners, in order to efficiently and effectively share strategic communications, experience, best practices and lessons learned.

(c) Provide a holistic knowledge sharing environment by teaming with Army G-4, Army Materiel Command (AMC), FORSCOM G-4, and other Joint/DoD logistics agencies to collectively leverage SKN capabilities to support the entire Army Sustainment community.

(2) Train and educate Sustainment Soldiers, Civilians and leaders on KM, and apply knowledge sharing and collaboration capabilities within CASCOM schools in order to harvest talent, leverage experience and support achieving the Army Learning Model (ALM).

(a) Provide Sustainment KM familiarization, training and professional development to CASCOM staff, faculty and students attending CASCOM schools.

(b) Develop, implement and support CASCOM schools, instructors and training developers in using Sustainment KM capabilities to train and educate within both resident and virtual learning environments, and extend the learning reach beyond traditional brick and mortar classrooms in order to efficiently leverage the value of experiential and collaborative learning.

(c) Support collective and battle staff training on the use of Sustainment KM capabilities within Theater Sustainment Commands (TSCs), Expeditionary Sustainment Command (ESCs), Sustainment Brigades (SBDEs) and other operational formations IAW FM 6-01.1 (Knowledge Management Operations) through SKN-Live, command post exercise, and other SKN capabilities.
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(3) Develop, adapt and implement enterprise knowledge sharing and collaboration services in order to link Sustainment Soldiers, Civilians and organizations through classified/unclassified and non-DoD internet based capabilities, in both fixed and mobile environments.

(a) Develop, adapt and maintain Sustainment knowledge sharing and collaboration capabilities on Army/DoD enterprise collaboration networks and services, to include but not limited to Army Knowledge Online (AKO), Defense Collaboration Online (DCO), MilSuite, DISA Enterprise Collaboration Services (ECS), SharePoint and Army Professional Forums.

(b) Assist and support CASCOM staff, faculty and schools in using Army/DoD enterprise network services and approved non-DoD internet based capabilities to meet their knowledge sharing and collaboration requirements.

(c) Research, test and contribute to Army/DoD development of emerging Web 2.0/3.0 applications and technologies in order to support Sustainment knowledge sharing and collaboration on both mobile and non-mobile platforms.

(4) Stimulate innovation, creativity, and changes to CASCOM staff and school business processes in order to improve efficiency and effectiveness, and serve as a change agent to achieve an environment of enduring transformation.

(a) Perform formal and informal knowledge assessments to determine knowledge needs/gaps, and identify regulatory, cultural, or procedural shortfalls hindering the effectiveness and efficiencies of CASCOM business processes.

(b) Establish and apply creative knowledge sharing and collaboration techniques within CASCOM that continually stimulate innovation, adaptability and changes to business processes in order to improve efficiency, enhance effectiveness and reduce costs.

(c) Lead efforts within CASCOM, and contribute to TRADOC, Army and DoD initiatives to adapt, transform and improve how the Army operates, now and in the future.

6-3. Logistics Branch Proponenty Office

a. Mission. Serves as the executing agent for the CG, CASCOM and SCoE as Logistics Branch proponent and for all matters related to sustainment branches policy and procedures including oversight of 57 MOSs (163,750 Soldiers), 17 Warrant Officer Basic Branches (2698 WOs), 6 officer basic branches (13,830 officers) that all make up the force sustainment community. As the “Personnel Development Office (PDO)” for HQ CASCOM executes duties as the Proponent for all sustainment proponents. Therefore, as the umbrella PDO for sustainment community, Logistics Branch coordinates and synchronizes all personnel proponency actions among sustainment branches (Finance Management, Human Resource, Transportation, Quartermaster, AMEDD and Ordnance officers). Develop career models as per DA Pam 600-3, DA Pam 611-21, and DA Pam 600-25 for all logistics components. Additionally, serves as coordinating agency for Officers and Senior NCO Promotions and Centralized Selection List (CSL) Board guidance and as the Executive agent for ASI/SIs. Provides input and changes to
policies surrounding the Army's Force Modernization program. Integrates contemporary sustainment DOTMLPF requirements within all eight personnel life cycle functions (structure, acquisition, distribution, sustainment, separation, deployment, individual training, and professional development). Operates as chief executive office for associated training with industry and advanced degree programs. Serves as member of Officer Personnel Management System Council of Colonels. Ensures that personnel management policies, programs, and procedures are established in conjunction with HRC, HQDA G-1/4, TRADOC and ACOMs and incorporates LG considerations. Additionally, serves as the Army Wide executive agent for the Soldier for Life “Credentialing” program, the essential program charged with reducing unemployment expenses by $6.5B per year.

b. Functions.

(1) The Branch Chief ensuring the health and welfare of the Logistics Branch and overall sustainment community.

(2) Foster and maintain a relationship with the other domains (DOTMLPF) for sustainment branches and community.

(3) Responsible for the eight personnel development system life cycle management functions within Logistics corps.

(4) Ensure the ARNG and USAR are considered in every proposal, action, and review.

(5) Ensure actions impacting other branches, FAs, Commands are coordinated.

(6) Request additions and deletions to the DA CSL Cmd and Key Billets for COL, LTC, and CSM.

(7) Develop proponent slating guidance for DA CSL Cmds and Key Billets for COL, LTC, and CSM.

(8) Recommend personnel management policy changes to the DCS, G-1, through Commander TRADOC.

(9) Develop, review, and update Branch portion of DA Pam 600-3 and DA Pam 600-25.

(10) Review and update enlisted career Professional Development Models (PDM) by MOS.

(11) Review and update AOC and MOS prerequisites.

(12) Review requests for exceptions to proponent MOS prerequisites; grant waivers as appropriate.
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(13) Manage the Branch Training with Industry (TWI) program for officer, warrant officer, and enlisted Soldiers; identify and recommend Army Educational Requirements System (AERS) coded positions for TWI and Army Community Service (ACS) utilization.

(14) Prepare Military Occupational Classification Structure (MOCS) proposals Army-wide Personnel Policy, Management, and Utilization (AR 611-1, DA Pam 611-21).

(15) Career Progression and Professional Development (DA PAM 600-3 and DA PAM 600-25).

(16) Proponent CMF Input for Enlisted Centralized Selection Boards (PDMs) (DA PAM 600-25).

(17) HQ CASCOM Representative and Voting Member to the Officer Personnel Management System (OPMS) Task Strategic Initiatives Group (AR 600-3).

(18) “P” Domain Conduit between Branch Proponents and TRADOC and between TRADOC and DA G-1/G-4 and HRC.

(19) Primary developer for the Knowledge, Skills, Attributes, and Other Capabilities for Soldier 2020.

(20) Primary Army Executive Agent for the Soldier for Life “Credentialing” program tasked with improving mobility and transition of exiting Soldiers into the civilian markets.

(21) Provides analysis and data concerning force structure and integration through the Total Army Analysis validating personnel requirements and authorizations to determine force development documentation for the LG branch.

(22) Provides professional and career guidance for LG branch officers through personnel management, self-development programs, assignments, and military and civilian education requirements. Develops policy and provide guidance on promotion and the command slating selection to HRC for LG officers.

(23) Provides, coordinates, and evaluates key development positions and broadening assignment to fulfill vital capabilities and skill sets for future specialty, functional and multifunctional requirements.

(24) Performs leader and education and personnel development responsibilities of the doctrine, organization, training, materiel, leadership and education, personnel, and facilities processes.

6-4. Safety Office

a. Mission. Plan, direct, and coordinate a comprehensive Safety Program that provides professional oversight to the CASCOM headquarters, Proponent Schools, Institutes and
Universities. Provide staff management of safety policies and procedures for integrating safety and occupational health and risk management for CASCOM. As a member of the special staff, serve as principal safety advisor to the CASCOM CG, DtCG, and CASCOM staff.

b. Functions.

(1) Serve as CASCOM’s senior safety point of contact responsible for providing professional leadership and management over the subordinate school safety resources. Responsible for identifying and implementing safety and risk management policy throughout the command to ensure full implementation of the Army’s and TRADOC’s safety doctrine. Serve as lead for safety and occupational health matters as they apply to programs, personnel, property, and equipment.

(2) Provide a principle safety advisor to leaders of each Proponent School, Institute, and University.

(3) Fully integrate safety and risk management into all branch/school proponent products.

(4) Manage the CASCOM Safety Program and support each school safety representative in the full implementation of required safety education, training, and promotion activities; inspections and assessments; accident investigation, reporting and recordkeeping; hazard analysis; and countermeasure development as it applies to CASCOM organizations, personnel, property, and equipment.

(5) Ensure integration of risk management, safety, and occupational health into doctrine, training, and capability developments.

(6) Ensure the full implementation of safety and risk management into requirements documents; review, assess, and validate new equipment training requirements; and review requirements and capability documents. Review Manpower and Personnel Integration (MANPRINT) for integration of human factor considerations during system development.

6-5. Equal Opportunity Office

a. Mission. Advise the CG, CASCOM on equal opportunity (EO). Monitor the execution of the EO program for CASCOM and all commands, agencies, and activities under CG, CASCOM jurisdiction to ensure equal and fair treatment of all military personnel and Family members without regard to race, color, gender, religion, or national origin. Provide training, awareness, and the prevention of sexual harassment (POSH). Promote diversity, cultural awareness, and inclusion among military and civilian personnel.

6-6. Retention Office

a. Mission. Personnel readiness is a responsibility of command. All commanders are Retention Officers, responsible to sustain Army personnel readiness by developing,
implementing, and maintaining aggressive local Army Retention Programs, designed to accomplish specific goals and missions consistent with governing laws, policies, and directives.

b. Functions. Develop, implement, and sustain the CASCOM Retention Program, accomplishing all assigned missions, tasks, functions, and fulfill responsibilities, as established by this regulation and higher headquarters. Monitor monthly, quarterly, and FY retention statistics and trends, adjusting command emphasis and resources as required to accomplish assigned missions.

6-7. Historian

a. Mission. Serves as primary advisor to CG on all historical matters. Maintains a continuous history of the CASCOM HQ, ALU, and Fort Lee (Garrison) through the collection, preservation, and archiving of historical information. Conducts historical research, to include oral interviews, and writing of monographs using information received from directorates, staff, and other offices. Produces annual reports and drafts other historical documents focusing on significant logistics initiatives. Provides guidance and assistance to associated branch schools in formulating and conducting their historical programs. Conducts professional development through effective use of military history. Serves as Professor of Military and Logistics History overseeing TR 350-13, Instruction in Military History, directed military history instruction and course development at ALU.

6-8. Acquisition, Logistics, and Technology-Integration Office

a. Mission. The Acquisition, Logistics, and Technology-Integration Office (ALT-IO) is a direct reporting unit to the Principal Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics & Technology and is the capabilities developer for ALT. Supports the ALT and operational contract support (OCS) related aspects of the CASCOM mission. The ALT-IO mission, in concert with the CASCOM and AMC, is to exercise control and coordination over all ALT/OCS issues and processes related to capabilities development for DOTML, standardizing ALT support, and OCS considerations in military operations. ALT-IO develops, oversees, and coordinates the integration of ALT and OCS concepts, doctrine, training and training support capabilities, tactics, techniques, and procedures into the Army’s and joint warfighting logistical planning and doctrine. ALT-IO also assists in the development and integration of ALT/OCS related Army, joint and DoD policy. Collocation within CASCOM and SCoE, along with the collocation of AMC's liaison office and Logistics Civilian Augmentation Program planner, collectively facilitate the SCoE-ALT community integration effort.

b. Organization. The ALT-IO consists of three divisions: Doctrinal Developments, Acquisition Policy Compliance & Training Support, and Materiel Solutions & Force Developments (see figure 6-1).
c. Functions.

(1) Within HQDA, ALT-IO functions as the Army acquisition executive's primary instrument for providing guidance and assistance in acquisition matters relative to the tactical insertion of ALT capabilities and OCS considerations into military operations.

(2) Within AMC, ALT-IO functions as an advisory staff element, responsible for the integration and coordination of doctrine, training and training support, force development, combat development, and materiel solution requirements activities relating to employment of ALT capabilities and OCS considerations into military operations.

(3) Within CASCOM, ALT-IO is specifically charged with advising the CG on all matters concerning the integration of ALT and OCS capabilities across the force as well as to support and coordinate with all ALT field operating commands and supporting agencies. The objective is to achieve a full integration of ALT/OCS capabilities into warfighting requirements.

6-9. Headquarters and Headquarters Company

a. Mission. Responsible for the health, morale, welfare, training, discipline, conduct and combat readiness of Soldiers assigned to HQ CASCOM, and their Families. Provides C2, logistics, military justice, training and readiness, quality of life, worldwide deployment status tracking, and administrative support for the health, morale, and welfare of the command group, special staff, and directorates. Provides a command climate that supports the CG’s efforts in ensuring HQ CASCOM and SCoE mission is effectively and efficiently performed. Directs the unit training program, the Army Physical Fitness Test, Physical Training, Weapons Qualification, Army Weight Control Program and NCO Education System tracking of enlisted Soldiers.
Chapter 7 Director of Capabilities Development and Integration

a. Mission. Integrate the design and development of Army, joint and multinational logistics aspects of the future force from concept to capability development for the CASCOM and SCoE branch and force modernization proponents. Develop and integrate sustainment concepts, CCPs, architectures and DOTMLPF capabilities; recommend sustainment-related S&T priorities; manage logistics experimentation; and synchronize and integrate Army sustainment capabilities within the JIIM environment. Directs and integrates all capability development activity for logistics C2 and logistics business automated systems. Integrates combat development for SSI.

b. Organization. Consists of seven elements; Program Integration Office; Force Development Directorate (FDD); Sustainment Battle Lab (SBL); TRADOC Capabilities Manager - Transportation (TCM-T); TRADOC Capabilities Manager - Sustainment Mission Command Systems/Enterprise Systems Directorate (TCM-SMCS/ESD); Deployment Process Modernization Office (DPMO) and Materiel Systems Directorate (MSD) (see figure 7-1).

Figure 7-1. Capabilities Development & Integration

c. Functions.

(1) Designs, develops, and integrates all sustainment aspects of the future force into the joint force, from concept to capability development.

(2) Performs duties outlined in TR 71-12, TRADOC System Management, TCM-T, and TCM-SMCS.

(3) Develops, coordinates, prioritizes, and executes experimentation through CASCOM and non-CASCOM leads in consonance with joint, Army, and TRADOC guidance; assists ARCIC in developing the Army experimentation guidance; synchronizes and integrates Army logistical
experimentation with joint experimentation ICW ARCIC; coordinates experimentation and experimentation support across CASCOM ICW ARCIC.

(4) Develops and coordinates guidance, recommends policy, and provides direction to execute the JCIDS and manage its implementation and execution within CASCOM, integrate DOTMLPF-P developments to support required capabilities; and coordinates, synchronizes, and integrate Army capabilities developments with TRADOC, ACOM, the combatant commands, the Joint Staff, and other service logistics developments.

(5) Identifies and refines required capabilities for the future Army and some joint capabilities.

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

(7) Manages the development of JCIDS capability and Business Capability Development documents which propose DOTMLPF-P solutions to sustainment capability gaps and other enhancements of capabilities.

(8) Coordinates, staffs, and validates JCIDS capability documents and forwards to TRADOC.

(9) Develops sustainment concepts and supports joint concept development through CASCOM and non-CASCOM leads; directs, manages, and synchronizes concept development by Integrated Capabilities Development Teams; and ensures the integration of land force logistics capabilities in the development of joint operating, functional, and integrating logistical concepts ICW ARCIC, HQDA G-4, and the Joint Staff J4.

(10) Develops sustainment organizational and force structure requirements. Army lead for logistics planning factors.

(11) Manages tactical wheeled vehicles (TWV) requirements for the Army. Develops Army TWV fleet goals, objectives, and management policies.

(12) Directs and integrates all capability development activity for sustainment Mission Command and sustainment business automation systems.

7-1. Program Integration Office

a. Mission. Provides centralized integration and operations support across DOTLMPF-P areas within CDID. Analyzes DOD, HQDA, TRADOC, and joint guidance, plans, policies, and initiatives to synchronize CDID actions.

b. Functions. Lead integrator throughout the capabilities developmental process. Ensures that required capabilities and associated gaps are analytically supported and that DOTLMPF
solutions are properly coordinated, synchronized, and integrated across the sustainment warfighting function. Provides military and civilian administrative and logistical support: conducts and reports programmatic analysis; supports the development of manpower and fiscal requirements; and integrates information technology. Provides logistics analysis of capstone Army, joint, and DoD plans. Manages the implementation of the CDID initiatives. Provides Army logistics transformation coordination ensuring the synchronization of CASCOM related actions with ARCIC and TRADOC Major Subordinate Organizations (MSOs). Manages CDID taskings, personnel actions, and position management tasks.

7-2. Force Development Directorate

a. Mission. Develops sustainment organizational and force structure requirements for the following functions: maintenance, ammunition supply, and EOD, supply distribution; retrograde; petroleum supply and services; water purification and distribution; MA; aerial delivery; field services; force provider logistics support to the Soldier, motor transport operations, Army watercraft, movement control, rail operations, and terminal operations. Serves as the CASCOM lead in the development of force designs and force structure requirements for multifunctional logistics organizations (Supply Requirements Code 63 Table of Organization and Equipment (TOE)) within the operational Army. Serves as the Army lead for sustainment planning data and provides staff management for the collection, validation, maintenance, and dissemination of Army sustainment planning factors, consumption rates, and data.

b. Organization. FDD consists of four divisions: Quartermaster Division; Ordnance Division; Multifunctional Division; and Transportation Division.

c. Functions.

(1) Designs and integrates all lead and multifunctional unit designs, force structure, and TOE documentation actions to include the development of quantitative and qualitative Rules of Allocation for TOEs.

(2) Identifies organizational and force structure solutions to resolve or mitigate gaps in sustainment capability.

(3) Provides analysis and data to ARCIC concerning force structure and integration through the Total Army Analysis (TAA) and force design update (FDU) processes.

(4) Supports HQDA sponsored documentation assistance and review team (DART) actions.

(5) Develops sustainment TOE and manpower requirements for the U.S. Army Force Management Support Agency (USAFMSA) validation and approval. Reviews Manpower Requirements Criteria (MARC) schedules, questionnaires, and revision documents for functional adequacy.
(6) Collects, validates, maintains, and disseminates Army sustainment planning factors, consumption rates, and data.

(7) Provides input to the ARCIC Force Design Division recommending changes to AR 220-1, Army Unit Status Reporting and Force Registration – Consolidated Policies, for current and future force sustainment organizations.

(8) The single manager in TRADOC for validating the form, fit and function applicability of tactical wheeled vehicles in Army Force Structure Requirement Documents, in support of Capabilities Developers. Validates TWV requests through the DA TOE Organizational Requirements Documentation Approval Briefings and TDA Equipment Review and Validation Board. Conduct tactical wheeled vehicle requirements analysis/mobility studies to support tactical wheeled vehicle modernization and force structure decisions.

(9) Provides sustainment force structure customer assistance and expertise to DoD, joint agencies, HQDA, ACOMs, and Army service component commands.

(10) ICW concept developer and USAFMSA documenters, identifies and coordinates operational facility architecture changes and provides to Army Signal COE and HQ, TRADOC for processing and approval.

(11) Coordinates and supports sustainment force design issues with the HQDA G-3 organizational integrators.

(12) Conducts organization evaluation for product quality Deficiency Reports submitted to project director for Army watercraft systems (AWS). Determines if there is an organizational impact as part of the DOTMLPF assessment and recommends organizational solutions if required to resolve the deficiency.

(13) Maintains force requirements generator model configuration and coordinates model enhancements with Center for Army Analysis (CAA).

(14) Plans and coordinates collection, validation, and development of sustainment planning data and factors with other ACOMs and DRUs.

(15) Provides Army sustainment planning factors to all DoD, joint, and Army activities (to include acquisition programs and DoD-sponsored contractors) as required.

(16) HQDA G-4 lead for all Army sustainment planning factors and the development and implementation of the operations logistics planner, a multi-echelon, user-driven sustainment planning tool.

(17) Develop organizational sustainment solutions for all Army Standard Requirements Codes.
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7-3. Sustainment Battle Lab

a. Mission. Develops concepts, determines and validates required capabilities for the Army to sustain the current and future force in a JJIM environment. Leads and assists in developing, managing, and integrating Army and joint CBA to validate sustainment required capabilities. Conducts and participates in maneuver sustainment experiments and war games using constructive simulation experiment environments to gain insights, impacts, and recommend DOTMLPF-P changes appropriate for current and future force concepts, systems, and organizations. Monitors and guides S&T experiment initiatives and recommends integration into current and future force.

b. Organization. The SBL consists of two divisions: Concepts & Capabilities Division and Experimentation Analysis and Science and Technology Division.

c. Functions.

1. Develops Army operational, functional and integrating concepts, white papers, implementation and capability plans.

2. Supports the development of joint integrating, operating, and functional concepts and integrates emerging concepts across the TRADOC experimentation community of practice.

3. Develops allied transformation and interoperability concepts and plans.

4. Executes, synchronizes, and integrates sustainment CBAs.

5. Contributes to the development and integration of joint logistics CBAs.

6. Plans and conducts maneuver sustainment experimentation to refine and demonstrate the operational feasibility of concepts and the development of required DOTMLPF-P solutions in support of current and future force.

7. Integrates maneuver sustainment experimentation objective, requirements, and other DOTMLPF products into other battle lab experimentation efforts.

8. Supports and synchronizes CASCOM participation in Army, other services, and joint concept experiments and war games.

9. Provides modeling and simulation guidance and recommendations in support of experimentation and analysis functions across the CASCOM community.

10. Operates the Battle Lab Simulation Collaborative Environment.

11. Identifies, validates, and documents sustainment shortfalls and identify S&T enablers for the force operating capabilities within the sustainment arena; coordinates and integrates sustainment requirements for major S&T programs and initiatives; integrates sustainment S&T
initiatives into experimentation efforts; focuses S&T efforts by providing input to Army
technology objectives, and other S&T prioritization efforts.

(12) Works in collaboration with Logistics Innovation Agency to investigate leading edge
technology from DOD technology base, academia and industry research and development, and
evaluates application to current and future force.

7-4. TRADOC Capabilities Manager - Transportation

a. Mission. Serves as the TCM for all Army current Tactical Wheel Vehicles (TWV) and
current Army Watercraft System (AWS) modernization through the integration of DOTMLPF-P.
In accordance with TR 71-12, TRADOC System Management, TCM-T represents CG TRADOC
and the Chief of Transportation (COT) on all issues concerning development, production, testing,
evaluating, fielding, early operational life support and sustainment for TWVs and AWS. Works
in unison with materiel developers, testers, and Army staff to provide intensive management of
assigned systems and coordinates system development, production, testing, and fielding
milestones with the materiel developer program manager to ensure user requirements are met.

b. Organization. TCM-T operates under a charter signed by the TRADOC CG as the "User
Representative" and is functionally aligned to accomplish the duties outlined in the TCM-T
charter. TCM-T consists of two branches: TWV branch and AWS branch that perform the
functions of assistant TCM-T for their specific area.

c. Functions.

(1) Responsible for duties as outlined in TR 71-12, TRADOC Capability Management, and
CG TRADOC assigned charter.

(2) Participates and provides user guidance/feedback at system test and evaluation
integrated product teams for all variants/systems. Participates and provides user guidance at
system performance-based logistics integrated product teams.

(3) Provides user guidance on testing, fielding, and issue resolution for system
modernization to support the various fleets.

(4) Ensures organizational, doctrinal, and training developments reflect capabilities of the
various systems.

(5) Develops watercraft required capabilities which drives AWS modernization and
ensures the warfighter the ability to project forces worldwide.

(6) Ensures that TWV requirements across the force are correctly stated, justified, and
documented in concept papers and material requirements documents.

(7) Army’s user representative in the overweight waiver process for TWV.
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(8) Ensures Army watercraft modernization efforts are synchronized with the Army Watercraft Master Plan, Army Watercraft Life Cycle Management Strategy and guidance from the AWS Board of Directors.

(9) Supports new watercraft and system fieldings and is the link between the Soldier and the program office.

(10) Works with the Product Director for AWS to ensure that the current fleet is maintained, sustained, and modernized IAW Army policies and doctrine to meet combatant command requirements.

7-5. Enterprise Systems Directorate (ESD) and TRADOC Capabilities Manager - Sustainment Mission Command Systems (TCM-SMCS)

a. Mission. Directs and integrates all capability development and user activities associated with enterprise and sustainment mission command systems and capability areas and contributes to sustaining full-spectrum operations (FSO) in a JIIM environment. Represents CASCOM in all matters of sustainment automation design, development, testing, fielding, and sustainment and coordinates with the DOD, Joint Staff, ACOM, TRADOC Program Integration Office, Army Mission Command (MC) and other joint or interagency organizations to ensure effective integration into the MC. Ensures automated sustainment solutions for multifunctional sustainment capability gaps are identified, documented, programmed by and properly fielded. This includes the automated capabilities related to supply (including ammunition), maintenance, property accounting, transportation and distribution, and related financial accounting and human resources.


c. Functions.

(1) Monitors and synchronizes all aspects of total system design, development, testing, fielding, and sustainment including direct interaction with DoD, ASA (ALT), HQDA G4, the Program Executive Office, Program Manager and development activities of allied and interfacing trading partners, Joint and Army test community, and the fielded ACOM, ASCC, and DRU commands.

