

**Department of the Army
Headquarters, United States Army
Combined Arms Support Command and
Sustainment Center of Excellence
Fort Gregg-Adams, Virginia 23801-2102**

1 October 2023

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

FOR THE COMMANDER:

OFFICIAL:


Deputy to the Commanding General

History. This publication is a major revision. It supersedes CASCOM Regulation 10-5, dated 16 Dec 2020. The portions affected by this revision are listed in the summary of change.

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.

Applicability. This regulation applies to all elements of CASCOM.

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by the CASCOM Deputy to the Commanding General or Chief of Staff, 2221 Adams Avenue, Fort Gregg-Adams, VA 23801-2102.

Suggested improvements. The Deputy Chief of Staff (DCofS) for Resource Management/G-8 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/G-8 (ATCL-R), 2221 Adams Avenue, Fort Gregg-Adams, 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/g_staff/sgs/Regulations.htm

Summary of Change

CASCOM Regulation 10-5

U.S. Army Combined Arms Support Command

This is a major revision that reflects the significant structural changes in the CASCOM 2028 transformation. These changes include the movement of the proponent training development sections from CASCOM G-3/5/7 to the proponent schools; the reorganization of CASCOM G-3/5/7; the transition of the Army Logistics University to the Army Sustainment University and the reorganization to support that transition; and the reorganization of the Transportation School, to include the establishment of the 71st Transportation Battalion.

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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 the Sustainment Center of Excellence (CASCOM and SCoE) headquarters (HQ) staff and subordinate organizations. Army Regulation (AR) 5-22, The Army Force Modernization Proponent System, [Department of the Army \(DA\) Directive 2020-15, Achieving Persistent Modernization](#), and Training and Doctrine Command (TRADOC) Regulation (TR) 10-5, 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 Sustainment University (ASU), Ordnance School (ODS) (including the Defense Ammunition Center), Quartermaster School (QMS), Soldier Support Institute (SSI)(including the Finance and Comptroller School (FCS), Adjutant General School (AGS), and School of Music(SoM)) and Transportation School (TCS).

b. CASCOM HQ is comprised of the CASCOM Commander (CG), his personal, special, and coordinating staff.

c. SCoE refers to the mission to conduct initial military training (IMT) and professional military education (PME) at the various schools. It also includes proponenty and fielded force integration responsibilities for the individual branches.

d. The CASCOM CG functions as the Commander of CASCOM and SCoE, force modernization proponent for sustainment, branch proponent for logistics, and senior mission commander for Fort Lee.

(1) CASCOM integrates the sustainment warfighting function (SWF) in support of Army and Joint Force operations. The commandants are the force modernization proponents (FMP) for adjutant general and human resources management, financial management, ordnance, quartermaster, sustainment, and transportation capabilities as assigned in AR 5-22.

(2) In addition, the CASCOM commander serves as the doctrine, organization, training, materiel, leader development and education, personnel, and facilities (DOTmLPF) integrator for Human Resources, Finance and Comptroller, Medical, Chaplain, and Judge Advocate General proponents as assigned in TR 71-20.

(3) The CASCOM commander also serves as the integrator between the future force and the fielded force. This function is accomplished via the Sustainment Board of Directors , ..

(4) CASCOM HQ coordinates with the Department of Defense (DoD), Headquarters, Department of the Army (HQDA), combatant commands, U.S. Army Reserve Command (USARC), Army National Guard (ARNG), Defense Logistics Agency (DLA), U.S. Army Materiel Command (AMC), U.S. Transportation Command (TRANSCOM), U.S. Army Human Resources

Command (HRC), and U.S. Army Financial Management Command (USAFMCOM) to develop comprehensive, integrated, and effective sustainment solutions to enable the Army to meet its Title X sustainment responsibilities.

(5) Daily operations of subordinate organizations are directed by the respective commandants and commanders.

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

1-4. Responsibilities

a. The CASCOM Deputy to the Commanding General (DtCG) is the approval authority for the Commander for this regulation.

b. The DCS G-8 will:

(1) Serve as the proponent for this regulation.

(2) Review and coordinate proposed changes and forward recommendations to the CASCOM DtCG.

(3) Advise and assist CASCOM and SCoE elements on organizational and functional alignment.

c. CASCOM and SCoE commanders, commandants, 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 focuses 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.

Chapter 2

Organization, Mission, Functions, and Designation of Responsibilities

2-1. Mission of CASCOM

CASCOM trains, educates, and develops adaptive Sustainment professionals for the total force while generating, synchronizing, and integrating innovative Army and Joint sustainment capabilities, concepts, and doctrine to sustain large- scale combat operations (LSCO) in a multi domain operations (MDO) environment and enable Army 2030 through FY23 activities and events in support of the commander's lines of effort (LOE).

2-2. Organization and Functions of CASCOM

a. CASCOM and the SCoE consists of eight schools: ODS (including the Defense Ammunition Center), QMS, TS, the Adjutant General School (AGS), the Finance and Comptroller School (FCS), the School of Music (SOM), ASU, and two multi-branch NCO academies (NCOA) (at Fort Gregg-Adams and Fort Jackson).

b. The Soldier Support Institute (SSI) at Fort Jackson oversees the AGS, FCS, SOM, and an NCOA.

c. HQ CASCOM staff includes the DtCG, Chief of Staff, personal staff, special staff, coordinating staff and Fielded Forces Integration Directorate (FFID).

CASCOM supports 12 of TRADOC's 13 core functions: initial military training (IMT), leader development, education, lessons learned, doctrine, training development, training support, functional training, capability integration, operational environment, and fielded force integration.

2-3. Other Responsibilities

In addition to supporting TRADOC, CASCOM has other major responsibilities which include:

a. Sustainment-related force modernization proponentcy, to include integration and synchronization of sustainment DOTmLPF capabilities and requirements for the fielded force.

b. Administering HQDA and DoD level logistics excellence awards and conducting the Joint Culinary Training Exercise.

c. Participating on Army and Joint planning and advisory boards as lead or voting member.

d. Enabling Army executive agent responsibilities for sustainment execution in mortuary affairs and inland transportation support, operating the Army food service program, and serving as the Army recovery subject matter experts who perform initial recovery procedures and evaluations at Army equipment testing centers.

e. Other Army level responsibilities include the Joint Culinary Center, Postal Operations, conducting maritime licensing, certification, and vessel audits; conducting assistance and inspection visits to include maritime safety, explosive safety, food management assistance teams, airdrop malfunction and safety analysis; and developing policies and procedures for driver standardization, safety certification and licensing across the Army.

f. CASCOM represents the Army civilian logistics community in developing and executing the Army's human capital strategy. CASCOM recruits, hires, trains, develops and mentors top quality individuals to become premier civilian logisticians throughout the Army. CASCOM provides Army and joint training such as FA 49 Operations Research Systems Analysis in coordination with (ICW) HQDA G-8 and FA51 (Acquisition) ICW the office of the Assistant Secretary of the Army Acquisition, Logistics and Technology (ASA(ALT)). CASCOM also collaborates with joint activities, DOD agencies, other services, industry, and academia in support of other career management efforts.

g. CASCOM conducts explosive safety onsite reviews, studies, and assessments, and provides technical assistance to commands; executes the technical aspects of the Army explosive safety management program; and conducts certificate training for all services via the Defense Ammunition Center.

h. In coordination with the broader Army and 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.

i. Provides vision, priorities, and guidance to assigned organizations. Develops sustainment solutions for the fielded force through coordination and integration with AMC, Army Futures Command (AFC), HRC, USAFMCOM, U.S. Army Medical Center of Excellence (MEDCoE), The Judge Advocate General's Legal Center and School (TJAGLCS), U.S. Army Chaplain Center and School (USACHCS), and CASCOM subordinate activities.

j. Serves as TRADOC lead for sustainment transformation, to include sustainment enterprise systems such as the General Fund Enterprise Business System (GFEBS), Global Combat Support System-Army (GCSS-A), and Integrated Personnel and Pay System-Army (IPPS-A). Collaborates with HQDA G-1, G-4, G-8, AMC, HRC, USAFMCOM, and the Combined Arms Center (CAC) to produce sustainment policies, doctrine, organizations, equipment, information management systems, and sustainment-focused mission command (MC) systems. This collaboration includes the documentation of Army Enterprise Systems Integration Program capabilities that provide information to Army tactical units and organizations, and lead responsibility for line of effort (LOE) 1, Enable the Workforce for the Enterprise Business System Campaign Strategy.

k. Serves as Army lead for the deployment and redeployment modernization process. Identifies and develops corresponding policies, concepts, doctrine, and 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 (IMCOM), TRANSCOM, DLA, other services, and the Office of the Secretary of Defense (OSD) in developing joint, integrated end-to-end distribution processes.

l. Experiments with MC initiatives ICW AFC 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.

m. Coordinates and integrates with CAC and joint partners on DOTMLPF issues in support of Army sustainment transformation efforts.

n. Ensures full integration of sustainment and sustainment federation of networks with MC, all sustainment systems, and LandWarNet to leverage and enable interdependent network centric operations within the JIIM environment. Supports Army sustainment units by developing capabilities for sustainment automated information systems interface and very small aperture terminal satellite (VSATS) communication systems.

o. ICW the Futures and Concept Center (FCC) and CAC, leads the development and exchange of deployment, sustainment, and explosive ordnance disposal (EOD) concepts, doctrine, and lessons learned (L2) with allies to sustain, enhance, and 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.

p. Serves as the Army force modernization proponent for non-acquisition operational contract support (OCS). Collects and disseminates lessons learned, identifies capability gaps, and integrates and implements non-acquisition OCS concepts and DOTmLPF solutions across the full range of military operations. Coordinates and synchronizes activities with AFC, force modernization proponents, and ASA (ALT).

Chapter 3

HQ CASCOM and SCoE Command Group

3-1. Commanding General and Senior Mission Commander

The CG supports priorities of the CG, TRADOC and CG, CAC, develops leaders, generates training and educational products, and builds the sustainment force for the future Army. The CG is also the Fort Gregg-Adams senior mission commander.

3-2. Deputy to the Commanding General

The DtCG acts in full authority and on behalf of the CG in all matters other than UCMJ, to include senior mission commander roles. The DtCG supervises and directs execution of the CG's decisions and policies with a primary focus on sustainment capabilities development and training development products. The DtCG integrates SSI, USACHCS, JAGLC&S, and MEDCoE doctrine, training, and fielded force integration within all CASCOM and TRADOC efforts.

3-3. Deputy Commanding Generals (DCGs), Army National Guard (ARNG) and U.S. Army Reserve (USAR)

a. Mission. As principal 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 principal 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 Active Guard and Reserve (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 (ADOS), one time occasional tours (OTOT), and AGR requirements. Additionally, the DCGs: determine assignment and utilization of T-10 (AGR/OTOT) Soldiers and validate ADOS requirements for USAR and ARNG Soldiers at CASCOM to ensure utilization is consistent with Command guidance; serve as approval authority for USAR and /ARNG force structure modifications in advance of submission to the United States Army Reserve Command (USARC), Director Army National Guard (DARNG) and TRADOC, USAR DCG, and ARNG DCG; and ensure utilization of AGRs is consistent with the DARNG, Chief, Army Reserve (CAR), and Army personnel guidance.

c. Chief of Staff, DCG U.S. Army Reserves. The Chief of Staff (CofS) USAR synchronizes actions involving the USAR at CASCOM and Fort Gregg-Adams through direction, prioritization, and coordination with USARC, operational sustainment commands, 80th Training Command, 94th Training Division, CAC, TRADOC, and the USAR AGR personnel assigned to CASCOM, proponent schools and ASU. In coordination with the Reserve Component Affairs Office, provides advice and assistance to the CG, regimental commandants, SSI and ASU on USAR sustainment total force integration matters across 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. In coordination with the RC Affairs Office, provides advice and assistance to the CG, regimental commandants, ASU President

and Garrison Commander on administrative processes for matters related to USAR personnel, and makes recommendations to USARC, HRC and TRADOC on TDA changes and staffing requirements.

d. Chief of Staff, DCG Army National Guard. The CofS ARNG synchronizes actions involving the ARNG at CASCOM and Fort Gregg-Adams through direction, prioritization, and coordination with the ARNG Readiness Center and all ARNG AGR personnel assigned to CASCOM, proponent schools and ASU. Provides advice and assistance to the CG, regimental commandants, SSI and ASU on ARNG sustainment Total Force Integration matters across 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, ASU 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.

3-4. Deputy Commanding General (DCG) for Training Digitization and Joint Concepts

a. Mission. On behalf of the CASCOM/SCoE Commanding General, executes oversight for training digitization and joint logistics concepts. Responsible for the modernization of Army Sustainment training and education. Sets the policy and conditions for digitizing training and ensures CASCOM efforts are synchronized with related policies and priorities identified by TRADOC, CAC, and the Center for Initial Military Training (CIMT).

b. Training and Digitization:

(1) Guides and facilitates digitization across training and education domain stakeholders in coordination with CASCOM G-3/5/7. This responsibility includes ensuring personnel involved in the development and execution of training have the requisite skills, ensuring digitization efforts are synchronized across the command and learning products are effectively produced and delivered.

(2) Maintains contact with the operational force to ensure needs are being met. Oversees appropriate measures to inform the force of available digitized products and can easily access and use them to meet its needs.

(3) Represents CASCOM at senior-level forums related to training and education modernization such as the Army Learning Coordination Council and the Training General Officer Steering Committee. Ensures resource requirements for digitization are properly identified within resourcing systems and processes. Oversees the prioritization process for development of digitized products by Training Technology and through the Army Virtual Learning Environment (AVLE).

c. Joint Logistics Concepts

(1) Guides and assists the Battle Lab in its role as the Sustainment functional lead on concepts, required capabilities, and S&T.

(2) Coaches and mentors staff personnel on the development of the Joint Concept for Logistics and the cross-functional implications for Army Sustainment operational concepts, doctrine, and training integration and requirements for Sustainment organizations, functions and systems. Conducts required internal coordination across Sustainment proponents and within CASCOM and ensures joint concepts are synchronized with Army modernization efforts.

3-5. Deputy Commanding General (DCG) for Synchronizing Sustainment Modernization

a. Mission. On behalf of the CASCOM/SCoE Commanding General, coordinates with CASCOM's FFID and Futures and Concepts Center Sustainment Capabilities Development and Integration Directorate (FCC S-CDID) on sustainment synchronization across the fielded force and future force.

b. Integrates the design and development of Army and multinational logistics capabilities of the future force from concept to capability development. This integration includes CASCOM and SCoE force modernization proponents with AFC, cross functional teams (CFTs), and other modernization stakeholders.

c. Oversees development and integration of sustainment concepts, concept capability plans (CCPs), architectures, and DOTMLPF-P capabilities in support of MDO. Coordinates and integrates concepts, organizations, and materiel requirements with capabilities development and integration activities at CASCOM, CAC, HQ TRADOC, AFC, and HQDA staff. Oversees all design, development, and integration of sustainment aspects for the future force in coordination with FCC S-CDID, to include emerging technologies and concepts for Army Sustainment. Ensures DOTMLPF-P developments associated with required sustainment capabilities are coordinated, synchronized, and integrated across the community of practice to include TRADOC, AFC, ACOMS, and sister services.

d. Represents the CG as the senior sustainment liaison officer between CASCOM and TRADOC, CAC, AFC, AMC, branch proponents, and CFTs for future and materiel development as applicable. Coordinates internal and external future information requirements and facilitates interaction with communities both inside and outside CASCOM through coordinating meetings, and tracking actions, milestones, and acquisition product development; and coordinating efforts, building sync matrices, documenting Board of Director (BOD) processes, and syncing calendars in time and nested with Army processes such as ASRC, SPAR, AROC, ASAC, and PPBE. Maintains situational awareness of latest processes, regulations, documentation requirements, policies, and techniques related to preparation of requirement documents (organization, materiel, and problem statements).

e. Coaches and mentors staff personnel on the development of Sustainment operational concepts, doctrine, and training integration and requirements for Sustainment organizations, functions, and systems. Engages with GO/SES counterparts within other stakeholder organizations to resolve issues when required, and conducts required internal coordination across sustainment proponents and within CASCOM.

3-6. Deputy Commanding General (DCG) for Enterprise Business Systems Convergence (EBS), Enterprise Business Systems (ERPs), and Mission Command Systems

a. Mission. On behalf of the CASCOM/SCoE Commanding General, ensures proper coordination with all stakeholders, primarily within CASCOM but also with HQDA G-4, Army Shared Services Center (ASSC), PEO-EIS, AMC, and CAC to ensure integration with mission command systems.

b. Leads enterprise business systems convergence development efforts.

c. Oversees efforts to integrate: ERP capabilities within DOTMLPF-P; business enterprise systems within mission command systems; medical logistics (MEDLOG) within GCSS-Army; and school and proponent ERP-related initiatives such as Objective SSA, Shop Office, and Supply

Room. Also guides and directs development of visualization tools to assist operational commanders (e.g., C@RD) and efforts to modernize and replace BCS-3 and CPCE as well as the STN. Additionally, attends FORSCOM and division material readiness reviews and logistics readiness reviews.

d. Guides and assists the Enterprise Systems Directorate/TRADOC Proponent Office-Sustainment Mission Command (TPO-SMC) in its role as the functional lead on capabilities development, deployment, and post-deployment software support for GCSS-Army and other tactical and operational level sustainment automation systems, to include the emerging EBS.

3-7. 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 works directly with the DtCG, Chief Warrant Officer (CWO), and the Command Sergeant Major (CSM) to ensure coordinated actions. ICW the DtCG, CWO, and CSM, the CofS also oversees execution and implementation of the CG's decisions, intent, and policies. The CofS synchronizes GO/SES calendars to ensure compliance with the CG's intent via appropriate GO/SES representation at critical events.

3-8. Deputy Chief of Staff

The DCofS reports directly to the CofS and serves as the staff synchronizer to the command group in the management and execution of the CASCOM HQ daily mission. The DCofS directly supervises the Secretary to the General Staff (SGS), Executive Operations, G-6/Knowledge Management, Public Affairs Office (PAO), Safety, historians, SHARP Program Manager, and sponsors the foreign liaison officers (LNOs) from Germany, France, United Kingdom, and Brazil. The DCofS coordinates with the CASCOM appointed foreign disclosure officer in the G-3/5/7/2 on all matters dealing with release of CASCOM controlled information to other countries.

3-9. Command Chief Warrant Officer (CWO)

Serves as the Command Chief Warrant Officer (CWO) for the command and is the principal warrant officer (WO) advisor to the CG on all warrant officer matters. Shapes the duties, responsibilities, utilization and expectations of 19 sustainment warrant officer specialties across the total force by influencing DOTmLPP-P. Examines trends in order to develop and implement proposals, concepts, and solutions affecting career management programs and opportunities for Sustainment warrant officers. Coordinates and integrates all warrant officer actions for the command between multiple agencies to include HQDA, AMC, HRC, TRADOC, CAC, operational commands, and branch proponents. Provides oversight and coordination with the Army Recruiting Command, HQDA G-1, and branch proponents to develop annual warrant officer accession plans. Executes visits to various units, posts, and activities. Serves as voting board member on the Army Senior Warrant Officer Council, providing Army leadership with enterprise level solutions to organizational design, personnel development, and warrant officer cohort related issues. Provides mentorship, guidance, counsel, and resource tools ICW the schools and other directorates within CASCOM, including the Pre-Command Course (PCC), Logistics Captains Career Course (LOG C3)), and Basic Officer Leadership Course (BOLC) and to WOs and their commanders as required.

3-10. 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, conducts visits to selected units, and provides feedback to the appropriate CASCOM activity.

3-11. Command Planning Group (CPG)

a. Mission. The CPG conducts strategic engagement planning, coordination, and synchronization. Conducts research to support and advise the CG, CASCOM on the development of the command communications synchronization plan, engagement plan, and the commander's narrative, guidance, priorities, and key initiatives.

b. Functions.

(1) Completes executive level support and correspondence for the command group, to include speeches and talking points, briefings, presentations, video teleconference support, and articles for publication. Ensures all products are accurate, and professionally prepared.

(2) Coordinates CG's strategic vision/intent and message with the entire staff to ensure the CG's message is consistent throughout CASCOM engagements. Captures and disseminates CG's guidance and intent for the staff.

(3) Plans, coordinates, and prepares for 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-ahead materials.

(5) Provides independent analysis of documentation sent to the command group.

(6) Maintains effective communication with HQ TRADOC and other HQDA and DoD agencies.