(2) Participates in both capability and materiel development. Included in these efforts are design, development, testing, fielding, and sustainment. Also included are system concept analyses; cost performance tradeoffs; and cost analyses by providing detailed warfighting capability impact of specific system characteristics and concepts of operation.

(3) User representative for sustainment Mission Command and Business systems. Prepares TRADOC position on and obtains approval, and participates in decision reviews (In Progress Review/Army Systems Acquisition Review Council/Army Requirements Oversight Council/Joint
Requirements Oversight Council (JROC)/Defense Acquisition Board) and Business Process Reengineering for assigned systems.

(4) Functional lead for definition, design, test development, fielding and sustainment of logistics systems.

(5) Supports information management aspects of sustainment battle lab and concept evaluation prototype initiatives designed to define sustainment enterprise systems requirements.

(6) Primary POC for the identification, analysis, review, and documentation of sustainment communications requirements.

(7) Maintains partnership for architecture responsibilities with Army integrated logistics architecture (AILA) in coordination with ARCIC and LIA for sustainment enterprise systems.

(8) POC for the Logistics Domain, SALE Business Process Council, Executive Steering Committee, and the Army Logistics Enterprise Integration Office.

(9) Co-chairs with HQDA G-46 for the HQDA G-46 Logistics Domain Council of Colonels.

(10) Develops the structure, staffing, and deployment of the sustainment automation support management office. Provides tactics, techniques, and procedures; mission statements; assistance and guidance to other activities and field users for the proper utilization of sustainment automation support management office organizations in the force.

(11) CASCOM and SCoE lead for Army Logistics Portfolio Management reporting and coordination with HQDA G4 and Army Logistics Enterprise Integration Office.

(12) Voting member of logistic system Baseline Configuration Control Board and conducts configuration control boards as required.

7-6. Materiel Systems Directorate

a. Mission. Identifies and documents requirements for materiel approaches that resolve or mitigate gaps in sustainment capabilities for the Army, from gap identification until capability fielding. Ensures that materiel solutions are logistically supportable, sustainable, and maintainable before fielding to Soldiers and units. Serves as the warfighter representative for logistics performance-based agreements. In support of the force modernization and Transportation branch proponents, develops and documents materiel solutions to resolve approved CBA sustainment capability gaps in transportation related capabilities, to include ground and surface mobility system gaps. In support of force modernization and Ordnance branch proponents, develops and documents materiel solutions to resolve gaps in ammunition, calibration and repair, embedded diagnostics, ground maintenance, and test measurement and diagnostic equipment (TMDE) capabilities. In support of the force modernization and Quartermaster branch proponents, develops and documents materiel solutions to resolve gaps in sustainment-related capabilities, including
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aerial delivery, mortuary affairs, field feeding, field hygiene, materiel handling, petroleum storage, distribution and quality, and water purification, storage and distribution and quality. MSD also serves as CASCOM capability integration and development lead in the planning, development, integration, assessment, and support of system product support capabilities to all Army and joint interest materiel system development programs and additionally serves as the TRADOC proponent for Operational Energy (OE).

b. Organization. The Materiel Systems Directorate consists of five divisions: three proponent materiel divisions: Ordnance Materiel Division, Quartermaster Materiel Division, and Transportation Materiel Division; the Integrated Logistics Support Division, and the Future Systems Integration Division which includes the TRADOC Operation Energy Office.

c. Functions.

(1) Capabilities developer and user representative for ground maintenance systems; automatic test equipment; calibration and repair; embedded diagnostics; prognostics; TMDE; tools, sets, kits, and outfits; munitions; petroleum and water storage; distribution; quality surveillance systems; water purification; container and materials handling equipment; ground and watercraft transport systems; sustainment enablers for terminal operations; mobility enhancement systems; batteries; on-board power; tactical electric power generation (.5 KW to 200 KW); environmental control systems; individual equipment; shelters; field services systems; life support systems; cargo aerial delivery equipment; field feeding systems; and Mortuary Affairs systems.

(2) Executes/supports all steps of the JCIDS process including initial capabilities document (ICD), capability development document (CDD), and capability production document (CPD) development for sustainment systems and non-proponent major combat systems. Serves as an active participant in Integrated Process Teams (IPTs), and in providing support to program/product managers in the acquisition and fielding of materiel systems.

(3) Serves as TRADOC project office for battlefield recovery. Provides support to DoD live fire test and evaluation for new Army and joint interest equipment to determine battle damage assessment and repair (BDAR) requirements. Develops new BDAR and battlefield recovery capabilities based on documented capability gaps. Support the development of BDAR and recovery training and doctrine.

(4) Conducts product support assessments for emerging Army and joint materiel systems to develop and define system logistics requirements. Supports materiel and training proponents in the development of life cycle sustainment plans and the conduct of logistics test and evaluation. Defines the impact to Army sustainment and determines applicability to sustainment organizations. Supports Army and joint agencies in the planning of military and contracted logistics support through the product support assessment and JCIDS development process. Reviews all associated logistics support documentation products for acquisition milestone decisions.

(5) Develops, analyzes, and recommends changes to materiel and acquisition policies, procedures, and regulatory requirements.
(6) Executing organization for the HQDA G-4 sponsored Supply and Maintenance Assessment and Review Team Suggestion Program. Receives suggestions, assigns appropriate evaluators, ensures timely evaluation, informs suggestion providers of evaluation, tracks awards, and promotes the benefits of the Supply and Maintenance Assessment and Review Team (SMART) program throughout the Army.

(7) Supports and conducts cost benefit analyses and business case analyses for emerging sustainment materiel systems to determine life-cycle costs and to support JCIDS approval.

(8) Provides input to operational ration development to the Joint Culinary CoE Subsistence and the DoD Combat Feeding Program.

(9) TRADOC SME for international ammunition logistics program support.

(10) Researches, analyzes, documents, and integrates logistics support requirements, training products, and doctrine development for Army BDE modernization.

(11) Develops reliability, availability, and maintainability (RAM) and other supportability requirements for JCIDS documents supporting future materiel.

(12) Support VCSA Capability Portfolio Reviews for assigned programs.


(14) Assist Army G-8 in Army Equipping Strategy Development/Updates.

(15) Assist PEOs in assigned program Army System Reviews.

(16) Maintain OE information and maintain situational awareness for the Command.

(17) TRADOC OE lead capability integrator across all TRADOC Centers of Excellence.

(18) Staff and manage OE JCIDS documents

(19) CASCOM lead, supporting the Army Agile Process/Network Integration Evaluations through all phases of the process.

7-7. Deployment Process Modernization Office

a. Mission. Lead for the Army deployment process. Integrates deployment requirements across the Army and executes solutions for their resolution to satisfy current and evolving total Army deployment and redeployment requirements. Guides the integration of deployment and distribution by identifying and developing corresponding policies, concepts, doctrine, training, related deployment and distribution automated information systems, and enablers; and conducting experiments, analyses, and studies to facilitate deployment and distribution capabilities.
b. Organization. Consists of four branches: Operations and Training Branch; Deployment Information Systems Branch; Deployment Support Branch; and Deployment Analysis Branch.

c. Functions.

1. Serve as the proponent for the Army’s deployment process and provides recommendations to HQDA G-3/5/7 and G-4 on deployment and distribution doctrine, policy and process.

2. In accordance with ALARACT 194-2012, serve as the Army lead for DA G-3/5/7 and DA G-4 Rapid Expeditionary Deployment Initiative.

3. Serve as lead agency for CASCOM Strategic Plan (CSP) Major Objective (MO) 3.2, Operationalize Rapid Expeditionary Deployment Initiative (REDI). Office of primary responsibility for initiatives such as the REDI Toolbox, REDI Deployment Assistance Teams, REDI-Connect, REDI Lessons-Learned, and REDI Computer Applications.

4. Serve as the CASCOM lead in support of Army Campaign Plan (ACP) 4-6.3.5, Operationalize Rapid Expeditionary Deployment Initiative (REDI).

5. Serve as the lead Army agency for incorporating REDI tools and products into the TRADOC training and education system under the Institutionalize REDI program.

6. Develop for publication deployment, redeployment and distribution doctrine. Assist HQDA G3/5/7 and HQDA G4 with concept development and policy revision associated with deployment and redeployment.

7. Per AR 595-93, Army Deployment and Redeployment, serve as Executive Agent for the Army-level Command Deployment Discipline Program (CDDP). In concert with FORSCOM G-4, serve as a member of the FORSCOM evaluation team conducting Corps-level inspections in support of the Army CDDP.

8. In concert with FORSCOM G-3/5/7, serve as a member of FORSCOM’s evaluation team conducting Army Level 3 Emergency Deployment Readiness Exercises (EDRE) and Sea Emergency Deployment Readiness Exercises (SEDRE) in support of the Army’s Deployment Readiness Exercise (DRE) program.

9. Support developing, testing, and fielding of deployment and distribution transportation information systems. Prioritize DoD data requirements for incorporation into current deployment and distribution automation systems. Serve as Chair of Capability Control Board for select Transportation Information Systems.

10. Develop, collect, and screen issues and desired capabilities for the next generation transportation automation system or subsystem. Ally with CASCOM Enterprise Systems Directorate to develop and facilitate a comprehensive end-to-end logistics enterprise solution.
(11) Responsible for deployment and distribution capability gap analysis that cross-walks the needs of the current and future Army with the other services and Joint Forces Capability “Gap” requirements. Identify capability gaps and technological shortfalls in the Army deployment and redeployment process. Assess the value of emerging, deployment enablers to address the gaps and shortfalls through technology demonstrations, experimentation, analysis, and simulation. Support Army/Joint Force Projection related Science and Technology (S&T) Research and Development (R&D) programs, experiments and wargames to shape the Army’s force projection and deployment capabilities.

(12) Provide deployment analysis in support of Joint and Army Title 10 wargames, concepts, and force design.

(13) Administer the Chief of Staff Army Deployment Excellence Award Program IAW AR 525-93.

(14) Produce the Division Transportation Officer/Mobility Officer (DTO/MO) newsletter for worldwide distribution.

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**Chapter 8 Army Logistics University (ALU)**

a. Mission. Enhance the logistics capability and sustainability of U.S. forces by educating and developing leaders in logistics, acquisition, requirements development, and operations research/systems analysis.

b. Organization.

(1) ALU consists of a headquarters, three colleges, Dean of Education & Operations (DEO), a logistics NCO Academy and the 71st Transportation Battalion. The three colleges are College of Professional and Continuing Education (CPCE), Logistics Leader College (LLC), and Technical Logistics College (TLC) (see figure 8-1).

(2) The Logistics NCOA is an organization within the Army Logistics University. The ALU President and the ALU Commandant are senior rater and rater for the NCOA Commandant, respectively.
Figure 8-1. Army Logistics University

c. Functions. Manages, integrates, directs, and resources colleges to provide IMT, PME, civilian intern, and functional training and education to Army and DoD sustainment, acquisition, requirements determination, and operations research/systems analysis personnel, and provides staff & faculty development in support of all CASCOM training and educational activities.

Section I

8-1. Office of the President

a. President. As a member of the Senior Executive Service, serves as the principal advisor to the CG, CASCOM, on sustainment leader development and education programs in logistics, operations research and Army acquisition. Acts as the lead agent for the Army Logistics Leader Development Board. Directs all ALU education and operational activities in accordance with the policies and direction established by the CG, CASCOM, selected Army staff (G-1, G-3/5/7, G-4, G-8, Department of the Army Staff Agencies and Department of the Army Military Operations and the Army Director of Acquisition Career Management (Principal Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)), and other organizations such as the Civilian Logistics Career Management Office, TRADOC’s Army Requirements and Capabilities Integration Center, the Defense Logistics Agency, Joint Staff
Director of Logistics (DJ4), USAF A9, and the Center for Joint and Strategic Logistics. Directs and manages the ALU outreach efforts with universities, across DoD, and the international and interagency communities.

b. Deputies. Senior advisors and consultants to the President and staff. Empowered to act for the President in his absence and to represent the University.

(1) Commandant/Military Deputy.

(a) In accordance with AR 600-20, the ALU Commandant has command authorities and responsibilities for all personnel assigned or attached to ALU and NCOA. The ALU Commandant serves as the Special Courts Martial Convening Authority (SPCMCA) for all military personnel assigned or attached to ALU and NCOA.

(b) Responsible for overseeing the day-to-day education and training operations, to include reserve affairs. Coordinates actions across the colleges and academy to include strategic planning. Serves as lead agent for the Logistics Leader Development Board Council of Colonels.

(2) Civilian Deputy. Has full executive authority to direct mission activities including: resource management, contract management, civilian personnel, Quality Assurance, the Army Sustainment professional bulletin, and strategic planning.

8-2. Quality Assurance Element and Lessons Learned

a. Mission. ALU QAE executes special staff functions for the ALU President; advises the ALU leadership, Deans, Committee Chairs, and subordinate commanders on the quality of training/education and other DOTMLPF functions IAW Army Accreditation Standards within the ALU in conjunction with the proponent QAEs. Ensures academic and training standards are known and followed by the colleges and Logistics NCO Academy. Assists with implementing new standards and ensures standardization and compliance. Focal point for collecting and disseminating L2 from across the Army to the ALU.

b. The ALU QAE consists of one representative (GS13 Chief) and provides focused assistance to the ALU senior staff and the CPCE. Advises the ALU senior leadership on the quality of education and training related to the Army Accreditation Standards within the ALU in coordination with the proponent school (OD, QM, TC) QAEs.

c. Functions.

(1) Conducts internal evaluations of ALU staff and CPCE training and education functions against Army Accreditation Standards IAW the Master Evaluation Plan.

(2) Ensures training meets compliance standards IAW TRADOC regulations.
CASCOM Regulation 10-5

(3) Recommends changes to instruction to improve training and education effectiveness (trends, findings, recommendations for improvement).

(4) Advises deans, committee chairs, and course managers on ways to implement and/or improve training and education quality control measures.

(5) Provides assessments and recommendations to ensure the quality and effectiveness of logistics training by conducting and assessing training and education through the use of a variety of assessment tools (observations, evaluations, surveys).

(6) Provides accreditation oversight by assisting in preparing the ALU staff for TRADOC accreditation evaluations.

(7) Leads the annual self assessment and pre-accreditation self assessment against Army accreditation standards.

(8) Provides focused and special assistance to deans, committee chairs, and course managers to improve identified areas of concern related to training, education, and training support.

8-3. Army Sustainment Magazine

Mission. Publishes bimonthly issues of Army Sustainment, the official Army professional magazine on logistics, and maintains the Army Sustainment web site. Army Sustainment disseminates timely, authoritative information on Army and Defense sustainment plans, programs, policies, operations, procedures, and doctrine for the benefit of all Army personnel. Army Sustainment provides a forum for sustainers to express original, creative, and innovative thoughts about sustainment practices and experiences.

8-4. Reserve Component (RC) Office

Mission. Deputy Assistant Commandants for the USAR and the ARNG. Advise the ALU leadership on all matters concerning the RC and assists the ALU staff and faculty on administrative and instructional matters pertaining to the RC. Administers and coordinates the RC programs within ALU and promotes the ALU curriculum within the Reserve community. Represent the Chief, USAR, and the Chief, National Guard Bureau (NGB), on ALU matters that impact on the RC. Serves as a key element in the Army multi-component unit force, ensuring that the AA, USAR, and ARNG work as a fully integrated team. Teach courses as required.

Section II

8-5. Dean of Education and Operations (DEO)
a. Mission. Provide logistics, administrative, operational, training, and academic support to allow the effective functioning of the ALU.

b. Organization. The Dean of Education and Operations consists of two subordinate elements: Education Division (ED); and Operations Division. The ED includes Staff & Faculty Development Office, Training Requirements Analysis System (TRAS) Office, and the Office of the ALU Registrar. The Operations Division includes the Programs, Plans & Operations Branch, the Logistics Research Library, and the International Military Student Office.

c. Functions.

(1) Prepares guidance for training execution initiatives IAW HQDA and TRADOC standards.

(2) Develops policies and procedures pertaining to the conduct and administration of resident, mobile, and distance learning training. Maintains liaison and coordinates with TRADOC G-3/5/7.

(3) Coordinates priorities of ALU input into the HQDA/TRADOC Army Training Requirements and Resources System (ATRRS) defining out-year resources and training workload.

(4) POC for ALU input to the HQDA SMDR to validate training requirements and capacities. Coordinates ALU resident training issues with HRC and HQDA G-3; POC for training requirements of the NGB; Office of the Chief, Army Reserves (OCAR); FORSCOM; U.S. Marine Corps (USMC); U.S. Navy (USN); the U.S. Air Force (USAF); and the U.S. Coast Guard (USCG).

(5) Lead Defense Travel Administrator for the ALU.

(6) Synchronizes training requirements and resources across ALU.

(7) Manages ALU strategic functions, MOA/MOU and partnerships with other educational institutions and organizations.

8-6. Education Division (ED), DEO

a. Supports ALU by coordinating and facilitating academic accreditations with the American Council on Education (ACE) and the Council on Occupational Education (COE).

b. Conduit of official communication between TOMA/TRADOC HQ, Course Sponsors, Proponents, MOA/MOU stakeholders, the university, and its subordinate activities.

c. ED consists of the following:

(1) TRAS Office. Assists CPCE and LLC with development of TRAS documents; submits TRAS documents to TRADOC for validation. Reviews and suggests corrections on TRAS documents developed for ALU implementation. Performs academic support tasks to include the
CASCOM Regulation 10-5

preparation for COE, QA, and ACE accreditations. Performs various responsibilities as Outreach Coordinator for ALU to include establishing and maintaining MOA/MOU, and partnership agreements. Provides advice, counsel, and guidance to the CPCE/LLC staff and faculty on TDC; monitors the CPCE/LLC TDC database and responds to a variety of inquiries from CPCE/LLC Course Directors, CASCOM, and HQ TRADOC; assigns roles and permissions to users in TDC. Coordinates administration of the CPCE correspondence and certificate programs, to include providing necessary support to CPCE Course Directors, students and ATSC/AIPD. Reviews and reconciles course information housed in ATRRS, TDC, and the ALU website.

(2) Staff and Faculty Development Office. Ensures CASCOM instructors and training support personnel have the capability to perform their jobs to standard. Develops and qualifies CASCOM faculty and cadre members through course offerings on instruction, training and curriculum development and the Army Profession and Ethics. Provides educational and professional development opportunities to support members in maintaining their military and educational competencies. Consults and researches on matters concerning instruction/facilitation and training/curriculum development areas within ALU. Conducts ALU Instructor/Educator (JOY/EOY) of the year program for ALU and coordinates TRADOC JOY/EOY submissions. Coordinates with CASCOM on HQ TRADOC instructor and training development initiatives. Supports CASCOM CP32 initiative and Fort Lee Civilian professional development. Reviews and provides feedback on associated TRADOC Regulations, manuals, and other publications. Provides the Installation Staff Contractor Training Course support to tenant units and organizations.

(3) Registrar. Manages many functions of ATRRS to maintain student load reports that include projected loads and actual inputs. Performs academic services to include: Establishing resident student records in the resident individual training management system (RITMS); preparing reports and statistical data from RITMS and ATRRS; finalizing student records; preparing graduation documents/diplomas.

8-7. Operations Division, DEO

a. Provides staff supervision of university level programs, develops short term and strategic plans, and manages current operations.

b. Conduit of official communication between CASCOM G-3, the university, and its subordinate activities.

c. The Operations Division consists of the following:

(1) International Military Student Office. Plans and executes the International Military Education and Training and Foreign Military Sales components of the TRADOC Security Assistance Training Field Activity at Fort Lee according to AR 12-15, Joint Security Assistance Training. Provides control, liaison, logistical, and administrative support to all assigned international military officers, NCoF, and families attending each logistics branch school and ALU.
(2) Army Logistics Research Library. Provides academic, technical, combat development, and doctrinal research support. Maintains a collection of reference material and online databases in support of PME, IMT, functional courses, and sustainment research.

(3) Programs, Plans and Operations Branch. Manages instructor and support contracts; conducts QA reviews of contract instructors’ work; develops and documents unfinanced requirements; prepares procurement actions; prepares and maintains all university GFEBS transactions; manages and oversees manpower actions; oversees the university SharePoint dashboard; documents university history; receives, processes, and acts on all external OPORDs, taskings and requirements directed to the university; develops and maintains the strategic plan; develops plans for events and future operations; coordinates and publishes OPORDs, WARNORDS and FRAGORDs; manages current operations of the university; and supervises facility maintenance.

Section III

8-8. College of Professional and Continuing Education (CPCE)

a. Mission. Enhances the readiness and sustainability of U.S. forces through the execution of training, education, and consulting in logistics, acquisition, manpower requirements determination, capabilities development, doctrine development, operational contract support, operations research/systems analysis (ORSA), and other functional courses as assigned.

b. Organization. Consists of two schools; School of Advanced Studies, and School of Continuing Education.

c. Functions.

(1) Educates across the enterprise in the areas of joint operations logistics, operations research/systems analysis, Army Materiel Command and Defense logistics management, contracting, contracting support, and requirements development. Provides career development education for Army logisticians, develops theater logistics planners, strategic logisticians, and provides corporate development of select personnel under the auspices of US Army Materiel Command (USAMC), TRADOC’s Combined Arms Center, Army Requirements and Capabilities Integration Center (ARCIC), the Defense Logistics Agency (DLA), the Army G-1, G-3/5/7, G-4, G-8, DASA and DAMO, the Army Director of Acquisition Career Management (Principal Military Deputy to the ASA (ALT)), Joint Staff Director of Logistics (DJ4), USAF A9, and the Center for Joint and Strategic Logistics.

(2) Educates on the acquisition and capabilities processes including capability identification and integration, requirements determination, contracting, program management, operational contract support and contracting officer representation.

(3) Educates on military applications of operations research/systems analysis including tools, techniques and study team leadership and the intermediate level education (ILE) credentialing course for functional area 49.
CASCOM Regulation 10-5

(4) Provides SMEs for education, and consulting in assigned areas of specialization.

(5) Determines best educational mode (accredited resident, off-campus instruction, computer-based learning, or contracted instruction) and conduct/arranges and monitors required courses. Serves as ALU lead agent for establishment of select cooperative degree programs.

(6) Counsels and advises students in all courses within the purview of each school and evaluates student progress during the conduct of instruction.

(7) Reviews and comments on DoD, HQDA, and TRs, manuals, and other publications. Consults with proponent offices on matters concerning the specific functional areas within ALU.

(8) Conducts periodic reviews of courses in concert with the many entities that sponsor or provide technical reviews of CPCE courses such as Army G-1, Army G-3/5/7 & ARCIC, Army G-4, Army G-8, DLA, AMC, and the principle Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology.

8-9. School of Advanced Studies (SAS), CPCE

SAS manages the full range of Army educational processes to include Analysis, Design, Development, Implementation, and Evaluation (ADDIE) for functional courses under its purview. SAS programs are designed to develop military and civilian career logisticians in the fields of: enterprise logistics, theater logistics, joint logistics, reserve component logistics, and logistics intern training. SAS provides detailed instruction and application of mathematical, statistical, and computer skills necessary for military applications of operations research including: operations research/systems analysis, statistics, combat modeling and other IT applications to Army officers, Air Force officers and DoD civilians. SAS conducts the ILE finishing course for functional area 49 majors. Develops and delivers new functional courses as directed.

8-10. School of Continuing Education (SCE), CPCE

SCE manages the full range of Army educational processes to include Analysis, Design, Development, Implementation, and Evaluation (ADDIE) for functional courses under its purview. SCE programs are focused at the enterprise level of logistics in support of USAMC, DLA, and other DoD elements covering specialized topics in: maintenance, distribution, and inventory management, demilitarization, logistics assistance program, environmental policies, hazardous materials and waste handling, and installation logistics. Provides administrative control over acquisition courses designed and delivered under the auspices of the Army Acquisition Center of Excellence, based in Huntsville, AL; develops and conducts courses that support the DoD, HQDA, and TRADOC capabilities and integration and training processes including: acquisition policy, program management, the Joint Capabilities Integration and Development System, manpower and force management; offers courses for non-acquisition professionals responsible for performing contract management support in the areas of operational contract support and contracting officer representation; and develops and delivers new functional courses as directed.
Section IV

8-11. Logistics Leader College (LLC)

a. Mission. Trains and educates QM, OD, TC and logistics group (LG) personnel and select Army Medical Services Corps officers on all functions associated with logistics leadership and sustainment operations. Provides functional training to military and civilian personnel.

b. Organization. Consists of three departments: Captain Career Training Department, Basic Officer Leader Department, and Applied Logistics Studies Department.

c. Functions.

(1) Conducts IMT and PME training and educational courses for officers designed to develop branch technical and multifunctional logistics competencies as well as leadership capabilities of career logisticians.

(2) Conducts all AC and RC logistics captains’ career courses.

(3) Conducts functional sustainment courses focused principally at the officer and NCO level.

(4) Conducts the pre-command courses for command designees for Army operational logistics organizations, depots, Surface Deployment and Distribution Command, and contracting commands.

(5) Conducts Basic Officer Leaders course (BOLC) for QM, OD and TC.

(6) Conducts mission commend and automated system training across the university.

(7) Serves as the CASCOM lead for logistics leader development within Army-wide forums.

8-12. Captain Career Training Department, LLC

Instructs, supervises, and supports all aspects of the logistics Active Duty and Reserve component CCCs. Courses are attended by AA, RC and U. S. Marines 1st Lieutenants (Promotable) and Captains, and international officers. Upon course completion, U.S. Army officers are accessed into the LG. Serves as point of contact for distance learning requirements for CCCs.

8-13. Basic Officer Leader Department, LLC

Instructs, supervises and supports all QM, OD, and TC BOLCs. Courses are attended by AC and RC lieutenants; selected civilian interns; and international officers. Upon course completion, officers are prepared to serve in their accessed basic branches and civilian interns have an understanding of future customer support requirements.
8-14. Applied Logistics Studies Department, LLC

Conducts functional sustainment courses focused for the officer, warrant officer, and NCO level to include the Pre-Command and Support Operations courses. Instruction is primarily classroom or automated system courses that do not depend on hands-on operation of field equipment. Supports the university for MCASP, LIS, GCSS-Army and simulations training.

Section V

8-15. Technical Logistics College (TLC)

a. Mission. Provides IMT and PME to Army QM, OD, and TC WOs to enhance Army readiness and sustainability through mentoring, training, education, consulting, and research.

b. Organization. Consists of three departments: the Ordnance WO Training Department, the Quartermaster WO Training Department, and the Transportation WO Training Department. Instructors assigned to the Technical Logistics College departments are attached to the branch schools to execute training under operational control of the branch commandants.

c. Functions.

(1) Provides administrative oversight and support for implementing and executing WO PME in advanced WO courses.

(2) Provides administrative oversight and support for implementing and executing WO IMT in basic WO courses.

(3) Coordinates course schedules with ALU and branch proponent schools, student in-processing within the ALU chain of command, common-core instruction, and matrix instructional support provided to sister colleges/academies in the ALU. Provides matrix support to branch and proponent schools, to include their graduation ceremonies. Assists CASCOM and CASCOM G-3 training, individual branch, and proponent schools in course POI and lesson plans reviews, and assists in the critical task review process to ensure training is relevant to the operational needs of the Army.

(4) Provides matrix support and access to all ALU facilities to support branch school commandants in training their WO force. This includes classrooms, general labs, STAMIS labs, and specific SME instructional talent within ALU.

(5) In partnership with ALU, provides the doorway to develop ongoing partnerships with accredited civilian institutes of learning specifically designed for WOs within the Logistics Corps.

8-16. Ordnance Warrant Officer Training Department, TLC

Coordinates course schedules with ALU and other branch proponent schools, conducts student in-processing within the ALU chain of command, executes all common-core instruction, and provides matrix instructional support to the branch commandant schools. Responsible to
synchronize each branch’s shared common core training within the ALU master schedule and manage common core training execution in shared environments under ALU (when possible). (Exceptions are MOS 948B Electronic Systems Maintenance Technician certified at Signal School, Fort Gordon; MOS 919A Engineer Maintenance Technician certified at the Engineer School, Fort Leonard Wood; and MOS 880A Marine Deck WO and 881A and Marine Engineer WO certified at by the Maritime Training Department, TS, Fort Eustis.)

8-17. Quartermaster Warrant Officer Training Department, TLC

Coordinates course schedules with ALU and other branch proponent schools, conducts student in-processing within the ALU chain of command, executes all common-core instruction, and provides matrix instructional support to the branch commandant schools. Responsible to synchronize each branch’s shared common core training within the ALU master schedule and manage common core training execution in shared environments under ALU (when possible). (Exceptions are MOS 948B Electronic Systems Maintenance Technician certified at Signal School, Fort Gordon; MOS 919A Engineer Maintenance Technician certified at the Engineer School, Fort Leonard Wood; and MOS 880A Marine Deck WO and 881A and Marine Engineer WO certified at by the Maritime Training Department, TS, Fort Eustis.)

8-18. Transportation Warrant Officer Training Department, TLC

Coordinates course schedules with ALU and other branch proponent schools, conducts student in-processing within the ALU chain of command, executes all common-core instruction, and provides matrix instructional support to the branch commandant schools. Responsible to synchronize each branch’s shared common core training within the ALU master schedule and manage common core training execution in shared environments under ALU (when possible). (Exceptions are MOS 948B Electronic Systems Maintenance Technician certified at Signal School, Fort Gordon; MOS 919A Engineer Maintenance Technician certified at the Engineer School, Fort Leonard Wood; and MOS 880A Marine Deck WO and 881A and Marine Engineer WO certified at by the Maritime Training Department, TS, Fort Eustis.)

Section VI

8-19. Logistics Noncommissioned Officer Academy (NCOA)

a. Mission. To provide the Army's Logistics Noncommissioned Officers with relevant and high quality technical training and leader development education. The Academy utilizes simulated combat methods such as combatives, Virtual Battle Space 3 (VBS3) and situational training exercises while conducting technical common core and leadership training for Advanced Leader Course (ALC) and Senior Leader Course (SLC) students. In coordination with the Logistics Proponent Schools the Academy provides technical and hands-on training positioning graduates to successfully meet the challenges of the Operational Environment (OE).

b. Organization. Consists of an Administration, Operations and Supply Section and two training branches: Advanced Leaders Course (ALC) Branch and Senior Leaders Course (SLC) Branch.
c. Functions.

(1) Develops skilled, agile, and adaptive logistics NCO leaders capable of supporting the force and leading Soldiers in the current operating environment.

(2) Provide multi-functional reach-back logisticians with knowledge and tools who are able to accomplish the mission to provide the right support, on time, in the right condition and quantity to America’s operational Army— in peace and war.

(3) Provides administrative, operations management, and logistics support for assigned NCOA faculty, staff, and students.

(4) Exercises mission command over assigned staff, faculty, and assigned students.

8-20. Advanced Leaders Course Branch, NCOA

Provides advanced MOS training and common leader development subjects designed to prepare NCoF/S for assignment at the platoon sergeant/battalion staff level.

8-21. Senior Leaders Course Branch, NCOA

Provides senior MOS training and common leader development subjects designed to prepare NCoF/S for assignment at the first sergeant/brigade staff level.

Section VII

8-22. 71st Transportation Battalion

a. Mission. Provides human resource, operational, and logistical support to the Army Logistics University IOT ensure relevant, world-class education and training of Sustainment leaders.

b. Organization. Consists of a Command Group, S1, S2/3, S4, and Chaplain Office and six companies (see Figure 8-2).
c. Functions.

(1) Commander.

(a) Executes policies directed on behalf of the ALU President and Commandant for staff, faculty and students attached and assigned.

(b) Serves as the Summary Court Martial Authority (SCMCA) for personnel assigned and attached to ALU and NCOA.

(c) Provides administrative and operations security support to the ALU.

(2) Command Sergeant Major. Assists the Commander as the Senior NCO within the BN. Principal advisor to the Commander regarding Soldier issues, disciplinary actions, and the execution of training for assigned staff and faculty.

(3) Executive Officer. Assists the Commander in all areas related to the planning, resourcing, and execution of BN activities. Assumes C2 in the absence of the Commander. Coordinates the efforts of the battalion staff and subordinate elements.

(4) S1 (Administration). Provides human resources support and administrative actions to assigned and attached students, staff, and faculty for ALU. Maintains the BN’s sponsorship programs. Ensures the accountability of military personnel.

(5) S2/3 (in conjunction with DEO (Operations, Training, and Intelligence/Security Office)). Coordinates and plans for all operations and training for personnel assigned and attached. Prepares short- and long-range training for the staff and faculty. Coordinates all support for courses requiring external exercises and training. Manages ALU serious incident reports
(SIR). Serves as the security manager for ALU. Oversees security as it pertains to operations, information, personnel, anti-terrorism, and physical.

(6) S4 (Logistics Office). Manages and maintains BN property IAW applicable regulations and guidance. Manages CSDP.

(7) Chaplain. Provides comprehensive Religious Support to the Soldiers, Families and leadership of the ALU to enhance readiness through Spiritual Fitness and Resiliency.

8-23. 71st Transportation Battalion Subordinate Companies

a. Provides command, logistical, administrative support to personnel assigned or attached to enable supported organizations to execute their assigned missions. Directs the unit training program and conducts the Army Physical Fitness Test (APFT), Physical Training, Weapons Qualifications, Army Weight Control Program, Unit Prevention Leaders, and other required activities.

b. 2nd Staff and Faculty, Transportation School. Provides continuous command, logistical, administrative support to military instructional and student personnel assigned/attached to 2nd Staff and Faculty to enable supported organizations to execute their assigned missions at JBLE and Fort Lee. Directs the unit training program and conducts the Army Physical Fitness Test (APFT), Physical Training, Weapons Qualifications, Army Weight Control Program, UPL, and other required activities. Ensures that the Transportation IET Soldiers are proficient, battle focused, deployment ready and prepared to contribute and survive with a Warrior Spirit.

Chapter 9 Quartermaster School (QMS)

a. Mission. Trains, educates, and develops Army, Joint, Interagency, Intergovernmental and multinational adaptive Quartermaster professionals; provides Quartermaster doctrine and capabilities to operational forces in support of unified land operations.

b. Organization. Consists of a Command Group, a Personnel Proponent Office, the QM Museum, the Army Women’s Museum, a Reserve Component Affairs Office, a Training Management Office (TMO), the 23rd QM Bde, and five training departments: Aerial Delivery and Field Services Department (ADFSD); Petroleum and Water Department (PWD); Logistics Training Department (LTD); Joint Culinary CoE (JCoE); and the Joint Mortuary Affairs Center (JMAC) (see figure 9-1).
c. Functions.

(1) Trains and educates Soldiers, Civilians, and members of other services and nations in QM skills and functions. Develops aerial delivery, Mortuary Affairs (MA), and food service doctrine for the current and future Army and supports the Army’s accessions mission.

(2) Conducts Advanced Individual Training (AIT), Soldierization, common skills, and warrior tasks and battle drills training for nine enlisted MOS. Lead on all QM matters to include QM commissioned officer specialty codes, Warrant Officer (WO) MOS, enlisted career management fields (CMF), additional skill identifiers (ASI), civilian occupational series, and associated lifecycle management functions, IAW AR 600-3, The Army Personnel Development System. Execute the eight lifecycle personnel development functions (structure, acquisition, distribution, sustainment, separation, deployment, individual training, and professional development) for QM Soldiers and Civilians.

(3) Supports the overseas contingency operation with Mobile Training Teams (MTT) to assist deploying units and unified operation training requirements.
(4) DoD training and doctrine integration center for Mortuary Affairs (MA) and directed by HQDA G-4 to execute the logistics functions of the DoD Executive Agent (EA) mission for MA. Assists and provides technical advice to the Joint Staff, all services, and the Central Joint MA Board for the development of joint MA policy and procedures. Manages and chairs the configuration control boards for the Mortuary Affairs Reporting and Tracking System. Lead for joint and Army MA equipment development. Provide MA Subject Matter Expert (SME) for mass fatality planning, management, and operations to support Federal and civil disaster relief and emergency response efforts.

(5) HQDA G-4 lead for the Army Food Service Programs. Monitor materiel development, acquisition, and fielding. Provide a Chairman and voting member of DoD Food Service Programs and Equipment Committees.

(6) HQDA G-4 lead for airdrop parachute recovery and aircraft personnel escape systems; joint airdrop inspection records; and malfunction investigations and activity reporting.

(7) QM Quality Assurance Elements (QAE) executes special staff functions for the QMS Commandant; advises the QMS Commandant and subordinate commanders on the quality of proposer quartermaster training/education and other DOTMLPF functions IAW the Army Accreditation Standards within the QMS, CASCOM’s Army Logistics University, and functionally aligned Reserve Component TASS Brigades/Battalions. Ensures academic and training standards are known and followed by the training departments. Assists with implementing new standards and ensures standardization and compliance. Focal point for collecting and disseminating L2 from across the Army to the QMS.

(a) The QM QAE consists of a team lead by a GS-13 Chief and provides focused assistance to the QM School. Advises the QM Commandant and subordinate commanders on the quality of training related to the Army Accreditation Standards within the QM School, CASCOM’s Army Logistics University, and functionally aligned Reserve Component TASS Brigades/Battalions.

(b) Conducts accreditations of functionally aligned RC training organizations and internal evaluations of QM staff, training and education functions against Army Accreditation Standards IAW the Master Evaluation Plan.

(c) Ensures training meets compliance standards IAW TRADOC regulations.

(d) Recommends changes to instruction to improve training effectiveness (trends, findings, recommendations for improvement).

(e) Advises training unit commanders/course managers on ways to implement and/or improve training quality control measures.

(f) Provides assessments and recommendations to ensure the quality and effectiveness of QM training by conducting and assessing training through the use of a variety of assessment tools (observations, evaluations, surveys).
(g) Provides accreditation oversight by assisting in preparing the QM School for TRADOC accreditation evaluations.

(h) Leads the annual self assessment and pre-accreditation self assessment against Army accreditation standards.

(i) Provides focused and special assistance to commanders and course managers to improve identified areas of concern related to training, education, and training support.

(j) Provides Accreditation oversight and leads the accreditation of all aligned QM RC training at two Army National Guard (ARNG) TASS Battalions comprised of 10 QM training companies, one United States Army Reserve (USAR) QM Brigade, and two Multi-functional Training Brigades (MFTBs).

(k) Provides liaison between the senior CASCOM and QM School ARNG and USAR advisors, the ARNG QM SMEs, USAR CMF SMEs, the CASCOM TD3 Quartermaster Division, and the QM RC TASS Battalion commanders.

(8) Executes the HQDA Supply Excellence and Philip A. Connelly Award Program.

(9) Accredits Reserve Component (RC) training.

(10) Provide proponent coordination and supervision of QM unique officer, WO, and NCO PME regardless of training location.

(11) Supports QM equipment-oriented technical training requirements for officers, WOs, and NCO courses within the Army Logistics University (ALU) in accordance with locally negotiated procedures and commensurate with resources provided by HQ TRADOC.

(12) Lead for QM materiel, force structure, and warfighting support concepts.

(13) Reviews and recommends revisions to training publications and media based on established doctrine and approved HQDA agency-wide literature programs.

(14) Maintains liaison with and provides logistical and training support to the RC within the geographical support area.

(15) Exercises general court-martial jurisdiction over, and acts as general court-martial convening authority for the QMS and selected tenant and unit activities assigned and attached at Fort Lee.

(16) Oversees the QM and Army Women’s Museums.

(17) Coordinates with the appropriate CASCOM staff to manage and maintain QM training: that includes Structure Manning Decision Review (SMDR); Army Training Requirements and
CASCOM Regulation 10-5

Resources System (ATRRS); Training Requirements Arbitration Panel (TRAP); Program of Instruction (POI) implementation; lesson plans and training support development; and equipment fielding and training.

(18) Oversees the design, development, and integration of QM warfighting requirements; fosters innovation; and leads change.

(19) Provides SME reach back support to the Operational Environment.

Section I

9-1. Command Group

a. Quartermaster General (QMG) commands the QMS. Principal advisor to the CG, CASCOM and TRADOC on QM DOTMLPF matters. Ensures the QMS recruits, trains, and educates Soldiers, develops leaders, and supports training in units. Provides and supports equipment-oriented technical training requirements for officers, WOs, and NCO courses within the ALU and the QMS. QMG, as the commandant and chief of branch, leads all matters of propensity and development of the U.S. Army QM Corps to ensure it can perform its mission in support of the U.S. Army. As Commandant focuses talent management on growing leaders (officers, warrant officers, and Non-commissioned officers) for the future success of the Army; engage and mentor leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly connects, schoolhouse and command engagements, Brigade Combat Team Commander Development Program. Examples include, but are not limited to, QM Connect, BOLC class briefings and BCTCDP, CASCOM Command Engagement Program. Through branch proponents, commandants inform and encourage broadening opportunities.

b. Deputy to the Commandant. Senior advisor and consultant to the commandant and staff. Exercises full executive authority to approve resources and force structure decisions. Directs mission activities including: civilian personnel management, contract management, resource management, QA, reserve affairs and strategic planning. Activity career program manager (ACP) for CP13.

c. Assistant Commandant. Responsible for the daily training operations of the QMS and training management oversight. Principle advisor of officer related matters. Coordinates QMS staff functions in support of Commandant duties in the absence of the Commandant.

d. Regimental Command Sergeant Major. Regimental CSM to the QM Corps and the principal advisor to the commandant on all enlisted matters. Advises the commandant on status of QMS quality of training. Recommends assignment of QM Sergeants Major (SGM) ICW the BDE sergeant major and HRC. Examines career trends, develops, and implements proposals affecting career programs and opportunities for QM enlisted Soldiers. Identifies and recommends changes to structure and training to meet the technical needs of units supported by QM enlisted Soldiers. Provides professional development, mentorship, and counseling.
e. Regimental Chief Warrant Officer. Principal advisor to the Commandant on all WO matters. Advises the Commandant on status of QMS quality of training. Develops technical prerequisites and serves as the approval authority for all AA and RC QM WO applications. Examines career trends, develops and implements proposals affecting career programs and opportunities for QM WOs. Coordinates with U.S. Army Recruiting Command (USAREC) and HQDA G1, to develop annual QM WO accession plans. Identifies and recommends changes to structure and training to meet the technical needs of units supported by QM WOs. Provides professional development, mentorship, and counseling.

f. Historian. Primary advisor to Commandant on all historical matters. Maintains a continuous history of the QMS through the collection, preservation, and archiving of historical information. Conducts historical research and writes monographs. Guides and assists subordinate organizations in formulating and conducting their historical programs. Guides, assists, and instructs military history professional development activities. Assists with the publication of featured articles in professional journals. Coordinates the submission of historical reports for the QMG and CG, CASCOM.

g. Quartermaster Personnel Development, Office of the Quartermaster General. Serve as the executive agent and advisor to the QMG for all personnel development matters for the QM Branch to include DA civilians (CP-13).

(1) Responsible for the eight personnel Life-Cycle Management functions (Structure, Acquisition, Distribution, Development, Deployment, Compensation, Sustainment, Transition) for the total Quartermaster force.

(2) Ensure personnel management policies, programs, and procedures are established in conjunction with HRC, Army G-1, and ACOMs.

(3) Facilitate staffing of Military Occupational Classification Structure changes for officers, warrant officers and enlisted specialties.

(4) Manage the Training with Industry Program, execute the CSA Supply Excellence Award Program, and monitor the Advanced Degree Program execution.

(5) Manage, review, and award request of waivers for MOS training prerequisite requirements.

(6) Responsible for the personnel portion of the NETUSR.

h. Quartermaster Museum. Provides training and education on the history and traditions of the Army and QM Corps. Acquaints the public with the history and accomplishments of the QM Corps and Army. Collects, preserves, manages, interprets, and exhibits historically significant properties related to the history of the QM Corps. Addresses the history of Fort Lee through artifacts, exhibits, and documents.
CASCOM Regulation 10-5

i. Army Women’s Museum. Provides training and education on the history and traditions of women in the Army. Custodian and repository of artifacts and archival material pertaining to the service of women across the U.S. Army from inception to the present day. Collects, preserves, manages, interprets, and exhibits these unique artifacts as a means to provide educational outreach.

9-2. Reserve Component Affairs Office

a. Mission. Ensures the RC perspectives are fully integrated in the development of emerging doctrine, leader development, and force structure which impacts manning, equipping, training, readiness, deployability and mobilization of RC QM units and personnel. Advises the QMG on personnel, equipment, training, and deployment issues that pertain to the RC QM community. The RC liaison NCO Team assists in the reception and processing of RC Soldiers into, through, and to completion of their training.

b. Functions.

(1) Sponsors conferences, workshops, training site visits, and staff assistance visits.

(2) Integrates all facets of individual and collective training within the RC. Coordinates training, doctrine, and combat development activities as needed.

(3) Advises the Commandant to ensure AC and RC training equivalency.

(4) Advises school on individual mobilization augmentee program, individual ready reserve (IRR) training, and other RC specific programs.

(5) Assists with the mobilization of RC Soldiers to support QMS mission requirements.

(6) Trains and advises unit commanders and cadre on RC-unique issues IAW AR 612-201, Initial Entry/Prior Service Trainee Support (RCS MILPC-17(R1)).

(7) Assists Families of RC Soldiers.

(8) Assists the military personnel office with RC actions.

9-3. Training Management Division

a. Mission. Plans, coordinates, and supervises training actions for the QMS. Responsible for central tasking within the QMS; plans strategic training support missions, force protection/ antiterrorism, ceremonies, and special events.

b. Functions.

(1) Reviews acquisition packages concurrently with director of contracting, and provides contracting officer representatives for contract administration.
(2) Prepares guidance for training execution initiatives IAW HQDA/TRs and standards.

(3) Develops policies and procedures pertaining to the conduct and administration of resident/mobile training, and DL ICW CASCOM G-3/5/7 and TRADOC G-3/5/7.

(4) Coordinates priorities of QMS input into the HQDA/TRADOC ATRRS defining out-year resources and training workload.

(5) Recommend approval for waiver requests for any deviations to course Programs of Instruction (POIs) taught by the QMS to the Commandant.

(6) Prepares and submits the TRADOC NETUSR or successor system.

(7) POC for the SMDR to validate training requirements and capacities. Coordinates resident training issues with HRC and HQDA G-3. QMS POC for training requirements of the NGB, OCAR, FORSCOM, USMC, USN, USAF, and the USCG.

(8) Liaison for all matters pertaining to the TRADOC Inter-service Training Review Organization (ITRO).

(9) Lead Defense Travel Administrator (LDTA) for the QMS.

(10) Coordinates and facilitates academic accreditations with the Army Continuing Education and the Council on Occupational Education.

(11) Develops mobilization training input to the QMS mobilization plan.

(12) Manages TRAP requests and resolves training constraints/issues.

(13) Coordinates requests for schedule deviations and resolves resulting conflicts.

(14) Responsible for academic records functions to include management of Resident Individual Training Management or successor system.

(15) Responsible for central tasking within the QMS, planning of strategic training support missions, physical security, force protection/antiterrorism, ceremonies, and other special events.

(16) Coordinates with CASCOM to fill taskings for QMS. Responsible for mission support requests, OPORDs, WARNORDs, FRAGORDs, TASKORDs, and operational procedures.

(17) Recommends, tracks, and reports temporary change of station taskings and TDY assignments.

(18) Collects, files, monitors, and forwards operating reports.

(19) Responsible for the Antiterrorism and Force Protection Programs.
(20) Performs emergency operations through the installation operations center.

(21) Provides facilities support to all QMS departments and the BDE.

(22) Develops and coordinates bomb threat, fire, and environmental conservation plans.

(23) Manages all Freedom of Information Act requests in the QMS.

(24) Serves as Records Manager for the QMS.

(25) Manages the Instructor Certification/Development Program for the QMS.

(26) Manages the Command Supply Discipline Program for the QMS.

(27) Ensures training equipment is in the POIs, on the TDA, properly documented on the Property Book and hand-receipts.

9-4. 23rd Quartermaster Brigade

a. Mission. The 23rd Quartermaster Brigade develops confident and competent sustainment Soldiers and leaders, grounded in the Army Values and the Warrior Ethos, ready to conduct operations in their assigned units; provides care and support for Soldiers, leaders, Civilians, and Families to develop an adaptable and resilient team.

b. Organization. Consists of a HQ, S-staff, Chaplain Office, Headquarters and Headquarters Company, and three BNs: 244th QM BN, 262nd QM BN, and the 266th QM BN. Provides administrative control (ADCON) support to the Marine Corps Detachment and the 345th Training Squadron (USAF) on Fort Lee (see figure 9-2).

c. Functions.
(1) Directs the completion of the Soldierization process. Transition students from the total control environment of basic combat training (BCT) into the AIT environment.

(2) Graduates technically and tactically proficient, physically fit QM, TC, and other Service members capable of surviving on the modern battlefield and able to contribute to their first unit of assignment.

(3) Ensures permanent party Soldiers are prepared technically, tactically, physically, and administratively for worldwide deployment.

(4) Promotes comprehensive Soldier fitness and resiliency.

(5) Cares for the BDE’s Soldiers, Sailors, Airmen, Marines, Civilians, and Families.

9-5. 262nd, 266th, and 244th Quartermaster Battalions

a. Mission. Continue the Soldierization process to train and develop motivated, disciplined, and fit Soldiers and leaders who are committed to Army values and the Warrior Ethos; demonstrate safety as part of their day-to-day activities; and can immediately contribute to the mission accomplishment of their next unit of assignment. Provide C2, force protection, administrative, and logistical support for assigned and attached personnel.

b. Organization. Each Battalion (BN) consists of up to seven companies adjusted annually through SMDR.

c. Functions.

(1) Transitions BCT Soldiers into the AIT environment and completes the Soldierization process.

(2) Serves on a rotational basis as the Task Force Commander for a multiechelon, scenario-driven, SWFTX reinforcing MOS training, common task, and battlefield survival skills.

(3) Maintains individual permanent party deployability and fitness.

(4) Provides Soldierization training for inter-service transfers and prior service Soldiers (MOS-T).

(5) Company E, 244th QM BN provides command, control, administrative, and logistical support for Transportation AIT at JBLE, VA.

9-6. Marine Corps Detachment

a. Mission. Mentor and train assigned and attached Marines to standard and develop "whole Marines" capable of meeting the Marine Corps wartime requirements.
CASCOM Regulation 10-5  

b. Organization. Consists of a HQ and two companies under the administrative control of the 23d QM BDE.

c. Functions.

(1) Ensures the health and welfare of Marines and their Families.

(2) Mentors and trains Marines to standard.

(3) Provides resources and programs that promote a high quality of life.

9-7. Navy Culinary Specialist ‘A’ School


c. Functions. Provide basic Food service sanitation, nutrition, and techniques of cooking/baking to entry training level Sailors.