(7) Coordinates strategic messages and communications for the CG.

(8) Develops, manages, and synchronizes the CG's engagement plan. Prepares the CG for engagements with internal and external audiences.

(9) Coordinates and prepares the CG for participation in 2-star level forums/conferences, installation visits, outside the continental United States (OCONUS) trips and other events as required.

(10) Conducts independent and unconstrained research and analysis. Performs quality control on products and initiatives as directed. Researches and develops articles and speeches as required. Attends events as directed by the CG to observe and capture major concepts, lessons, or results discussed in professional venues.

(11) Conducts necessary reconnaissance, coordination, and on-site preparation in support of the CG's engagements.

(12) The CPG plans and executes special projects as directed by the CG.

(13) Leads the CASCOM information cell and coordinates an information engagement action officers meeting, working group, and board (IEAO MTG/IEWG/IEB). Synchronizes activities that inform key leaders, Soldiers, civilians, and families across the CASCOM sphere of influence on priorities and initiatives that support Army, TRADOC, and CASCOM goals.

3-12. Secretary of the General Staff (SGS)

a. Mission. Provides comprehensive administrative mission support to the command group, special staff and subordinate organizations and schools. Ensures continuing application of, and compliance with applicable regulations, policies and laws governing administration and personnel management. Coordinates directly with TRADOC, CAC, and AMC on various types of administrative actions, awards and evaluations.

b. Functions.

(1) Advises CASCOM command group on administration, including quality assurance, coordination, and execution of all staff actions, military and civilian correspondence, and policy letters of the commanding general and chief of staff.

(2) Serves as central point of contact for awards, evaluations, military and civilian personnel actions, rating scheme consolidation, CG's senior rater profile, and Congressional RFIs requiring action by the commanding general, chief of staff, or CASCOM schools.

(3) Provides administrative support by facilitating the execution of annual budget requirements for the command group and special staff through the government purchase card (GPC) program, the Defense travel system (DTS), and funding of special requirements.

(4) Has primary responsibility for personnel, information and administration for CASCOM command group and special staff. Serves as a central contact point for actions/taskers disseminated by the TRADOC office of congressional legislative liaison (OCLL).

(5) Responsible for facility management for HQ CASCOM facilities; manages access control, maintenance, and special project funding and execution.

(6) Supports the CASCOM security mission.

3-13. Executive Operations

a. Functions.

(1) Provides direct protocol support to the CASCOM CG, DtCG, command sergeant major, command warrant officer, school command teams, and ASU president.

(2) Plans, coordinates, and executes ceremonies, conferences, meetings, and social events hosted by CASCOM general officers or SESs.

(3) Provides protocol advice and guidance to Fort Gregg-Adams tenant activities ..

(4) Coordinates protocol support for CASCOM visitors in the rank of colonel (P) and above and personnel in nominative positions as required.

(5) Facilitates and coordinates visits by foreign delegations to CASCOM.

(6) Maintains and schedules Larkin Hall and the Gregg-Adams conference room.

Chapter 4

HQ CASCOM Personal Staff

4-1. Public Affairs Office (PAO)

a. Mission. Tell the Army story by promoting awareness and understanding of the CASCOM, TRADOC, and U.S. Army missions, activities and programs. Public affairs (PA) 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 CASCOM PAO plans and implements PA activities and their

functions (media relations, internal and external information, community engagements, and social media) within Headquarters, CASCOM, the Ordnance School, the Quartermaster School, Transportation School, Army Sustainment University, Soldier Support Institute and subordinate units. The PAO develops and executes information strategies, facilitates media engagement and community relations, and conducts PA planning and training. Coordinates engagements and plans with organizational staff; DoD, HQDA, TRADOC, U.S. 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. Provides PA guidance and technical support to all CASCOM and SCoE units, as well as the Staff Judge Advocate Legal Center and School, Charlottesville, Va.

b. Functions.

(1) Serves as the principal 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) Co-lead in support of the CASCOM Inform Cell activities to synchronize and integrate CASCOM staff to inform our stakeholders through the participation and conduct of the Information Environment staff action group, working group and Board in support of the CASCOM, CAC and TRADOC Inform Line of Operations while nesting with U.S. Army communication objectives.

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

(4) In coordination with 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.

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

(6) Provides the means to analyze and assess communication production and its effects.

(7) Serves as a liaison with the US Army Garrison, Fort Gregg-Adams. Ensures synchronization, integration and coordination of communication goals of the command with Garrison, Installation Management Command and regional offices for information and planning, as needed.

4-2. Staff Judge Advocate

a. *Mission.* Serves as 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 Gregg-Adams, VA. to include all tenant organizations.

b. *Organization and Functions.* The CASCOM office of the SJA consists of four divisions: Military Justice Division; Client Services Division (Legal Assistance, Claims, and the Tax Assistance Center); Administrative Law Division; and Civil Law Division.

(1) Provides legal advice to the CG, CASCOM DtCG, commandants, and staff.

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

(3) Advises on the administration of military justice and other criminal law actions within the general court-martial convening authority jurisdictions of the CG, CASCOM and commandants.

(4) Oversees the U.S. District Court cases arising within the jurisdiction of Fort Gregg-Adams and Fort Barfoot, VA.

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

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

(7) Provides claims services and legal assistance to Fort Walker, Fort Barfoot, VA, as well as claims services to most of Virginia (except Northern Virginia), including the Tidewater area and West Virginia.

(8) Supports the U.S. Army Trial Defense Field Office, Fort Gregg-Adams, VA.

(9) Plans and executes a preventative law program.

(10) Maintains liaison with RC and ARNG judge advocates and offices, local legal organizations, and local Commonwealth and Assistant U.S. Attorney's offices.

4-3. Inspector General (IG)

a. Mission. Serves as a confidential, fair, and impartial advisor to the commanding general and subordinate commands by performing the four IG functions—inspections, assistance, investigations, and teaching and training—for the specific purpose of enhancing the command's readiness and warfighting capability. The IG provides oversight, insight, and foresight to commanders at all levels by watching over Army systems, programs, and functions. IGs use historical trends to provide predictive analyses that help commanders anticipate and prevent problems that will affect readiness. Specifically, IGs use the four functions to seek out systemic issues that adversely affect the command and the Army and then inspect those systemic issues to identify problem areas and make recommendations that directly address the causes of these problem areas. The two main concepts that bear directly upon and often characterize the execution of these four functions are the IG tenet of confidentiality and the restrictions placed upon the distribution and use of IG records.

b. Functions.

(1) *Inspections.* The primary purpose of an IG inspection is to resolve systemic issues by determining their root causes and not to assign personal or collective blame. IGs will not normally reveal the names of individuals or units that provide information during the course of an inspection. When IGs prepare inspection reports, they must ensure that they protect the identity of those individuals and units that provided information during an inspection. An IG must recognize that the commander will not be the only one to view the final report. The report may list the units or agencies visited in an appendix but in no way will connect a finding or any other information to a specific source such as a person or unit. This requirement allows IGs at the lowest level to disseminate the report widely without revealing confidential IG information so that the command may implement the recommendations. When IGs conduct general, compliance-oriented inspections, the report becomes much more restrictive, because the IG findings are directly linked to a specific unit and that unit's commander. Therefore, only the inspected commander and the directing authority can receive copies of the report.

(2) *Assistance.* When a person seeks assistance from the IG, the IG must often reveal the person's identity to obtain the help needed to resolve the issue. The IG will inform the person of that necessity, and the IG file and case notes will reflect that notification. If the individual does not consent to the

release of his or her identity to resolve the matter, the IG may not be able to fully assist that person and must inform him or her accordingly.

(3) *Investigations and investigative inquiries.* When a person provides information about an impropriety or wrong- doing, the IG may disclose the complainant's identity to another IG; the local, supporting legal advisor; and/or the directing authority without the complainant's consent unless the IG determines that such disclosure is unnecessary or prohibited during the course of an investigative inquiry or investigation. The IG must not disclose further the complainant's identity without the complainant's consent unless the IG determines that such disclosure is unavoidable or mandated by a higher authority during the course of an investigative inquiry or investigation. If the IG determines that disclosure is unavoidable, the IG will inform the person prior to disclosure. If the person objects, the IG will consult with the local legal office before proceeding. The IG will include in the record and case notes all efforts to notify the person and the circumstances of disclosing the person's name. (4) Teaching and training as both an embedded and independent function. Teaching and training is the fourth of the Army IG system's four functions and is traditionally embedded in the first three— inspections, assistance, and investigations. While inspecting, assisting, or investigating, IGs enhance the warfighting and readiness capabilities of the Army by teaching and training commanders, Soldiers, and Civilians at all levels on current Army policy and doctrine. Current operational tempo and the demands of the sustainable readiness model (SRM) necessitate the need for IGs to also perform teaching and training as a separate function independent of the other three functions.

Chapter 5

HQ CASCOM Deputy Chiefs of Staff / Coordinating Staff

5-1. Deputy Chief of Staff, G-1/G4

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

b. Organization and Functions. The G-1/4 consists of four divisions: Civilian Human Resources Division, Military Human Resources Division, Logistics Division, and Engineering Division.

(1) The Civilian Human Resources Division

(a) Ensures civilian human resource (CHR) readiness through managing CHR information in the network unit status report (NETUSR) used by CASCOM CG, TRADOC CG, and HRC ..

(b) Establishes, integrates, oversees, evaluates, and manages CHR program priorities, needs, and requirements and execute the daily operations and emphasis of the CASCOM CHR program.

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

(d) Develops, implements, and evaluates CHR program policies, procedures, and strategic and operational plans and needs through workforce assessments, analysis and forecasting.

(e) Serves as senior advisor to the Command on all CHR functions (e.g. workforce management, performance management, employee-management and labor-management relations, recruitment and placement, position management and classification and compensation, and civilian professional development). Serves as program proponent for all CHR special actions/

projects and higher HQ driven taskers and requirements. Develops and advises CASCOM leadership on the Civilian [Performance](#) and Honorary Awards Program.

(f) Advises and assists CASCOM leadership on position management, organizational and functional alignment, and structure.

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

(h) Apprises of emerging and changing trends and requirements. Develops and implements strategies and initiatives as necessary for effective program management.

(i) Develops, implements and evaluates CASCOM/SCoE civilian employee development and training program. Serves as the civilian training coordinator for CASCOM/SCoE, to include conducting annual training, needs surveys, and securing requisite training to address major training needs.

(2) Military Human Resources Division

(a) Aligns and manages the inbound, assigned or reassignment of active component Soldiers assigned to CASCOM HQS & SCoE organizations/activities based on documented authorizations and in accordance with DA, TRADOC and CASCOM CG established manning guidance for priority fill. Requisitions for all losses, Establishes rapport with Installation Soldier Support, TRADOC G-1, HRC / TRADOC account managers and pertinent Branch assignment managers for mission accomplishment.

(b) Provides timely, accurate military personnel accountability, select HR essential personnel services functions, and coordinates programs directly influencing Soldier well-being. Maintains access to Military HR databases (Total Officer Personnel Management Information System, Enlisted Distribution and Assignment System, Computerized Officer Planning System, Electronic Military Personnel Office) and grants permission to CASCOM/SCoE Human Information Management System users.

(c) Inputs and manages military HR information in CUSR used by CASCOM CG, TRADOC CG, and HRC.

(d) Collects, creates, consolidates HR data and provides or recommends personnel reporting or briefing requirements for CASCOM HQ, Board of Directors (BOD) and TRADOC as required. Manages the Captain and Major order of merit lists. Maintains and manages the Worldwide Individual Augmentee System deployability and dwell time roster.

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

(3) Logistics Division

(a) Serves as the CASCOM subject matter expert for logistics, developing, executing, and managing supply, maintenance, and transportation programs and policies. Provides integration and coordination for all logistics services provided by the AMC Logistics Readiness Centers and Fleet Management.

(b) Establishes, coordinates, and manages Command Supply Discipline Program (CSDP) and property accountability command policy and standard operating procedures. Conduct higher headquarters CSDP and property accountability annual assessments.

(c) Manages and maintains the Command financial liability investigation for property loss (FLIPL) program. Reviews FLIPL findings and make recommendations to Command on proper FLIPL program administration, coordination, program management and accountability.

(d) Co-Chairs Equipment Review and Validation Board for equipment additions or deletions to school TDAs. Reviews proposed equipment requirements for subordinate schools and serves as CASCOM champion to TRADOC/DA for subordinate schools' equipment requirements. Serves as the Command point of contact (POC) to obtain disposition instructions for excess equipment across the Command including multiple continental U.S. (CONUS) locations.

(e) Establishes and manages Fleet Management Expansion (FMX) Command Maintenance Memorandum of Agreement. Monitors and ensures Command equipment readiness is aligned with Command priority and any readiness challenges are identified and resolved. Serves as liaison between FMX and subordinate schools. Monitors the maintenance command discipline program.

(f) Manages the command mission support transportation requirements of non-tactical vehicles (NTVs). Represents the Command in all matters pertaining to NTV utilization ..

(g) Manages supply and maintenance information in NETUSR used by CASCOM CG and TRADOC CG.

(h) Serves as the GCSS-A administrator for CASCOM/SCOE; Liaison with TRADOC, DA and GCSS-A team.

(4) Engineering Division

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

(c) Manages Sustainment, Restoration and Modernization (SRM) project list and military construction, Army (MCA) and unspecified minor military construction, Army (UMMCA) programing and project list prioritization recommendations to the CASCOM Commander in full coordination with IMCOM, Air Force and Navy personnel throughout the CASCOM area of responsibility (AOR).

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

(e) Coordinates with TRADOC Engineer SRM, MILCON, UMMCA, Training Barracks Upgrade Program and Training Classroom Upgrade Program fiscal priorities and funding.

(f) Coordinates Engineer requirements for schools' stationing actions document preparation and review IAW Army Regulation 5-10.

(g) Manages the G4 hand receipt for automation equipment.

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

a. *Mission.* Provides planning and staff management for the integration of programs, processes, and initiatives among CASCOM and SCoE agencies to include the aligned schools, and activities under direct authority of CASCOM. Synchronizes responsibilities for current operations, individual training, collective training, training development, doctrine development, quality assurance, lessons learned and training readiness. Integrates and synchronizes the staff in support of the command's training mission. Executes these duties to ensure timely and effective prioritization, direction, monitoring, and implementation of the CASCOM CG's intent. Primary tasking authority for the CASCOM and SCoE.

b. *Organization and Functions.* Under the direction of the Deputy Chief of Staff, G-3/5/7, the organization has two directorates: Operations and Plans Directorate (OPD) and Directorate of Training and Doctrine (DOTD).

(1) Oversees design and development of all sustainment training and doctrinal products for Sustainment Soldiers, units and civilians, and integrates training and doctrine products throughout the SCoE and sustainment proponents.

(2) Develops resources and integrates 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.

(4) Manages CASCOM integration of sustainment concept capability plans (CCPs), architectures, and DOTMLPF capabilities into training products.

(5) Coordinates, manages and integrates initiatives and programs supporting 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 develops support packages in support of the operational Army for collective training.

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

(9) Oversees Army sustainment force training efforts and initiatives to enhance professional military education (PME) throughout the SCoE.

(10) Ensures all training development products are developed and fielded in accordance with approved Army learning policy and systems 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) battalions (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) CASCOM G-3/5/7 Training Technology leads the exploration and application of emerging technology for use in developing immersive, interactive training products for all of CASCOM's proponents.

(14) CASCOM G-3/5/7 Training Technology supports all of CASCOM's proponents by integrating different technological capabilities to alleviate specific needs or learning gaps without sacrificing standards to provide credible, relevant, and on demand training and education for Soldiers and leaders.

(15) Leads in developing, managing, and integrating Army Sustainment doctrine and Joint 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) Provides the CASCOM Headquarters, Ordnance School, Quartermaster School, and Transportation School senior leadership Quality Assurance "eyes and ears" support and feedback across the DOTMLPF-P domains.

(18) Serve as the staff lead for the Command's sustainment lessons learned and Combat Training Center program.

(19) Serves as the staff lead for development and publication of the annual CASCOM Plan, ensuring alignment with TRADOC and HQDA strategic plans and initiatives.

(20) Serves as the staff lead for reviewing and summarizing The Army Plan (TAP), TRADOC Strategic Plan (TSP) and associated fragmentary orders (FRAGOs) for required action within CASCOM.

(21) Serves as the staff lead for the development, coordination and integration of sustainment strategies, initiatives, practices and organizations.

5-3. Directorate of Training and Doctrine. (DOTD)

a. Mission. Develops innovative collective training strategy and products to train adaptive sustainment professionals; enables CASCOM with continuous and relevant feedback; develops relevant Army, joint, allied and coalition sustainment doctrine to enable Unified Land Operations.

b. Organization and Functions. DOTD consists of four divisions: Collective Training Development Division, Doctrine Development Division, Training Integration and Security Division, and Training Evaluation Division.

(1) Develops, revises, manages, and integrates Army sustainment doctrine, and joint and allied logistics doctrine, and logistics handbooks, reviews and contributes to other proponents' doctrine, and conducts doctrinal studies which advance Army readiness to conduct Army, joint allied and coalition operations.

(2) Develops, integrates, and synchronizes training and education standards and strategies across the Sustainment learning spectrum to optimize learning effectiveness, maximize institutional support for . operational units and build and assess training readiness.

(3) Identifies technological change and its application to the training development process. Researches and acquires technologies to enhance training development and incorporate interactive multimedia instruction in support of the Army Learning Model.

(4) Serves as the Fort Lee Activity Career Program Manager (ACPM) for Career Program (CP) 32, Training, Capability, and Doctrine Warfighting Developers. Provides leadership, professional development opportunities, high quality, highly valued training and strategic direction to all Fort Lee CP32 careerists.

(5) Performs all command-level security functions and maintains security across the command.

(6) Collects, assesses, analyzes, stores and distributes sustainment L2, and accreditation findings through continuous flow of operating force feedback across DOTMLPFP and CASCOM individual training and education.

5-4. Collective Training Development Division (CTDD)

a. Mission. Analyzes, designs and develops unit training products to support AC/RC Quartermaster, Ordnance, Transportation and Multifunctional Logistics units. Provides the Army's current and future force with products that enable building and assessing unit training readiness and leads to well-trained organizations.

b. Organization. The CTDD has two branches: Functional Unit Training Products Branch and Multifunctional Unit Training Products Branch.

c. Functions.

(1) Develops logistics proponent collective training product standards; determines collective training requirements; and manages training products that enable logistics staffs and units to conduct the full range of military operations.

(2) Serves as the command's designated representative on matters relating to collective training of operational logistics units. Serves as CASCOM collective training development proponent for

multifunctional logistics (minus TPO-OCS), Quartermaster (minus Mortuary Affairs (MA)), Ordnance (minus TPO-EOD), and Transportation.

(3) Analyzes, designs, revises and develops collective tasks, unit task lists (UTLs), combined arms training strategies (CATS), mission essential task lists (METLs), training models, unit task lists (UTLs) warfighter training support packages (WTSP), drills, training circulars (TC), and other collective training products in support of CASCOM proponent units. Develops collective training products IAW TRADOC Regulation (TR) 350-70, TRADOC Pamphlet (TP) 350-70-1, CAC guidance, CASCOM Collective Training SOP and other applicable regulations.

(4) Manages all multifunctional logistics, Quartermaster, Ordnance and Transportation collective tasks (less MA, TPO-OCS and TPO-EOD).

(5) Supports unit training requirements in coordination with other CASCOM directorates, FORSCOM, the National Guard Bureau (NGB), USARC, TRADOC and DA. This includes preparing standards for training readiness advisory group (STRAG) changes to METLs, individual, crew served and platform (I/CS/P) qualification, collective live fire and time to train foundational components of training readiness for CASCOM proponent units.

(6) Represents CASCOM before the Army Munitions Requirements Council of Colonels (AMRCoC) in matters pertaining to standards in training commission (STRAC) collective training ammunition requirements. Coordinates with proponent training developers for program of instruction (POI) ammunition requirements and with FFID for combat load requirements.

(7) Responsible for development and revision of Sustainment unit gunnery and live fire exercise requirements.

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

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

(10) Coordinates with Training Technology Division (TTD) to ensure Army Sustainment Resource Portal (ASRP) information provided is current and relevant.