Section II  
9-8. Aerial Delivery and Field Services Department (ADFSD)

a. Mission. Train Soldiers from all branches of the armed services, allied nations, and civilians as parachute riggers; airdrop load inspectors; sling load inspectors; and laundry & shower specialists (field services). Additionally, the aerial delivery and field services department develops doctrine, airdrop rigging and sling load operations manuals, resident and nonresident training support materials, and performs several proponenty functions related to aerial delivery, sling load, and field services. The Lead Agency for the HQDA G-4 providing knowledge and subject matter expertise on Aerial Delivery functions and capabilities.

b. Organization. The department consists of two divisions: Instructional Division and Operations Division.

c. Functions.

(1) Trains MOSs 92R10, 92S10, ASI producing and functional courses.

(2) Trains Soldiers, Sailors, Airmen, Marines, civilians and students from other nations to standard.

(3) Designs, develops, and validates inter-service rigging and sling load general subject technical manuals. Maintains liaison with U.S. Army Airborne Special Operations Test Board;
Natick Research, Development, and Engineering Center; Soldiers System Command; USAF Air Mobility Command; and Yuma Proving Grounds to obtain technical data for doctrine manuals.

(4) Conducts and hosts review and analysis of inter-service Airdrop Summary and Malfunction Reports.

(5) Publishes airdrop malfunction information in the Triennial Airdrop Malfunction and Safety Analysis Review.

(6) Focal point for field services operations training.


(8) Addresses inter-service airdrop issues for rigging procedures, questions, and philosophies. Coordinates with all USAF major commands, and Army, Navy, and Marine Corps airdrop units for the airdrop of personnel and equipment. Develops and reviews inter-service General Subject Technical Manuals/technical order revisions and changes. Provides USAF input to DOD airdrop testing agencies. Focal point for information and interpretation of policy and procedures for joint airdrop inspection. Provides oversight of USAF students while attending QMS courses. Provides input to reflect current doctrine on aircraft and loads for the development of POI and lesson plans for the Airdrop Load Inspector Certification Course. Coordinates requirements through operations office for MTTs supporting USAF units and ARFORGEN requirements. Performs additional duties for the HQ, Air Mobility Command. Represents Air Mobility Command Tactics Staff at USAF, major command, and joint conferences and meetings when requested. Assists Air Mobility Command Directorate of Evaluations in maintaining standardization of all USAF publications relating to aircrew airdrop rigging procedures.

(9) Holds Triennial Airdrop Malfunction and Safety Analysis Review Board, commonly referred to as the Malfunction Review Board (MRB), in accordance with AR 59-4 Joint Airdrop Inspection Records, Malfunction/Incident Investigation, and Activity Reporting.

9-9. Instructional Division

a. Mission. Coordinates student training and airborne operations to support the Parachute Rigger; Aerial Delivery Materiel Officer; RAM-Air: Airdrop Load Inspectors; USN EOD Parachute Rigging Courses; Laundry & Shower Specialist Course; and the Sling Load Certification Course. Writes lesson plans for courses and conducts airborne operations to support POIs.

b. Organization. The Instructional Division’s Aerial Delivery Branch and Field Services Branch consist of six teams: Airdrop Materiel Officer Section Team; Laundry & Shower Section Team; Sling Load Section Team; Parachute Pack Section Team; Airdrop Section Team and the Aerial Equipment Repair Section Team.
CASCOM Regulation 10-5

c. Functions.

(1) Trains fundamentals and procedures for packing personnel, small cargo, extraction parachutes, and RAM-air cargo and personnel parachute systems.

(2) Trains fundamentals and procedures on types and methods of airdrop rigging to include packing of cargo parachutes including the G-11B, Joint Precision Airdrop System (JPADS), and G-12E large cargo parachute extraction systems, release systems, container delivery systems, rigging of supplies and equipment for airdrop, rigging, and inspection of combat rubber raiding crafts, and joint airdrop load inspection.

(3) Trains fundamentals and procedures, and certifies personnel to prepare, pack, service and maintenance equipment and classification, and repair personnel parachutes and equipment to include the Emergency Activation Device (EAD / Military Cypress).

(4) Trains procedures in the inspection of rigging sling load equipment.

(5) Trains fundamentals, procedures, and certifies personnel to prepare, rig supplies and equipment for sling load operations, inspection of rig equipment and classification, and rig Low Cost Low Altitude (LCLA) equipment.

(6) Trains procedures for the setup and operation of shower and laundry equipment.

(7) Trains fundamentals and procedures of fabric repair to include setting up, operating, and dismantling laundry advance system equipment used in fabric operations; how to inspect, mark, classify, measure and resize clothing and canvas repair; how to perform operator maintenance, adjustments, troubleshooting, and operating clothing and textile repair sewing machines; how to construct seams, patches, and repair of textile items.

(8) Provides New Equipment Training (NET) and Mobile Training Team (MTT) instructional support.

9-10. Operations Division

a. Mission. Responsible for the central direction, management, and oversight of inter-service Airdrop General Subject Technical Manuals for Commandant and all services.

b. Organization. The Operations Division’s Support Branch consists of four teams: Operations Section Team, Aerial Delivery Manual/Malfunction Office (ADM/MO) Technical Writer Team, USAF Liaison Team, and Aerial Delivery Equipment Repair (ADER) Section Team.

c. Functions.

(1) Represents the QMS, and inter-service agencies on issues, updates, and revisions involving inter-service general service technical airdrop manual management and hosts and conducts review and analysis of inter-service Airdrop Summary and Malfunction Reports.

(3) Manages and coordinates all inter-service airdrop issues on rigging procedures, questions, and philosophies. Coordinates with all USAF major commands, and Army, Navy, and Marine Corps airdrop units for the airdrop of personnel and equipment.

(4) Develops inter-service airdrop general subject technical manuals/technical order revisions and changes. Provides input to DOD airdrop testing agencies. Focal point for information and interpretation of policy and procedures for joint airdrop inspection.

(5) Develops inter-service sling load general subject technical manuals/technical order revisions and changes. Provides input to DOD sling load testing agencies. Focal point for information and interpretation of policy and procedures for inter-service sling load inspection.

Section III

9-11. Petroleum and Water Training Department

a. Mission. Provide quality training to select military personnel from various branches of the U.S. Armed Forces (active, reserve and national guard), allied nations, and DoD civilians on petroleum and water logistics systems, equipment and doctrine. Assist with doctrine development and force readiness items which help satisfy petroleum and water requirements for U.S. Forces globally. The Petroleum and Water Department (PWD) is proponent for four MOSs and one officer functional specialty code. The MOSs are 92F (Petroleum Supply Specialist), 1391 (Bulk Fuel Specialist), 92L (Petroleum Laboratory Specialist) and 92W (Water Treatment Specialist) and the officer specialty code (OAC) is R-8 (Petroleum and Water Logistics Officer). Additionally, the Petroleum and Water Department, via formal arrangements, provides specified administrative, logistical and technical support to the DLA-Energy J-20 course and the US Navy’s bulk shore/ground training program.

b. Organizations. PWD consists of six divisions: Advanced Petroleum and Water Division, Laboratory Training Division, Basic Petroleum Logistics Training Division, Water Training Division, Marine Corps Petroleum Training Division and Operations Division.

c. Functions.

(1) Directs/monitors the mission of training students (residents, nonresident) and assists in the development of external materials (e.g., technical manuals and field manuals), Materiel Fielding Plans (MFP), Materiel Fielding Agreements (MFA), Mission Support Plans (MSP), and other supporting documents; assist with the development/validation of testing protocols for life cycle/sustainment equipment support. Trains MOSs 92L, 92F, and 92W functional courses.
(2) Serves as a Commander’s official liaison for petroleum and water logistics actions and coordinates directly with activities/agencies and organizations internal and external to the Command Group.

(3) Provides overall supervisory and managerial oversight for a composite work force consisting of more than 250 authorized (331 required) US Military, Department of Army Civilians and Department of the Army contracted personnel; provides requisite technical advice and assistance; directly responsible for the implementation and successful execution of the department’s Composite Risk Management Program.

(4) Spearheads the development of the organization’s strategic plan to ensure alignment with higher headquarters’ guidance and the Commander’s intent; monitors plans and schedules as warranted.

(5) Establishes mid and long range milestones/goals/objectives.

(6) Provides operational directions; controls and directs same.

(7) Reviews and approves documentation of requirements/requests for resources (budget, manpower, facilities, equipment, etc.).

(8) Monitors the total expenditure of resources via effective management controls.

(9) Applies policies and directives prescribed by higher authority.

(10) Presents briefings and tours to visiting officials.

(11) Provide technical and augmentee support to combatant commanders.

9-12. Advanced Petroleum and Water Division (APWD)

a. Mission: Provide petroleum and water functional training to all service component’s Officers and Warrant Officers. Additionally, trains Allied, International Officers as well as Department of the Army and Department of Defense civilians on petroleum and water concepts and operations. APWD provides proponent oversight and control for AOC R-8 (Petroleum Officer) and 923A Petroleum and Water Technician resident instruction. Additionally, division is responsible for the petroleum and water technical portions of the Basic Officer Leadership Course (BOLC), Combined Logistics Captains Career Course (CLC3), Reserve Component CLC3, Warrant Officer Basic and Advanced Courses and other petroleum and water functional officer/warrant officer courses. Serves as subject matter experts (SMEs) on all petroleum or water related issues.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active and Reserve Component Army, Navy, Air Force, and Marine Corps personnel. Additionally, provides
training to Allied and other international officers and warrant officers as well as Department of Defense (DoD) Civilians in the following areas:

(a) Petroleum and water logistics staff functions and procedures at the various levels within the Joint arena (strategic, operational, and tactical).

(b) Environmental considerations, operations, and maintenance of petroleum and water distribution systems and equipment.

(2) Serves as SMEs to the Joint Warfighter for petroleum and water operations, doctrine, equipment and future developments.

(3) Reviews and/or revises resident course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates all exportable officer/noncommissioned officers training, to include Distance Learning and production of CD-ROM training in partnership with DoD and civilian agencies.

(4) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(5) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.

(6) Participates in conferences, development field testing of new equipment, support for military displays, etc.

(7) Provides petroleum and water doctrinal input to SCoE organizations, and other government agencies.

(8) Conducts tours, dignitary briefings, orientation team visit demonstrations, and student field trips.

(9) Maintains accountability of division budget manpower resources.

9-13. Laboratory Training Division

a. Mission: The Laboratory Training Division (LTD) provides MOS 92L (US Army), Bulk Fuel 191 EAH (US Marine Corps) and Fuel Specialist J9A2A2F51 (US Air Force) resident instruction and serves as the subject matter expert for QMS. Responsible for addressing all petroleum quality (assurance and surveillance) lab-related issues/concerns surfaced to the QMS. Provides requisite technical assistance and support for validated instructional and operational requirements sanctioned by the Commandant, QMS.

b. Functions.
CASCOM Regulation 10-5

(1) Plans, directs, coordinates, and provides the following instruction to Active Army, Marine, Air Force, Reserve, National Guard, civilian and Allied student personnel:

(a) Petroleum laboratory performs physical and chemical testing of petroleum products; evaluation of tests based on specification and deterioration limits; and disposition and reclamation techniques.

(b) Operation and maintenance of petroleum laboratory equipment.

(c) Serves as DOD standardized bulk fuel quality center for all services less US Navy.

(d) Serves as the department’s quality surveillance manager for DOC capitalized fuel stocks.

(2) Performs quality surveillance testing in support of DoD/DA authorized local petroleum product users.

(3) Maintains liaison with and performs operational testing of equipment for the U.S. Army Material and Equipment Readiness Command.

(4) Provides New Equipment Training (NET) and Military Training Team (MTT) instructional support.

(5) Reviews and/or revises resident course materials and assists in developing video tapes, television scripts, and Army-wide and command-wide training literature. Coordinates all exportable entry-level enlisted petroleum laboratory related training, to include Distance Learning and production of CD-ROM training in partnership with DoD and civilian agencies.

(6) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(7) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.

(8) Participates in conferences, logistics warrior exercises, developmental field testing of new equipment, displays, etc.

(9) Provides MOS related doctrinal input to QMS organizations and other government agencies.

(10) Conducts tours, dignitary briefings, orientation team visit demonstrations.

(11) Maintains accountability of division budget manpower resources.
(12) Provides quality surveillance training support to Army Logistics University, PWD’s Advance Petroleum and Water Division, Defense Logistics Agency-Energy and Defense Contracting Management Agency.

(13) Manages three fixed laboratories and four tactical laboratory systems representative of all DoD laboratory testing requirements consisting of both manual and automated laboratory testing and training

9-14. Basic Petroleum Logistics Training Division

a. Mission. The Basic Petroleum Logistics Division (BLPD) provides MOS 92F resident instruction, in addition to serving as SMEs in petroleum operations.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active, Reserve and National Guard components – US Army, US Navy, US Marine Corps personnel:

(a) General petroleum subjects.

(b) Class III supply point operations (aviation, rail, pipeline and ground/maneuver).

(c) Operation of military petroleum terminals and pipelines (Inland Petroleum Distribution System and Offshore Petroleum Discharge System).

(d) Supply of petroleum products to the forces in the field.

(2) Maintains, operates, and controls a combined 75 - acre Petroleum Training Facility (PTF) and Military-in-the Field (MIF) training areas; responsible for management oversight for facilities and equipment/vehicles with an estimated value of $90 million.

(3) Provides New Equipment Training (NET) and Military Training Team (MTT) instructional support.

(4) Reviews and/or revises resident course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates all exportable entry-level enlisted petroleum supply related training, to include Distance Learning and production of CD-ROM training in partnership with DOD and civilian agencies.

(5) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(6) Coordinates and maintains loan agreements for interim non-approved TDA equipment.

(7) Supervises and coordinates accomplishment of authorized division maintenance of equipment, training aids, and facilities.
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(8) Participates in conferences, logistics warrior exercises, developmental field testing of new equipment, displays, etc.

(9) Provides MOS/specialty-related doctrinal input to QMS organizations, and other government agencies.

(10) Conducts tours, dignitary briefings, orientation team visit demonstrations, and student field trips.

(11) Maintains accountability of division budget manpower resources.

9-15. Water Training Division

a. Mission. The Water Training Division (WTD) provides MOS 92W resident and non-resident instruction for US Army Active, Reserve and National Guard Components, as well as subject matter experts (SMEs) for water logistics operations.

b. Functions.

(1) Plans, directs coordinates, and provides the following instruction to Active Army, Reserve, and National Guard personnel:

   (a) Performs set up, operation, maintenance, and movement of water purification and distribution equipment.

   (b) Procedures to analyze and test both raw and treated water.

   (c) Performance of water site reconnaissance and selection.

   (d) Supervision of a water point operations.

   (e) Instruct and comply with Environmental Protection Agency (EPA) standards during all training.

   (f) Identify and mitigate risks and associated hazards.

(2) Maintain, operate and control five water training facilities/locations (ranging in geographical size area of three to five acres); responsible for management oversight for facilities and equipment/vehicles with an estimated value of $25 million.

(3) Provides New Equipment Training (NET), Training Assistance Visits, and Military Training Team (MTT) instructional support.

(4) Reviews and/or revises resident course materials and assists in developing video tapes, television scripts, and Army-wide and command-wide training literature. Coordinates all exportable entry-level enlisted water purification and distribution related training, to include
Distance Learning and production of CD-ROM training in partnership with DoD and civilian agencies.

(5) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(6) Coordinates and monitors accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.

(7) Participates in conferences, the Joint Water Management Action Group (JWRMAG), logistics warrior exercises, developmental field testing of new equipment, displays, etc.

(8) Provides doctrinal input to QMS organizations and other government agencies.

(9) Conducts tours, dignitary briefings, orientation demonstrations, and student field trips.

(10) Maintains accountability of division budget manpower resources.

9-16. Marine Corps Petroleum Training Division

a. Mission. The Marine Corps Petroleum Training Division (MCPTD) provides MOS 1391 resident instruction, in addition to serving as SMEs in USMC petroleum logistics matters. Coordinates and provides direct input and feedback to US Marines Corps Systems Command (MARCORSYSCOM) at Quantico Marine Corps Base (VA).

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active and Reserve Component Marine Corps personnel:

(a) General petroleum subjects.

(b) Handling, storage, and distribution of bulk Class III and III(A).

(c) Aircraft refueling operations.

(d) Operation of Marine Corps tactical fuel systems.

(e) Tactical fuel system installation and maintenance.

(2) Assist in the maintaining and care of the 75 - acre MIF/PTF.

(3) Provides NET and MTT instructional support.

(4) Reviews and/or revises resident course materials and assists in the development of video tapes and television script. Provides input on development of joint USMC/USA exportable
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petroleum related training, to include Distance Learning and production of CD-ROM training in partnership with DoD and civilian agencies.

(5) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.

(6) Supervises and coordinates the maintenance of equipment, training aids, and facilities.

(7) Participates in conferences for development of Marine unique equipment and petroleum related matters.

(8) Provides MOS/specialty-related doctrinal input to HQMC and other government agencies.

(9) Conducts tours and dignitary briefings.

(10) Provides Marine instructors to assist in the training of Basic Petroleum Logistics Division and LTD students.

(11) Responsible for the development of USMC bulk liquids doctrine and operational concepts.

9-17. Operations Division


b. Functions.

(1) Operations: The Operations section is responsible for scheduling and/or obtaining the department’s institutional and operational training requirements. Operations is responsible for the following:

(a) Develops, maintains, and manages Table of Distribution and Allowances (TDA) and Unit Manning Reports (UMR).

(b) Plans and coordinates the department’s resident instructional schedules, to include instruction conducted jointly with other departments.

(c) Maintains appropriate training records and files (e.g., class training schedules, student information, etc.).

(d) Supports the IET Training Brigade for permanent party training.

(e) Coordinates special training requirements (e.g., Mobile Training Teams (MTT); New Equipment Training (NET); Reserve and National Guard Training; weekend/night training, etc.).
(f) Monitors/manage all classroom and auditorium usage.

(g) Consolidates and submits the department’s TRADOC Status Reports (TSR) monthly.

(h) Receives and processes requests for training waivers from Reserve Components.

(i) Receives and processes Training Resources Arbitration Panel (TRAP) requests for training.

(j) Consolidates and submits the department’s input for the Strategic Readiness System (SRS).

(k) Serve as the department’s primary POC for Resident Individual Training Management System (RITMS).

(l) Manages the PWD Safety Program: serves as liaison officer/coordinating official between the PWD and the Installation Safety Office.

(m) Develops/implements key control; serves as Physical Security Manager and Anti-Terrorism/FPCON Officer for the department.

(n) Processes all internal/external taskings for equipment, personnel, and facilities support.

(2) Administrative Support: The Administrative Section/Officer is responsible for monitoring all administrative actions for military and civilian personnel. The Administrative section is responsible for the following:

(a) Prepares, proofreads, and assembles a variety of correspondence, forms, reports, and instructional materials (resident and exportable).

(b) Reviews and routes incoming and outgoing mail distribution.

(c) Maintains a working library of appropriate policies, regulations, directives, SOPs, and blank forms (requisitioning, distributing, and updating); processes requests for publications as necessary.

(d) Prepares, processes and maintains a variety of reports for management control purposes (i.e., personnel reports, budget report, etc.).

(e) Prepares the Personnel data readiness section of the TRADOC Status Reports.

(f) Provides, submits and maintains civilian time cards; maintains the department’s civilian and military records.

(g) Serves as the department’s POC for the US Government travel card.
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(h) Provides necessary administrative support for all departmental civilian hiring actions.

(3) Automation Support: Serves as the focal point for PWD automation training, training issues, future training initiatives, and system management actions associated with proponent training.

(a) Participates in Life Cycle System Management processes for automated supply software and hardware systems for, training strategies, and equipment training requirements to support residents, which the PWD has proponent training responsibility. Determine training concepts training on the fielding of new automated systems and system product improvements.

(b) Supports the directives and special interest of The Petroleum and Water Department in matters associated with PWD proponent automation training.

(4) Supply: The Supply section is responsible for researching, requisitioning, receiving, storing, and issuing the department’s supplies and equipment (TDA, common table of allowances, real property & installation). Responsible for the following:

(a) Serves as primary hand receipt holder for the department; manages excess/unserviceable property disposition actions for the department.

(b) Acquires and consolidates requirements for the department’s annual operating budget; serves a member of the department’s PBAC team.

(c) Formally requests, receives, stores and issues necessary expendable, non-expendable, and durable equipment items and supplies for various training courses.

(d) Initiates and/or coordinates all actions to procure (requisition or purchase) supplies and equipment.

(e) Responsible for implementation and compliance with the organization’s Command Supply Discipline Program.

(f) Coordinates with Directorate and Resource Management Officials (PWD budget analysts) on funding for requisitions of supplies, equipment, and sustainment.

(g) Obtains and distributes training support items to support resident training.

(h) Coordinates and maintains loan/lease agreements for interim non-approved TDA equipment.

(i) Processes and monitors printing/reproduction requirements/requests.

(j) Prepares the Equipment on Hand Data section of the TRADOC Status Reports.
(5) Sustainment and Support: The Sustainment and Support section is responsible for the performance of Level I (Operator) maintenance of all equipment/vehicles assigned and/or on loan to the department, to include dispatching of all vehicles. Responsible for the following:

(a) Monitors and ensures that preventive maintenance checks and services (PMCS) are performed on all department equipment; to include the conduct of appropriate technical inspections, etc.

(b) Maintains current maintenance status of all department’s equipment.

(c) Maintains all maintenance-related documentation, regulations, policies to include work orders equipment data, and maintenance reports.

(d) Dispatches all vehicles and equipment; implements/ executes the department’s vehicle and equipment licensing program.

(e) Prepares and reports the maintenance readiness section of the TRADOC Status Reports (TSR).

(f) Acts as PWD’s official liaison with support maintenance personnel and authorized Government contractors.

(g) Schedules and conducts weekly maintenance meetings (internal).

(h) Ensures that all services, diagnostics, and calibrations are performed to standard and on time.

(i) Coordinates training for maintenance personnel assigned to the department.

(j) Reviews and verifies all completed work orders for allowed man hours expended and repair parts installed.

Section IV
9-18. Logistics Training Department


c. Functions. Direct the training for supported courses and coordinates with appropriate agencies on the fielding of new equipment as it relates to assigned courses. Monitors the technical
sequencing, scope, and changes to POIs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment. Assists in forming training strategies, goals, and objectives in related technical areas. Provide SME and instructors for MTT as required.

9-19. 92A10 Training Division

a. Mission. Provides MOS 92A10 (Automated Logistical Specialist) resident and nonresident training to Soldiers to include MOS-Transition Soldiers, DoD civilians and allied nation personnel. Provide ULLS-A/E ASI course training via resident training or MTT. Ensure each and every Soldier trained meets or exceeds course standards via QMG-approved programs of instruction.

b. Functions. Plans, schedules, directs and coordinates all training requirements and necessary resources to accomplish all training missions.

9-20. 92Y10 Training Division

a. Mission. Provides MOS 92Y10 (Unit Supply Specialist) resident and nonresident training to Soldiers to include MOS-Transition Soldiers, DoD civilians and allied nation personnel. Provide unit armorer certification course training via resident training or MTT. Ensure each and every Soldier trained meets or exceeds course standards via QMG-approved POI.

b. Functions. Plans, schedules, directs and coordinates all training requirements and necessary resources to accomplish all training missions.

Section V

9-21. Joint Culinary Center of Excellence

a. Mission. Provides joint proponent food operations training and direction and serves as the Executive Agent providing direction for the Army's Food Program; central focal point for joint basic and advanced food service skills training.

b. Organization. Consists of three Divisions: Army Center of Excellence Subsistence (ACES) Operations Division, Joint Culinary Training Division, and Special Programs Division.

c. Functions. Provides a single platform for consolidated and collocated training for all DoD services; develops and conducts resident and nonresident training in field and garrison food service and subsistence supply operations; lead for the execution of training of all military services basic and advanced food service skill training; serves as the Army's Executive Agent for worldwide food service mission for oversight and training for all subsistence, equipment, operational rations, Military Construction Army (MCA) Dining Facility projects, automation, and nutrition, for the Army Food Service Program. Develops Army policy and doctrine for garrison and field food service programs.

9-22. Army Center of Excellence Subsistence (ACES) Division

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b. Organization. The ACES Operations Division consists of five branches – Quality Assurance Branch; Facilities and Engineer Branch; Reserve Component Branch (RC); Management Assistance Branch; and the Concepts, Systems, and Policy Branch.

c. Functions.

(1) Represents the Director JCCoE, QMG, TRADOC, and HQDA G-4 on issues involving subsistence management and feeding in both garrison and field environments.

(2) Develops HQDA regulations and doctrine governing the Army Food Service Program. Provides automated Class I system reports and Army feeding data to HQDA G-4. Develops Army prototype performance work statement for garrison dining facility contracting.

(3) HQDA food adviser for the RCs.

(4) Army lead for operational rations and nutrition. Veterinary sciences technical advisor and the environmental health sciences technical advisor to HQDA G-4 and the QMG.

(5) Develops military construction, Army renovation and décor projects and budget for Army installation dining facilities. Army lead for equipment supporting garrison and field food service operations.

(6) Oversees the Army Food Service Program. Evaluates, trains, and reports food service operational findings.

(7) Executed review and assistance through the ACES Food Management Assistance Team (FMAT) to ensure compliance with all policy and doctrine in accordance with Army Food Program mission.