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

5-5. Doctrine Division (DD)

a. Mission. Leads sustainment doctrine development, synchronization, and integration to support TRADOC, CAC, Army and joint forces, the Joint Staff, NATO and the America, Britain Canada, Australia, New Zealand, (ABCANZ) Armies Program. This support includes: functional and multifunctional doctrine contained in Army doctrine publications (ADP), field manuals (FM) and Army tactics publications (ATP); joint doctrine; multiservice tactics, techniques, and procedures (TTP) and doctrine, allied standardization agreements, and allied, and joint publications and coalition handbooks. Reviews and contributes to the development of other proponents' doctrine. Conducts doctrinal studies.

b. Organization. The Doctrine Division consists of three branches: The Army Doctrine Branch and the Joint/Multinational Doctrine Branch, and Personnel Services Doctrine Branch

c. Functions.

(1) Develops functional and multifunctional sustainment doctrine, synchronized and integrated with doctrine across all proponents and centers of excellence.

(2) Develops logistics, human resources, and finance and comptroller proponent functional doctrine (less Deployment Process Modernization Office (DPMO), TPO-EOD, Mortuary Affairs, TPO-OCS, and Field Feeding) integrated with other doctrine.

(3) Provides oversight of CASCOM subordinate doctrine development activities, including DPMO, TPO-EOD, Joint Culinary CoE (JCCoE), Joint Mortuary Affairs Center (JMAC) and TPO-OCS. Coordinates the integration of sustainment related doctrine from other proponents and activities.

(4) Reviews, develops, comments on, and provides input to produce Army, joint, multi-service and allied doctrine as directed, as well as coalition handbooks for the ABCANZ Armies Program.

(5) Advises the Commander and commandants on matters of Army, joint, multi-service and allied doctrine as well as operational art, principles, and other multifunctional doctrine. Performs doctrine studies as required.

(6) Develops input for allied doctrine and coalition handbooks. Support U.S. Heads of Delegation (HOD) or their representatives on the NATO Logistics Doctrine Working Group and panels; the ABCANZ Armies Program working groups; other allied doctrine and ABCANZ related events.

(7) Develops input to web-based sustainment doctrine forums.

(8) Supports logistics proponent and SSI commandants and schools, and other sustainment DOTMLPFP development activities in analysis, project development, studies, and various written products as required.

5-6. Training Integration and Security Division (TISD)

a. Mission. Works in collaboration with G-3/5/7 and all. CASCOM. proponent schoolhouses to provide CASCOM the capability to develop engaging and immersive training products of varying levels of interactivity that can be published to multiple platforms and accessed at the point of need with precision and without unnecessary cost, helping to maintain a shared responsibility to support the learning continuum of Soldiers among the institutional schoolhouse and operational force.

b. Organization. The Training Integration and Security Division consists of two branches, the Training Development Integration Branch and the G32 Security Branch.

c. Training Development Integration Branch Functions:

(1) Serves as the CASCOM/SCoE lead for training, education, and technology strategies that support TRADOC and Army University learning activities in support of TP 525-8-2, the Army Learning Concept for Training & Education 2020-2040.

(a) Directs the command engagement for Army training and education governance, procedures, and standards for the Army Learning Coordination Council (ALCC), Army University, Army Learning Strategy operational planning teams (OPTs), ALCC Council of Colonels Forum, Training Managers and Developers Forum, and Training Development Capability OPTs.

(b) Incorporates DoD, HQDA, TRADOC, Army University, and CASCOM / SCoE governance, procedures, metrics and standards in the development of learning concepts supporting all proponent cohorts (Officer, Warrant Officer, Non-Commissioned Officers, and Army Civilian Corps).

(c) Develops and implements innovative processes and procedures to enhance the command's ability to maintain current and relevant learning products and minimize the training development backlog.

(d) Provides the CG and other senior leaders with routine metrics to ensure learning products are current and relevant.

(e) Provides program management oversight and fiscal controls for the Army Virtual Learning Environment (AVLE) training and education contracts for CASCOM Proponent Schools. This includes the Enterprise Classroom Program (ECP), TRADOC Director of Distributed Learning (DDL), and the OASS.

(f) Conducts front-end analysis: defines project requirements based on specific needs/gaps, describes the ideal training products to meet the project requirements, and identifies the target audience and distribution methods/platforms of the required training products.

(2) Serves as the Lead Training Development Capability (TDC) Administrator for CASCOM.

(a) Provides management, oversight, and guidance to CASCOM proponent domain administrators.

(b) Acts as proponent domain administrator when requested.

(3) Serves as the ECP CASCOM Classroom Modernization Coordinator.

(a) Coordinates the installation, removal, reset, and technology refresh of classroom technology equipment requirements between CASCOM schools and TRADOC ATSC-ECP for classrooms located at all CASCOM subordinate schools and sites.

(b) Coordinates site surveys and engineering design plans with proponent schools.

(4) Develops and provides life-cycle career management resources to develop a competent, adaptive Career Program (CP32) civilian workforce that keeps pace with learning innovation and technological advancements and is able to incorporate this knowledge into capability and doctrine development documents as well as training and education curricula.

(5) Manages CASCOM Career Program (CP) 32 - Training, Capability and Doctrine Warfighting Developers. Responsibilities include: Serve as Fort Lee CP32 regional training site; manages CP32 Recent Graduates Program for Fort Lee; conducts CP-32 workforce assessments; identifies training requirements, submits training budget for HQDA resourcing; obligates approved CP-32 training funds; develops and expands training and development opportunities for the CP-32 civilian workforce (1701, 1702, 1712, 1750, 301-T, 301-DD); keeps workforce informed of CP-32 program initiatives.

(6) Serves as the Staff lead/integrator for higher HQs (TRADOC/CAC) training initiatives; to include Functional Training 1-N reviews and assessments; functional course validation and analysis; and the TRADOC/CAC course growth process.

(7) Develops a CASCOM collaborative approach using business rules and procedures for commandants and COE commander to validate and prioritize AC/RC course growth that exceeds approved course resources.

(8) Manages training development robotic process automation (Bot).

(a) Ensures the Bot is accurately and efficiently transposing lessons from the SharePoint repositories to the TDC website.

(b) Makes any required changes to the Bot to account for changes in TDC or its follow-on system.

(c) Provides any necessary training to CASCOM training development (TD) community to ensure lessons are properly transposed to TDC.

(d) Leads efforts to expand the Bot to TRADOC.

d. *G32 Security Branch Function:*

Provides staff management for the CASCOM information security program, which consists of information security, industrial security, personnel security, operations security (OPSEC), physical security, emergency management (EM) and the security, education, training, and awareness program.

5-7. Training Evaluation Division (TED)

a. Mission. Collects, assesses, analyzes, stores, and distributes sustainment lessons learned (L2) and accreditation findings focused on major exercises, contingency operations, and unit training within the decisive action training environment (DATE).

b. Organization. The TED consists of two branches: L2 Branch and the Quality Assurance Branch.

c. L2/Lesson Learned Branch Functions.

(1) Collects, archives, and distributes sustainment L2, focusing on Combat Training Center observations. 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 DOTMLPFP domains.

(2) Annual Collection Plan. Develops CASCOM's annual collection plan and coordinates key leader engagements (KLEs) for war fighter exercises (WFXs), CTCs, and other engagements to capture sustainment observations that enable total force sustainment training and readiness.

(3) Combat Training Centers. Provides CASCOM and SCoE a direct link to the units in the field. Through close association with National Training Center, Joint Readiness Training Center, Battle Command Training Program, and Joint Maneuver Readiness Center, the Branch assists CASCOM commanders and staff to observe training and collect data from units through one of the combat training sites. Provides the means for proficiency and doctrine review visits (right-seat-rides) and annual right-seat-rides for SMEs.

d. Quality Assurance Branch Functions.

(1) Quality Assurance Elements (QAEs). Provides senior leadership with support and feedback on compliance with standards across the DOTMLPF-P domains.

(2) Active Army Training Evaluation. Conducts internal evaluation of the CASCOM Headquarters/SCoE functions and aligned sustainment training institutions using Army Enterprise Accreditation Standards (AEAS). Evaluates corrective actions and provides governance procedures to respective commandants through the accreditation process, to include self-assessments. Assesses and assist the improvement of IMT, PME, and functional training as a precursor to formal accreditation visits 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 (RC) Training Evaluation. Conducts assessment, accreditation, and assistance visits to verify functionally aligned RC training institutes meet TRADOC accreditation standards and verify administration, operations, and the sustaining base are adequate to support training course standards.

5-8. Operations and Plans Directorate (OPD)

a. Mission. Develops and implements plans and orders 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. Analyzes higher headquarters strategic planning documents to determine their implications on Sustainment. Ensures higher headquarters directives are implemented as part of the annual CASCOM Plan. Manages the command's short- and long-term calendars. Leads command level current operations and training mission readiness. Integrates and synchronizes the staff in support of the command's training mission. Develops and integrates learning technologies into the Sustainment learning community.

Provides staff management and oversight in support of the command's institutional training mission. Integrates, coordinates and synchronizes command section training initiatives.

b. Organization and Functions. The OPD consists of three divisions: operations, plans and futures, and training technology. (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 Commander's vision and focus areas.

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

5-9. Operations Division (OD)

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

b. Organization. The Operations Division consists of the operations branch and the training and readiness branch.

5.10. Current Operations Branch (COB)

a. Functions

(1) Responsible for the process and monitoring of internal and external operational, organizational, and personnel taskings for CASCOM and SCoE. Receives, clarifies, distributes, monitors, and tracks all taskings originating from outside of the CASCOM and SCoE and issues, monitors, and tracks taskings originating internal to the CASCOM and SCoE. Tracks execution of the command's institutional training mission.

(2) Implements operational orders in support of the CASCOM and SCoE. Integrates and synchronizes operations across CASCOM.

(3) Provides 90-day calendar management tool for the command.

(4) Monitors the support and execution of installation-wide events to include funeral honors and Casualty Assistance Officer/Casualty Notification Officer (CAO/CNO) support to Garrison, and retirement ceremonies.

(5) Oversees execution of command-wide events such as Soldier competitions and changes of command.

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

5.11. Training Readiness Branch (TRB)

a. Functions.

(1) The Training Readiness Branch is responsible for staff management and oversight of the Command's unit readiness program, institutional training mission execution, and training resources. Specific functions include:

(2) Plans, prepares, and coordinates the monthly Net-centric Unit Status Report (NETUSR) and the associated Commander's Unit Status Report (CUSR) preparation sessions and decision briefings.

(3) Ensures the Command is resourced to meet mission requirements and recommends solutions for resource shortfalls. Analyzes and monitors execution of the SCOE's Structure Manning Decision Review (SMDR) mission, CUSR input, Training Resources Arbitration Panel (TRAP) actions, and course waiver program. Utilizes SharePoint to manage and support branch programs. Utilizes the Army Training Requirements and Resources System (ATRRS) to monitor and analyzes mission data. Coordinates with the Training Operations Management Agency (TOMA) to resolve institution training mission issues and resource requirements.

(4) Serves as the Command's program lead for initial entry training (IET), the Army Training Management System (ATMS) / Digital Training Management System (DTMS), and Soldier 2020 (S2020).

(5) Coordinates Reserve Component support for instructor and support personnel needed to meet school TRAP and other un-programmed support requirements. Provides staff support for the utilization of the Tour of Duty (ToD) system.

(6) Develops and manages the CASCOM multi-school instructor, training support and development (ITSD) contract. Coordinates and synchronizes with both internal and external organizations to ensure optimum contracted support. Serves as the omnibus contract contracting officer's representative (COR) and related trusted agent (TA) and trusted agent security manager (TASM) for the Defense Manpower Data Center (DMDC) Trusted Associate Sponsorship System.

(7) Coordinates, synchronizes, and de-conflicts training and operational resources. Monitors and recommends priorities for training support system (TSS) resources. Provides staff support in the resolution of resources shortfalls. Serves as the lead for the TSS-Warfighter contracted logistics support (WCLS) program.

(8) Responsible for planning, coordinating, and conducting the quarterly Commander's update briefing (CUB) and training support meetings.

(9) Supports CASCOM Plan efforts to include planning and execution of near and mid-term objectives and requirements. Manages and synchronizes CASCOM mid-term (more than 90 days) internal and external taskings.

(10) Manages and synchronizes CASCOM near- and mid-term operations and taskings.

(11) ICW the CASCOM Commander's Planning Group (CPG), plans the CG's semiannual CASCOM senior leader conference (CSLC).

(12) Serves as the Lead for CASCOM strategic management system (SMS) execution.

5-13. Plans and Futures Division (PFD)

a. Mission. Analyzes higher headquarter strategic planning documents to determine their implications on Sustainment. Incorporates higher headquarters directives as part of the annual CASCOM Plan. Develops and publishes the annual CASCOM Plan. Manages and synchronizes CASCOM mid-term (more than 90 days) internal and external taskings. Synchronizes command activities with a yearly event synchronization matrix and two-year calendar governed by the Council of Colonels.

b. Organization. The PFD integrates external changes to the operating environment into the CASCOM Plan and integrates the command's long-range major event and operations calendar.

c. Functions.

(1) Serves as the Lead for development and publication of annual CASCOM Plan, ensuring alignment with TRADOC and HQDA strategic plans and initiatives.

(2) Maintains the CASCOM 90-365-day task order tracker and two-year calendar.

(3) In conjunction with the CPG and CDID, develops recommended near and mid-range sustainment strategies and objectives for CASCOM.

(4) Develops and publishes Department of the Army mandated plans such as Continuity of Operations, Mobilization, and pandemic planning.

(5) In conjunction with QA\L2 develops exercise collection plans.

(6) Prepares orders, CONOPs, other operational execution documents as needed in support of mid, and long-range planning.

5-14. Training Technology Division (TTD)

a. Mission. Leads CASCOM's integration of high tech capabilities to alleviate specific needs or learning gaps by leveraging technology, blending innovative techniques, and creating immersive experiences without sacrificing standards to provide credible, relevant, and on demand training in support of all training domains and COMPOs to facilitate point of need access to information and learning content, enable problem-based learning and creative application of concepts and knowledge to enhance readiness and meet the challenge of a complex world. TTD works in collaboration with G-3/5/7 and all of CASCOM's proponent schoolhouses to provide CASCOM the capability to develop engaging and immersive training products of varying levels of interactivity that can be published to multiple platforms and accessed at the point of need with precision and without unnecessary cost, helping to maintain a shared responsibility to support the learning continuum of Soldiers among the institutional schoolhouse and operational force.

b. Organization. The TTD consists of two branches: 3D Modeling and Simulation and Interactive Video and Multimedia.

c. Functions.

(1) Leverage technology to enable rapid development of training products that increase proficiency, are readily available at the point of need (COMPOs 2, 3) and provides opportunities for cost savings.

(a) Develops interactive videos and 2D/3D animations (video enhancements, customized aftereffects, and audio overlays)

(b) Develops e-learning products (Level 1/2 IMI)

(c) Develops and integrates 3D assets and virtual simulations (Level 3/4 IMI)

(d) Develops Virtual Reality (VR) and Augmented Reality (AR) applications

(e) Integrates serious game programming (interactive mobile/touchscreen development)

(f) Sustainment Unit One Stop Support (design, update, and maintain)

(g) Conducts front-end analysis: define project requirements based on specific needs/gaps, describe the ideal training products to meet the project requirements, and identify the target audience and distribution methods/platforms of the required training products. Front-end analysis includes input from Subject-Matter Experts (SMEs), Instructional Systems Designers (ISDs), Training Specialists, and Instructors.

(h) Leverages technology to personalize learning, improve instruction, increase motivation, and streamline systems and processes and reduce costs of living resources.

(i) Helps instructors gain a better understanding of the complex relationships among content, pedagogy, and technology and turn that knowledge into practice.

(j) Supports proponent schools in development of Distributed Learning (DL) content to ensure it adheres to Army functionality and educational standards to include all utilized eLearning authoring tools.

(k) Advises senior leaders on new and emerging technology and its application to learning. Explore emerging instructional technologies such as gaming, 3D modeling and simulations, virtual reality, video streaming, and internet/mobile applications; seeks ways to incorporate these concepts into development programs where they will effectively improve the learning environment.

(l) Supports the AVLE with technical expertise referencing development, quality, and operability on non-classified internet protocol (IP) router network (NIPRNet) systems.

(m) Archives and distributes instructional process videos while engaging with the YouTube community by leaving/responding to comments and uploading video responses if necessary.

(2) Blackboard Domain Administration.

(a) Serves as the lead for management and oversight of Blackboard as administrators for CASCOM domains, CASCOM agencies can deliver effective training to soldiers world-wide.

(b) Provides Help Desk support for CASCOM staff and students.

(c) Advises training developers on the development of synchronous and asynchronous training material for optimal accessibility via the Portal

5-15. Deputy Chief of Staff, G-6, Command, Control, Communications, & Computers (C4) & Knowledge Management

(a) Mission. The G-6 develops CASCOM-wide information technology (IT), information management (IM) and knowledge management (KM) plans, policies, and procedures and their respective enterprise architecture and knowledge-sharing environment. In addition, the G-6 executes command, control, communications and computers (C4) and KM specific directives for the U.S. Army Network Enterprise Technology Command (NETCOM) and TRADOC to promote CASCOM's integration into the evolving global network enterprise construct and knowledge-sharing environment. The G-6 provides staff management for the development, acquisition, integration, operation, and sustainment of IT, IM, information awareness / cyber security (IA/CS) applications, systems, services and knowledge management for CASCOM and its subordinate schools.

(b) Responsibility. The CASCOM G-6 serves as the senior advisor to the CG, CASCOM, the Commandants of the Quartermaster, Ordnance, and Transportation Schools, the President of the Army Sustainment University, and other CASCOM entities for all IT, IM, IA/CS, and KM matters necessary for the execution of the CASCOM mission.

(c) Organization and Functions. The G-6 Office consists of five divisions: Information Integration, Operations, Cyber Security, Technology Integration, and Knowledge Management.

(1) Information Integration Division. Develops strategies, goals, tasks, roles, responsibilities, and information for the formulation of CASCOM policies and procedures regarding IM/IT to implement DoD, DA, and TRADOC objectives. Develops and enforces the TRADOC IM/IT Strategic Plan and the IT Capital Planning and Investment Management Program. Responsible for development and implementation of policy to ensure compliance with the Administrative Procedure Act and the Clinger-Cohen Act. Provides direct support to

and assists the members of the CASCOM G-6 staff by providing management services in the areas of human resources management, budget, manpower, travel and logistics services.

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

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

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

(d) Reviews all IT procurements for CASCOM and subordinate schools. Conducts technology assessments and assists with IT-enabled process improvements.

(e) Develops, implements, and monitors all IT related contracts for CASCOM and its subordinate schools.

(f) Administers copier, printer, mobile device, and special IT projects contracts for the command.

(g) Provides staff management of the acquisition, integration, and utilization of IM/IT systems CASCOM-wide.

(h) Manages governance processes to include developing and enforcing IM/IT strategy, plans, and policy.

(i) Manages IM/IT projects that affect CASCOM-wide operations.

(j) Resource management: programs, manages, executes, and reports management decision packages (MDEPs), and MX5T resource requirements.

(k) Capital planning and investment management: develops and executes the IT capital planning process to provide efficient and effective prioritization of IM/IT needs throughout CASCOM. Develops and coordinates development of IT spending plans for CASCOM's other procurement, Army (OPA) appropriation.

(l) Information technology governance: develops and monitors IT governance structures to ensure transparency and value of IT-related programs and assets. Maintains the portfolio of IT-based systems and assets, and coordinates approvals and milestone reviews with HQ TRADOC elements regarding high-visibility IT projects.

(m) Acquisition oversight: reviews IT-related contracts and acquisition vehicles to ensure consistency with command policies and security and architecture standards. Develops and executes procedures for approving IM/IT acquisitions and services.

(n) Serves as the G-6 government purchase card (GPC) billing official for assigned cardholders.

(o) Manages day-to-day G-6 operations and serves as G-6 tasking authority to G-6 divisions and personnel.

(p) Manages G-6 logistical operations to include procurement and facility maintenance.

(q) Prepares the G-6 annual assurance statement.

(r) Coordinates the Government Travel Card Program for G-6 personnel

(s) Serves as the G-6 DTS administrator.

(2) *Cyber Security Division.* Serves as the command's lead regarding the development, execution, and sustainment for all cyber security related policies, programs, and processes. Provides program oversight, execution, and technical support for the command's change control, classified system, communications security (COMSEC) equipment, Freedom of Information

Act (FOIA)/Privacy Act, incident response, patch management, portfolio management, records administration, security, system architecture/design, video teleconferencing, and public/private website capabilities. Provides facilitator support for CASCOM command group conference rooms. Serves as the G-6 lead for personnel security and the Trusted Agent Sponsorship System.