9-23. Joint Culinary Training Division

a. Mission. Develop, manage, and provide oversight of Army and joint services basic food service training provided for all branches of the US Armed Forces. Train Soldiers, Marines, Sailors, Airmen, DoD civilians, and members of other allied countries in basic food operations skills, subsistence, and food service equipment operations for garrison and field training.

b. Organization. Consists of three divisions – Basic Food Service Training Division, Advanced Food Service Training Division, and Special Skills Division.

c. Functions.

(1) Train MOS 92G10 and functional courses.
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(2) Train Soldiers, Marines, Sailors, Airmen, civilians, and international students to standard.

(3) Supervise the conduct of basic and advanced food service training for all branches of the Armed Forces.

(4) Oversees and manages the development of training materials.

(5) Develops new training methodology supporting future joint service and Army field and garrison training equipment to include automation systems initiatives.

(6) Trains the Additional Skill Identifier (ASI) Z5 for Enlisted Aides through the following courses:

(a) Advanced Culinary (all Services including Coast Guard)

(b) Enlisted Aide (all Services)

(7) Provides MTT, total Army involvement in recruiting, staff assistance visits, and training support.

9-24. Joint Culinary Center of Excellence, Special Programs Division

a. Mission. Implement and conduct competitive programs to enhance levels of proficiency in Army Food Service; conducts service evaluations to promote excellence in food service to the customer; illuminates the Army's proficiency through competition with industry both in CONUS and OCONUS. Work in tandem with Accessions to support recruiting efforts.

b. Organization. Consists of two branches – the Philip A. Connelly Branch and the Culinary Arts Branch.

c. Functions.

(1) Conduct Special Programs sponsored by the American Culinary Federation and the International Food Service Executives Association (IFSEA) IAW the Army Deputy Chief of Staff, G4 guidelines.

(2) Provide oversight and obtain funding for emerging programs, establish life cycle functions, develop milestones, and output at end state.

(3) Market Special Program to encourage maximum participation.

(4) Executes the Philip A. Connelly Award Competition for Excellence in Army Food Service; conducts worldwide installation evaluations to identify and recognize the best operating
dining establishments in five separate categories: large, small, field, Army Reserve, and National Guard.

(5) Conducts an annual culinary competition to promote refined dining and identify potential candidates for enlisted aide appointment, and/or view potential candidates for selection to the US Army Culinary Team.

(6) Works in tandem with American Culinary Federation and Culinary Institute of America to obtain training, certifications, and stay abreast of competition rule changes.

(7) Provide the framework for the US Army Culinary Arts Team (USACAT) training and competition.

Section VI
9-25. Joint Mortuary Affairs Center (JMAC)

a. Mission. The JMAC trains and educates Army and Joint War Fighters and professionals to provide Mortuary Affairs (MA) support to unified land operations; develops Army and joint doctrine and executes the logistics functions of the DoD MA Executive Agent (EA) mission.


c. Functions.

(1) Trains MOS 92M10 and functional courses.

(2) Trains Soldiers, Sailors, Airmen, Marines, civilians, and students from other nations to standard.

(3) Executes the full training development and doctrine development mission for all training and training literature products and doctrine within the MA functional area.

(4) Executes the logistics portion of the Army’s role as the DoD EA for MA, on behalf of the HQDA G-4.

(5) Provides technical advice to the Central Joint Mortuary Affairs Board (currently chaired by HQDA G-1) for the development of joint MA policy.

(6) Provides onsite MA SME assistance to field commanders.

(7) SME in support of MA materiel systems modernization.

(8) Chairs the Mortuary Affairs Reporting and Tracking System (MARTS) Configuration Control Board (CCB).
9-26. Training Division

  a. Mission. Develop, manage, and provide oversight of joint MA training. Provide joint MA training to officers, enlisted personnel, and civilians in multiple courses to include IMT for Army and USMC MA enlisted personnel and MA officers and civilians from all services.

  b. Functions.

    (1) Plans, schedules, directs, coordinates, and provides instruction to Active, Reserve Component, and civilian personnel from the Army, Navy, Air Force, and Marine Corps and students from other nations on MA.

    (2) Plans, schedules, directs, and coordinates for all training requirements and necessary resources to accomplish the JMAC training mission.

9-27. Operations Division

  a. Mission. Serves as the DoD functional expert for MA. Executes the logistics functions of the DOD MA mission under the guidance of HQDA G-4. Provides MA technical advice and support to DOD, Federal, and civil agencies. Drafts MA joint doctrine, procedures, and Army doctrine. Provides technical expertise and support to DoD. Ensures continuous, sustainable, and global joint MA support.

  b. Functions.

    (1) Appointed by HQDA G-4 to execute the logistics functions of the HQDA role as the DoD Executive Agent for MA.

    (2) Provides comprehensive MA technical advice and assistance to DoD, Federal, and civil agencies as needed.

    (3) Interfaces with DoD, Federal, and civil agencies to address issues of national significance.

    (4) Supports Federal and civil disaster relief and emergency response efforts by providing MA SMEs, technical advice, planning assistance, coordination assistance, and functions as a DoD MA liaison.

    (5) Monitors Current Operations (COP) and the readiness of MA units.

    (6) Serves as the SME for MA operations, concepts, doctrine, equipment, organizational structures, and future developments.

    (7) Maintains EA-level records, conducts inquiries, performs analysis, and prepares reports for senior leaders.
(8) Serves as SME for MARTS to include managing the MARTS CCB process.

Chapter 10 Ordnance School (ODS)

10-1. Mission, organization, and functions


b. Organization. Consists of a HQ with Command Group, Personnel Development Office, Reserve Components Affairs Office, Museum, Explosive Ordnance Disposal (EOD) Directorate, and the 59th Ordnance Brigade. Under the Deputy to the Commander, the training departments in are: Armament & Electronics Maintenance Training Department; Track, Metal Working and Recovery Training Department; Wheel Maintenance Training Department; Tactical Support Equipment Training Department; Munitions and EOD Training Department; and the Electronics Maintenance Training Department (see figure 10-1).

![Diagram of Ordnance School (ODS)](image)

Figure 10-1. Ordnance School (ODS)
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c. Functions.

(1) Trains Soldiers, Sailors, Airmen, Marines and students from other nations in the fields of ground maintenance, electronics maintenance, ammunition, and EOD. Coordinates related training conducted by other Army agencies, other services and agencies.

(2) Proponent for OD training conducted at: Fort Lee, VA; Redstone Arsenal, AL; Fort Benning, GA; Fort Gordon, GA; Eglin AFB, FL; Fort Sill, OK; Fort Leonard Wood, MO; Fort A.P. Hill, VA; regional training sites – maintenance; and TASS OD BNs.

(3) Advises CASCOM, ARCIC and CAC on DOTMLPF implications relating to operational aspects and logistics support of combat firepower systems, ground mobility materiel, missile and air defense systems; ammunition; EOD; mobile electric power generation; heating and air conditioning equipment; signal, radar, and air traffic control equipment repair.

(4) Executes the HQDA Award for Maintenance Excellence Program ICW the HQDA G-4, develops and implements policies and directives necessary to execute the program. Provides a representative to the Army board to select nominees for the DOD Phoenix Award.

(5) Lead for all Ordnance related issues to include oversight of the TRADOC Project Office for Battlefield Recovery.

(6) Army manager for the Environmental Protection Agency 608/609 Certification Program.

(7) Provides OD proponenty coordination and supervision of OD unique officer, WO, and NCO Primary Military Education (PME) conducted at ALU and other schools.

(8) Exercises general court-martial jurisdiction over, and acts as general court-martial convening authority for the ODS.

(9) Coordinates with the appropriate CASCOM staff to manage and maintain OD training, to include: Structure Manning Decision Review (SMDR); Army Training Requirements and Resources System (ATRRS); Training Requirements Arbitration Panel (TRAP); Program of Instruction (POI) implementation; lesson plans and training support development; and equipment fielding and training.

10-2. Commander

Chief of Ordnance commands the ODS. Principal advisor to the CASCOM CG and TRADOC on OD DOTMLPF matters. Ensures ODS and reserve component schoolhouses train and educate Soldiers; develops leaders; and supports training in units. Supports technical training requirements for officers, WOs, and NCOs. Maintains oversight and mission command of the Defense Ammunition Center. Chief of Ordnance, as the commandant and branch chief is responsible for the talent management of critical Ordnance billets across the enterprise. Lead on all matters of proponentcy and evolution of the US Army OD Corps to ensure it can perform
its mission in support of the US operating force while collaborating with the operational Army to understand relevant issues related to the Ordnance core competencies. As Commandant, focuses talent management on growing leaders (officers, warrant officers, and Non-commissioned officers) for the future success of the Army; engage and mentor leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly connects, schoolhouse and command engagements, Brigade Combat Team Commander Development Program. Examples include, but are not limited to, OD Connect, BOLC class briefings and BCTCDP, CASCOM Command Engagement Program. Through branch proponents, commandants inform and encourage broadening opportunities.

10-3. Assistant Commandant, Chief of Staff

Advises commandant and directs the staff. Mission activities including; proponency, reserve component affairs, museum, historian and strategic initiatives. Responsible for daily operations and coordination with ODS elements.

10-4. Museum, Training Support Center

Provides training and education on the history, traditions, accomplishments of the OD Corps and US Army. The mission is to collect, preserve, exhibit, and interpret historically significant properties related to the history of the OD Corps from 1812 to the present.

10-5. Quality Assurance Element and Lessons Learned

OD QAE executes special staff functions for the ODS Commandant; advises the ODS Commandant and subordinate commanders on the quality of proponent ordnance training/education and other DOTMLPF functions IAW the Army Accreditation Standards within the ODS, CASCOM’s Army Logistics University, and functionally aligned Reserve Component TASS Brigades/Battalions. Ensures academic and training standards are known and followed by the training departments. Assists with implementing new standards and ensures standardization and compliance. Focal point for collecting and disseminating L2 from across the Army to the ODS.

a. The OD QAE consists of a team lead by a GS-13 Chief and provides focused assistance to the OD School. Advises the OD Commandant and subordinate commanders on the quality of training IAW the Army Accreditation Standards within the OD School, CASCOM’s Army Logistics University, and functionally aligned Reserve Component TASS Brigades/Battalions, Regional Training Sites – Maintenance (RTSMs), and High Tech RTSMs.

b. Conducts accreditations of functionally aligned RC training organizations and internal evaluations of OD staff, training and education functions against Army Accreditation Standards IAW the Master Evaluation Plan.

c. Ensures training meets compliance standards IAW TRADOC regulations.
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d. Recommends changes to instruction to improve training effectiveness (trends, findings, recommendations for improvement).

e. Advises training unit commanders/course managers on ways to implement and/or improve training quality control measures.

f. Provides assessments and recommendations to ensure the quality and effectiveness of OD training by conducting and assessing training through the use of a variety of assessment tools (observations, evaluations, surveys).

g. Provides accreditation oversight by assisting in preparing the OD School for TRADOC accreditation evaluations.

h. Leads the annual self assessment and pre-accreditation self assessment against Army accreditation standards.

i. Provides focused and special assistance to commanders and course managers to improve identified areas of concern related to training, education, and training support.

j. Provides Accreditation oversight and leads the accreditation of all aligned OD RC training at 13 Army National Guard (ARNG) RTSMs, one United States Army Reserve (USAR) OD Brigade, four USAR RTSMs, two High Tech RTSMs, and two Multi-functional Training Brigades (MFTBs).

k. Provides liaison between the senior CASCOM and OD School ARNG and USAR advisors, the ARNG OD SMEs, USAR CMF SMEs, the CASCOM TD3 Ordnance Division, and the OD RC TASS Battalions and RTSMs commanders/commandants.

10-6. Historian

Primary advisor to Commandant on all historical matters. Maintains a continuous history of the ODS through the collection, preservation, and archiving of historical information. Conducts historical research and writes monographs. Guides and assists subordinate organizations in formulating and conducting their historical programs. Guides, assists, and instructs military history professional development activities. Assists with the publication of featured articles in professional journals. Coordinates the submission of historical reports for the ODS.

10-7. Personnel Development Office

Central point of contact (POC) and coordinator for the Chief of OD on all OD matters to include OD commissioned officer AOC’s, WO MOS and enlisted Career Management Fields (CMF). Acts as liaison between AA and RC OD personnel and organizations, the field and the functional staff, and academic departments within the ODS. Principal advisor to the Chief of OD on all matters relating to branch personnel propensity. Serves as responsible activity for the CSA’s Army Award for Maintenance Excellence. Manages, reviews, and awards requests for waivers for MOS training prerequisite requirements.
10-8. Reserve Component Affairs Office

a. Mission. Represents the Army’s RC (USAR and ARNG) and serves as the principal advisor to the Commandant, US Army ODS and staff on all RC matters.

b. Functions. Ensures that RC perspectives are fully integrated in the development of emerging doctrine, leader development, and force structure impacting the Manning, equipping, training, readiness, deployability and mobilization of RC OD units and personnel while maintaining primary focus on Soldiers.

10-9. Regimental Command Sergeant Major

Principal enlisted advisor on all enlisted matters. Advises the Commandant on status of ODS quality of training and recommends assignment of OD SGM in concert with SGM branch and HRC. Responsible for reviewing/examining trends and developing and implementing proposals affecting career programs for OD enlisted Soldiers. Provides professional development, mentorship, and counseling on career management.

10-10. Regimental Chief Warrant Officer

Examines career trends, develops and implements proposals affecting career programs and opportunities for OD WOs. Develops technical prerequisites and serves as the approval authority for all AA and RC WO applications. Coordinates with the USAREC and HQDA G-1, to develop annual OD WO accession plans. Identifies and recommends changes to structure and training to meet the technical needs of supported units. Provides professional development, mentorship, and counseling on the roles, responsibilities, and utilization of WOs.

10-11. Deputy to the Commandant

Senior advisor and consultant to the commandant and staff. Has full executive authority to direct and coordinate mission activities including: training management, contract management, resource management, and quality assurance (QA). Primarily responsible for the Ordnance School wide strategic planning and initiatives which implements the Ordnance School/CASCOM/TRADOC/DA Campaign Plan initiatives, directives, goals and missions across the Ordnance community. Develops and implements the Ordnance Strategic Communication Plan by monitoring and assessing Ordnance Corps initiatives resulting in coordination of the Ordnance Campaign Plan (OCP), website and news articles, social media outlets and multimedia production. Develops and manages all command briefings for the Chief of Ordnance. Also serves as the Director of Training for the Ordnance School.

10-12. Explosive Ordnance Disposal Directorate

a. Mission. Develop, integrate, and synchronize Doctrine, Organization, Training, Materiel, Leadership and Education (DOTML) requirements for US Army Explosive Ordnance Disposal (EOD) throughout TRADOC; coordinate EOD requirements with CASCOM and G-
CASCOM Regulation 10-5


b. Organization. Consists of two divisions: Capability Development and Doctrine Division, and Training Development Division (see figure 10-2).

![Figure 10-2. Explosive Ordnance Disposal Directorate](image)

c. Functions.

(1) Advise the Chief of Ordnance in the design, development, and integration of all aspects of the EOD future force into the joint force.

(2) Produce warfighting concepts, manages the Joint Capabilities Integration Development System (JCIDS) to identify gaps, identify requirements for future EOD operations, participate in warfighting function analysis and assessment, lead participation in the assessment of available or emerging Science and Technology, sponsor war fighting experiments, utilize experimental insights to determine potential capabilities, document and defend required capabilities, lead or participate in integrated capability developmental teams, as well as to develop and review doctrine. Develops and revises EOD and EOD-related doctrine; provides EOD input to non proponent doctrine, to include joint, multiservice and NATO publications.

(3) Identify and document requirements for materiel approaches that resolve or mitigate gaps in capabilities for Army EOD Soldiers and units. Serve as the EOD Soldier's representative in fielding new materiel solutions that are logistically supportable, sustainable and maintainable.

(4) Conduct collective, individual and leadership development training task analysis; develop, revise, and review resident courses for 89D and 89E EOD Soldiers based on DOTMLPF changes and lessons learned; develop TSPs, training aids, and simulations; develop training strategies; integrate EOD training within TRADOC and Joint, Interagency, Intergovernmental, and Multinational (JIIM) agencies.
(5) Develops capabilities-based solutions to leverage technologies that support training, recommends EOD S&T priorities, supports experimentation, and synchronizes and integrates Army EOD capabilities within the JIIM environment.

(6) Develops and revises EOD training products in support of the CG ODS priorities and Army standards.

**10-13. 59th Ordnance Brigade**

a. Mission. Completes the Soldierization process for AIT Soldiers; enforces high standards of training and discipline; produces Soldiers of character who are physically fit, technically and tactically competent, highly disciplined, and have a Warrior spirit. Prepares Soldiers and leaders to sustain US forces in peace and in contemporary operating wartime environment.

b. Organization. Consists of a HQ, S-staff, Chaplain, Headquarters and Headquarters Company three battalions, and two detachments: 16th OD BN, 832nd OD BN, 73rd OD BN located at Eglin AFB, FL, and the training detachments at Fort Sill, OK and Fort Gordon, GA. (see figure 10-3).

![59th Ordnance Brigade Diagram](image)

**Figure 10-3. 59th Ordnance Brigade**

c. Functions.

(1) Transitions students from the total control environment of BCT into the AIT environment.

(2) Graduates technically and tactically proficient, physically fit OD Soldiers capable of surviving on the modern battlefield and able to contribute to their first unit of assignment.
CASCOM Regulation 10-5

(3) Ensures Soldiers are prepared technically, tactically, physically, and administratively for worldwide deployment.

(4) Conducts operations and administrative/logistical functions to support training, Soldiers, and the installation.

(5) Cares for the Families.

10-14. 832nd, 73rd, 16th Ordnance Battalions

a. Mission. Continue the Soldierization process to train and develop motivated, disciplined, and fit Soldiers and leaders who are committed to Army values and the Warrior Ethos; demonstrate safety as part of their day-to-day activities; and can immediately contribute to the mission accomplishment of their next unit of assignment. Provide C2, force protection, administration, and logistical support for assigned and attached personnel.

b. Organization. Each BN consists of up to seven companies adjusted annually through the SMDR.

c. Functions. Transitions BCT Soldiers into the AIT environment and completes the Soldierization process. Serves on a rotational basis as the task force commander for a multi-echelon, scenario-driven, WTX reinforcing MOS training, common tasks, and battlefield survival skills. Maintains individual permanent party deployability and fitness. Provides Soldierization training for inter-service transfers and prior service Soldiers.

10-15. Directorate of Training (DOT)

a. Mission. Provide current, relevant training to Ordnance Soldiers so they possess the technical skills, confidence, and motivation to contribute to full spectrum operations immediately upon assignment to the Operational Army.

b. Organization. The DOT consists of a Training Management Office and six training departments: Armament & Electronics Maintenance Training Department; Track, Metal Working and Recovery Training Department; Wheel Maintenance Training Department; Tactical Support Equipment Training Department; Munitions and EOD Training Department; and the Ordnance Electronics Maintenance Training Department. (see figure 10-4).
c. Functions. Conducts Advanced Individual Training and Functional training for all Ordnance Military Occupational Specialties except 91A, 91M, and 91L. Conducts technical training for 948B Warrant Officers at Fort Gordon and 948D Warrant Officers at Fort Sill.

10-16. Training Management Office

a. Mission. Manages resourcing, operational, and logistical support for institutional training in the ODS.

b. Functions.

(1) Training Operations: Develops/reviews acquisition management oversight (AMO) packages and acts as contracting officer representative (COR). Coordinates taskings with the training departments, plans operational training support missions, safety guidance, force protection/antiterrorism, Operations Security (OPSEC), physical security, facility management, ceremonies, and special events. Manages the Instructor Development Program for the Ordnance School. Coordinates and facilitates academic accreditation requirements with the Council on Occupational Education. Administers equipment fielding and integration, logistic requirements, Ordnance regulation updates, and the Management Internal Control Program (MICP).

(2) Training Management: Develops policies and procedures pertaining to the conduct and administration of training IAW HQDA and TRADOC standards. Manages ATRRS, defining out-year resources and training workload. POC for the SMDR to validate training requirements and capacities. Coordinates institutional training issues with HRC and HQDA G-3. Central coordinator for ODS on Inter-service Training Review Organization (ITRO) matters. Develops ODS mobilization training plan. Advisor to BN commanders on academic review board (ARB) recommendations. Manages TRAP requests and resolves training constraints and issues. Manages the development and input to master class schedules. Coordinates requests for deviation from approved schedules and resolves resulting problems. Manages academic records functions to include management of the Resident Individual Training Management System (RITMS) or successor system. Coordinates course POI reviews with the American Council on Education (ACE).

10-17. Armament and Electronics Maintenance Training Department

a. Mission. Manages resident training to produce enlisted Soldiers who are technically and tactically proficient in Basic Electronics, Knowledge and Skills, Land Combat Systems, Test Measurement and Diagnostic Equipment (TMDE), Automatic Test Equipment (ATE), Conventional Weapons, and Fire Control.

b. Organization. Consists of five divisions: Basic Electronics Maintenance Training Division; Land Combat Division; Test Measurement and Diagnostic Equipment (TMDE) Division; Conventional Weapons Division; and Fire Control Division.
CASCOM Regulation 10-5

c. Functions. Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

d. Conducts ARBs and recommends approval for student continuance in training or reclassification. Assists in forming training strategies, goals, and objectives in related technical areas.

e. Coordinates the development of training materials.

10-18. Track, Metal Working and Recovery Training Department

a. Mission. Manage resident training for enlisted Soldiers to be technically and tactically proficient in the following areas: automotive basic knowledge and skills and repair of track vehicles at field and sustainment maintenance levels.

b. Organization. The Department consists of three divisions: Track Division, Metal Working and Services Division, and Recovery Division.

c. Functions.

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts ARBs and recommends approval for student continuance in training or reclassification. Assists in forming training strategies, goals, and objectives in related technical areas.

(3) Coordinates the development of training materials.

10-19. Wheel Maintenance Training Department

a. Mission. Manage resident advanced individual training (AIT) in military occupational specialty (MOS) 91B10 and 91S10. To produce AIT Soldiers who are technically proficient in automotive repair of wheel vehicles and Stryker platforms.

b. Organization. The Department consists of two divisions: Basic Wheel Maintenance Division and Stryker Maintenance Division.

c. Functions.

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.
(2) Conducts Academic Review Board (ARB) and recommends approval for student continuance in training or reclassification.

(3) Assists in forming training strategies, development of training materials and goals and objectives that are technical related to AIT training.

(4) Conducts two additional skill identifier (ASI) courses: ASI R1, Rough Terrain Container Handler (RTCH) Maintainer course and ASI A4, Automotive Electrical Systems Repairer course.

10-20. Tactical Support Equipment Training Department

a. Mission. Manage resident training to produce Soldiers who are technically and tactically proficient, in the repair of power generation, utilities/air conditioning and refrigeration, and quartermaster/chemical equipments at field and sustainment maintenance levels.

b. Organization. The Department consists of two divisions: Quartermaster/Chemical and Utilities Division and Power Generation Division.

c. Functions.

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts ARBs and recommends approval for student continuance in training or reclassification. Assists in forming training strategies, goals, and objectives in related technical areas.

(3) Coordinates the development of training materials. Provides SME and instructors for MTT. Administers Sections 608 and 609 of the Clean Air Act of 1990 ICW Environmental Protection Agency guidance as it pertains to the training, testing, and certification programs for air conditioning and refrigeration.

10-21. Munitions and EOD Training Department

a. Mission. Manage resident training for Soldiers to be technically and tactically proficient in Ammunition (89A and 89B) and Explosive Ordnance Disposal (89D/E).

b. Organization. The department consists of three divisions: Munitions Training Division, Explosive Ordnance Disposal Training Division, and Hazardous Devices School with satellite training locations at Fort A. P. Hill, VA; Fort Leonard Wood, MO; and Eglin AFB, FL.

c. Functions.
CASCOM Regulation 10-5

(1) Manages, conducts, and evaluates resident instruction for assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment.

(2) Conducts ARBs and recommends approval for student continuance in training or reclassification. Assists in forming training strategies, goals, and objectives in related technical areas.

(3) Coordinates the development of training materials.

(4) Conducts courses at RSA as requested by the FBI and approved by the Commandant; provides instruction during FBI Bomb Data Center Regional Seminars as specified in the interdepartmental support agreement; and provides SMEs to write and review lesson plans, examinations, and other instructional material.

10-22. Ordnance Electronics Maintenance Training Department (Fort Gordon, GA)

a. Mission. Manage resident training to produce WO, Soldiers, and civilians who are technically and tactically proficient in electronic maintenance, avionic repair, RADAR, Patriot Systems, Communications and communications security.

b. Organization. The department, located at Fort Gordon, GA, consists of five divisions: Aviation Control and Survivability Division, Aviation and Ground Radio Division, Basic Electronics Training Computer and Chemical Division, Warrant Officer Training Division, and the Patriot/RADAR Division located at Ft Sill, OK.

c. Functions. Manages, conducts, and evaluates resident instruction for assigned courses. Develops the technical sequencing, scope, and changes to lesson plans and other instructional materials. Coordinates the development of training materials with higher headquarters and outside resources. Maintains training facilities and manages operational status of training equipment. Plans, coordinates, and executes graduation ceremonies. Assists in forming training strategies, goals, and objectives in related technical areas. Execute certification training and testing for electronics repair. Provide SME for equipment verifications and validations during development of maintenance concepts and strategies.