(a) Provides staff management, program execution, strategy, and direct support for the command's cyber security program to ensure the confidentiality, integrity, and availability of CASCOM assets and resources. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQDA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations. Programs, manages, executes, and reports command MS4X requirements.

(b) Provides oversight, guidance, and direct support for DoD risk management framework (RMF).

(c) Provides staff management, program execution, strategy, and direct support for change request (CR) and change configuration board (CCB) activities for command systems, applications, and programs.

(d) Provides staff management, program execution, strategy, and direct support for all automated data processing, privacy act, and classified data incidents, breaches, and spillages. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQDA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(e) Provides staff management, program execution, strategy, and direct support for the DoD Cyber workforce framework, ensuring all cyber workforce personnel receive the necessary training and complete required certification, as required, to complete mission objectives.

(f) Provides staff management, program execution, strategy, and direct support for the Army's Information Assurance Vulnerability Management (IAVM) program.

(g) Provides staff management, program execution, strategy, and direct support for Systems Development Life Cycle (SDLC) actions through the Army Portfolio Management System (APMS) and the Enterprise Mission Assurance Support Service (eMASS).

(h) Provides staff management, program execution, strategy, and direct support for CASCOM and subordinate agency classified systems. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQDA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(i) Provides staff management, program oversight, requirement validation, strategy, and direct support for communications security (COMSEC) equipment.

(j) Provides staff management, program execution, strategy, and direct support to include site management, design, publishing, content management, and direct webmaster support for CASCOM, ASU, ODS, QMS, TS, Army Women's Museum, and Quartermaster museum public facing and private websites. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQDA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(k) Provides staff management, program execution, and direct support for CASCOM, ASU, ODS, QMS, TS staff and faculty installation campus area network (ICAN) unclassified and classified network accounts, security groups, security permissions, and email services. Support functions include process, educate, implement and manage new users; establish policy and standard operating procedures; initiation, modifications, and deletion of accounts; design, approval, and implement security controls and permissions; management of active directory organizational units and group policy. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQDA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(l) Provides staff management, program execution, and direct support for CASCOM, the ASU, ODS, QMS, and TS installation campus area network (ICAN) unclassified and classified network file storage solutions. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQDA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(m) Provides staff management, program execution, and direct support for CASCOM, the ASU, ODS, QMS, and TS staff, and faculty system authorization access request information assurance validation. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQDA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations.

(n) CASCOM Records Administrator. Manages CASCOM Records Management Program to include: record keeping, office symbols, abbreviations, brevity codes, acronyms, management information control, publishing in the Federal Register, EO 13526 classification/declassification, FOIA, Privacy Act, and other major records management subprograms as identified in AR 25-1, Chapter 1-5. Ensures the adequacy of documentation, maintenance, and disposition of official records. Coordinates periodic records management program evaluations for HQ CASCOM, schools, and activities. Serves as lead for TP 25-53.

(o) Provides staff management, program execution, and strategy for command video teleconferencing capabilities, and C4 facilitator support to HQ CASCOM command group conference rooms. Responsible for the development and enforcement of applicable command level policies, procedures, regulations, tactics, and techniques in accordance with HQDA, DoD, and federal alerts, best business practices, guidelines, instructions, laws, manuals, orders, pamphlets, and regulations. Assists with staff management, program execution, strategy, and direct support for the command information operations condition (INFOCON), operations security, and force protection programs.

(p) Provides staff management, program execution, strategy, and direct support for G-6 personnel security and the Trusted Agent Sponsorship System.

(3) *Operations Division*. Provides staff management to CASCOM activities on the use of IT, including wired and wireless devices, networks, and video teleconferencing. Develops and maintains CASCOM enterprise collaboration environment. Identifies and incorporates information technology solutions to improve business processes and increase efficiency across CASCOM. Coordinates implementation of command-wide IT initiatives. Provides property book and lifecycle management for all IT equipment within CASCOM.

(a) Coordinates and monitors 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.

(b) Provides information technology support to the ASU, ODS, QMS and TS schools for their training requirements per the POI, to include networking, system maintenance, and acts as the focal point for training/education IT capabilities.

(c) Performs replacement and coordinates warranty repair of IT equipment for CASCOM, and support to the ASU, ODS, QMS and TS schools.

(d) Provides C4 support to HQ CASCOM senior leaders.

(e) C4 management. Plans, coordinates, and manages the use of network services (video teleconference (VTC), internet, e-mail, messaging), networking technologies (wide area networks, local area networks), and. Performs duties, as required, in support of HQ CASCOM EOC operations. Coordinates the resolution of C4 issues affecting the execution of CASCOM IT missions.

(f) HQ CASCOM IMO. Provides staff management for all IT-related programs, issues, and initiatives supporting HQ CASCOM. Works with staff activity IMO and information security officers to achieve integrated IT support and solutions among HQ CASCOM elements. Assists in project management for IT-related initiatives at the HQ. Identifies resourcing required to support enhanced and mission specific service and program delivery.

(g) Executes policy enforcement advisory tasks and other DoD and DA directives.

(h) Provides acquisition oversight: reviews IT-related acquisition requests to ensure technical compatibility and lifelong sustainment capabilities.

(i) Receives delivery of all IT acquisitions; establishes accountability, issues to the requestor by lateral transfer, and ensures setup and configuration. Develops and executes procedures for lifelong sustainment, warranty repair, and lifecycle replacement when needed.

(j) Provides staff management, program execution, and strategy for all life cycle replacement (LCR) to CASCOM, and the ASU, ODS, QMS and TS for their training requirements per the POI.

(4) *Technology Integration Division*. Develops and plans system integration of software, hardware, and applicable equipment into the existing infrastructure for the ASU, ODS, QMS and TS, to include development, sustainment, and upgrades to classroom technology required per approved POI. Performs technical assessments to ensure architectural compatibility and compliance.

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

(b) Coordinates, creates, and reviews IT projects fielding plans, equipment integration onto the network, verifies security compliance, and processes Systems Integration Change Control Boards.

(c) Provides information technology support of program management systems to ALU, ODS, QMS and TS for their training requirements in accordance with the POI, to include networking and system maintenance. Acts as the focal point for system program managers.

(d) Coordinates CASCOM logistics information systems infrastructure requirements and priorities with TRADOC DCS, G-6; IMCOM; Army Contracting Command; and NETCOM.

(e) Provides staff assistance and oversight to CASCOM elements developing institutional information systems (IS) supporting CASCOM's core functions.

(f) Integration. Identifies impacts and develops CASCOM positions on TRADOC, DoD, DA, and NETCOM policies and programs related to IM/IT. Coordinates with CASCOM activities and external organizations to ensure integration of CASCOM IM/IT requirements, policies, procedures, and standards.

(g) System and Technical Architectures. Oversees CASCOM logistics information systems compliance and technical architecture policies, plans, and standards, which guide acquisition, development, and employment of IT systems.

(h) IM/IT service and requirements integration. Coordinates CASCOM IM/IT requirements with TRADOC, NETCOM, program managers, and proponents. Coordinates resolution of issues related to the employment of centrally fielded automated systems and the provisioning and delivery of IT services to meet CASCOM mission needs from external providers.

(i) Mission-specific applications. Maintains CASCOM schools' mission-specific network, servers, equipment, applications, and databases.

(j) Mission Command Systems. Monitors and evaluates mission specific systems through analysis, design, and programming, documentation, testing, and fielding efforts. Maintains logistics information systems/automated information systems, which support multiple functional areas employed throughout the Army. Supports CASCOM schools and university software engineering life-cycle infrastructure.

(5) *Knowledge Management Division*. Leads, develops, and implements DoD, Joint, Army, and TRADOC enterprise KM and collaboration policies, practices, and technologies within CASCOM, SCoE, and the global Army sustainment community. The KM Division is a special staff element and is led by the Chief Knowledge Officer (CKO).

(a) Establishes a doctrine of collaboration and knowledge sharing within Army, Joint, and DoD sustainment/logistics organizations by developing and implementing KM-PI practices, processes, and tools.

(1) Facilitates collaboration and knowledge exchange between the generating and operating forces 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, CASCOM SharePoint Site Collections, and other SKN platforms.

(2) Assists, familiarizes, and supports CASCOM staff, faculty, and schools in using SKN, SustainWfF, SKN-Live, and related capabilities to interact with operational sustainment formations other Army/Joint/DoD sustainment, and logistics partners, in order to efficiently and effectively share strategic communications, experience, best practices, and lessons learned.

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

(b) Trains and educates 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).

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

(2) Develops, implements, and supports CASCOM schools, instructors, and training developers in using Sustainment KM capabilities to train and educate within both resident and virtual learning environments.

(c) Develops, adapts, and implements 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.

(1) Develops, adapts and maintains Sustainment knowledge sharing and collaboration capabilities on Army/DoD enterprise collaboration networks and services, to include but not limited to Army Knowledge Online (AKO), TRADOC Knowledge Enterprise, milSuite, Defense Information Services Agency (DISA) Enterprise Collaboration Services (ECS), SharePoint, Defense Collaboration Services and Army professional forums.

(2) Assists and supports 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.

(3) Researches, tests, and contributes to Army/DoD development of emerging applications and technologies in order to support Sustainment knowledge sharing and collaboration requirements.

(d) Stimulates innovation, creativity, and changes to CASCOM staff and school business processes in order to improve efficiency and effectiveness.

(1) Performs 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.

(2) Establishes and applies 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.

5-16. Deputy Chief of Staff, G-8, Resource Management

a. Mission. The CASCOM G-8 formulates, allocates, administers, and reviews the use 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 and Functions. CASCOM G-8 consists of four divisions: Budget Division; Manpower, AMO & Programs Division (MAP); Managerial Accounting Division; and Program, Analysis, and Evaluation Division (PA&E).

(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 HQ and subordinate schools and affiliated organizations on Fort Gregg-Adams, 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.

d. PA&E Division

(1) Provides strawman prioritization of program objective memorandum (POM) requirements to the PBAC (SIIs and POM issues). Conducts PBAC and provides PBAC recommendation to the Commanding General for approval.

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

(3) Provides costing expertise for course growth/reductions, emerging requirements and other programs as requested by CASCOM schools, agencies and leadership.

(4) Conducts, assists with, and validates cost analyses, cost-benefit analyses, concept plans, and stationing packages to support resourcing decisions.

(5) Reviews current and past spending to determine enduring requirements that should be programmed; works with schools/staffs to develop program requirements.

(6) Provides expert research and analysis on the Institutional Training Resource Model.

(7) Develops and distributes CASCOM POM kick-off guidance.

(8) Reviews, validates, and prioritizes (ICW the PBAC) CASCOM branch proponent and schools' input for the POM/program budget review and requirement submissions.

(9) Develops POM submission decision briefing and briefs Commanding General.

(10) Provides POM requirements and justifications to core function leads (CFL) in TRADOC, the TRADOC Mission Resource Board (MRB), Senior Review Committee (SRC), and the board of directors.

(11) Assists in development and review of TRADOC Commander's program assessment to HQDA for the POM.

(12) Validates/edits special items of interest (SIIs).

(13) 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.

(14) Integrates with Budget and Manpower, AMO and Programs Divisions to perform program to budget and manpower interface analyses to ensure programmed resources are received and command programs are resourced for enduring mission needs.

(15) Represents G-8 equities at Council of Colonels and decision board as required; ensures resource impacts are discussed when necessary.

(16) Develops and updates resourcing guidance for CASCOM Strategic Plan.

e. Managerial Accounting Division

(1) Serves as installation program coordinator for the Defense Travel System (DTS) and the Lead Defense Travel Administrator (LDTA) for CASCOM. Serves as installation activity program coordinator for the government travel card program.

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

(3) Implements and manages new financial and accounting system implementation and sustainment.

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

(5) Performs and completes tri-annual joint reviews for all assigned funds and accounts. Analyzes and reconciles accounting reports with supporting financial records. Researches and resolves abnormal conditions and balances. Performs prior year fund certification and optimizes the use of current and prior year funds for within scope contract changes, foreign currency fluctuations and mission requirements.

(6) Monitors closing year appropriations to ensure modifications to closing contracts are received prior to year-end close out and ensure proper actions are taken to close out in the accounting systems and in accordance with applicable regulations.

(7) Manages the de-obligation reduction program in order to identify excess funding which can be made available during the current year and reduce the number of de-obligations made in the prior year.

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

(9) Provides liaison between appropriated fund civilian employees and the Defense Finance and Accounting Service (DFAS) payroll office.

f. Manpower AMO & Programs Division

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

(2) Provides expertise and technical support to the Managers' Internal Control Program, management studies, and in-sourcing packages. Conducts, assists and validates cost-benefit analyses, concept plans, and stationing packages to support resourcing decisions.

(3) Manages the SCOE equipment program, validates and processes all TDA equipment change request (DA Form 4610-R), validates equipment readiness codes annually, reviews and validates line item number (LIN) divestiture lists. Coordinates and performs equipment walk-throughs with commanders/commandants reconciling on hand quantities with POIs, current TDA requirements and authorizations, and the property book officer.

(4) 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).

(5) Maintains CASCOM input to the TRADOC Contract Database.

(6) Manages and administers the CASCOM Government Purchase Card (GPC) Audit Program.

(7) Serves as CASCOM lead for transformation, grade plate review, TAA Review, mission and functions 1-N, CIV2MIL, CME2MIL and all organizational reviews as dictated by TRADOC, HQDA and higher-level commands.

(8) Researches, identifies and validates requirements for a multitude of functions including, but not limited to: instructors, drill sergeants, direct support to training, NCOA, BDE/BN and company overhead.

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

(10) Based upon analysis and Command mission, provides recommendations to Command leadership for prioritization and distribution of earned resources.

(11) Provides management analysis and manpower documentation support functions for CASCOM.

(12) Analyzes, manages and coordinates CASCOM TDAs and mobilization TDA development, preparation, maintenance, and publication; develops and maintains the manpower modules.

(13) Establishes and manages CASCOM Civilian Execution Report, which provides the CASCOM senior leadership visibility and situational awareness of all civilian employees, to include overhire and temp/temp, enabling leaders to better manage command resources. Based

upon this report and command guidance, provides oversight of civilian personnel actions for all CASCOM organizations.

(14) Analyzes changes in manpower requirements, organizational changes and resources provided by higher headquarters and provides recommendations to management for distribution of resources within staff elements of activities assigned.

(15) Performs independent analyses and compiles statistical data of methods, procedures, or organization designed to evaluate and improve manpower utilization and control; and documentation procedures and control.

(16) Serves as G-8 liaison during the Pre-SMDR and SMDR meetings. As requested, conducts analysis and historical data pulls for the SMDR. In preparation for the IMRL, conducts additional analysis of new programs, and/or those programs that have been flagged during the SMDR process.

(17) Develops, implements and enforces CASCOM Civilian Monetary Awards Program policy. Based upon TRADOC budget guidance, calculates and monitors the awards ceilings by organization, to ensure the budget is not exceeded.

(18) Supports schools with manpower expertise during the SMDR.

g. Budget Division

(1) Prepares and conducts analysis on the TRADOC budget guidance and develops an annual program decision brief for the commanding general to include 1-N unfinanced requirements list, contract execution plan, and commander's narrative assessment.

(2) Conducts program budget advisory committee meetings throughout the fiscal year and makes necessary program adjustments during the initial, mid-year, and year-end for review at the decision board.

(3) Prepares and analyzes program adjustments for each quarter of the fiscal years or frequently to allocate the program budget advisory committee funding towards critical requirements.

(4) Integrates with key functional divisions within G-8 on the various funding as it pertains to the POM requirements, Institutional Training Resource Model (ITRM), and civilian hire.

(5) Integrates with key stakeholders and enterprise partners to include the Mission and Installation Contracting Command, Directorate of Public Works, and the Logistics Readiness Center for any related funding requirements.

(6) 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.

(7) 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 Gregg-Adams, VA.

(8) Manages, executes, and certifies funding received for international student training to include International Military Security Assistance Program and foreign military sales reimbursement earnings.

(9) 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.

(10) Coordinates year-end closeout operations for CASCOM, TRADOC Analysis Center – Fort Gregg-Adams, and Logistics Exercise and Simulation Directorate (LESD).

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

(12) 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.

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

(14) Assists TRADOC in reviewing CASCOM program element split of allocation; receives funding authorization documents for distribution.

(15) Prepares, reconciles, analyzes, validates, and submit all audit inquiries, preliminary and test samples to TRADOC.

(16) Prepares and conducts analysis on the TRADOC budget guidance and develops an annual spend plan to measure program execution.

Chapter 6

Special Staff

6-1. Safety Office

a. Mission. Plans, directs, and coordinates a comprehensive safety program which provides professional oversight to the CASCOM headquarters, proponent schools, institutes and universities. Provides 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, serves as principal safety advisor to the CASCOM CG, DtCG, and CASCOM staff.

b. Functions.

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

(2) Provides a principal safety advisor to leaders of each proponent school, institute, and university.

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

(4) Manages the CASCOM Safety Program and supports 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) Ensures integration of risk management, safety, and occupational health within doctrine, training, and capability developments.

(6) Ensures the full implementation of safety and risk management within requirements documents; reviews, assesses, and validates new equipment training requirements; and reviews

requirements and capability documents. Reviews Manpower and Personnel Integration (MANPRINT) for integration of human factor considerations during system development.

(7) Serves as the functional career manager for all CP-12 personnel assigned to CASCOM in the GS-0018, Safety and Occupational Health field.

(8) Oversees the senior commander's safety program for Fort Gregg-Adams and ensures the full spectrum of safety and occupational health support is delivered in accordance with public law and DoD and Army regulation.

6-2. Military Equal Opportunity Office

a. Mission. Advises the CG, CASCOM on military equal opportunity (MEO). Monitors the execution of the MEO program and command climate assessments (CCA) for 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, sex (to include gender identity), religion, sexual orientation, or national origin. Provides training, awareness, and the prevention of discrimination and hazing / bullying among military and civilian personnel.

b. Function. Ensures fair treatment for military personnel and Family members without regard to race, color, sex (to include gender identity), religion, sexual orientation, or national origin and promotes an environment free from unlawful discrimination and offensive behavior.

c. Creates and sustains a positive unit climate by eliminating discriminatory behaviors that undermine command policies, teamwork, respect, loyalty or support of the Army Values.

6-3. Sexual Harassment / Assault Response and Prevention (SHARP) Program Manager.

a. Mission. Serves as the SHARP program manager at the installation headquarters. Manages the installation SHARP program for Soldiers, Family members, DA Civilians and authorized contractors living or working on Fort Gregg-Adams. The SHARP program manager emphasizes the commitment to maintain a workplace environment that rejects sexual harassment and sexual assault and attitudes that promote such behaviors. for the program manager provides program management support, including strategic planning and policy development, coordination of actions plans, providing assistance to Army units, and conducting analysis of policy/program effectiveness, for the SHARP program.

(1) Creates a climate that encourages victims to report incidents of sexual harassment and sexual assault without fear.

(2) Promotes a climate that minimizes sexual harassment and sexual assault incidents, and if, an incident should occur, ensure that the victims and subjects are treated according to Army policy.

(3) Establishes SHARP training and awareness programs to educate Soldiers, Family members, DA Civilians and authorized contractors. Plans, coordinates and executes the annual CASCOM SHARP Summit.

(4) Ensures sensitive and comprehensive treatment to restore victims' health and well-being.

(5) Ensures leaders understand their roles and responsibilities regarding response to sexual harassment and sexual assault victims, thoroughly investigate allegations of sexual harassment and sexual assault, and take appropriate administrative and disciplinary action.

6-4. Retention Office

a. Mission. Personnel readiness is a responsibility of command. All Commanders are Retention Officers, responsible for sustaining 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.

(1) Develops, implements, and sustains the CASCOM Retention Program, accomplishing all assigned missions, tasks, functions, and fulfill responsibilities, as established by this regulation and higher headquarters.

(2) Monitors monthly, quarterly, and FY retention statistics and trends, and recommends adjustments to command emphasis and resources as required to accomplish assigned missions.

6-5. Historian

a. Mission. Serves as principal advisor to CG and CASCOM staff on matters pertaining to Army and sustainment history. Proponent for the TRADOC Military History Instruction Program IAW TR Regs 870-1 and 350-13. Responsible for the preservation of historical records pertaining to CASCOM IAW Title 10 USC 2572. In support of the installation commander, serves as the de facto installation historian, and also serves as the Logistics Branch historian. Non-voting member of the Fort Gregg-Adams Memorialization Board. IAW AR 870-5, collects and publishes the CASCOM Annual History.

6-6. Office of the Deputy Assistant Secretary of the Army - Procurement Force Modernization Proponent (ODASA(P) FMP)

a. Mission. The Office of the Deputy Assistant Secretary of the Army – Procurement Force Modernization Proponent is a field office that executes acquisition operational doctrine development and integration, concept development, and capability determination, development and integration. These efforts enable Army expeditionary contracting to deliver contracting effects across the full spectrum of conflict in support of the Joint force.

b. Functions. Within CASCOM, the ODASA-P (FMP) serves as the liaison between ODASA-P, the Army acquisition enterprise, and CASCOM, to provide DOTMLPF support to table of organization and equipment (TOE) contracting formations. The senior ODASA-P FMP member serves as the Fort Gregg-Adams site lead to coordinate tenant support with the CASCOM command group. External to CASCOM, the ODASA-P FMP works directly with AMC, the Army Contracting Command (ACC), the Acquisition Support Center (ASC), the Corps of Engineers (USACE), USAR, and NGB to provide DOTMLPF support to TOE contracting formations.

6-7. Headquarters and Headquarters Company

a. Mission:

(1) Responsible for the health, morale, welfare, training, discipline, conduct and combat readiness of Soldiers assigned or attached to HQ CASCOM, and their Families.

(2) 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.

(3) Provides a command climate that supports the CG's efforts in ensuring HQ CASCOM and SCoE mission are effectively and efficiently performed.

(4) Directs the unit training program, the Army Combat Fitness Test, physical training, weapons qualification, Army Body Composition Program and leader professional development, and professional military education. tracking of enlisted Soldiers through the use of DTMS.

(5) Oversees HHBN - postal operations, command programs, evaluations, MWR, records update, military pay, legal, strength reports, personnel readiness personnel management, personnel accountability, and customer service.

Chapter 7

7-0. Fielded Forces Integration Directorate (FFID)

a. Mission. Determines, develops, synchronizes, and integrates Army Fielded Force sustainment capabilities within the Army and Joint, interagency, intergovernmental, and multinational (JIIM) environments for CASCOM and force modernization proponents across the DOTMLPF-P domains, resulting in a trained and ready sustainment force fully integrated into the Army. and Joint warfighting force.

b. Organization and Functions. FFID consists of four TRADOC Proponent Offices (TPO): Operational Contracting Support (TPO-OCS), Explosive Ordnance Disposal (TPO-EOD), Sustainment Mission Command (TPO-SMC), and Human Resources (TPO-HR); three directorates: Force Development Directorate (FDD), Logistics and Material Readiness Directorate (LMRD), and Enterprise Systems Directorate (ESD); and two offices; Deployment Process Modernization Office (DPMO), Program Integration Office (PIO).

(1) Designs, develops, and integrates all sustainment aspects of the force.

(2) Performs duties outlined in TR 71-12.

(3) Develops and coordinates guidance, recommends policy, and provides direction to integrate DOTMLPF-P developments to support required capabilities; and coordinates, synchronizes, and integrates Army capabilities developments with TRADOC, AMC, AFC, combatant commands, the Joint Staff, and other service logistics organizations.

(4) Manages the development of documents which propose DOTMLPF-P solutions to sustainment capability gaps and other enhancements of capabilities.

(5) Develops sustainment organizational requirements, force structure requirements, and associated products.

(6) Serves as the Army lead for logistics planning factors.

(7) Directs and integrates all automated sustainment capability development activities for the Sustainment warfighter, within mission command (MC), and Sustainment business systems.

(8) Develops requirements validation documents for defense business systems.

7-1. Program Integration Office (PIO)

a. Mission. Provides centralized integration and operations support across DOTLMPF areas within FFID. Analyzes DoD, HQDA, TRADOC, and Joint guidance, plans, policies, and initiatives to synchronize FFID actions.

b. Organization. PIO consists of three sections: Operations & Integrations, War Plans & Analysis, and Planning Data Branch.

c. Functions.

(1) Ensures that required capabilities and associated gaps are analytically supported and that DOTLMPF-P solutions are properly coordinated, synchronized, and integrated across the sustainment warfighting function.

(2) Provides military and civilian administrative and logistical support: conducts and reports programmatic analysis.

(3) Supports the development of manpower and fiscal requirements.

(4) Integrates information technology.

(5) Provides logistics analysis of capstone Army, Joint, and DoD plans.

(6) Manages the implementation of the FFID initiatives.

(7) Provides Army logistics transformation coordination to ensure the synchronization of CASCOM related actions with TRADOC, AMC, AFC, Army, and Joint Staff.

(8) Manages FFID taskings, personnel actions, and position management tasks.

(9) Identifies all FFID operational requirements and works the synchronization and integration of actions with appropriate organizations.

(10) Collects, validates, maintains, and disseminates Army sustainment planning factors, consumption rates, and data, ref AR 700-8, Logistics Planning Factors and Data Management.

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

(12) Plans and coordinates collection, validation, and development of sustainment planning data and factors with other Army commands (ACOMs) and direct reporting units (DRUs).

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

(14) Serves as the 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.

7-2. Deployment Process Modernization Office (DPMO)

a. Mission. Chartered by HQDA G-3/5/7 and G-4 as lead for the Army's deployment/redeployment process. Collects, consolidates, analyzes, validates, and integrates deployment requirements across the Army and develops 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. DPMO consists of four branches: Plans and Operations Branch, Deployment Information Systems Branch, Deployment Support Branch, and Deployment Analysis Branch.

c. Functions.

(1) Serves 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, regulation, policy, and process.

(2) Represents CG, TRADOC and the Chief of Transportation (COT) on all issues concerning deployment and redeployment of Army forces and the integration with Joint services across DOTMLPF-P.

(3) On behalf of (OBO) TRADOC, serves as office of primary responsibility (OPR) for multiple priority issues (PI) under the All Things Enterprise (ATX) framework.

- (4) OPR for initiatives associated with the Deployer's Toolbox.
- (5) Serves as the lead Army agency for incorporating deployment tools and products into the TRADOC training and education system.
- (6) Develops deployment, redeployment and distribution doctrine, including terminal operations and Army Prepositioned Stocks (APS). Assists HQDA G-3/5/7 and HQDA G4 with concept development and policy revision associated with deployment and redeployment.
- (7) Per AR 595-93, serves as the OPR for the Army-level Command Deployment Discipline Program (CDDP).
- (8) IAW HQDA EXORD 087-17, serves as a member of FORSCOM's assessment team conducting CSA-directed Emergency Deployment Readiness Exercises Program (EDREs) in support of the Army's Deployment Readiness Exercise (DRE) program.
- (9) Supports the developing, testing, and fielding of deployment and distribution transportation information systems. Prioritizes DoD data requirements for incorporation into current deployment and distribution automation systems. Serves as chair of capability control board for select transportation information systems.
- (10) Supports U.S. Transportation Command (USTRANSCOM) and HQDA G4 in developing Army requirements and functionality in support of the Joint Transportation Management System (TMS).
- (11) Develops, collects, and screens issues and desired capabilities for the next generation Army transportation automation information system or subsystem. Allies with CASCOM ESD to develop and facilitate a comprehensive end-to-end logistics enterprise solution.
- (12) Responsible for deployment and distribution capability gap analysis that synchronizes the needs of the current and future Army with the other Services' and Joint Forces' capability requirements. Identifies capability gaps and technological shortfalls in the Army deployment and redeployment process.
- (13) Assesses the value of emerging deployment enablers to address the gaps and shortfalls through technology demonstrations, experimentation, analysis, and simulation. Supports Army/Joint force projection-related science and technology (S&T) and research and development (R&D) programs, experiments and war games to shape the Army's force projection and deployment capabilities.
- (14) Provides deployment analysis in support of Joint and Army Title 10 war games, concepts, and force design.
- (15) Administers Program Manager for the Chief of Staff Army Logistics Excellence Award (CLEA) program, and Deployment Excellence Award (DEA) program IAW AR 525-93.
- (16) Produces the Spearhead newsletter for worldwide distribution in support of the Chief of Transportation (COT).
- (17) Provides matrixed support across CASCOM/SCoE and the schools as required for all matters pertaining to deployment, redeployment, deployment/transportation information systems, movement control, and reception, staging, onward movement and integration (RSOI).

7-3. Force Development Directorate (FDD)

a. Mission. Develops sustainment organizational and force structure requirements for the following functions: human resource, finance, field support, maintenance, ammunition storage and supply, Explosive Ordnance Disposal (EOD), supply storage and distribution; retrograde; petroleum supply, distribution and services; water purification and distribution; mortuary affairs; aerial delivery; field services, force provider, field feeding, motor transport operations, Army

watercraft, movement control, rail operations, terminal operations, and multifunctional sustainment organizations within the operational Army.

b. Organization. FDD consists of five divisions: Quartermaster Division; Ordnance Division; Multifunctional Division; Soldier Support Division; and Transportation Division.

c. Functions.

(1) Designs and integrates all sustainment designs, force structure, and table of organization and equipment (TOE) documentation actions to include the development of quantitative and qualitative rules of allocation for TOEs in support of Total Army Analysis (TAA).

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

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

(4) Develops sustainment TOE and manpower requirements for U.S. Army Force Management Support Agency (USAFMSA) validation and approval. Reviews manpower requirements criteria (MARC) schedules, questionnaires, and revision documents for functional adequacy.

(5) The single Army manager for validating the form, fit, and function applicability of tactical wheeled vehicles (TWV) in Army force structure requirement documents, in support of capabilities developers. The Tactical Wheeled Vehicle Requirements Management Office (TWVRMO) validates TWV requests through the DA TOE organizational requirements documentation approval briefings and table of distribution and allowance (TDA) equipment review and validation board. Conducts TWV requirements analysis/mobility studies to support TWV modernization and force structure decisions IAWAR 71-32.

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

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

(8) Develops organizational sustainment solutions for all Army standard requirements codes (SRC) units.

(9) Reviews basis of issue plan feeder data (BIOPFD) for materiel systems and determines organizational requirements.

7-4. Logistics and Material Readiness Directorate (LMRD)

a. Mission. User representative “Sustainment Face to the Field” – Supports all sustainment equities in combat system readiness. Supports capability developers, training developers, materiel developers, and testing for Army systems supportability, sustainability, maintainability, and maintenance training assessment. TRADOC lead for logistics product development and evaluation process, and lifecycle supportability.

b. Organization. The directorate consists of three divisions: Combat Arms, Missiles, and Mission Command Division; Combat Support and Sustainment Division; and the Sustainment Operations and Integration Division.

c. Functions.

(1) Supports capability, training, materiel developers and testing agencies in the system maintenance and training assessment and logistics product development processes.

(2) Serves as the logistics user representative to materiel developer product support management integrated product teams (PSMIPTs). Provides direction to ensure materiel capabilities are supportable, sustainable, trainable and logistically ready for fielding.

(3) Reviews and endorses life cycle sustainment plans (LCSP) for material developers as the system sustainment user representative.

(4) Provides input to system test and evaluation (T&E) plans. Supports systems logistics T&E and assessment events to include, but not limited to system maintainability and supportability assessments, technical manual validations and verifications, and maintainability evaluations. Coordinates with the Test Support and Resourcing Committee (TSARC) for subject matter expert (SME) T&E support.

(5) Assesses and evaluates post fielding system engineering change proposals (ECP) and modification work orders (MWO) to determine impacts to maintenance, training, and logistics supportability.

(6) Provides direction for developing and implementing operator and field level maintenance training to support new or emerging systems.

(7) Conducts verification of maintenance technical manuals and QM, OD, TC proponent operator technical manuals IAW AR 25-30.

(8) Provides input and reviews the materiel developer's contract strategies, statements of work, contract data requirements lists and related documents.

(9) Coordinates with the appropriate proponent training developers, assesses training equipment requirements and training aids, devices, simulations and simulators (TADSS) to support new or emerging systems.

(10) Monitors and participates in developmental and operational tests, software developmental, and user acceptance test activities.

(11) Evaluates the training test support package (TTSP), evaluates test player training, and prepares the training operational test readiness statement (OTRS) authorizing a new system to enter operational testing.

(12) Coordinates with the CASCOM G-3, initiate, coordinates and updates proponent system training plan (STRAP). Coordinates with appropriate activities and schools to prepare/submit input to the STRAP, providing concepts, detail and utilization of the training support products. Participates in in-progress reviews (IPRs) to review contractor-developed logistical support analysis.

(13) Provides input to basis of issue plan (BOIP) feeder data IAW AR 71-32.

(14) Reviews, comments and adjudicates Joint capabilities and integration development system (JCIDS) documents to ensure system logistics and sustainment training requirements are documented appropriately to the proposed capability.

(15) Monitors STRAP input and provides feedback to sustainment training.

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

(17) Provides input on test training certification for proponent military occupational specialty (MOS), areas of concentration (AOC) and specialty skill identifiers (SSI).

(18) Participates in instructor and key personnel training (IKPT) to ensure training integration for all sustainment and maintenance training.

(19) Provides test training certifications for proponent MOSs, AOCs, and SSIs.

(20) Coordinates with and support of the CASCOM G-3 provides input to CASCOM training support systems (TSS), ensuring the training aids, devices, simulations and simulators (TADSS) are adequate to support new systems and training in all domains IAW AR 350-1. Evaluates all new systems for adequate field level maintainer training support and TC, OD, QM and SSI new

systems for adequate training support in preparation for materiel release IAW AR 700-142. Provides the training support release in support of materiel release for these systems.

(21) Coordinates with Army acquisitions agencies, program executive officers (PEOs), program managers (PMs), and program developers (PDs) in the development of integrated product support (IPS) policy and procedures and participates in scheduled operational sustainment reviews (OSR).

(22) Coordinates with AFC capability development and integration directorates for all fielded force equities, concepts, emerging requirements, and SPAR to ensure sustainability and supportability of new concepts, and capabilities throughout the Army are planned for and resourced.

(23) Conducts sustainment level analysis of sustainment solutions across the Army that address the fielded force's materiel readiness issues or concerns to ensure the Army can support the force in any future operating environment.

7-5. Enterprise Systems Directorate (ESD)

a. Mission. Directs and integrates all capability development and user activities associated with enterprise systems, training integration, and capability areas and contributes to sustaining multi-domain operations. Represents CASCOM in all matters of sustainment WfF automation design, development, testing, fielding, and sustainment and coordinates with the DoD, Joint Staff, ACOM, TRADOC Proponent Office-Sustainment Mission Command (TPO-SMC), Combined Arms Center (CAC) and other joint or interagency organizations to ensure effective integration. Ensures automated sustainment solutions for multifunctional sustainment capability gaps are identified, documented, programmed for and properly fielded. This responsibility includes the automated capturing of capabilities related to supply (including ammunition), maintenance, property accounting, transportation and distribution, financial accounting and human resources and integration into the enterprise resource planning (ERP) solution.

b. Organization. ESD consists of three divisions: Business Systems Integration Division, Systems Lifecycle Support Division, and the Workforce Integration Division.

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 PEO, PM, 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 tradeoff; and cost analyses by providing detailed warfighting capability impact of specific system characteristics and concepts of operation.

(3) Serves as user representative for the sustainment warfighting function (WfF) within sustainment business systems. Prepares TRADOC position, obtains approval, and participates in decision reviews and business process reengineering for assigned systems.

(4) Serves as the functional lead for definition, design, test development, fielding and sustainment of bridging and enterprise logistics systems.

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

(6) Serves as the primary POC for the identification, analysis, review, and documentation of Sustainment Warfighter communications requirements.

(7) Maintains partnership for architecture responsibilities with Army integrated logistics architecture (AILA) for sustainment enterprise systems.

(8) Develops all associated automated system documentation. Provides essential documentation required for sustainment systems.

(9) Provides DoD Architecture Framework (DoDAF) and JCIDS / business capability acquisition cycle (BCAC) for business systems requirements and acquisition, compliant operational architecture, capability- based, and organizationally based support for Quartermaster, Transportation, Ordnance, Adjutant General, Finance and Comptroller, Medical Logistics (MEDLOG), Chaplain, and Judge Advocate General capabilities.

(10) Develops communication requirements for logistic automated systems.

(11) Develops the structure, staffing, and deployment of the Sustainment Automation Support Management Office (SASMO). Provides tactics, techniques, and procedures (TTPs); 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.

(12) Serves as the CASCOM and SCOE lead for Army Logistics Portfolio Management reporting and coordination with HQDA G4 and Army Logistics Enterprise Integration Office.

(13) Facilitates the GCSS-Army Command Review of system enhancements as required.

(14) Develops required operational training products for new capabilities, updates existing training products as required, and synchronizes ERP training across the command and troop schools to ensure that training is current and relevant.

(15) Serves as lead agent for Line of Effort One, Enabling the Workforce, and support to the other four lines of effort within the Enterprise Business System Campaign Plan for modernization and convergence of the Army logistics & financial ERPs.

(16) Develops enhanced user interface (UI) /experiences (UX) for sustainment systems.

(17) Develops and sustains required business intelligence products including tactical and operational visualizations.

7-6 TRADOC Proponent Office – Sustainment Mission Command (TPO-SMC)

a. Mission. Directs and integrates sustainment mission command efforts across the DOTMLPF-P spectrum in order to provide Soldiers, commanders, and decision-makers with sustainment information advantage to sustain and win in MDO.

b. Organization. TPO-SMC consists of government and temporary contracted personnel led by a centrally selected list colonel. The TPO-SMC is organized into three teams to address sustainment DOTMLPF-P integration, sustainment data integration and acquisition, and sustainment mission command plans.

c. Functions.

(1) Manages integration of all capability development user activities and capabilities associated with current and emerging automated sustainment systems, including the commander's dashboard and visualization and integration of ERP data into the various computing environments of the Army's mission command common operating environment as required.

(2) Integrates and synchronizes sustainment, including business software efforts, in the U.S. Army mission command common operating environment.

(3) Serves as user advocate and counterpart to the Project Manager for Mission Command (PM MC) in the development of the common operating environment, to include the command post computing environment (CPCE), the Joint Battle Command-Platform (JBC-P), and the mounted computing environment (MCE).

(4) Provides input and assists with the development of DOTMLPF documentation and common operating environment capabilities of the next generation of a real-time sustainment common operational picture for effective warfighting and non-warfighting operations. Develops the sustainment war fighting function to bridge MC to the sustainment ERPs and the strategic partnerships that makeup the JIIM environment.

(5) Serves as user advocate for visualization and integration of the ERPs that provide the ability to requisition, obtains status, tracks personnel, and influences distribution to the Program Executive Office for Enterprise Information Systems (PEO EIS).

(6) Plans near and long-term efforts to meet sustainment MC capabilities needs. In the near-term, through FY25, TPO-SMC advises and influences the development of associated systems and capabilities to ensure the objectives are accomplished.

(7) Serves as the user representative, ensuring requirements are captured, vetted, and identified, to Product Director Global Combat Support System-Army (GCSS-Army) and Product Manager Army Enterprise System Integration Program (PM-AESIP) for Post Increment 1 development.

(8) Provides input and assist with the development of DOTMLPF-P assessments for GCSS-Army.

(9) Establishes interoperability capabilities for all sustainment information systems (SIS) with GCSS-Army.

(10) Establishes interoperability and integrated capabilities with current and emerging sustainment enterprise systems within the Human Resource, Finance and Medical communities.

(11) Serves as the user representative, ensuring requirements are captured, vetted, and identified, to PM-MC and PM-AESIP.

(12) Participates and provides user guidance and feedback at systems test events, with Army and Joint integrated product teams, and during user mission rehearsal events.

(13) Provides input and assists with the development of common data services across computing environments based on common interoperability data standards.

(14) Serves as the user representative for Sustainment (as a WfF), within the six computing environments of MC.

(15) Serves as the user representative, ensuring requirements are captured, vetted, and identified, to PM JBC-P.

(16) Provides input and assists with the development of the next generation of the platform logistics automation variant.

(17) Supports efforts and initiatives that support logistical platform automation within the MCE effort.

(18) Continues to train new and improved capabilities to SIS users through sunset.

(19) Establishes interoperability capabilities for all SIS with GCSS-Army.

(20) Ensures all SIS security and information assurance vulnerability alerts (IAVAs) are current.

(21) Develops and validates SIS functional sustainment requirements.