10-23. US Army Defense Ammunition Center (DAC)

a. Mission. DAC is the Army's explosives safety think tank and premier learning institution, delivering world-class professionals and solutions. It provides direct support to the Department of Defense (DoD), Headquarters Army and other Government agencies/activities, industry, academia and international military students.

b. Organization. DAC consists of the US Army Technical Center for Explosives Safety (USATCES) and Training plus the DA G-4 Logistics Review and Technical Assistance Office (LRTAO). DAC is under the command and control of the CASCOM, reporting to the Chief of Ordnance. USATCES, a directorate within DAC, receives technical direction and tasking from the
Director of Army Safety and Office of the Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health. DAC and its host, McAlester Army Ammunition Plant, provide and receive administrative and logistical support IA W negotiated Inter-service Support Agreements (ISSA). (see Figure 11-1).

![Diagram of the Defense Ammunition Center & US Army Technical Center for Explosives Safety](image)

**Figure 10-1. Defense Ammunition Center & US Army Technical Center for Explosives Safety**

c. Functions.

(1) DAC, IAW AR 700-13, conducts on-site reviews and provides technical assistance to commands, activities, installations, and other organizations with an ammunition or explosives safety mission.

(2) USATCES, IAW AR 385-10, executes technical aspects of the Army Explosives Safety Management Program.

(3) DAC designs, develops and disseminates procedures for transportation and storage of Class V items and guided missile ground support equipment IAW AR 740-1.

(4) DAC, IAW with DA PAM 385-64, NAVSEA OP 5, and AFI 32-1065 conducts explosive safety certification training for Army, Navy, Marine and Air Force civilian and military personnel.

(5) Conducts HAZMAT certification training for personnel from all services IAW Defense Transportation Regulation, 4500.9-R.

(6) IAW AR 700-15, serves as the single source of military packaging and preservation training for DoD.

(7) IAW DoD Instruction 5160.68, provide training for ammunition careerists and military personnel who perform conventional ammunition logistics and explosives safety missions.
Chapter 11 Transportation School (TSCH)

a. Mission. Train, educate and deliver professional transporters; develop doctrine, concepts, capabilities and force structure to deploy expeditionary forces and distribute materiel to Army and Joint organizations conducting unified land operations in a Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment.

b. Organization. Chief of Transportation oversees the following: Command Group; TC Proponent and Regimental Offices; Special Staff; TSCH; and the Deployment Process Modernization Office. Commandant has oversight and liaison responsibilities to the 58th Transportation Battalion Motor Transport Operators Course located at Fort Leonard Wood, MO and assigned under the 3rd Chemical BDE as well as the USAR TASS BDE, ARNG RTI’s teaching the Transportation CMF (see figure 12-1), and Training and Doctrine Command Capabilities Manager for Transportation. The Commandant has POI oversight. (See Figure 12-1.)

Figure 11-1. Transportation School (W1D7AA) Organization FY15 TDA
c. Functions

(1) Provide training and education on how to plan, schedule, and supervise the use of each mode of transportation for the effective movement and distribution of units, personnel, equipment, and supplies.

(2) Develop doctrine on the use of all modes of transportation and the Army’s single movement controller and traffic manager for the movement of materiel from the source to the combatant commanders.

(3) Provide subject matter expertise to DOD world-wide military traffic, land transportation, and common-user ocean terminals.

(4) Develop transportation concepts and doctrine and develops unit organizations and the requirements to support acquisition of transportation systems for the Army.

(5) Provide joint service doctrine and training coordination to include training and professional development for all military and civilian personnel in transportation and deployment methods.

(6) Provide training on field and sustainment maintenance and supply for marine and rail equipment.

(7) Serve as the HQDA G-4 lead agency for the implementation of the Rapid Expeditionary Deployment Initiative and the Command Deployment Discipline Program.

d. Mission Command: The Transportation Corps (TC) has capability dependencies and requires coordinating staff support from external sources when organized without a subordinate headquarters structure.

(1) ALU: The 71st Transportation Battalion will provide support to the Chief of Transportation’s office, through attachment of the 2nd Staff and Faculty Company. This includes but is not limited to personnel accounting and reporting and administrative support for training, oversight, and family readiness group.

(2) 23rd QM Bde: The brigade will provide oversight for the 508th Transportation Company.

11-1. Command Group

a. Chief of Transportation commands the TSCH and Regiment. Principal advisor to the CASCOM CG and TRADOC on TC DOTMLPF matters. Responsible for ensuring the TSCH recruits, trains, and educates Soldiers, develops leaders, and supports training in units. Provides and supports technical training requirements for officer, WO, and NCO courses within the ALU and the TSCH. As the Army’s Chief of Transportation and Commandant, leads all matters of proponenty and development of the Transportation Corps to ensure it can perform its mission in
support of the US Army; directly assists CASCOM and HRC in life cycle personnel management and talent management. As Commandant, focuses talent management on growing leaders (officers, warrant officers, and Non-commissioned officers) for the future success of the Army; engage and mentor leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly connects, schoolhouse and command engagements, Brigade Combat Team Commander Development Program. Examples include, but are not limited to, TC Connect, BOLC class briefings and BCTCDP, CASCOM Command Engagement Program. Through branch proponents, commandants inform and encourage broadening opportunities.

b. Deputy to the Commandant. Senior advisor and consultant to the Commandant and staff. Has full executive authority to direct and coordinate the actions of the special staff: Proponency Office, Reserve Component Affairs Office, Command Historian, Museum, and the Transportation Regimental Safety Office. Coordinates with outside agencies for mission support requirements beyond the scope of CASCOM and SCoE (FORSCom units who provide equipment to support our training requirements like watercraft). Additionally serves as Assistant Career Program Manager (ACPM) for Ft Lee/CASCOM CP-24 civilians.

c. Regimental Command Sergeant Major. Principal enlisted advisor to the Commandant on all enlisted matters for students, staff, and faculty. Advises the Commandant on status of USATSCH quality of training and recommends assignment of TC SGMs in concert with SGM branch and HRC. Responsible for reviewing/examining trends, and developing and implementing proposals affecting career programs for TC enlisted Soldiers. Provides professional development, mentorship, and counseling to CMF 88 Soldiers.

d. Regimental Chief Warrant Officer. Principal advisor to the Commandant on all Warrant Officer matters. Examines career trends, develops and implements proposals affecting career programs and opportunities for TC WOs. Develops technical prerequisites and approves all TC WO applications. Coordinates with USAREC and HQDA G-1 to develop annual TC WO accession plans. Identifies and recommends changes to structure and training to meet the technical needs of units supported by TC WOs. Provides professional development seminars, mentorship, and counseling to officers, WOs, and enlisted Soldiers on the roles, responsibilities, and utilization of WOs.

11-2. Special Staff

a. Command Historian. Primary advisor on all historical matters. Maintains a continuous history of the TC through the collection, preservation, and archiving of historical information. Conducts historical research and writing of monographs. Produces annual reports and drafts other historical documents focusing on significant transportation initiatives. Provides history instruction to students IAW POI requirements as adjunct faculty of ALU.

b. Proponency Office/Office of the Chief of Transportation. As established in AR 5-22 and prescribed in AR 600-3, the Proponency Office is the Transportation Corps Personnel Development and Proponency Office. Proponency Personnel Developments serves as the
executive agent and advisor to the Chief of Transportation for all personnel development matters for the TC Branch.

(1) IAW AR 600-3, Responsible for the eight personnel Life-Cycle Management functions (Structure, Acquisition, Distribution, Development, Deployment, Compensation, Sustainment, Transition) for the total Transportation Force.

(2) IAW AR 5-22, Execute personnel functions relative to DOTMLPF for the designated functional area or branch. Coordinates with CASCOM FDD and TRADOC ARCIC for personnel analysis and functions relative to Force Design Updates, Structure, etc.

(3) IAW AR 600-3, Ensure personnel management policies, programs, and procedures are established in conjunction with HRC, Army G-1, and ACOMs.

(4) IAW AR 600-3, Facilitate staffing of Military Occupational Classification Structure changes for officers, warrant officers and enlisted specialties.

(5) IAW AR 600-3, Ensure TC officers, warrant officers, and enlisted are staffed within the correct grades and quality and have the requisite skills sufficient to satisfy operating and generating force requirements. Responsible for military occupational classification structure changes for all officers, warrant officers, and enlisted to include specific skill identifiers.

(6) IAW AR 5-22, Provide analysis and data concerning force structure and integration through the Total Army Analysis validating personnel requirements and authorizations to determine force development documentation for the Transportation and Logistics branches.

(7) IAW DA PAM 600-3, Provide functional professional and career guidance for 88A and 90A88 branch officers through personnel management, self-development programs, assignments, and military and civilian education requirements.

(8) Develop policy and provide guidance on promotion and the command slating guidance for officers and NCoS to HRC for TC Commands.

(9) Manage the TC Training with Industry Program for all cohorts. Identifies and recommends Army Educational Requirements System (AERS) coded positions for TWI and ACS utilization.

(10) Manage, review, and award request of waivers for MOS training prerequisite requirements.

(11) Director responsibilities include direct involvement in the Army’s personnel system and the composition and mission of the HQDA Personnel Development General Officer Steering Committee (GOSC), Officer Personnel Management System (OPMS) Council of Colonels (CoC), and the individual personnel developer committees and boards.
CASCOM Regulation 10-5

(12) IAW AR 600-82 execute the TC Regimental Affiliation System, including duties as Corps Adjutant as defined by the Chief of Transportation. Implements and sustains the Honorary Colonel, Honorary Warrant Officer, and Honorary Sergeant Major of the Regiment, Distinguished Member and Honorary Member of the Regiment or Corps programs to include execution of the Transportation Corps Hall of Fame Program.

(13) IAW AR 611-21 Prepare CMF 88 Military Occupational Classification Structure (MOCS) actions for changes to Standards.

(14) Evaluate and recommend the Army’s Additional Skill Identifiers (ASI) requirements (create, delete and merge ASI's as required).

(15) IAW DA PAM 600-25, Develop the TC portion of the U.S. Army Noncommissioned Officer Professional Development Guide.

(16) IAW DA PAM 600-3 AND 600-25, Develop and maintain Professional Development Models for all TC MOSs.

(17) Provide panel and BOD members to the Army Research Institute Studies relative to MOS accessions and classification.

(18) Review/verify USARECs Soldier Quality and Accession Goals.

(19) Analyze CMF and AOC impacts of Primary Manning Authorization Documents (PMAD) and Updated Authorization Documents (UADs) on Proponent Structure.

(20) Prescribe grading guidance for all positions contained in requirements (Table of Organization and Equipment (TOE)) and authorization Modified TOE (MTOE), Table of Distribution and Allowances (TDA), Augmentation TDA (AUGTDA), mobilization TDA (MOBTDA), and Joint Tables of Allowances (JTA) documents.

11-3. Reserve Component Affairs Office

a. Mission. Ensure the Reserve Component (USAR and ARNG) perspectives are fully integrated in the development of emerging doctrine, leader development, and force structure impacting the manning, equipping, training, readiness, and deployability of Reserve Component Transportation Units and Soldiers (primary focus on Soldiers). Provide the Chief of Transportation timely and accurate perspectives on personnel, equipment, training, and deployment issues that pertain to the Reserve Component Transportation Community.

b. Functions.

(1) Host and participate in conferences, workshops, training site visits and staff assistance visits that contribute to improving RC Transportation training and readiness.
(2) Assist in the integration of all facets of RC individual and collective training [into the RC] to include support for RC Officer, Warrant Officer and NCO leader development, Military Occupational Specialty Qualification (MOSQ) and unit training initiatives. Ensures training, doctrine, and combat development activities are well coordinated.

(3) Advise the Deputy to the Commandant to ensure training for both Components meet the One Army School System standard.

(4) Advise the Chief of Transportation on Individual Mobilization Augmentee (IMA) program other RC component specific programs.

(5) Conduct TRADOC Liaison NCO duties supporting RC Soldier Training at Fort Lee and Joint Base Langley Eustis.

(6) Spearhead the integration, collective training and coordinate all RC related force integration actions for FORSCOM, TRADOC, CASCOM, OCAR, ARNG and USARC.

(7) Liaison between the TSCH, Regional Training Institutions (ARNG) and Total Army School System Training Centers (USAR).

(8) Liaison between The TSCH, government, and non- governmental agencies to facilitate Credentialing Programs.

11-4. Transportation Museum (JBLE, VA)

a. Collect, preserve, educate and exhibit the history of transportation in the U.S. Army beginning with the Continental Army in 1775 and continuing through the eras of conflict and peace to the formal establishment of the Transportation Corps on 31 July 1942, the establishment of the Transportation Regiment on 26 July 1986, up to the present date as mandated in 16 USC Sections 431-433, 470.

b. Promote transportation heritage to military and civilian visitors. Promote a source of pride and esprit de corps within the Transportation Corps.

c. Communicate through exhibits and programs the role of the United States Army transportation, and its efforts and accomplishments in the development of our nation.

d. Document the technological advancement of equipment used in the Transportation Corps for future study, research, and development.

11-5. Transportation Corps Regimental Safety Office

a. Serve as a special staff to the Chief of Transportation providing safety oversight on matters pertaining to the execution of the Corps mission. This office consists of Occupational Safety and Health and safety specialist disciplined in highway, rail, watercraft, and military training safety responsible for providing oversight to the operational Army world-wide.
b. Serve as the principle safety point of contact for Army Rail Safety, Rail training, policy development, accident investigations, and compliance with Federal Regulations and rules.

c. Serve as the Army’s primary point of contact for Army Maritime operations and compliance subject matter expert (SME). Oversee specific requirements in Army maritime safety ranging from institutional training to world-wide compliance with regulatory requirements. Provides watercraft safety information to Active and Reserve Mariners.

d. Serve as the principle safety POC for all Tactical Wheeled Vehicles and trailer issues encountered by the Army. Works in coordination with TC Component Managers, Systems Managers (TACOM), Driver Standardization Office, Training Developers, and Regiment staff.

e. Serve as the principal Safety and Occupational Health Advisor to the US Army Transportation School. Responsible for ensuring a School-wide Safety Program for all assigned and attached personnel including enrolled students at Fort Eustis, VA and Fort Lee, VA and students enrolled in proponent courses at Fort Leonard Wood, MO.

11-6. Transportation School

a. Assistant Commandant. Member of the command group responsible for the daily operations of the TSCH. Coordinates actions between the different divisions and TSCH elements located on Fort Lee and JBLE, VA. Oversees and supports training requirements, and proponency of the 88M POI executed by the 58th Transportation BN (Motor Transport Operators Course), Fort Leonard Wood, MO, assigned under the 3rd Chemical BDE.

b. Mission. Trains the Army’s transportation Soldiers, civilians, and members of other services, develops transportation leaders, supports training in units, assists in developing deployment and movements doctrine, establishes applicable standards, and assists in developing future transportation capabilities. Coordinates joint transportation management, planning procedures, and technical skills for members of all uniformed services, including the military of allied nations.

c. Organization. Consists of a TMO; the Army Driver Standardization Office; a Safety Office; and two training departments: Deployment and Deployment Systems Department, the Maritime and Intermodal Training Department (MITD), and the Marine Qualification Office.

d. Functions.

(1) Proponent for all transportation training conducted at Fort Lee, VA; JBLE, VA; and Fort Leonard Wood, MO.

(2) Provide transportation proponency coordination and supervision of transportation unique officer, WO, and NCO PME conducted in the ALU and other schools.
(3) Train automated transportation-related systems applications for situational awareness and deployment processes used to conduct joint operations.

(4) Proponent for all TSCH matters to include transportation officer FSCs, WO MOSs, enlisted CMFs, civilian occupational series, and associated life-cycle management functions.

(5) Train AA and RC Soldiers, DA and DOD civilian transportation managers, and personnel from allied nations on career development and technical courses ranging from watercraft and marine terminal operations, air and highway transport/distribution operations, movement control, rail operations, unique transportation automated movement management systems, mobilization/deployment/redeployment operations, and strategic deployment planning.

(6) Train and provides logistical and administrative support to USMC, USN, and USCG students in transportation management.

(7) Conduct ARBs to determine and recommend corrective actions.

11-7. Training Management Office

a. Mission. Oversees and coordinates training, administrative, and logistical support across the entire USATSCH. Consists of two offices, the principal office at Fort Lee and a cell at JBLE supporting the MITD.

b. Functions.

(1) Review acquisition packages concurrently with the director of contracting and is the alternate contracting officer representative for contract administration.

(2) Prepare guidance for training execution initiatives IAW HQDA/TRs and standards.

(3) Develop policies and procedures pertaining to the conduct and administration of resident, mobile, and DL training. Participates in the development and implementation of newly developed programs. Maintains liaison and coordination with TRADOC 3/5/7.

(4) Coordinate priorities of TSCH input into the HQDA/TRADOC ATRRS defining out-year resources and training workload.

(5) Prepares and coordinates the monthly TRADOC NETUSR.

(6) Validate training requirements and capacities for the SMDR. Coordinates TSCH resident training issues with HQDA HRC and HQDA G-3. POC for training requirements of the NGB, OCAR, FORSCOM, USN, and the USAF.

(7) Central coordinator/HHQ liaison for all matters pertaining to the TRADOC ITRO. Liaison with the USMC, USN, USAF, and the USCG for all ITRO matters.
CASCOM Regulation 10-5

(8) Serve as the organization Defense Travel Administrator for the TSCH.

(9) Coordinate and facilitate academic accreditations with the ACE and the Council on Occupational Education.

(10) Responsible for central taskings within the TSCH to include the 508th Detachment at JBLE, planning of operational training support missions, safety guidance, force protection/anti-terrorism, physical security, facility management, ceremonies, and special events.

(11) Coordinate and programs projected workloads with TRADOC, CASCOM and SCoE, and other service schools and agencies.

(12) Develop mobilization training input to the TSCH mobilization plan.

(13) Advise BN commanders on ARB recommendations. Processes approved ARB actions and appeals.

(14) Manage TRAP requests for resident training or student support involving external agencies and activities, off-site training facilities, and FORSCOM units, and resolves training constraints/issues.

(15) Manage the functions of ATRRS to maintain student load reports that include projected loads and actual inputs. Assists in identifying student reservations and quotas.

(16) Manage the development and input to master class schedules. Coordinates all requests for deviation from approved schedules and resolves conflicts that stem from sharing facilities/equipment.

(17) Establish resident student records in RITM and the class master folder. Prepares one-time and recurring reports and statistical data from RITM and ATRRS; finalizes student records, identifies honor students, prepares graduation documents and diplomas, and prepares history files. Prepares, updates, and reviews RITM training data and receives notification of and processes student disposition and posts in RITM and ATRRS.

(18) Provide training management support to ALU for technical training.

(19) Responsible for human resource management, facility and logistics management, personnel and management control support and personnel/physical security.

11-8. The Army Driver Standardization Office

a. Execute lead responsibilities for a uniform driver training policy throughout the U.S. Army. Advise the commandant on all aspects of motor wheeled vehicle driver training. As the proponent, the commandant is the reviewing and approving authority for all motor wheeled vehicle driver training packages and products. Provide critical operator/driver tasks, conditions, and standards to TRADOC hardware leads. With oversight of AR 600–55, serve as the Army
Driver and Operator Standardization Program (selection, training, testing, and licensing) and lead for the Army Driver Training Strategy and the Master Driver Trainer’s Program.

b. Functions.

(1) Army lead for motor wheeled vehicle driver selection, training, testing, and licensing. Maintains a standard/uniform driver training strategy for the Army.

(2) Responsible for MOS 88M, Motor Transport Operator, for AIT resident course.

(3) Provide MOS 88M technical advice for course quality and post-graduate surveys.

(4) Review and advise changes to the wheeled vehicle sections of AR 600-55, provides interpretation of the regulation to the field.

(5) Review and recommend actions on the development of vehicle specific training circulars and TSPs for non-MOS 88M wheeled vehicle operators.

(6) Provide military commercial driver’s license technical guidance.

(7) Provide technical advice and consultation concerning driver training areas to the Combat Readiness Safety Center, U.S. Department of Transportation, and other agencies.

(8) Review training materials related to wheeled vehicle drivers including training aids, devices, simulations, and simulators.

(9) Review procedures, policies, and regulations for potential impact on Army drivers.

(10) Review/evaluate doctrine and training literature to determine impact on the motor wheeled vehicle driver training community.

(11) Review MOS 88M reclassification packages and provides technical recommendations.

11-9. Quality Assurance Element and Lessons Learned

a. Mission. TC QAE executes special staff functions for the TSCH Commandant; advises the TSCH Commandant and subordinate directors on the quality of proponent transportation training/education IAW the Army Accreditation Standards within the TSCH, CASCOM’s Army Logistics University, and functionally aligned Reserve Component TASS Brigades/Battalions. Ensures academic and training standards are known and followed by the training departments. Assists with implementing new standards and ensures standardization and compliance. Focal point for collecting and disseminating L2 from across the Army to the TSCH.

b. Functions.
CASCOM Regulation 10-5

(1) The TSCH QAE team provides focused assistance to the TSCH. Advises the TSCH Commandant and subordinate directors on the quality of training related to the Army Accreditation Standards within the TSCH, CASCOM’s Army Logistics University, and functionally aligned Reserve Component TASS Brigades/Battalions.

(2) Conducts accreditations of functionally aligned RC training organizations and internal evaluations of TSCH staff, training and education functions against Army Accreditation Standards IAW the Master Evaluation Plan.

(3) Ensures training meets compliance standards IAW TRADOC regulations.

(4) Recommends changes to instruction to improve training effectiveness (trends, findings, recommendations for improvement).

(5) Advises AC/RC training unit commanders/directors/course managers on ways to implement and/or improve training quality control measures.

(6) Provides assessments and recommendations to ensure the quality and effectiveness of Transportation Corps training by conducting and assessing training through the use of a variety of assessment tools (observations, evaluations, surveys).

(7) Provides accreditation oversight by assisting in preparing the TSCH for TRADOC accreditation evaluations.

(8) Leads the annual self assessment and pre-accreditation self assessment against Army accreditation standards.

(9) Provides focused and special assistance to commanders and course managers to improve identified areas of concern related to training, education, and training support.

(10) Provides Accreditation oversight and leads the accreditation of all aligned Transportation RC training at seven Army National Guard (ARNG) TASS Battalions comprised of 22 training companies, one United States Army Reserve (USAR) TC Brigade, and one Multi-functional Training Brigade (MFTB).

(11) Provides liaison between the senior CASCOM and TSCH ARNG and USAR advisors, the ARNG TC SMEs, USAR CMF SMEs, the CASCOM TD3 Transportation Division, and the TC RC TASS Battalion commanders.

11-10. Deployment and Deployment Systems Department

a. Mission. Provides instruction on the Deployment and Defense Transportation System, deployment and sustainment planning and processes, movement control, distribution asset management, and supportive automation systems to Soldiers and civilian members of all services.
b. Organization. The Deployment Training Department consists of one division (Professional Military Training Division, 882A and 88N), two branches (Unit Movements Branch and Defense Transportation Automation Branch) and the 88N10 Committee.

c. Functions.

(1) Train Soldiers, Civilians, and members of other services and nations in Transportation proponent skills and functions as related to Deployment and the Defense Transportation System.

(2) Transportation Specialist Team: provide AIT for MOS 88N (Transportation Management Coordinator).

(3) Deployment Systems Team: provide functional training in deployment processes, to include unit movements (surface and air) and in Defense Transportation System sustainment and automated transportation support systems.

(4) Manage, conduct, and evaluate assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment. Plans, coordinates, and executes graduation ceremonies. Develops training strategies, goals, and objectives in related technical areas. Coordinates with TDI for the development of training materials.

11-11. Maritime and Intermodal Training Department (MITD), JBLE, VA

a. Mission. Manages resident and Mobile Training Team instruction in the areas of Army watercraft operations and engineering; cargo handling and rail operations for Soldiers and Civilian members of all services.


c. Functions. Manages, conducts, and evaluates assigned courses. Monitors the technical sequencing, scope, and changes to TSPs and other instructional materials; monitors maintenance of training facilities and operational status of training equipment. Plans, coordinates, and executes graduation ceremonies. Develops training strategies, goals, and objectives in related technical areas. Coordinates with G-3/5/7 TD for the development of training materials.

11-12. Cargo Training Division

a. Mission. Provides IMT for 88H Cargo Handling Specialist MOS, Rail MOS 88P10, 88T10, and 88U10, and technical training for 88H30 NCoFS.

b. Functions.
CASCOM Regulation 10-5

(1) Provide IMT for 88H10, 88P10, 88T10 and 88U10 MOS. Provides technical training for NCoS in the 88H30 MOS. Responsible for the conduct and execution of the Kalmar RT240 Rough Terrain Container Handler AS1 R1 Course, and the Integrated Computerized Deployment System (ICODES) Basic and Maritime functional courses.

(2) Provide rail related training and certification, executes the DOD Locomotive Engineer Certification Program as the Designated Supervisor of Locomotive Engineers for AA, DA civilians, and contractors who have a rail operating mission in support of the military and selected Federal agency locations. Provides functional rail training and certification in the Locomotive Engineer/Conductor Certification and Recertification courses, and the Railway Crewmember Operators Course.

11-13. Maritime Training Division


b. Functions.


(2) Provide advanced technical training and common leader development subjects designed to prepare WOs and senior NCoS for assignments at higher levels. Trains US Navy Military Sealift Command personnel in Joint High Speed Vessel operations.

(3) Provides maritime specific standards of training and certification of watch-keepers functional training in support of Army marine licensing, certification, and Soldier for Life Credentialing initiatives.

11-14. Marine Qualification Office


b. Functions:

(1) Manage the Army’s Marine Qualification and Licensing Program and Army Sea Pay Program.