(22) Provides input and assists with the development of DOTMLPF-P documentation and capabilities of the next generation tactical sustainment satellite communications.

(23) Monitors and synchronizes all aspects of capability development, testing and evaluation, and fielding, to include direct interaction with the Program Manager for the Combat Service Support Very Small Aperture Terminal (CSS VSAT) and the Combat Service Support Automated Information Systems Interface (CAISI).

(24) Serves as the representative and advocate for sustainment data requirements and equities into the Army mission command enterprise to enable near and long-term decision making to support units and commanders in the tactical, operational, and strategic environments.

(25) Incorporates both user-fed and platform generated data to maximize human and artificial intelligence analysis ensuring Army Forces maintain sustainment capabilities in MDO.

7.7 TRADOC Proponent Office - Operational Contract Support (TPO-OCS)

a. Mission. Collects and disseminates lessons learned, identifies capability gaps, integrates and implements non-acquisition OCS concepts and DOTMLPF-P solutions across the full range of military operations. Coordinates and synchronizes activities with both OCS force modernization proponents: CASCOM (non-acquisition) and the Assistant Secretary of the Army for Acquisition, Logistics and Technology (acquisition).

b. Organization and Functions. OCS consists of government personnel organized to perform the following capability development functions:

(1) Serves as the Army's user representative for all non-acquisition OCS matters across the DOTMLPF-P spectrum. Manages Army OCS knowledge management and lessons learned programs and serves as TRADOC's single point of contact for users to provide feedback and identify issues for action.

(2) Develops, reviews, and updates doctrine to ensure OCS integration.

(3) Analyzes non-acquisition OCS force structure in coordination with appropriate organizations. Works through Force Development Directorate to initiate force design updates, rules of allocation, basis of issue plans (BOIPs), and OCS planning factors. Reviews and updates non-acquisition OCS skill identifiers in coordination with force modernization and branch proponents, and other organizations with OCS equities.

(4) Develops, manages, and coordinates OCS training, programs, and products for non-acquisition personnel as part of TRADOC's training strategy.

(5) Serves as the Army's primary OCS stakeholder and user representative for development and integration of materiel solutions that support OCS processes.

(6) Coordinates and synchronizes with force modernization and branch proponents to incorporate OCS within professional military education programs of instruction.

(7) Develops, manages and integrates skill identifiers and duty positions involved in non-acquisition OCS planning and execution. Integrates cognitive, physical and social components of the human dimension within the development of OCS capability solutions.

(8) *Policy.* Coordinates with HQDA G-4 on development, updates, and integration of policy relating to the Army OCS programs. Partners with DASA-P as the coordinating, integrating, synchronization, and management activity for Army OCS (acquisition and non-acquisition).

7-8. TRADOC Proponent Office - Explosive Ordnance Disposal (TPO-EOD)

a. Mission. Determines, develops, synchronizes, and integrates Army Fielded Force explosive ordnance disposal (EOD) capabilities within the JIIM environments for CASCOM and force modernization proponents across the DOTmLPF-P domains, resulting in a trained and ready EOD force fully integrated into the Army, Combined, and Joint force.

b. Organization. TPO-EOD consists of two divisions and one forward coordination element at the Maneuver Support Center of Excellence (MSCoE): Training Development Division, Doctrine and Integration Division, and MSCoE Coordination Element.

c. Functions.

(1) Develops, maintains, monitors, and executes EOD individual and collective combined arms training strategies for EOD formations and TRADOC schools.

(2) Monitors TRADOC proponent support for new equipment training for EOD organizations' systems and associated equipment, ensuring adequate training and certification procedures are in place to support fielding and institutional training.

(3) Supports the Chief of Ordnance and Defense Ammunition Center by coordinating and integrating training and education for respective EOD forces and Ordnance Corps personnel in ammunition accountability and explosives safety.

(4) Monitors low-density specialty training needs throughout EOD organizations.

(5) Develops and maintains instructional content for EOD related content of EOD Logistics Captains Career Course.

(6) Conducts collective, individual and leadership development training task analysis; develops, revises, and reviews 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 JIIM agencies.

(7) Serves as the Army's primary EOD stakeholder and user representative for capability developments and integration.

(8) Monitors and assists as required EOD materiel developmental efforts, the fielding of systems, and testing efforts.

(9) Provides input to proponent schools, program managers, HQDA, Deputy Chief of Staff G-8 during the development of the Strategic Portfolio Analysis Review (SPAR) and the POM, prioritization of planned upgrades (1-N list), and future research and development efforts.

(10) Holistically monitors DOTMLPF-P impacts associated with the fielding of systems to EOD organizations.

(11) Serves as the management and development of TRADOC programs of instruction and related documents for EOD organizations, ensuring leader and professional development are relevant and available to EOD Soldiers for career progression. Also develops and manages the MSCoE Explosive Ordnance Clearance Agent program of instruction.

(12) Coordinates and synchronizes with EOD organizations, force modernization and branch proponents, and other Army organizations to review and update TOEs and modified TOE force structures.

(13) Coordinates with all continental United States (CONUS) and OCONUS basing locations, including TRADOC schools and test centers, ensuring a common understanding of required EOD system maintenance and training facilities, combined arms training, and live fire range requirements to conduct EOD training.

(14) Coordinates with HQDA, G-38 EOD Branch on integration of policy relating to Army and multi-service EOD efforts.

(15) Monitors and writes doctrine ensuring availability and relevance to current and future operations. Monitors lessons learned and ensures proper application when updating EOD doctrine and modifications to TTPs supporting EOD organizational capabilities.

(16) Assists FFID Force Development Directorate in designing and integrating all EOD designs, force structure, and TOE documentation actions to include the development of quantitative and qualitative rules of allocation for EOD TOEs.

7-9. TRADOC Proponent Office – Human Resources (TPO-HR)

a. Mission. In coordination with the DA G-1, CAC, CASCOM, and the AGS, the TPO-HR provides fielded force integration for HR solutions across the DOTMLPF-P domains.

b. Organization. TPO-HR consists of government and contracted personnel.

c. Functions.

(1) Develops, monitors, reviews, and coordinates updates to Army fielded force concepts in order to integrate HR equities across all U.S. Army warfighting functions.

(2) Conducts and participates in Business Case Analysis, Capabilities-Based Assessments (CBAs) and other studies or analysis to determine HR capability gaps.

(3) Monitors, reviews, and coordinates doctrinal updates to ensure HR integration and relevance in current and future operations.

(4) Monitors lessons learned and ensures proper application when updating HR doctrine and/or any modification to TTPs supporting HR organizational capabilities.

(5) Monitor HR force structure changes across all appropriate TRADOC CoEs.

(6) Monitors force design updates, rules of allocation, basis of issue plans (BOIPs), and HR planning factors, in coordination with the AGS, SCoE FFID, and TRADOC.

(7) Coordinates HR system training strategies, programs and products with all CoEs as part of TRADOC's training strategy.

(8) Supports the Chief of the AG Corps by monitoring and coordinating individual and collective combined arms training strategies as it applies to HR systems.

(9) Monitors TRADOC proponent training support for new equipment training for HR organization systems and associated equipment.

(10) Ensures adequate training and certification procedures are in place to support fielding and institutional training.

(11) Recommends CP-50 education requirements.

(12) Monitors HR developmental efforts as well as the fielding of systems and testing efforts.

(13) Holistically monitors DOTMLPF-P effects associated with the fielding of HR systems to ensure the proper addressing of approved operational requirements in requests for proposal (RFPs).

(14) Coordinates efforts with the functional lead, functional sponsor, appropriate TRADOC schools and CoEs to account for considerations during requirements determination activities.

(15) Coordinates and synchronizes with HQDA G-1, force modernization, and branch proponents to document and integrate HR leader development requirements within professional military and civilian education programs of instruction for career progression.

Chapter 8

Army Sustainment University (ASU)

a. Mission. Train, educate, develop and certify Army and Joint professionals in logistics, operational analysis, and leadership. Serves as the CASCOM proponent for leader development,

to include Logistics (LG) branch proponency and synchronization of proponency functions across all Sustainment branches.

b. Organization. ASU uses a two-campus concept. The Somervell campus located at Fort Gregg-Adams has the College of Applied Logistics and Operational Sciences (CALOS), the Logistics Leader College (LLC), the Technical Logistics College (TLC), the Logistics Non-Commissioned Officer Academy (LNCOA), University Operations, Provost Office, the LG Branch Proponent Office (LOGPRO), and the Support Battalion. The Adams campus located at Fort Jackson, South Carolina has ASU elements aligned with the provost office. Both campuses have a research library, curriculum development and integration and faculty and staff development offices.

c. Functions. Manages, integrates, directs, and resources colleges to provide initial military training (IMT), professional military education (PME), Department of the Army civilian fellows education, and functional training and education to Army, DoD military and civilian personnel. Responsible for Sustainment leader development strategies, initiatives, programs, and policy in support of Army requirements. ASU provides staff and faculty development and capabilities development courses in support of all CASCOM training and educational activities located on Fort Gregg-Adams, Fort Eustis, Fort Jackson, and Fort Walker.

Section I

8-1. Office of the President

a. President.

(1) As a member of the senior executive service, the Army Sustainment University (ASU) president serves as the deputy and principal advisor to the CG, CASCOM, on sustainment leader development and education programs in sustainment, logistics, data, operations research, and operational contract support.

(2) Directs all ASU education and operational activities in accordance with the policies and direction established by the CG, TRADOC; CG, CAC; CG, CASCOM; selected Army staff (G-1, G-3/5/7, G-4, G-8), DA staff agencies; DA military operations; 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 Army and DOD organizations ..

(3) Serves as the CASCOM lead for Army Sustainment leader development and education with responsibility for DOTMLPF-P integration, execution and synchronization of policies and priorities for institutional learning.

(4) Oversees career long assessments, platoon leader publications and civilian employee career long development.

(5) Signatory authority for all Training Resource Analysis Systems (TRAS) documents for multifunctional sustainment training and education.

(6) Overall responsible for the integration of data analytics into officer education system.

(7) Develops and integrates required knowledge, skills and behaviors (KSB) for Sustainment professionals in coordination with LOGPRO.

(8) Responsible for Command and General Staff College and Army War College integration and synchronization.

(9) Directs and manages the ASU outreach efforts with the community, civilian academic Institutions, DoD organizations, and the international and interagency communities.

(10) Partners with other academic institutions to foster relations, share relevant information, and trade best practices.

(11) Serves as a spokesperson for and represents the command on leader development and supervises and oversees LOGPRO functions on behalf of the CASCOM CG.

b. Vice President/Deputy.

(1) Serves as senior advisor and consultant to the president.

(2) Responsible for the day-today operations of the university with full executive authority to direct mission activities on behalf of the president including university operations, resource management, contract management, civilian personnel management, academic management, quality assurance, logistic support, privatization of Army lodging (PAL), and strategic planning. Responsible for synchronizing training requirements and resources across ASU.

(3) Supervises and directs execution of the president's decisions and policies with a primary focus on directing actions of ASU personnel engaged in the planning, coordinating, and executing university actions, initiatives, and priorities. Integrates the ASU Adams campus, university partners and other agencies into all ASU, CASCOM, CAC, and TRADOC efforts.

(4) Exercises program responsibility for formulation, development, preparation, presentation, and administration of IT objectives, policies, programs, plans, and projects for ASU, to include capital planning, resource management, project management, and IT processes.

(5) Directs mission activities, including synchronizing DOTMLPF-P actions with the CASCOM staff to ensure unity of effort in supporting current and future requirements.

(6) Facilitates external leader development communications to include developing long-range leader development planning.

c. Logistics Leader Commandant – Somervell Campus.

(1) In accordance with AR 600-20, the Logistics Leader Commandant – Somervell Campus exercises authorities and responsibilities for military personnel assigned or attached to ASU Somervell campus. The Logistics Leader Commandant serves as the special courts martial convening authority (SPCMCA) for all military personnel assigned or attached to ASU Somervell campus and CASCOM headquarters.

(2) Oversees military manning, Soldier readiness and reserve affairs. Coordinates actions across the colleges and academy to ensure command programs are addressed. Responsible for execution of the Sexual Harassment/Assault Response and Prevention (SHARP) program within the Somervell Campus.

(3) . Assists the president in accomplishing the university's assigned mission while caring for personnel.

(4) Serves as dean of the Logistics Leader College (LLC) with responsibilities as outlined in para 8-7.

d. Command Sergeant Major.

(1) As the senior enlisted advisor, advises the ASU president and Adams and Somervell commandants on all matters.

(2) Focuses on the status of NCOPDs, quality of training and assists the Somervell Campus Commandant assign Senior NCOs within ASU. Provides professional development, mentorship, and counseling on career management to officers, warrant officers, and enlisted Soldiers assigned and attached to ASU.

8-2. Logistics Proponency Office (LOGPRO)

a. Mission. Serves as principal advisor to the ASU president and the CASCOM CG for execution of personnel development actions and their associated life-cycle management functions (acquisition, compensation, deployment, development, distribution, sustainment, structure, and transition) for all Active Component, ARNG and USAR LG branch officers. Coordinates and synchronizes all personnel proponency actions among sustainment branches.

b. Functions.

(1) Chief, LOGPRO maintains liaison with the Center for Army Leadership and CAC and remains current on the CAC Commander's leader development (LD) vision and objectives. Maintains contact with other CoEs to understand, leverage, and share best practices in leader development.

(2) Chief, LOGPRO provides integration and oversight of LD initiatives. Maintains coordination with the Army Talent Management Task Force (ATMTF), provides Sustainment input to initiatives as required and determines CASCOM/SCoE actions required to meet objectives.

(3) Ensures the health and welfare of the Logistics branch and coordinates with the Sustainment community. Synchronizes HRC updates for the CASCOM CG. Provides the Personnel domain conduit between branch proponents, higher commands and HRC.

(4) Coordinates and tracks proponency actions across all Sustainment branches and updates the CASCOM CG as required. Recommends personnel management policy changes to the appropriate command channels.

(5) IAW AR 5-22, fosters and maintains a relationship with the other domains (DOTMLPF-P) for sustainment branches and community while ensuring actions impacting other branches, functional areas, and commands are coordinated with affected organization.

(6) IAW AR 600-3, executes the eight personnel development system life cycle management functions within Logistics branch.

(7) Ensures ARNG and USAR consideration within every proposal, action, and review.

(8) Requests additions and deletions to the DA command selection list (CSL) for colonels, lieutenant colonels, and command sergeants major.

(9) Develops proponent-slating guidance for DA CSL and key billets for colonels, lieutenant colonels, and command sergeants major.

(10) Develops, reviews, and updates LG branch portion of DA Pam 600-3 and coordinates with the other Sustainment proponents on the updates of their career management field chapters within DA Pam 600-25 and branch chapters of DA Pam 600-3.

(11) Reviews and updates area of concentration (AOC) prerequisites.

(12) Recommends approval for COMPO 2 and COMPO 3 branch transfer requests, reviews requests for exception to proponent prerequisites, grants waivers as appropriate.

(13) IAW AR 621-1, manages the branch training with industry (TWI) program for officers, and identifies and recommends Army Educational Requirements System (AERS)-coded positions for TWI and advanced civil school (ACS) utilization.

(14) Prepares military occupational classification structure (MOCS) proposals and maintains standards of grade (SG) for AOC 90 in accordance with AR 611-1 and DA Pam 611-21.

(15) Serves as the developer for AOC 90 KSB and other capabilities.

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

(17) Identifies professional and career guidance for LG branch officers through personnel management, self-development programs, assignments, and military and civilian education requirements.

(18) Collaborates with Sustainment branch proponents to identify and define key development positions and broadening assignments to fulfill vital capabilities and skill sets for future specialty, functional and multifunctional requirements.

8-3. Reserve Component (RC) Office

Deputy Assistant Commandants for the USAR and the ARNG. Advise ASU leadership on all matters concerning the RC and assists the ASU staff and faculty on administrative and instructional matters pertaining to the RC. Administers and coordinates RC programs within ASU and promotes the ASU curriculum within the Reserve community. Represents the Chief, USAR, and the Chief, National Guard Bureau (NGB), on ASU matters that affect the RC. Serves as key elements in the Army multi-component unit force, ensuring that the Active Army (AA), USAR, and ARNG work as a fully integrated team. Provide instruction on RC-specific topics as required.

Section II

8-4. University Operations

a. Mission. Provides logistics, administrative, operational, training, and academic management and support to allow the effective functioning of the ASU.

b. Organization. The Operations Division consists of five subordinate elements: office of the ASU Registrar, the Programs, Plans & Operations Branch, Privatized Army Lodging (PAL), Facilities & Logistics Office, and the International Military Student Office.

c. Functions.

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

(2) Responsible for posting all student status changes into ATRRS.

(3) POC for ASU input and support of the annual Structured Management Decision Review (SMDR) to validate training requirements and school capacities while identifying out-year resources and training workload. Builds ASU course schedules after the release of the HQDA ARPRINT.

(4) Coordinates ASU training issues with TRADOC G-3/5/7; HRC and HQDA G-3/5/7; 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) and SATFA.

(5) Synchronizes training requirements and resources across ASU.

(6) Provides staff supervision of university level programs, develops short term and mid-term strategic plans, and manages current operations.

(7) Serves as the ASU lead agent for official communication between the CASCOM G-3, ASU, and subordinate ASU organizations.

d. Registrar. Manages all functions associated with ASU courses within ATRRS including SMDR. milestones, course scheduling upon release of the annual Army Program for Individual Training (ARPRINT), Training Resource Arbitration Panel (TRAP) actions, provides ASU updates for EC quotas in the Total Army Centralized Individual Training Solicitation (TACITS) Survey process. Updates all student status changes in ATRRS by ensuring student coding is completed in a timely manner. Provides statistical student load reports that include projected

loads and actual inputs. Performs academic services to include the oversight for all student records in DTMS. Ensures all student records are uploaded and maintained in ARIMS. Prepares graduation certificates, diplomas, and student transcripts.

e. Programs, Plans and Operations Branch. Manages University 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; oversees the university SharePoint dashboard, and website; documents university history; receives, processes, and acts on all external OPORDs, taskings and requirements directed to the university; develops plans for events and future operations; coordinates and publishes OPORDs, WARNORDs and FRAGORDs; manages current operations of the university; manages multiple data bases to include ARIMS, ATAAPS, DTS and TASS.

f. Privatized Army Lodging Program (PAL). Manages internal processes and procedures in support of Institutional Training Directed Lodging and Meal (ITDLM) policy and set priorities for which Fort Gregg-Adams students will be lodged in the IHG managed (Holiday Inn Express) on-post hotel. Responsible for providing an annual twelve-month projection to the hotel, in June, for the upcoming training year. Responsible for reviewing validated invoices received from course managers, reconciling discrepancies, validating weekly component invoices, and sending to IHG and Army Corps of Engineers for payment.

g. Facilities and Logistics Office. Manages university CSDP, property accountability & property book, G-CSSA operations and oversight of non-tactical vehicle operations. Manages facilities maintenance of all university facilities and accompanying work-orders. Oversees key control procedures. Serves as the telephone control officer (TCO).

h. 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 Gregg-Adams IAW AR 12-15. Provides control, liaison, logistical, and administrative support to all assigned international civilians, officers, WOs, NCOs, and their families attending each logistics branch school and ASU.

8-5. Provost

a. Mission. Provides educational and academic management to allow the effective functioning of the ASU academic operations.

b. Organization. The provost consists of two subordinate elements: Academic Affairs and Curriculum Development and Integration. Academic Affairs includes Faculty & Staff Development Office, Army Sustainment Research Library, and Army Sustainment Professional Bulletin.

c. Functions.

(1) Coordinates and synchronizes educational actions among sustainment branches to include modernizing education in a manner that integrates the Sustainment warfighting function.

(2) Communicates between Training Operations Management Activity /TRADOC HQ, course sponsors, proponents, MOA/MOU/AA stakeholders, the university, and its subordinate activities.

(3) 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 and Army University.

(4) Develops and integrates instructional material to improve instructional delivery and retention.

(5) Provides staff supervision of university-level education programs, works with university operations to develop short-term and strategic plans, and manages current training and education initiatives.

(6) Serves as American Council Education Coordinator for CASCOM and Program Lead for ASU. Facilitates academic accreditation with Council on Occupational Education (COE).

(7) Serves as Training Development Capability Administrator and instructional design consultant.

(8) Plans, coordinates, and executes an educational consortium between ASU and civilian institutions, promoting collaborative educational and research activities, capturing best practices while leveraging technologies, and improving educational outcomes.

(9) Provides ASU with faculty & staff development and curriculum development and integration.

(10) Manage and oversee the faculty development recognition program (FDRP) badging levels for ASU and convene quarterly Master Instructor selection boards IAW TR 600-21.

d. Academic Affairs provides enterprise-wide learning governance and services in support of Faculty and Staff Development, Army Sustainment Library, and Army Sustainment Professional Bulletin. Additionally, Academic Affairs works to expand academic partnerships across the education enterprise.

e. Faculty and Staff Development Office (FSDO) ensures CASCOM instructors and curriculum development 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 education, and curriculum development. Provides educational and professional development opportunities to support members in maintaining their military and educational competencies. Researches and consults on matters concerning instruction and facilitation and training and education curriculum development areas. Executes the Faculty Development Recognition Program (FDRP) badging levels for ASU and the quarterly Master Instructor selection boards IAW TR 600-21. Conducts the Instructor/Educator (IOY/EOY) of the year program for ASU and coordinates TRADOC IOY/EOY submissions. Coordinates and participates with CASCOM and HQ TRADOC and Army University on instructor, training, and education development initiatives. Supports CASCOM FC32 initiatives and serves as a voting member of the FC-32 CMWG. Reviews and provides feedback on associated TRADOC Regulations, manuals, and other publications. Provides Installation Staff and Contractor Training Course support to tenant units and organizations.

f. Army Sustainment Research Library (ASRL). Provides academic, technical, combat development, continuing education, and doctrinal research support. Maintains a collection of reference material and online databases in support of PME, IMT, professional continuing education (PCE), functional courses, and sustainment research. Maintains contact with civilian and DoD libraries to enable resource sharing and virtual reference services.

g. Army Sustainment Professional Bulletin (ASPB). ASPB publishes quarterly issues of *Army Sustainment*, the official Army professional bulletin on sustainment, and maintains the *Army Sustainment* online presence. The bulletin publishes 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 the exchange of original, creative, and innovative thoughts about sustainment functions. Responsible for coordinating ASPB board of directors.

h. Curriculum Development and Integration (CDI). Assists ASU's CALOS and LLC functional courses and PME with TRAS documents developed for ASU implementation and submits TRAS documents to TRADOC for validation. Provides instructional design SME and TDC administration assistance and guidance to the CALOS/LLC staff and faculty; assigns roles and permissions to users in TDC. Reviews and reconciles course information housed in ATRRS and TDC. Serves as ACE Coordinator for CASCOM and program lead for ASU reviews. Serves as the COE coordinator and liaison in preparation for accreditations. Provides expertise in instructional design, implements best practices in adult learning, manages initiatives, and provides oversight for functional courses and PME. Responsible for developing Sustainment common core, enabling education modernization and interoperability, integrating DOTMLPF-P changes into curriculum and ensuring CASCOM initiatives and priorities are integrated into all Sustainment PME. Develops and produces the POI for the Logistics Basic Officer Leaders Course (BOLC). Provides expertise and oversight for a combined logistics critical task and site selection board (CTSSB) every three years or due to an Army learning triggering event such as DOTMLPF-P. Based on the CTSSB results, CDI ensures each proponent develops and publishes individual tasks and the individual critical task list (ICTL).

8-6. College of Applied Logistics and Operational Sciences (CALOS)

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

b. Organization. CALOS consists of two schools: School of Applied Logistics and School of Operational Sciences.

c. Functions.

(1) Educates across the enterprise in the areas of tactical, operational and joint logistics, operations research/systems analysis, data analysis, Army Materiel Command (AMC) and Defense logistics management, operational contract support, and requirements development. Provides career development education for Army and strategic logisticians, and provides corporate development of select personnel under the auspices of AMC, Army Civilian Career Management Activity Logistics Career Field (ACCMA LCF), CAC, AFC Futures and Concepts Center (FCC), DLA, the Army G-3/5/7, G-4, G8, DASA and DAMO, the Army Director of Acquisition Career Management (Principal Military Deputy to the ASA) (ALT), Joint Staff Director of Logistics (JSJ4), and the Center for Joint and Strategic Logistics.

(2) Trains and educates on Support Operations, Enterprise Business Systems (EBS), data sciences, and Sustainment Information Systems.

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

(4) 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 FA 49.

(5) Reviews and comments on DoD, HQDA, and TRADOC regulations, manuals, Joint doctrine, and other publications. Consults with proponent offices on matters concerning the specific functional areas within ASU.

(6) Conducts periodic reviews of courses in concert with the many entities that sponsor or provide technical reviews of CALOS courses such as Army G4, Army G8, DLA, AMC, ACCMA

LCF, AFC, JSJ4, and the principle Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT)).

(7) Coordinates with the Leader Development cell on Army civilian logistics leader development initiatives and issues.

8-7. School of Operational Sciences, CALOS.

a. Functions

(1) Under the auspices of the Army DCS G-8, SOS programs develop military and civilian career analysts in the discipline of ORSA. SOS provides detailed professional military education (PME) instruction and application of mathematical, statistical, and computer skills necessary for military applications of operations research including: ORSA, statistics, combat modeling and other IT applications to Army officers, and DoD civilians in the 1515 occupational series. SOS conducts the PME intermediate level education qualification course for FA 49 majors.

(2) Develops and delivers other ORSA-related courses as directed.

(3) Develops and delivers GCSS-Army Materiel Manager's course and data analysis courses for civilian and military personnel.

(4) Under the proponentcy of the MCCoE and in coordination with other CoEs, implements data analytics education at the PME level.

(5) Enterprise Business Systems Training Integration Cell Mission. Instructs, supervises, and supports all aspects of tactical logistics sustainment information system PME and ASU-sponsored functional training that includes, but is not limited to, program of instruction (POI) module implementation, and platform instruction via both the live and training production databases/servers. Coordinates with CASCOM FFID ESD for system updates requiring updates to instructional materials and training execution, including changes to the training database and EBS modernization efforts.

8-8. School of Applied Logistics, CALOS.

a. Functions

(1) SAL programs are focused at the enterprise level of logistics in support of AMC, ACCMA LCF, DLA, JSJ4, and other DoD elements covering specialized topics in: Army civilian logistics education, distribution, demilitarization, enterprise logistics topics, hazardous materials and waste handling, joint logistics, international officer logistics education, and other programs.

(2) SAL faculty develop and conduct courses that support the DoD, HQDA, CAC and AFC capabilities and integration, training processes requirements development, and contract management. These courses include Army capabilities and development, and other courses for non-acquisition professionals responsible for performing contract management support in the areas of operational contract support and contracting officer representation.

(3) Under the functional proponentcy of the JSJ4, SAL faculty develop and execute the Joint Logistics course.

(4) Conducts functional sustainment courses focused on the officer, warrant officer, NCO, and civilian level training and education to include the Support Operations Course and Sustainment Systems Master Gunners Course.

Section III

8-9. Logistics Leader College (LLC)

a. Mission. Trains and educates QM, OD, TC and LG personnel, select Army Medical Service Corps officers, select officers of other U.S. services, and international students on all functions associated with logistics leadership and sustainment operations. *Organization.* Consists of three departments: Captains Career Training Department, Basic Officer Leader Department, and Sustainment Pre-Command Course.

b. Organization. Consists of three departments: Captains Career Training Department, Basic Officer Leader Department, and Sustainment Pre-Command Course.

c. Functions.

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

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

(3) Conducts the pre-command courses for command designees for Army operational logistics organizations, depots, and Surface Deployment and Distribution Command, and TPO positions.

(4) Conducts Basic Officer Leader Courses (BOLCs) for QM, OD and TC branched officers.

8-10. Captain Career Training Department, LLC

Educates officers on all aspects of the logistics Active Duty and RC captain career courses (CCCs). Serves as point of contact for distance learning requirements for CCCs.

8-11. Basic Officer Leader Department, LLC

Educates, trains, and develops QM, OD, and TC branched officers under the LG BOLC concept. Upon course completion, officers are prepared to serve as multi-functional logistics platoon leaders and maintenance control officers in a large-scale combat operational environment.

8-12. Sustainment Pre-Command Course (SPCC)

Leads, facilitates, and coordinates training for battalion and brigade command designees. Course emphasizes leadership education, senior leader engagements, and emerging doctrine and practices. Executes course development, redesign, and execution in coordination with CAC and CASCOM guidance. Coordinate across the CASCOM staff and all Sustainment warfighting function senior leadership to develop and deliver the course.

Section IV

8-13. Technical Logistics College (TLC)

a. Mission. Provides IMT and PME to Army QM, OD, and TC warrant officers (WO) to enhance Army readiness and sustainability through mentoring, training, education, consulting, and research.

b. Organization. Consists of a dean and three departments: Ordnance WO Training Department, Quartermaster WO Training Department, and the Transportation WO Training Department.

c. Functions.

(1) Provides administrative oversight and support for implementing and executing WO IMT in basic WO courses and WO PME in advanced WO courses, intermediate level education follow-on courses, and senior service education follow-on courses.

(2) Coordinates course schedules with ASU and branch proponent schools, student in-processing within the ASU, common-core instruction, and matrix instructional support provided to sister colleges and academies within ASU. Provides matrix support to branch and proponent schools, to include their graduation ceremonies. Assists CASCOM and 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.

(3) Provides matrix support and access to all ASU facilities to support branch school commandants in training their WO force. This includes classrooms, general labs, GCSS-Army labs, and specific SME instructional talent within ASU.

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

8-14. Ordnance Warrant Officer Training Department, TLC

Coordinates select OD warrant officer course schedules with ASU and other branch proponent schools, conducts student in-processing within the ASU, executes all common-core instruction, and executes instructional activities. Responsible to synchronize each branch's shared common core training within the ASU master schedule and manage common core training execution in shared environments under ASU.

8-15. Quartermaster Warrant Officer Training Department, TLC

Coordinates QM warrant officer course schedules with ASU and other branch proponent schools, conducts student in-processing within the ASU, executes all common-core instruction, and executes instructional activities. Responsible to synchronize each branch's shared common core training within the ASU master schedule and manage common core training execution in shared environments under ASU.

8-16. Transportation Warrant Officer Training Department, TLC

Coordinates selected TC warrant officer course schedules with ASU and other branch proponent schools, conducts student in-processing within the ASU, executes all common-core instruction, and executes instructional activities. Responsible to synchronize each branch's shared common core training within the ASU master schedule and manage common core training execution in shared environments under ASU.

Section V

8-17. Logistics Noncommissioned Officer Academy (NCOA)

a. Mission. Train, educate and grow adaptive sustainment professionals. Provides PME to QM, OD, and TC NCOs to enhance readiness and sustainability. The academy develops NCOs who can successfully meet the challenge of the operational environment (OE) and sustainment for LSCO.

b. Organization. Consists of a commandant, assistant commandant, civilian deputy to the commandant, S1, S3, S4, and two training branches: Senior Leader Course (SLC) and Advanced Leader Course (ALC).

c. Office of the Commandant.

(1) Commandant. The LNCOA commandant aligns management of AR 600-20 command programs with the Logistics Leader Commandant - Somervell Campus. The LNCOA commandant

coordinates with the ASU Board of Directors, other elements within ASU, school CSMs, and the CASCOM CSM to affect change and implementation of all new POI updates and initiatives. The LNCOA commandant aligns the academy's mission and priorities with the ASU president's approved mission and vision and drives the organization to achieve ASU priorities. Under the direction of the ASU president, the LNCOA commandant develops and communicates LNCOA leader development themes and messages. Exercises mission command over assigned and attached personnel IAW with ASU directives.

(2) Assistant Commandant. The assistant commandant acts on behalf of the commandant and is responsible for the day-to-day operations of the academy, reviewing TASKORDS, the professional development of assigned personnel, and coordinating POI updates with the Provost and branch proponents. The assistant commandant advises the Commandant on all matters related to cadre, students, and POI updates. The assistant commandant coordinates with external agencies for any requested student engagements which may affect POI time. Serves as coordinator of the staff and faculty for academic matters to ensure compliance with policy and reviews academic matters.

(3) Civilian Deputy to the Commandant. The deputy manages the administrative work of LNCOA with responsibility for planning, directing, and coordinating all activities associated with resource management, contract management, logistics support and related functions. Serves as the senior Civilian in the academy. Shares the responsibility ensuring QA\QC standards comply with ASU, CASCOM, CAC, and TRADOC processes, policies, and regulations. Responsible for providing advice and recommendations on all civilian matters. Serves as the LNCOA SME for all civilian hiring actions and labor relations matters.

d. Functions.

(1) LNCOA conducts technical and hands-on training for Advanced Leader Courses (ALC) and Senior Leader Courses (SLC) in QM, OD, and TC specialties.

(2) Provides the knowledge and professional development of NCOs, ensuring they can operate in current and future environments.

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

(4) Under the authority of ASU, exercises mission command over assigned staff, faculty, and students.

8-18. Senior Leader Course Branch

Responsible for the conduct of all OD, QM, and TC SLCs. Maintains oversight of the 89D ALC at Fort Walker, VA. Responsible for the conduct of all OD, QM, and TC SLCs. Maintains oversight of the 88K and 88L SLC Phase II at Fort Eustis, VA.

8-19. Advanced Leader Course (ALC) Branch

Responsible for the conduct of all OD, QM, and TC ALCs. Maintains all oversight of the 89D ALC at Fort Walker, VA.

a. ALC Branch A: Responsible for the conduct of all TC ALCs to include 88K and 88L at Fort Eustis, VA. Responsible for the conduct of Ordnance ALC for MOSs 91B, 91S, 91H and 91P.

b. ALC Branch B: Responsible for the conduct of all QM ALCs and responsible for the conduct of Ordnance ALC for MOSs 89B, 94 CMF, 94H, 91E, 91F, 91C, and 91J.

Section VI

8-20. Support Battalion

a. Mission. Provides mission command, force protection, administration, and logistical support to ASU leadership and Somervell Campus cadre and students. The battalion enhances readiness and sustainability for the ASU Somervell Campus through seamless integration of the officer student population and the careful support to the university's permanent staff.

b. Organization. Consists of a command group, S1, S2/3, S4, chaplain office and five companies (see Figure 8-2).

c. Functions. The battalion has an administrative control (ADCON) relationship with the ASU Somervell Campus LLC, TLC, CALOS, LNCOA, and directorates. In this role, the support battalion provides oversight and support in medical & dental readiness, UCMJ, property accountability and administrative documents requiring a commander's signature.

8-21. Support Battalion Leadership

(1) Commander.

(a) Executes policies directed by the ASU president and Somervell Campus commandant for staff, faculty and students attached and assigned.

(b) Serves as the SCMCA for personnel assigned and attached to ASU.

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

(d) Leads ASU Somervell Campus Soldier Family Readiness Group initiatives.

(e) Supports college deans/academy commandant and ASU leadership in managing and overseeing command programs in support of the president and Somervell Campus commandant.

(2) Command Sergeant Major. Assists the commander as the senior NCO within the battalion. Principal advisor to the commander regarding Soldier issues and disciplinary actions within the ASU Somervell Campus. Principal advisor for execution of training for assigned personnel and in oversight of AR 350-1 training within the support battalion.

(3) Executive Officer. Assists the commander in all areas related to the planning, resourcing, and execution of battalion activities. Assumes command in the absence of the commander. Coordinates battalion staff efforts and those of subordinate elements. Principal representative for: Commander Ready and Resilient Council (CR2C) Executive Counsel (CEC); ensures ASU Somervell Campus is prepared for the CR2C board; Unit Health Promotion Team (UHPT); Emergency Action Plan; oversees Somervell campus Safety program.

(4) S1 (Administration). Provides human resources support and administrative actions to assigned and attached students, staff, and faculty for ASU Somervell Campus. Maintains the battalion's sponsorship programs and visibility of sponsorship within the Somervell Campus.

(5) S2/3 (in conjunction with University Operations). Coordinates and plans for operations and training for personnel assigned and attached. Prepares short- and long-range training for personnel assigned to the battalion. Coordinates support for courses requiring external exercises and training. Manages ASU Somervell Campus serious incident reports (SIR). Serves as the security manager for ASU. Oversees security as it pertains to operations, information, personnel, anti-terrorism, and physical security. Oversees security clearance program, overseas briefs, and principal advisor for security matters to include stewardship of SIPR classrooms and Security requirements for TRADOC accreditations. Provides oversight of Somervell Campus staff duty and prepares documentation for enrollment and travel of Somervell permanent party to military schools.

(6) S4 (Logistics Office). Manages and maintains BN property IAW applicable regulations and guidance. Manages the CSDP for the battalion. Facilitates internal logistic and maintenance synchronization meetings. Manages internal eFLIPL routing and access. Tracks movement of property within battalion to support ASU missions.

(7) Chaplain. Provides comprehensive religious support to the Soldiers, Families, and leadership of the ASU to enhance readiness through spiritual fitness and resiliency.

8-22. Subordinate Companies

a. Headquarters Company, A Company, B Company, C Company, and D Company: Provide command, logistical, administrative support to personnel assigned or attached to enable supported organizations the ability to execute assigned missions. Direct unit training programs and conduct the Army Combat Fitness Test, physical readiness training, weapons qualifications, Army Body Composition Program, Unit Prevention Leaders program, SHARP, Equal Opportunity, and other required activities as determined by AR 600-20.

Chapter 9

Quartermaster School (QMS)

a. Mission. Trains, educates, and develops Army, Joint, and Multi-national Sustainment professionals; drives change and supports Total Force modernization through DOTMLPF-P solutions in support of unified land operations.

b. Organization. Consists of a command group, a personnel development office, the Quartermaster and Army Women's Museums (operational mission oversight), a Reserve Component Affairs Office, a Training Management Office (TMO), a Training Development Office, the 23rd Quartermaster Brigade, and five training departments: Aerial Delivery and Field Services Department (ADFSD); Petroleum and Water Department (PWD); Logistics Training Department (LTD); Joint Culinary Center of Excellence (JCCoE); and the Joint Mortuary Affairs Center (JMAC).

a. Functions.

(1) Trains and educates Soldiers, Civilians, and members of other services and partner nations in various Quartermaster 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 Quartermaster matters to include Quartermaster 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. Executes the eight lifecycle personnel development functions for Quartermaster Soldiers and Civilians.

(3) Supports mobile training teams (MTT) to assist deploying units and unified operation training requirements.

(4) Provides requisite management oversight and execution authority for over 90 courses in support of supply logistics requirements across the various military services. Executes special courses and training in support of DoD/DA directives and initiatives.

(5) Trains, educates, and develops MA professionals. Serves as HQDA G-4 lead for select MA functions and tasks. Provides MA subject matter expert (SME) assistance and Army input to the Joint Staff, other services, and other agencies as needed for the Mortuary Affairs Reporting and Tracking Systems (MARTS); for common MA equipment development; and for mass fatality planning, management, and operations to support federal and civil emergency response efforts.

(6) Serves as HQDA G-4 lead for the Army food service programs. Maintains interface with CASCOM for materiel development, acquisition, and fielding. Provides a Chairman and voting member of DoD food service programs and equipment committees, to include chairing the semi-annual Operational Rations Forum (ORF).

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

(8) CASCOM Quality Assurance Branch (QAB) provides matrix staff support to the QMS Commandant, including the following responsibilities:

(a) Conducts accreditation assessment and QA staff assistance visits 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.

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

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

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

(e) Provides assessments and recommendations to ensure the quality and effectiveness of QM training by conducting and assessing training, using a variety of assessment tools .

(f) Provides accreditation oversight by assisting in preparing the Quartermaster School for TRADOC accreditation evaluations.

(g) Assists with training QMS leads the annual self-assessment and pre-accreditation self-assessment against Army accreditation standards.

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

(i) Provides accreditation oversight and leads the assessment and approved QA staff assistance visits of all aligned Quartermaster Commandant approved RC training at ARNG regional training institutions (TASS battalions), 1st Brigade (QM), 94th Training Division, USAR, and the 4960th Multi-functional Training Brigade (MFTB), 80th Training Command, USAR.

(j) Provides liaison between the senior CASCOM and QMS ARNG and USAR advisors, the ARNG QM SMEs, USAR CMF SMEs, and the QM RC TASS Battalion commanders.

(9) Executes the HQDA Supply Excellence, Military Culinary Arts Competitive Training Event, and Philip A. Connelly Award programs.

Section I

9-1. Command Group

a. Quartermaster General (QMG)/QMS Commandant.

(1) Serves as CASCOM deputy commanding general (DCG); roles and responsibilities are defined in the CASCOM terms of reference (ToR) document.