(2) Serve as the lead for AR 56-9, Watercraft.
(3) Manage, review, and award requests of waivers for MOS training prerequisite requirements.

11-15. Oversight and Liaison Responsibilities

a. 58th Transportation Battalion (Motor Transport Operators Course), Fort Leonard Wood, MO. The BN is subordinate to the 3rd Chemical BDE at Fort Leonard Wood. The TSCH Commandant is responsible for overseeing the 88M POI and assisting in coordinating required training support and safety oversight for the Motor Transport Operators Course.

b. 508th Transportation Company. Provides direct support to TSCH training events. The company conducts split-based operations between Fort Lee and JBLE, VA and is aligned under the 266 QM BN at Fort Lee. The company maintains one autonomous platoon on JBLE to provide direct support to training events to the MITD and to other training as available. Tasking authority for the JBLE contingent is through MITD training management cell.

c. 2nd Staff & Faculty Company. Provides administrative support to all staff and faculty assigned to the TSCH both on Fort Lee and JBLE, VA. The company is located on JBLE and is subordinate to the 71st Transportation BN located on Fort Lee, VA.

d. Echo Company. Commands AIT student population located on JBLE and is aligned under the 23rd QM BDE at Fort Lee. All AIT students attending courses on JBLE are assigned to E Company.

e. Tango Company. Commands 88N10 AIT student population located on Fort Lee and is aligned under the 23rd QM BDE at Fort Lee. All AIT students attending courses on Fort Lee are assigned to T Company.

Chapter 12 Soldier Support Institute

12-1. Command Group

a. Mission. Trains and educates HR management, Financial Management, postal operations, and music support Soldiers and civilians; develops complementary concepts, doctrine, organizations, and materiel in support of ARFORGEN and human capital enterprise (HCE) to enable America’s Armed Forces to fight and win our Nation’s wars.

b. Organization (see figure 12-1).
Figure 12-1. Soldier Support Institute (SSI)

c. Functions.

(1) Commanding General. Commands the U.S. Army SSI, a TRADOC school/center, subordinate to CASCOM and SCoE, comprised of the Adjutant General School (AGS), Financial Management School (FMS), School of Music (SOM), NCO Academy, and one BN. Responsible for IMT and leader development training for Soldiers, Sailors, Marines, Airmen and civilians of all the schools, to include the Inter-service Postal Training Activity. Serves as a single voice for integrating doctrine, training, leader development, organization design, and combat development for the AG Corps and FM Corps while supporting the Army Wide personnel and FM systems.

(2) Deputy Commander. Acts for the CG in his/her absence. Supervises and directs the execution of the CG’s decisions and policies with primary focus on training support, initial IMT and combat and training developments.

(3) Chief of Staff. Principal coordinating agent for the command regarding operations and relationships with higher, adjacent, subordinate, and supported units, agencies, and activities. Provides strategic direction to the personal, special, and coordinating staff consistent with the CG’s intent. Exercises daily staff supervision of SGS, executive services, SSI Safety Officer, Director of Resource Management, operations, personnel, logistics, information technology, historian and the library.
(4) Command Sergeant Major. Provides advice and recommendations to the CG, regarding training, Soldier morale and welfare matters, and NCO development. Monitors the execution of policies and interprets them for Soldiers as appropriate. Provides an open and "unique" channel of communications between the CG and the NCO support chain. Conducts visits to selected units and provides feedback to the appropriate CASCOM and SCoE activity.

(5) Secretary to the General Staff. Principal POC for distinguished visitors and all protocol events for the SSI. Develops and coordinates itineraries for Colonel and above visitors to SSI with subordinate schools and external agencies. Interfaces/coordinates with Fort Jackson.

(6) Chaplain. Advisor to the SSI Commander and school commandants on matters of religion, ethics, morals and morale as affected by religion. Provides religious support to the Soldiers and civilian personnel of the SSI and Fort Jackson community.


(9) Resource Management. Principal financial advisor to the CG, SSI; provides FM and civilian resource services; maintains internal controls, absolute financial integrity, and total visibility of public funds; ensures effective, efficient and relevant execution of resources in accordance with the SSI mission and CG priorities. Manages and maintains civilian personnel and resource policies. Manages and controls resource management policy and guidance, planning, programming, budgeting, and execution and equipment management.

(10) Library. Acquires, organizes, and maintains a collection of print and nonprint materials pertinent to SSI courses and to the professional development of students and staff. Assists students and staff in locating information via resources within library or using other available technology.


(12) G-3 (Operations). Provides oversight of daily operations and long range planning, ensuring effective and efficient accomplishment of the SSI mission. Provides management for internal and external taskings. Develops, coordinates, and publishes OPORDs, WARNORDs, and FRAGORDs, as required to execute the CG’s guidance. Provides oversight for Antiterrorism/Force Protection and Operations Security Programs.

(13) G-3 (Training Management). Conducts the Structure Management Decision Review (SMDR) and the Army Program of Individual Training (ARPRINT) analysis, scheduling, working
CASCOM Regulation 10-5

Training Resources Arbitration Panel (TRAP) actions and maintaining schedule updates. Supports all Army Training Requirements and Resource System (ATRRS) actions. Serves as the ATRRS Functional Manager and Training Resources Analysis System (TRAS) Manager IAW TR 350-70 Chap 4, Sect II.

(14) G-3 (Knowledge Management). Develops, adapts, and implements DOD, Army, TRADOC, and joint KM practices, techniques, and technologies.


(16) G-4 (Logistics Management). Coordinates logistics requirements. Executes expenditure of funds within logistics related accounts of the organization’s budget. Oversees various logistical operations/functions pertaining to operations (exercises, activities, etc., under OPORD). Coordinates with installation master planner and engineer division pertaining to facility renovations and military Army construction projects. Facility management. Supply operations maintains accountability of unit’s installation/TDA property (automation, support equipment, nontactical vehicles, furniture, and office equipment).

(17) Quality Assurance Office. Evaluates training and provides the CG and commandants with feedback and recommendations that promote development and implementation of current, effective, and relevant POIs to support Soldier, leader, and unit competencies. Develops and implements mission execution processes (MEPs) for SSI, AGS, FMS, NCOA, and SOM. Conducts periodic internal evaluations of all SSI courses as scheduled in the MEPs using the applicable TRADOC accreditation standards.

(18) G-6 (Information Management). Principal staff officer to the CG for planning, employment, resourcing, and security of IM/IT. Coordinates directly with the local network enterprise center and the TRADOC Chief Information Officer to ensure that IM/IT is compliant.

(19) Retention. Staff advisor to the CG, Commandants, and CSM for all retention matters.

(20) EO office. Provides advice and assistance to CG, Commandants, commanders, directors, managers, and Soldiers. Staff adviser for all EO matters and recommends policy, vision, and priorities. Coordinates directly with Installation EO Resources for extended and continuous coverage and support.

(21) Sustainment Center of Excellence Liaison. Liaison for the CG, SSI to CASCOM. Represents the CG, SSI and subordinate Commandants within the CASCOM HQ. Primary advisor to the CASCOM HQ for HR and FM integration into Army sustainment operations,
doctrine, and training. Ensures SSI concepts and doctrine are integrated across the Army’s DOTMLPF. Develops and maintains effective lines of communication. Develops and fosters strong partnerships between the two organizations.

12-2. Training Development Directorate

a. Mission. Develops and sustains realistic, relevant, and responsive HR and FM individual and collective training in support of decisive action and unified land operations that enable military and civilian personnel to accomplish their mission in the contemporary operational environment and meet the demands of our Army at war.

b. Organization (see figure 12-2).

c. Functions.

(1) Director, TDD. Responsible to the CG and Commandants of the AGS, FMS, and Recruiting and Retention School (RRS) for the development, administration, internal evaluation, and regulatory compliance of all SSI courseware. Principal advisor to the CG and commandants on training development requirements, processes, and procedures. Integrates and coordinates Army training and education development actions. Directs training development resources and workload in accordance with priorities established by the commandants. Directs the integration of best practices, training concepts, and strategies across training development. Annually sponsors and implements the SSI Instructor Recognition Program.

(2) Deputy Director, TDD. Manages training development workload and identifies/resolves development issues. Manages personnel, operational, and support activities. Administers contract management functions. Integrator and advisor on training development issues, assists in establishing priorities and recommending resource allocation.

(3) Sergeant Major. Principal enlisted advisor. Provides oversight for the design, development, and implementation of training products for the individual and collective training instruction and courseware delivery at the AGS, FMS, the NCOA and The Army School System (TASS) battalions. Executes established policies and monitors standards of performance, training, and conduct of enlisted personnel.
(4) Individual Training Division. Responsible for the SAT management, processes, and products IAW the Army training and education development process and the analysis, design, development, implementation, and evaluation model. Develops and maintains individual training products and applicable TRAS documentation for the AGS and FMS officer, enlisted, and functional courses.

(5) Collective Training and Education Technology. Analyzes, designs, and develops rigorous, relevant, and effective unit training products, including Training Support Packages and combined arms training strategies, that support HR and FM teams and units in achieving operational readiness in decisive action. Develops and maintains interactive multimedia instruction and DL courseware taught and delivered by the AGS and FMS using in-house capabilities and resources. Serves as SSI's training development capability database and blackboard content management system administrator and provides technical support and training to instructors and training developers on the use of academic content development and systems applications.

(6) Education Services Division. Oversees the development of training concepts and strategies and determines training development direction for DL programs for AGS, FMS and staff and faculty program actions for SSI and other Fort Jackson schools, based on proponent school commandant’s approved training strategy. Coordinates with the QA office and the proponent schools on actions related to self-assessment in preparation for TRADOC schools accreditation.

12-3. Capabilities Development and Integration Directorate

Figure 12-2. Training Development Directorate (TDD)
a. Mission. Develops and maintains relevant and timely HR and FM concepts and doctrine; designs, defines, and develops HR and FM organizations; and documents HR and FM materiel requirements for current and future Operational Forces to sustain our Army throughout decisive action operations.

b. Organization (see figure 12-3).

![Diagram](image)

Figure 12-3. Capabilities Development and Integration Directorate

c. Functions.

(1) Director, Capabilities Development and Integration Directorate. Responsible for future battlefield concepts, doctrine, force structure, and materiel requirements for HR and FM support to the warfighter. Coordinates and integrates HR and FM concepts, doctrine, organizations, and materiel requirements with capabilities development and integration activities at CASCOM, CAC, HQ TRADOC, and HQDA.

(2) Deputy Director, Capabilities Development, and Integration Directorate. Integrates and advises the directorate on capability issues, and assists in establishing priorities and recommending resource allocations. Controls and assigns tasks to division-level leaders, recommends priorities for accomplishment of tasks, and coordinates actions involving multiple divisions. Performs contract management functions for the directorate and manages budget activities.

(3) Concepts and Doctrine Division. Develops, coordinates, and publishes Army HR and FM doctrine and ensures that it properly aligns with joint doctrine. Reviews and prepares input for non-lead Army, joint and allied doctrinal publications. Validates and develops required conceptual and doctrinal linkages between strategic, operational, and tactical levels of HR and FM operations. Performs conceptual studies and analysis to support HR and FM systems development for the future force. Develops HR and FM concept plans and provides input to
higher level CBA and reviews and provides input to non-lead concepts to ensure they address HR and FM implications. Manages the SSI’s Lessons Learned (L2) program through the collection and dissemination of observations, insights, and lessons. Manages open issues and tracks DOTMLPF implications with domain managers and affected schools and organizations.

(4) Force Design Division. Plans, programs, develops, analyzes, and coordinates proposed force structure changes and coordinates the development of organizations, force designs, and requirement documents for force structure throughout the entire force design process. Develops, maintains, and coordinates Table Organization and Equipment (TOE) for Supply Requirements Code 12- and 14- Series. This division provides organizational product TOE, and Manpower Requirements Criteria (MARC) assistance, guidance, and technical expertise to departments and divisions of the AG and FM schools. Force Design Division advises other Army leads and centers on potential impact within their specific TOEs regarding HR and FM requirements and documentation.

12-4. Noncommissioned Officer Academy (NCOA)

a. Mission. Trains and educates NCoS through relevant, objective evaluation to support MOS- specific technical training; grows adaptive leaders fostered in an environment that facilitates competence, confidence, creativity, and team-building to achieve success in any operating environment.

b. Organization (see figure 13-4).

c. Functions.

Figure 12-4. NCO Academy
(1) Commandant, NCOA. Commands, manages, and controls the operation of the NCOA, SSI. Administers welfare and discipline (less Uniform Code of Military Justice) of cadre and students.

(2) Deputy Commandant, NCOA. Coordinates and supervises the daily operations of the NCOA. Directs, supervises, and coordinates academy staff activities, to include relationships with higher HQ.

(3) Administration (S1). Supervises, plans, and coordinates personnel and administrative operations. Lead for student and small group leader information guides. Prepares academic evaluation reports and provides administrative support for graduation ceremonies.

(4) Operations (S3). Coordinates and facilitates the management of training, plans, and operations for the NCOA. Requisitions, stores, and issues academic publications required to execute Advance Leaders’ Course (ALC), Senior Leaders’ Course (SLC), and Common Core (CC) POIs. Coordinates common leader training, POIs, course administrative data and individual training plans with the Directorate of Training Support and the U.S. Army Sergeants Major Academy.

(5) Logistics (S4). Advises the commandant on the logistical missions; determines and coordinates supply actions. Manages field support and organizational equipment under established procedures for storage, maintenance, issue, turn-in and replacement; determines equipment readiness status.

(6) Senior Leader Course. Conducts SLC for MOS’ 42A, 36B, 56M, 79R, and 79S.

(7) Advanced Leader Course. Conducts ALC for MOS’ 42A, 36B, 56M (all MOS’).

12-5. 369th Adjutant General Battalion

a. Mission. Conduct Advanced Individual Training (AIT) for Military Occupational Specialties (MOS) 36B and 42A to complete the Soldiers’ Initial Entry Training; to provide trained, ready, and agile Soldiers to the Operational Force.

b. Organization (see figure 12-5).
c. Functions.

(1) Commander. Commands, controls, disciplines and oversees the welfare of military personnel assigned or attached to the 369th Adjutant General (AG) Battalion. Provides summary court-martial convening authority for personnel assigned or attached.

(2) Executive Officer. Directs, supervises and coordinates battalion staff activities, to include relationships with subordinate elements, schools, directorates and higher headquarters. Informs the commander, command sergeant major and staff on all matters affecting the organization. Represents and assumes command of the battalion in the commander’s absence. Monitors and executes standard operating procedures (SOPs) and battalion policies IAW applicable regulations and guidance. Ensures the commander’s mission and intent are executed accordingly within the staff elements. Reviews all staff actions, internal/external tasking and other correspondence for situational awareness and correctness prior to the commander’s receipt and oversees the preparation and execution of the budget and MWR unit fund.

(3) Command Sergeant Major. Serves as principal enlisted advisor to the commander. Serves as president or member of senior noncommissioned officers' councils, enlisted promotion boards and other boards or panels that affect the Soldiers assigned to the command. Represents enlisted Soldiers at installation advisory councils. Responsible for assigning enlisted soldiers within the battalion. Provides recommendations and/or advises company commanders and 1SGs on matters concerning enlisted Soldiers. Assists in reception of visitors to the command and monitors health, morale and welfare of unit members and their families. Trains the battalion
noncommissioned officers; visits training sites and activities, focusing particular attention to
dress, appearance and military bearing of soldiers, instructor techniques, and performance of
Soldiers. Accompanies the commander on training inspections, visits to units, and ceremonies.
Ensures incoming personnel are welcomed to the unit and properly briefed on duties and
responsibilities as a part of the battalion. Manages the execution of the battalion
noncommissioned officer development program.

(4) S-1. Plans, coordinates and supervises the areas of personnel management, awards,
evaluations, actions, maintenance of unit strength, maintenance of morale, maintenance of
discipline, law and order, safety and headquarters management. Directs the operations of the S-1
Section. Publishes the battalion rating scheme and maintains the battalion policy letters and
standard operating procedures. Processes all personnel actions and supervises the battalion legal
NCO.

(5) S-2/3. Functions as the headquarters building security officer. Responsible for
distributing completed security clearance requests to the appropriate personnel. In conjunction
with installation security, conducts and supervises security inspections; manages physical and
personnel security programs. Performs administrative duties to control and safeguard classified
documents and serves as the primary staff officer for the management of training, plans,
operations, and mobilization. Consolidates and coordinates allocations for installation schools.
Develops and executes emergency and contingency plans. Monitors and disseminates training
directives and plans and executes training requirements. Plans and coordinates special events,
parades, ceremonies. Coordinates plans and schedules events for the battalion leadership
professional development program and conducts weekly and quarterly training briefs. Executes
TRADOC directed tasking; coordinates for orders and security clearances. Coordinates and
provides support for installation tasking in support of TRADOC assets. This includes but not
limited to funeral honors, post flag details, retirement review details, and defense academy
credibility assessments.

(6) S-4. Provides logistical guidance to unit supply NCoS'; advises the command on the
logistical mission; determines and coordinates supply requirements. Plans, coordinates and
inspects supply related programs, maintenance and transportation assets within the battalion.
Manages field support and organizational equipment under established procedures for storage,
maintenance, issue, turn in and replacement; monitors and analyzes equipment readiness status.
Supervises battalion work order submission and control procedures and develops
recommendations for organizational equipment requirements and allocations. Coordinates
logistical activities with other staff elements and Fort Jackson's supply and service agencies and
serves as the wheeled vehicle coordinator and tactical vehicle dispatcher; monitors GSA
dispatches. Maintains records on training ammunition requirements, forecasts and consumption
for the battalion.

(7) S-6. Provides Information Technology (IT) support for all cadre, civilians, and Soldiers
in Training in the battalion. Responsible for planning and executing all IT sustainment activities
for the battalion and for all issues associated with signal operations, automation management,
network management, and information security. Responsible for the repair, or coordination for
repair, of all automation equipment in the battalion footprint and coordinates with the SSI G6 to ensure that the organization meets all IT standards of use and security measures.

(8) Implements training for the following MOS/ASI producing courses as directed by the USASSI Commandants: Executive Administrative Assistant Course (ASI E3); Financial Management Technician Course (36B1O); Human Resources Specialist Course (42A1O). Assists and provides input for development of new course materials under the Training Development Division (TDD). Provides subject matter experts for review of resident and distance learning materials and participates on task selection and review boards as required.

(9) HHC and A Company. Performs mission as headquarters and headquarters company for the battalion. Ensures the medical and training readiness of all assigned and attached cadre and civilians. Provides staff personnel to support the overall battalion mission to train AIT Soldiers. Tests permanent party personnel in Army warrior tasks, weapons familiarization, and APFT.

(10) AIT Companies. Trains Soldiers for the Army by conducting Advanced Individual Training for MOS 36B (Financial Management Technician) and 42A (Human Resource Specialist) in order to provide Active, Reserve, and National Guard organizations with disciplined, physically fit, technically, and tactically competent Soldiers.

(11) Oversees the international student office for Fort Jackson. Plans and executes the international military education and training components of the TRADOC Security Assistance Training Field Activity at Fort Jackson, according to AR 12-15, Joint Security Assistance Training. Provides C2 liaison, logistical and administrative support to all assigned international military officers, NCoS, and Families attending training on Fort Jackson.

(12) Controls the SSI Warrior Training Area (WTA). Provides and maintains a facility for units to conduct a multi-echelon capstone event IAW TR 350-6, Enlisted Initial Entry Training Policies and Administration, to validate training core competencies and execute those tasks in a demanding environment that is realistic, relevant, and reflective of the common operating environment.

12-6. Adjutant General School

a. Mission. Train and educate Human Resources (HR) Soldiers and Civilians to meet Army readiness requirements; develop complementary concepts, doctrine, organization, and materiel across the spectrum of HR in support of America’s Armed Forces to fight and win our Nation’s wars.

b. Inter-service Postal Training Activity (IPTA) School Mission:

Train and educate Service personnel and Department of Defense Civilians in the basic and supervisory postal skills required to operate Military Postal Facilities.

c. Army School of Music Mission:
Train and educate Army Musicians; design, develop training; integrate unit capabilities, concepts and doctrine to build Army bands that are versatile and adaptable in Unified Land Operations.

d. Organization (see figure 12-6).

Figure 12-6. Adjutant General School

e. Functions.

(1) Commandant of AGS. Serves as the Chief of the Adjutant General’s Corps, Commandant of the Adjutant General School and Chief, Army Music. As Chief of the Adjutant General’s Corps responsible for Human Resource (HR) domain solutions across the DOTMLPF spectrum, ensuring the AG Corps can perform its primary mission to enable Commanders and support Soldiers and their Families. Responsible for Army Equal Opportunity training products and lesson plans. Ensures training at the Inter-Service Postal Activity is compliant with DoD requirements. Directly assists the AG senior leadership and HRC in life cycle personnel management and talent management. Principle advisor to the SSI CG, CASCOM CG, and TRADOC on AG DOTMLPF matters. Establishes programs to support and preserve the customs and traditions of the Adjutant General’s Corps. As the Commandant of the U.S. Army Adjutant General School (AGS), responsible for ensuring AGS trains and educates Soldiers and Civilians, develops game changing leaders, and supports training in units. As the Chief of Army Music responsible for the Army School of Music (ASOM) operations through direction of its Commandant. Responsibilities include training, design, development and implementation of all resident and non-resident training and DOTMLPF solutions for Army Music. Serves as chair of the Army Music Action Group.
(AMAG) and ensures the AMAG meets periodically to provide strategic direction to Army music and advice to the AG Board of Directors and Senior Army Leadership. As Commandant, focuses talent management on growing leaders (officers, warrant officers, and Non-commissioned officers) for the future success of the Army; engage and mentor leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly connects, schoolhouse and command engagements, Brigade Combat Team Commander Development Program. Examples include, but are not limited to, QM Connect, OD skills throughout the generating force through branch proponents and venues including, but not limited to quarterly connects, schoolhouse and command engagements, Brigade Combat Team Commander Development Program. Examples include, but are not limited to, QM Connect, OD Connect, BOLC class briefings and BCTCDP, CASCOM Command Engagement Program. Through branch proponents, commandants inform and encourage broadening opportunities.

(2) Supervisory Education/Training Advisor and Deputy Commandant. Advises the commandant in the analysis, design, development, and integration of DOTMLPF requirements for the AG Corps. Principal advisor to the commandant. Assists in the review, evaluation, and execution of assigned programs and mission responsibilities. Oversees the development of training programs and studies in postal, and HR MOSs: MOS 42A, AOC 42, WO MOS 420A and postal operations ASIs F4 and F5. Coordinates among academic departments and principal staff to plan new courses, phase out or revise existing courses, implement common subjects, special studies, and problems. Recommends appropriate allocation of funds, personnel requirements, and assignment of personnel.

(3) Regimental Chief Warrant Officer. Principal advisor to the Commandant on all AG WO matters. Advises the Commandant on status of AG Warrant Officer quality of training. Develops technical prerequisites and serves as the approval authority for all Comp1, 2, and 3 AG WO applications. Examines career trends, develops and implements proposals affecting career programs and opportunities for AG WOs. Coordinates with U.S. Army Recruiting Command (USAREC) and HQDA G1, to develop annual AG WO accession plans. Identifies and recommends changes to structure and training to meet the technical needs of units supported by AG WOs, provides professional development, mentorship, and counseling on the roles, responsibilities, and utilization of WOs.

(4) Regimental Command Sergeant Major. Principal advisor to the commandant on all enlisted matters. Regimental CSM of the AGS and as the AG Corps Regimental CSM for all AG Soldiers (AGS, NCOA, and SOM), manages a comprehensive training and enforcement program aimed at establishing and maintaining the highest professional standards of performance and conduct for enlisted Soldiers. Serves as the SME for the AG enlisted 42 series conduct of training and method of instruction.

(5) Chief of Staff/Supervisory Human Resource Specialist. Senior administrative supervisor and HR systems integrator. Ensures the operational, administrative and HR systems integration needs of the AGS are met. Plans, coordinates, and executes AGS administrative operations, and manages personnel actions. Administers and evaluates internal management practices and controls to promote maximum organizational effectiveness. Develops AGS budget. Approves and manages monthly expenditures and ensures compliance with expenditure regulations and guidance.
(6) Equal Opportunity (EO) Training Proponenty Office. Designs, develops and sustains current, innovative, adaptive and effective Army EO training and materials that are utilized throughout the Army to include at OES/NCOES service schools, Army Service Specific Training taught at the Defense Equal Opportunity Management Institute (DEOMI), and in the Equal Opportunity Leader Course (EOLC).

(7) Proponenty and Leader Development Division. Responsible agent for the AG Corps with respect to AR 5-22, the Army Force Modernization Proponent System, and AR 600-3, The Army Personnel Development System. Maintains career and leader development models for AOC/CMF 42 and 420 to include identification of key developmental positions, grade plate requirements, and management and/or coordination of branch-specific self-development, broadening, and credentialing programs. Conducts analysis of future planning, policies, procedures, and guidelines for the AG Corps. Coordinates with and advises the Capabilities Development and Integration Directorate, the Training Development Directorate, TRADOC, and all other external agencies on potential impacts to the HR community.

(8) Training Department. Conducts officer education system courses within the AGS to include IMT for officers and WOs, PME courses, functional courses and the HR technical phase of the intermediate level education course.

(9) Total Force Integrator. Advises on activities pertaining to the USAR AG/HR community, including mobilization and force integration actions. Liaison to TDD to integrate USAR initiatives and actions into training. Develops, reviews, and refines USAR job positions and descriptions related to mobilization and total force integration.

(10) Army Music Proponenty Office. Advisor to the Chief, Army Music on band matters. Reviews personnel changes to TOE, modified TOE, CTA, and Table Distribution of Allowance (TDA) for Army bands and Music activities. Recommends changes to other Army leads, US Army Force Management Support Agency (USAFMSA), or Army Commands (ACOM) as appropriate. Assists and advises HRC in monitoring the DA Centralized Band Member Accession Management Program and the musical qualifications of all Army Music personnel.

(11) Inter-service Postal Training Activity. Single DOD postal training activity. Conducts training utilizing a joint service cadre of SMEs, operating under the Inter-service Training Review Organization (ITRO) consolidated and collocated training standard Memorandum of Agreement (MOA). Performs basic and advanced training instruction and testing for Army, Marine Corps and Air Force postal students. Personnel for Inter-service Postal Training Activity serve as the SME for military postal activities and operations.

(12) Operations. Perform personnel and administrative management, operations and logistical support, information systems management, publications, file management, distribution, and suspense control.

(13) Museum Curator. Principal adviser for all matters relating to Army culture and museum operations. Controls and ensures accountability of all Army historical artifacts and art placed within the custody and care of the museum, including their identification, designation,
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preservation and conservation, registration, cataloging, loan, or transfer. Serves as the Artifact Responsible Officer. Performs historical research to identify objects, develop the museum story line, and support special projects within the AGS.

(14) U.S. Army School of Music. Develops and conducts training for Army bands. Develops and documents doctrinal, equipment, and manpower requirements for Army bands. Coordinates with TRADOC to ensure all policies are effectively administered.

(15) Quality Assurance Element. Provides the Commandant, Deputy Commandant, and senior staff with an accurate, unbiased assessment of the effectiveness and efficiency of the school’s training and education programs.

12-7. Financial Management School

   a. Mission. Provides trained, ready, and agile military and civilian leaders and develops complementary concepts, doctrine, organization, and materiel across the spectrum of FM in support of America’s Armed Forces in war and peace. Acts as both the branch and personnel proponent for the Finance Corps, and serve as the home of the Finance Corps Regiment.

   b. Organization (see figure 12-7).

   c. Functions.

      (1) Commandant. Proponent for the Finance Corps, and Chief of the Finance Corps and the Finance Corps Regiment. Directs professional and leader development and training to officers, enlisted, and civilian personnel assigned to the FMS as well as students in military pay operations, FM, accounting, and resource management courses. Supports force development, combat development, and tactical automation processes related to FM, accounting and resource management; coordinates actions with TRADOC and TRADOC schools, CASCOM and SCoE, HQDA functional area, and DFAS. As Commandant, focuses talent management on growing
leaders (officers, warrant officers, Non-commissioned officers and DA Civilians) for the future
success of the Army; engage and mentor leaders with unique talents and skills throughout the
generating force through branch proponents and venues including, but not limited to quarterly
connects, schoolhouse and command engagements, Brigade Combat Team Commander
Development Program (BCTCDP). Examples include, but are not limited to, QM Connect, OD
Connect, FM Net, BOLC class briefings and BCTCDP, and CASCOM Command Engagement
Program. Through branch proponents, commandants inform and encourage broadening
opportunities.

(2) Deputy Commandant. Oversees and directs the daily operations of the FMS.
Oversees school resources.

(3) Command Sergeant Major. CSM of the Finance Corps, Finance Corps Regiment, and
FMS, advises on matters affecting enlisted personnel in the FMS and Finance Corps. Executes
the School's NCO professional and leader development program.

(4) Total Force Integrator. Primary RC advisor on activities that pertain to the RC FM
community. Staff advisor concerning all mobilization and force integration actions, coordinates
RC support to the FMS through requests for active duty for support work, annual tour, or other
appropriate tours of duty. Monitors the mobilization TDA and coordinates recruitment of eligible
individuals.

(5) Executive Officer/Operations. Supervises and coordinates administrative, logistical,
and operational actions, plans, and policies. Maintains and coordinates the TDA and unit status
report and submits to SSI monthly. Supervises and executes FMS personnel actions. Develops
the annual operating budget and submits to SSI for approval/funding.

(6) Finance Corps Museum Curator. Operates the Finance Corps Museum under the
guidance and policies of the U.S. Army Center for Military History. Develops and conducts
heritage training on the history of U.S. Army FM operations by exhibiting historical memorabilia
and providing interpretive displays and lectures. Liaison between FMS and the museum
community at Fort Jackson, state and local museums, and historical sites.

(7) Chief, Proponency Division. Branch and personnel lead for the Finance Corps IAW
AR 5-22, The Army Force Modernization Proponent System, and AR 600-3, The Army
Personnel Development System. Coordinates FM personnel development issues with the Army
staff, U.S. Army Finance Command, and ACOMs. Examines training for career field
development to ensure sufficient professional development. Develops briefings, memorandums,
and information and decision papers on FM proponent issues. Reviews training development
products to ensure compatibility with operational concepts, current and emerging doctrine, and
professional development models.

(8) Financial Management Training Department. Directs training for accounting,
financial, and resource management operations. Conducts training at all echelons. Coordinates
the development of new and updated training with the TDD, Capabilities Integration
Development Directorate, and FMS proponency.
(9) Quality Assurance Element. Provides the Commandant, Deputy Commandant, and senior staff with an accurate, unbiased assessment of the effectiveness and efficiency of the school’s training and education programs.

Appendix A References

Section I Required Publications

AR 5-22
The Army Force Modernization Proponent System (*RAR 002, 03/25/2011*)

AR 600-3
The Army Personnel Development System

TR 10-5
Organization and Functions

Section II Related Publications
A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

AR 1-20
Legislative Liaison

AR 5-5
Army Studies and Analyses

AR 5-11
Management of Army Models and Simulations

AR 10-87
Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 11-7
Army Internal Review Program

AR 12-15
Joint Security Cooperation Education and Training

AR 25-1
Army Information Technology
AR 25-2
Information Assurance

DoDD 8570-1M
Information Assurance Training, Certification, and Workforce Management

AR 25-30
The Army Publishing Program

AR 27-1
Legal Services, Judge Advocate Legal Services (*RAR 001, 09/13/2011)

AR 27-3
The Army Legal Assistance Program (*RAR 001, 09/13/2011)

AR 56-9
Watercraft

AR 59-4
Joint Airdrop Inspection Records, Malfunction/Incident Investigations, Activity Reporting (*RAR 001, 06/23/2009)

AR 70-1
Army Acquisition Policy

AR 71-9
Warfighting Capabilities Determination

AR 71-11
Total Army Analysis (TAA)

AR 71-32
Force Development and Documentation

AR 220-1
Army Unit Status Reporting and Force Registration – Consolidated Policies

AR 350-1
Army Training and Leadership Development (*RAR 001, 08/04/2011)

AR 350-38
Policies and Management for Training Aids, Devices, Simulators and Simulations

AR 350-50
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Combat Training Center Program

AR 360-1
The Army Public Affairs Program

AR 385-10
The Army Safety Program

AR 600-55
The Army Driver and Operator Standardization Program (Selection, Training, Testing and Licensing)

AR 612-201
Initial Entry/Prior Service Trainee Support (*RAR 001, 08/04/2011)

AR 690-12
Equal Employment Opportunity and Affirmative Action

AR 690-950
Career Management

AR 700-127
Integrated Logistics Support (*RAR 002, 03/26/2012)

AR 750-1
Army Materiel Maintenance Policy

AR 750-32
Airdrop Parachute Recovery and Aircraft Personnel Escape Systems
AR 870-5
Military History: Responsibilities, Policies, and Procedures

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01G Joint Capabilities Integration and Development System

CJCSI 3180.01
JROC Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations

DA Pamphlet 611-21
Military Occupational Classification and Structure

DoD 5000 Series

DoDD 5100.1
Functions of the Department of Defense and its Major Components

148
Field Manual 7-0
Training for Full Spectrum Operations

Joint Publication 1-02
DoD Dictionary of Military Terms

TR 1-11
Staff Procedures

TR 25-36
The TRADOC Doctrine Publication Program

TR 71-4
TRADOC Standard Scenarios for Capabilities Developments

TR 71-12
U.S. Army Training and Doctrine Command Capability Management

TR 350-6
Enlisted Initial Entry Training Policies and Administration

TR 350-10
Institutional Leader Training and Education

TR 350-13
Instruction in Military History

TR 350-70
Army Learning Policy and Systems

TR 385-2
U.S. Army Training and Doctrine Command Safety Program

TR 870-1
TRADOC Military History Program

Section III Referenced Forms

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028
Recommended Changes to Publications and Blank Forms
Glossary

Section I Abbreviations

AA  active Army
ABCS  Army Battlefield Command System
ACE  American Council on Education
ACOM  Army commands
ACPM  activity career program manager
ADCON  administrative control
AFB  air force base
AG  adjutant general
AGR  active guard reserve
AGS  Adjutant General School
AIT  advanced individual training
ALC  Advanced Leaders Course
ALT  acquisition, logistics and technology
ALT-IO  Acquisition, Logistics and Technology-Integration Office
ALU  Army Logistics University
AMC  Army Materiel Command
AMEDDC&S  Army Medical Department Center & School
AOC  area of concentration
ARB  Academic Review Board
AR  Army Regulation
ARCIC  Army Capabilities Integration Center
ARFORGEN  Army force generation
ARNG  Army National Guard
ASI  additional skill identifier
ATRRS  Army Training Requirements and Resources System
AWS  Army watercraft systems
BCT  basic combat training
BDAR  battle damage assessment and repair
BDE  brigade
BN  battalion
BOLC  Basic Officer Leaders Course
BRAC  base realignment and closure
C2  command and control
CAC  U.S. Army Combined Arms Center
CASCOM  Combined Arms Support Command
CBA  capability based assessments
CC  common core
CCC  captain career course
CCP  concept capability plans
CDD  capabilities development document
CDI  Capabilities Development Integration
CG  commanding general
CJCSI Chairman of the Joint Chiefs of Staff Instruction
CLC3 Combined Logistics Captains Career Course
CMF  career management field
CoE  Center of Excellence
CofS Chief of Staff
COP  current operations
COT  Chief of Transportation
CP  career program
CPX-S command post exercise - sustainment
CSA  Chief of Staff, Army
CSM  command sergeant major
CWO  chief warrant officer
DA  Department of the Army
DAC  Defense Ammunition Center
DCG  deputy commanding general
DCG Mob DCG mobilization
DCDR  deputy commander
DCR  DOTMLPF change recommendation
DCofS Deputy Chief of Staff
DFAS  Defense Finance and Accounting Service
DL  distributed learning
DLA  Defense Logistics Agency
DOD  Department of Defense
DOTMLPF  doctrine, organizations, training, materiel, leadership and education, personnel, and facilities
DiCG Deputy to the Commanding General
EA  executive agent
ED  education division
EO  equal opportunity
EOD  explosive ordnance disposal
ESD  Enterprise System Directorate
FAA  functional area analysis
FDD  Force Development Directorate
FDU  force design update
FM  financial management
FMS  Financial Management School
FNA  functional needs analysis
FORSCOM Forces Command
FRAGORD  Fragmentary Order
FSO  full-spectrum operations
GO  general officer
HCE  human capital enterprise
HHQ  higher headquarters
HR  human resources
HRC  Human Resources Command
HQ  headquarters
HQDA Headquarters, Department of the Army
IAW  in accordance with
ICD  initial capability document
ICW  in coordination with
IG  inspector general
ILS  integrated logistics support
IM  information management
IMT  initial military training
IRR  individual ready reserve
IT  information technology
ITRO Inter-service Training Review Organization
JCIDS Joint Capabilities and Integration Development System
JCTD Joint Culinary Training Division
JIIM joint, interagency, intergovernmental, and multinational
JROC joint requirements oversight council
KM Knowledge Management
L2 lessons learned
LDTA lead defense travel administrator
LG logistics group
LNO liaison officer
MA mortuary affairs
MARC manpower requirements criteria
MATDEV materiel developer
MC mission commander
MITD Maritime and Intermodal Training Department
MOA memorandum of agreement
MOU memorandum of understanding
MOS military occupational specialty
MSO major subordinate organization
MTT mobile training team
NCO noncommissioned officer
NCOA Noncommissioned Officer Academy
NETUSR network unit status report
NETT new equipment training team
NGB National Guard Bureau
OCAR Office of the Chief, Army Reserves
OCS operational contract support
OD ordnance
ODS ordnance school
OPORD operations orders
PA public affairs
PBAC program budget advisory committee
PME professional military education
POC point of contact
POI program of instruction

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POM program objective memorandum
POSH Prevention of Sexual Harassment
PWD Petroleum and Water Department
QA quality assurance
QM quartermaster
QMG quartermaster general
QMS quartermaster school
RAM reliability, availability, maintainability
RC Reserve component
RITM resident individual training management
RRS Recruiting and Retention School
RSA Redstone Arsenal
S&T science & technology
SALE single army logistics enterprise
SAT systems approach to training
SCoE Sustainment Center of Excellence
SERP SCoE enterprise resource planning
SGS secretary of the general staff
SGM sergeant major
SJA staff judge advocate
SLC senior leaders course
SMDR structure and manning decision review
SME subject matter expert
SOM School of Music
SSI Soldier Support Institute
S-Staff Special Staff
STAMIS Standard Army Management Information System
TASS The Army School System
TC transportation corps
TCM Training and Doctrine Command capability manager
TCM-T Training and Doctrine Command capabilities manager, transportation
TD training department
TD3 Training and Doctrine Development Directorate
TDA table of distribution and allowances
TDD training and doctrine development
TDI training development integration
TJAGLCS The Judge Advocate General’s Legal Center and School
TMDE test, measurement and diagnostic equipment
TMO Training Management Office
TOE table of organization and equipment
TR TRADOC Regulation
TRADOC U.S. Army Training and Doctrine Command
TRAP training resources arbitration panel
TRAS Training Requirements Analysis System
TS Transportation School
TWV tactical wheeled vehicle
Section II Terms

Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.

analysis of materiel/non-materiel approaches (AMA)
The AMA collates the information obtained during the FAA, the FNA, the ideas for nonmaterial approaches (DOTMLPF analysis), and the ideas for materiel approaches to determine the best materiel approach or combination of approaches to provide the desired capability or capabilities. (CJCSM 3170.01B)

administrative control
Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of service forces, control of resources, and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (Joint Pub 1-02)

architecture
A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. (JP 3-05)

assist
TRADOC organizations or staff elements that provide augmentation or other support to a lead for a function, task, or role. (TR 10-5)

branch proponent
The commandant of a branch school or the chief of a branch of the Army with assigned DOTMLPF development responsibilities for that branch. (AR 5-22)
**capabilities-based assessment**
The CBA is the JCIDS analysis process that includes four phases: the functional area analysis, the functional needs analysis, the functional solution analysis, and the post independent analysis. The results of the CBA are used to develop a joint capabilities document or initial capabilities document. (CJCSM 3170.01B)

**capability**
The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a joint capabilities document, initial capabilities document, or a joint DCR. In the case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the CDD and the CPD. (CJCSI 3170.01E)

**capability development**
Sponsors (capability developer) identify, assess, and document capability requirements related to functions, roles, missions, and operations, and then determine if there are any capability gaps which present an unacceptable risk and warrant further action in JCIDS. Identification of capability requirements and associated capability gaps begins with the Sponsor’s organizational functions, roles, missions, and operations, in the context of a framework of strategic guidance documents, and if applicable, overarching plans. These changes occur in doctrine, organization, training, materiel, leadership and education, personnel, facilities (DOTMLPF) and policy that collectively produce the force capabilities and attributes prescribed in approved concepts, CONOPS, or other authoritative sources. (TR 71-20)

**capability development document**
A document that captures the information necessary to develop a proposed program(s), normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable and technically mature capability. (CJCSI 3170.01E)

**capability documents**
A generic term to refer collectively to ICDs, CDDs, CPDs, and DCRs.

**capability gaps**
The inability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. The gap may be the result of no existing capability or lack of proficiency or sufficiency in existing capability. (CJCSI 3170.01E)

**capability production document**
A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

**concept**
A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure (CJCSI 3010.02A). A military concept is the description of methods
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(ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends).

**concept capability plan**
The application of elements of operational joint and Army concepts to selected mission, enemy, terrain and weather, time, troops available, and civilian conditions. It is typically more illustrative and descriptive than a concept and more focused in purpose.

**coordination**
Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work. (TR 10-5)

**core competencies**
Core competencies represent command-wide capabilities created from the combined skills, knowledge, abilities, and behaviors of its Soldiers and civilians operating as individuals or members of teams. The command’s mission determines these enduring qualities, built through many years of successfully meeting the Army’s requirements, coupled with a process of continuous improvement and innovation. (TR 10-5)

**direct authority**
Broad authority to act on matters relating to the execution of an organization’s assigned functions and responsibilities. The latitude direct authority provides is bounded by the overall commander’s vision, priorities, and guidance, both written and verbal. Direct authority is a measure of control less than that included within the term command and more than that included within the term ADCON. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not to control day-to-day operations. (TR 10-5)

**domain manager**
HQDA designates a manager for each M&S domain. Domain managers coordinate M&S activities and develop and maintain supporting plans for their domains, to include domain management plans and domain investment plans. (AR 5-11)

**DOTMLPF change recommendation (DCR)**
A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

**essential task**
An essential task is a collective task in which an organization has to be proficient to accomplish an appropriate portion of its wartime operational mission and is a fundamental part of capabilities development.

**executive agent**
The head of a DOD component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DOD Components. (DODD 5101.1)
force development
The process of determining Army doctrinal, leader development, training, organizational, Soldier development, and materiel requirements and translating them into programs and structure, within allocating resources, to accomplish Army missions and functions. (AR 71-32)

force management proponent
The HQDA principal official or the commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to DOTMLPF and related requirements for a particular function.

functional area analysis
The FAA is the first step of the JCIDS CBA. It identifies the operational tasks, conditions, and standards needed to achieve military objectives. It uses the national strategies, joint/Army concepts, the Unified Joint Task List and the Army Universal Task List, and the anticipated range of broad capabilities that adversaries might employ as input. Its output is a list of capabilities their associated tasks and attributes to be reviewed in the follow-on FNA. The FAA includes cross-capability analysis and cross-system analysis in identifying the operational task, conditions, and standards. (CJCSM 3170.01B)

functional needs analysis
The FNA is the second step of the JCIDS CBA. It assesses the ability of the current and programmed joint and/or Army capabilities to accomplish the tasks, under the full range of operating conditions and to the designated standards that the FAA identified. Using the tasks identified in the FAA as primary input, the FNA produces as output a list of capability gaps that require solutions and indicates the timeframe in which those solutions are needed. (CJCSM 3170.01B)

functional solution analysis
The FSA is the third step of the JCIDS CBA. The FSA is an operationally based assessment of potential DOTMLPF and policy approaches to solving (or mitigating) one or more of the capability gaps identified in the FNA. The gaps identified in the FNA are inputs to the FSA; its outputs are potential solutions to resolve identified capability gaps. In considering these approaches, the following order of priority is used: changes to existing DOTMLPF and/or policy approach; product improvements to existing materiel or facilities alone; adoption of interagency or foreign materiel approaches that limited nonmateriel DOTMLPF and/or policy consequences; and finally, new materiel starts. The FSA is composed of three substeps: ideas for nonmateriel approaches (DOTMLPF analysis), ideas for materiel approaches, and the analysis of materiel/nonmateriel approaches (AMA). (CJCSM 3170.01B)

ideas for non-materiel approaches (DOTMLPF analysis)
As the first substep in the FSA, the DOTMLPF analysis determines whether a nonmaterial approach or an integrated DOTMLPF and/or policy approach can fill the capability gaps identified in the FNA. Nonmateriel approaches include changes in DOTLPF. If the analysis determines that the capability gap can be partially addressed by an integrated DOTMLPF and/or policy...
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approaches, the proponent will assess them in conjunction with the potential materiel approaches. If this approach is recommended, the proponent will develop a DCR in addition to required CDDs or CPDs. If the analysis determines that the capability gap can be completely addressed by a nonmateriel approach, the proponent will develop a DCR in lieu of completing the ICD. (CJCSM 3170.01B)

**initial capabilities document**
Documents the need for a materiel approach or an approach that is a combination of materiel and nonmateriel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the functional area, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and nonmateriel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

**institutional training**
Institutional training and education courses qualify leaders for service in the Army, and provide them with the basic knowledge and skills needed to perform the duty position requirements of future operational assignments. Institutional training and education usually precede a new level of operational assignment. In each case, the institutional training base is the foundation upon which individuals develop their maximum potential. (AR 350-1)

**integration**
The extent of coordination or interdependence that is needed within the organization to make effective, efficient decisions and successfully accomplish its roles, responsibilities, and functions. There are three levels of integration:

- **basic integration** which is accomplished through published rules and procedures. Integration is achieved through procedures and direct interaction is normally not required between organizational units.

- **complex integration** which is accomplished through an approved plan or order. Interdependence is achieved through an operational plan or order in which the responsibility for and sequence of task accomplishment are specified in detail.

- **highly complex integration** which is the process of mutual adjustment in which closely coordinated contact is required within the management hierarchy (or chain of command) and which also implies cross-functional teams or individual integrators. (TR10-5)

Each of these levels of integration is found in all Army organization to some extent. Effective organizations facing more diverse environments or complex tasks or functions will use all of these integrative processes.

**key enabler**
A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more
organizations can perform this function. (Annex B (Terms of Reference) to TRADOC Campaign Plan 2009)

**lead**
The organization or staff element having primary responsibility for a function, task, or role a higher headquarters (HHQ) assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of planning, execution, and integration of all applicable DOTMLPF domains. The organization which receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

- Develop, coordinate, and recommend command policy.
- Develop, coordinate, and recommend command guidance.
- Develop, coordinate, and recommend taskings to execute specific missions and tasks or provide specific support.

**major Army command**
A command directly subordinate to, established by authority of, and specifically designated by Headquarters, Department of the Army. Army component commands of unified and specified commands are major Army commands. (AR 10-87)

**major subordinate command**
An organization directly subordinate to HQ TRADOC and specifically designated by the TRADOC Commanding General. (TR 10-5)

**memorandum**
Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; patterns of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TR 10-5)

**modeling and simulation (M&S)**
A "model" is a mathematical, logical, physical, or procedural representation of some real or ideal system, and "modeling" is the process of developing a model. A "simulation" is the implementation of a model in executable form or the execution of a model over time. Taken together, "modeling and simulation" or M&S refers to the broad discipline of creating, implementing, understanding, and using models and simulations.

M&S facilitates early identification and reduction of the risks associated with complex system acquisition programs; helps to better understand what kinds of system requirements and architectures are feasible and affordable given various programmatic and technological constraints; and provides insight into how to better manage system engineering efforts so as to improve the overall likelihood of a successful acquisition effort. (AR 5-11)
**operational architecture**
Portrays an operational warfighting concept. A description (often graphical) of the operational elements, assigned tasks, and information flows required to accomplish or support a warfighting function. It defines the type of information, the frequency of exchange, and what tasks these information exchanges supports. (TR 10-5)

**operational control**
Operational control is the authority to perform those functions of command over subordinate organizations involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control should be exercised through the commanders of subordinate organizations. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

**operational environment**
The operational environment is defined as the "composite of conditions, circumstances, and influences that affect employment of military forces and bear on the decisions of the unit commander." It is wide-ranging and geostrategic, encompassing geopolitics and globalization in economics, technology, and demographics, and incorporates both U.S. and threat military developments. (Joint Pub 1-02)

**pamphlet**
Command pamphlets are permanent instructional or informational publications that apply throughout the command. Pamphlets are not directive. They provide guidance and information needed to carry out policies and procedures established by regulations. Forms established by pamphlets are for optional use only. (TR 10-5)

**plan**
A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming. (TR 10-5)

**policy**
A high-level overall plan embracing the general goals and acceptable procedures of an organization in light of given conditions to guide and determine present and future decisions. (TR 10-5)

**program**
An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements. (TR 10-5)
regulation
Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs or which support or better define command guidance derived from ARs and DOD directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms. (TR 10-5)

requirement
An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TR 10-5)

staff management
The responsibilities of the staff to assist and coordinate lead organization’s efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (TR 10-5)

strategic communications
Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the organization develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command wide unity of effort. Effective strategic communication not only serves TRADOC, but must support the Army and the joint communities in their strategic communications efforts. (TR 10-5)

strategic engagement
Interaction with stakeholders who potentially affect the ability of the joint community, the Army, or TRADOC to accomplish their strategic goals or mission. Interaction includes deliberate communications activities with specific, concise, unifying, and consistent themes and messages, targeted at a specific stakeholder in a planned environment, using a designated messenger, that support a broader strategic communications plan. (TR 10-5)

strategic planning
The comprehensive process of an organization setting goals, developing strategies, and outlining tasks and schedules to accomplish its assigned mission within allocated resources. (TR 10-5)

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 and all other required items, such as facilities, personnel, data, test measuring and diagnostic equipment, and training equipment. (TR 10-5)
training development
The process of developing, integrating, prioritizing, resourcing and providing quality control/quality assurance of the Army’s training and education concepts, strategies and products to support the Army’s training and education of Active Army and Reserve component Soldiers, Civilians and units across the institutional, self-development and operational training domains. (AR 350-1)

user’s representative
The command or activity charged with the responsibility to ensure that combat and training developments are responsive to Army operational needs. (TR 10-5)