(2) As Quartermaster General (QMG)/Commandant, commands the QMS.

(3) Principal advisor to the CG, CASCOM and TRADOC on QM DOTMLPF-P matters.

(4) CASCOM and SCoE DCG, Training – Provides oversight and integration of policies and priorities for institutional training and education requirements.

(5) 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 ASU and the QMS.

(6) As QMG, serves as chief of branch, leads all matters of proponentcy and development of the U.S. Army QM Corps to ensure it can perform its mission.

(7) As Commandant, focuses talent management on growing leaders for the future success of the Army; engages and mentors leaders with unique talents and skills.

(8) Serves as the DCG-Modernization for the CASCOM Commanding General.

b. Deputy to the Commandant.

(1) *Mission.* Senior civilian advisor and consultant to the commandant and staff.

(2) *Functions.*

(a) Exercises executive authority to approve resources and force structure decisions.

(b) Directs mission activities, including: synchronizing of DOTMLPF-P actions with the organic and CASCOM matrix staff to ensure unity of effort in supporting current and future Operating Force requirements, civilian personnel management, contract management, resource management, QA, reserve affairs and strategic planning.

(c) Activity career program manager (ACPM) for CP13-Supply Logistics.

c. QM Corps Command Sergeant Major.

(1) *Mission.* Principle enlisted advisor on all enlisted matters.

(2) *Functions.*

(a) Advises the commandant on status of QMS quality of training and recommends assignment of QM sergeants major (SGM) ICW SGM branch and HRC.

(b) Responsible for reviewing and examining trends and developing and implementing proposals affecting career programs for QM Total Force enlisted Soldiers.

(c) Provides professional development, mentorship, and counseling on career management.

(d) Provides oversight of Quartermaster training in the ASU NCOA.

d. QM Corps Chief Warrant Officer.

(1) *Mission.* Principal advisor to the commandant on all WO matters.

(2) *Functions.*

(a) Promotes the Army profession by institutionalizing and communicating the need to serve as officers of character, who are stewards of the profession, and consistently represents Army moral standards which support the culture of trust necessary within the Army enterprise and in support of the American people.

(b) Mentors and shapes the duties, responsibilities, development, utilization, and expectations of QM WOs across the Total Force by influencing the DOTMLPF-P elements of QM proponent functions.

(c) Examines trends in order to develop and implement proposals affecting career programs and opportunities for QM WOs.

e. Assistant Commandant/Chief of Staff

(1) Functions.

(a) Manages the QMS enduring priorities. Coordinates actions with the Deputy Commandant, Command Sergeant Major, and Chief Warrant Officer to ensure unity of effort across the enlisted, noncommission officer, warrant officer, and officer career fields.

(b) Works with the Total Force Integration Officer to support the One Army School System.

(c) Synchronizes QM DOTMLPF-P actions with the organic and matrix staff to ensure unity of effort in supporting current and future Operating Force requirements.

(d) Leads or co-chairs QM working groups as required.

(e) Leads the staff in development of the QM strategic communications plan.

(f) Coordinates actions with CASCOM, TRADOC, ACOMs, and HQDA.

(g) Serves as the acting commandant during commandant's absence.

f. Quartermaster Personnel Development, Office of the Quartermaster General.

(1) Mission.

(a) Executes personnel development actions and their associated life-cycle management functions for the total QM Force. Serve as the primary coordination cell between QMS HQs, training departments, 23rd BDE, and the CASCOM staff. Publishes and synchronizes operation orders, plans and executes programs and ceremonies, and administers and manages command level strategic communications platforms.

(2) Functions.

(a) Initiates and sustains actions to support healthy personnel force structure, conducts personnel analysis in support of force design updates, personnel and unit structure actions, prescribes grading guidance for TOE and TDA positions.

(b) Maintains MOS specifications, standards of grade criteria, physical demand requirements, and skill identifiers IAW DA Pam 611-21.

(c) Researches, staffs, and submits Military Occupational Classification Structure changes to ensure QM Officers, Warrant Officers and Enlisted Soldiers are staffed with appropriate grades to meet both operating and generating force requirements.

(d) Provides force structure data analysis and integration through TAA, validating personnel requirements and authorizations to determine force development documentation for the QM branch.

(e) Executes personnel restructuring actions to ensure WO and Enlisted personnel structure meets HQDA G-1 Grade Cap Distribution and Average Grade Distribution Matrix targets.

(f) Provides functional and professional career guidance for CMF 92 personnel through self-development programs, assignments, and military and civilian education opportunities.

(g) Develops and maintains relevant portions of DA Pam 600-3, and DA Pam 600-25.

(h) Develops policy and provides branch promotion and command slating guidance to assist HRC slating boards to identify officers and senior NCOs who possess unique skills and requisite experience to lead QM commands and key billets.

(i) Manages the QM Training with Industry Program, serve as the TWI training coordinator and liaison between the private sector host, the TWI participant, and HRC.

(j) Plans/Executes the QM Corps honors program and recognition events.

(k) Reviews and processes MOS prerequisite and entry requirements waiver requests.

(l) Support officer education activities to assist Reserve Officer Training Corps and United States Military Academy cadets in making an informed branching decisions and provide branch education to cadets.

(m) Manages the WO Accession Program, maintain MOS prerequisites, and reviews accession applications to determine technical qualification.

(n) Manages the QMS credentialing program to assist Soldiers in earning civilian certifications and licenses related to their QM MOS.

(o) Manages continuing education degree programs to enable Soldiers to voluntarily work to earn an associate or bachelor's degree in their assigned discipline. Manages MOAs with various higher education universities.

(p) Receives operations orders and taskings from CASCOM; writes, tracks, and publishes orders to subordinate commands

(q) Organizes and facilitates command level meetings.

(r) Plans and executes QMS recurring events.

(s) Develops, updates, and publishes the QMS action plan, campaign plan and strategic plan.

(t) Plans and coordinates internal and external support requirements between 23D BDE and CASCOM.

(u) Manages recurring reports and long-range calendar, and updates command level briefings.

(v) Develops and maintains strategic communications platforms.

(w) Plans, manages, coordinates, and facilitates VIP and foreign delegation visits.

(x) Composes executive level speeches, strategic talking points and briefings for designated events.

(y) Processes branch awards and recognition; coordinates talent management actions for the command.

9-2. Reserve Component Affairs Office

a. Mission. Partners with QMS and CASCOM Staff for Total Force integration across all DOTMLPF-P domains. Advises the QMS Commandant on personnel, equipment, training, and deployment issues that pertain to the RC QM community. RC liaison NCO assists in the reception and processing of RC Soldiers through the completion of their AIT training.

b. Functions.

(1) Increases CASCOM, QMS, NGB and USAR Sustainment command unity of effort.

(2) Enables Total Force integration for individual and Sustainment collective training.

(3) Serves as the One Army School System (OASS) implementation.

(4) Communications with RC sustainment community on QM proponent specific areas.

(5) Advises on the health of the RC Sustainment force and leader development.

(6) Ensures RC QMS instructors are certified and compliant.

(7) Processes all RC WO accession packets, assists in development and implementation of QM WO recruiting strategies.

(8) Advises QMS on individual mobilization augmentee program, IRR training, and other RC specific programs.

(9) Coordinates QMS training requirements and compliance with RC training centers.

(10) Supports conferences, workshops, training site visits, and staff assistance visits.

(11) Assists RC Soldiers and Families while at Fort Gregg-Adams.

(12) Assists and coordinates with all QMS departments for RC Total Force integration actions.

9-3. Training Management Office / Director of Training (DoT)

a. *Mission.* Plans, coordinates, and synchronizes training for the QMS, to include training support requirements, in order to facilitate producing combat ready logisticians, relevant today and prepared for tomorrow.

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) Recommends approval for waiver requests to the Commandant for any deviations to course POIs taught by the QMS.

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

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

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

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

(10) Leads the Council on Occupational Education assessment in conjunction TRADOC accreditation.

(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) Manages all FOIA requests in the QMS.

(16) Serves as records manager for the QMS.

(17) Manages the Instructor Certification/Development and Recognition Program for the QMS.

(18) Ensures training equipment is in the POIs, on the TDA, properly documented on the property book and hand-receipts.

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

(20) Conducts Training Management Review Board (TMRB)

(21) Integrates Army Learning Model requirements for QMS.

(22) Coordinates and facilitates American Council on Education visits as required to ensure service members receive recommended college credits for QM courses and occupational experience.

9-4. Training Development Office (TDO)

a. Mission. Develops all QM AC/RC/NG individual training products, except as noted previously, in support of the QMG, QMS and field units.

b. Organization. Provisional:

c. Functions.

(1) IAW TR 350-70, develops and revises all individual level (MOS specific) TD products and associated training materials for AC/RC/NG institutional and operational (unit) training requirements.

(2) Coordinates training development priorities with the QMS.

(3) Develops and fields all training development products IAW TR 350-70 and CASCOM policy.

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

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

(6) Conducts periodic IPRs with resident and Reserve training institutions to review course curriculum.

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

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

(9) Updates POIs as needed based on feedback from formal analysis, field reports, after action reviews, and training surveys administered by the L2/CTC for the QMS.

(10) Develops and manages POIs for the QMS.

(11) Develops lesson plans for the QMS.

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

(13) Participates in the proponent's TMRB.

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

(15) Develops Enterprise Resource Planning (ERP) training products for institutional and operational Army use.

(16) Conducts GCCS-A live environment instructor training across TASS

9-5. 23rd Quartermaster Brigade

a. Mission. The 23rd Quartermaster Brigade trains, educates, and develops sustainment Soldiers prepared to immediately contribute to the Operational Force in support of unified land operations (ULO) in a safe and secure environment, and develops sustainment professional capable of returning to the force to enable ULO while care for Family teams.

b. Vision. The Army's premier training Brigade providing sustainment professionals to the Joint Force.

c. Organization. Consists of a Headquarters, Staff, Chaplain's Office, Headquarters and Headquarters Company, and three BNs: 244th QM BN, 262nd QM BN, and the 266th QM BN. (See Fig 9-2)

d. Functions.

(1) Directs the completion of the Soldierization process. Transitions 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) Responsible for the personnel portion of the USR.

(5) Promotes comprehensive Soldier fitness and resiliency.

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

9-6. 262nd, 266th, and 244th Quartermaster BNs

a. Mission. Provides a safe and secure environment to develop physically fit, technically competent Sustainment Soldiers, familiar with the operational force environment, grounded in Army Values and the Warrior Ethos, and able to immediately contribute to their next unit of assignment. Provides mission command to include C2, force protection, administrative, and logistical support for assigned and attached personnel.

b. Organization. Each battalion 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 mission command element for the QM field training exercise (FTX) that reinforces warrior tasks, battle drills, and field craft that culminates in a situational training exercise (STX).

(3) Maintains readiness and care for Soldiers, Civilians, and their families through the Comprehensive Soldier and Family Fitness Program and the Ready and Resilient Campaign.

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

(5) Company E, 266th QM BN provides command, control, administrative, and logistical support for Transportation AIT at Joint Base Langley-Eustis (JBLE), VA.

Section II

9-7. Aerial Delivery and Field Services Department (ADFSD)

a. Mission. Trains Soldiers from all branches of the armed services and allied nations, and civilians as parachute riggers; airdrop load inspectors; sling load inspectors; and laundry & shower specialists (field services). Develops doctrine, airdrop rigging and sling load operations manuals, and resident and nonresident training support materials. Performs proponent functions related to aerial delivery, sling load, and field services. Serves as 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 three divisions: Aerial Delivery Division, Field Service Division, and Operations Division.

c. Functions.

- (1) Trains MOSs 92R10 and 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) Serves as focal point for field services operations training.
- (7) Serves as HQDA G-4 field lead for AR 750-32, and AR 59-4(*RAR 001, 06/23/2009).
- (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 and technical order revisions and changes. Provides USAF input to DoD airdrop testing agencies. Serves as focal point for information and interpretation of policy and procedures for joint airdrop inspection. Provides oversight of USAF students while attending QMS courses.
- (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.

9-8. Aerial Delivery 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; and the Sling Load Certification Course. Writes lesson plans for courses and conducts airborne operations to support POIs.

b. Organization. Aerial Delivery consists of six teams: Airdrop Materiel Officer Section Team; Sling Load Section Team; Parachute Pack Section Team; Airdrop Section Team and the Aerial Equipment Repair Section Team.

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, 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 and 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) Provides new equipment training (NET) and mobile training team (MTT) instructional support.

9-9. Field Service Division

a. Mission. Coordinates student-training operations to support the Laundry & Shower Specialist Course. Writes lesson plans for courses and conducts training to support POIs.

b. Organization. The Field Services Division's two teams: Laundry Section Team; Shower Section Team.

c. Functions.

(1) Trains fundamentals and procedures for Laundry and Shower systems.

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

(3) Trains fundamentals and procedures of setting up, operating, and dismantling laundry advance system equipment used in laundry operations; how to inspect, mark, and classify clothing; how to perform operator maintenance, adjustments, troubleshooting, and operating clothing system equipment.

(4) Trains fundamentals and procedures of setting up, operating, and dismantling container batch laundry equipment used in laundry operations; how to inspect, mark, and classify clothing; how to perform operator maintenance, adjustments, troubleshooting, and operating clothing system equipment.

(5) Provides 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.

(2) 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.

(3) Develops inter-service airdrop general subject technical manuals and 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.

(4) 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. Provides quality training to select military and civilian personnel from various branches of the U.S. military and allied nations on petroleum and water logistics systems, equipment and doctrine. Assists 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 the 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); the officer specialty code (AOC) is R-8 (Petroleum and Water Officer Course). Additionally, PWD provides specified administrative, logistical and technical support to the DoD agencies and the U.S. 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 and monitors the mission of training students (residents, non-resident) and assists in the development of external materials, materiel fielding plans (MFP), materiel fielding agreements (MFA), mission support plans (MSP), and other supporting documents; assist with the development and validation of testing protocols for life cycle/sustainment equipment support. Trains MOS 92L, 92F, and 92W functional courses.

(2) Serves as Commandant's official liaison for petroleum and water logistics actions and coordinates directly with activities and agencies and organizations internal and external to the command group.

(3) Supervises and manages a composite work force of military, civilian, and contracted personnel; provides requisite technical advice and assistance; implements and executes the department's Composite Risk Management Program.

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

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

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

(7) Reviews and approves documentation of requirements and requests for resources.

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

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

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

a. Mission. Provides petroleum and water functional training to all Service components' officers. Trains allied and international officers and DoD civilians on petroleum and water concepts and operations. APWD provides proponent oversight and control for ASI R-8 (Petroleum Officer). Serves as SMEs on all petroleum or water related issues.

b. Functions.

(1) Plans, directs, coordinates, and provides instruction to Active and RC Army, Navy, Air Force, and Marine Corps personnel. Trains allied and other international officers and warrant officers as well as DoD civilians in the following areas:

(a) Petroleum and water logistics staff functions and procedures.

(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 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 and NCO training.

(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) Provides petroleum and water doctrinal input to CASCOM organizations and other government agencies.

9-13. Laboratory Training Division

a. Mission. The Laboratory Training Division (LTD) provides MOS 92L (U.S. Army), and Bulk Fuel 1391 EAH (U.S. Marine Corps) resident instruction and serves as the subject matter expert for QMS. Responsible for addressing all petroleum quality (assurance and surveillance) lab-related issues and concerns surfaced to the QMS. Provides requisite technical assistance and support for validated instructional and operational requirements sanctioned by the Commandant, QMS.

b. Functions.

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

(a) Performs physical and chemical testing of petroleum products.

(b) Operates and maintains petroleum laboratory equipment.

(c) Serves as DoD standardized bulk fuel quality center for all services except the US Navy.

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

(3) Maintains liaison with and performs operational testing of equipment for the AMC.

(4) Provides NET and MTT instructional support.

(5) Reviews and 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.

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

(9) Provides quality surveillance training support to ASU, PWD's Advance Petroleum and Water Division and Defense Logistics Agency-Energy.

(10) Manages three fixed laboratories and two 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 – U.S. Army, U.S. Navy, U.S. 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 petroleum training facility (PTF), fire suppression training facility, and military-in-the field (MIF) training areas.

(3) Provides NET and MTT instructional support.

(4) Reviews and 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.

(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.

(8) Provides MOS and specialty-related doctrinal input to QMS organizations, and other government agencies.

9-15. Water Training Division

a. Mission. The Water Training Division (WTD) provides MOS 92W resident and non-resident instruction for U.S. Army Active, and Reserve 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, USAR, and ARNG 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 water point operations.
 - (e) Instructs and complies with Environmental Protection Agency (EPA) standards during all training.
 - (f) Identifies and mitigates risks and associated hazards.
- (2) Maintains, operates and controls five water training facilities and locations.

- (3) Provides NET, training assistance visits, and MTT instructional support.
- (4) Reviews and 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.
- (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) Provides doctrinal input to QMS organizations and other government agencies.

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 U.S. 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) Assists in the maintaining and care of the MIF/PTF/Fire suppression facility.
- (3) Provides NET and MTT instructional support.
- (4) Reviews and revises resident course materials and assists in the development of video tapes and television script. Provides input on development of joint USMC/US Army exportable petroleum related training.
- (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) Provides Marine instructors to assist in the training of Basic Petroleum Logistics Division and LTD students.
- (10) Responsible for the development of USMC bulk liquids doctrine and operational concepts.

9-17. Operations Division

a. Mission. Manages the manpower, budget, operational, supply, administrative, sustainment and support workload.

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) Maintains and manages TDA and 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.
- (d) Supports the IET Training Brigade for permanent party training.
- (e) Coordinates special training requirements.
- (f) Monitors and manages 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 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 and implements key control; serves as Physical Security Manager and Anti-Terrorism/FPCON Officer for the department.
- (n) Processes all taskings for equipment, personnel, and facilities support.
- (2) *Administrative Support.* The Administrative Section monitors 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.
 - (b) Reviews and routes incoming and outgoing mail distribution.
 - (c) Maintains a working library of appropriate policies, regulations, directives, SOPs, and blank forms; processes requests for publications as necessary.
 - (d) Prepares, processes and maintains a variety of reports for management control purposes.
 - (e) Prepares the personnel data readiness section of the TRADOC Status Reports.
 - (f) Provides, submits and maintains civilian timecards; maintains the department's civilian and military records.
 - (g) Serves as the department's POC for the U.S. Government travel card.
 - (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 on the fielding of new automated systems and system product improvements.
 - (b) Supports the directives and special interest of PWD 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. Responsibilities include:
 - (a) Serves as primary hand receipt holder for the department; manages excess and 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 coordinates all actions to procure 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 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 and 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 TRADOC Status Reports.

(5) *Sustainment and Support*. The Sustainment and Support section is responsible for the performance of Level I maintenance of all equipment and vehicles assigned or on loan to the department, to include dispatching of all vehicles. Responsibilities include:

(a) Monitors and ensures PMCS of all department equipment.

(b) Maintains current maintenance status of all department's equipment.

(c) Maintains all maintenance-related documentation, regulations, and policies.

(d) Dispatches all vehicles and equipment; implements the department's vehicle and equipment licensing program.

(e) Prepares and reports the maintenance readiness section of 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

a. Mission. Provides quality automated supply training with GCSS-A emphasis for Soldiers, DoD civilians and allied nations personnel in two AIT MOS courses (92A10, Automated Logistical Specialist; 92Y10, Unit Supply Specialist). Provides quality training for Soldiers and DoD civilians in two functional courses: Unit Armorer Certification course and Aircraft Notebook course.

b. Responsible for executing lead agent functions for central direction, management, and oversight of the Army Property Accountability (PA)/Command Supply Discipline Program

(CDSP) by facilitating strategic PA/CSDP communication, resources and training initiatives and maintaining the PA/CSDP knowledge center for the Commandant and HQDA G-4.

c. Organization. Consists of two divisions, 92A10 Training Division and 92Y10 Training Division, and the Supply Excellence Award (SEA) Team.

d. Functions.

(1) Directs 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. Provides SME and instructors for MTT as required.

(2) Serves as a Commander's official liaison for supply, log automation, materiel management and GCSS-A actions and coordinates directly with activities, agencies and organizations internal and external to the QMS.

(3) Provides overall supervisory and managerial oversight for a composite work force consisting of military, civilian and 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) Leads 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, and objectives.

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

(7) Reviews and approves documentation of requirements and requests for resources.

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

(11) Provides technical logistics support to combatant commanders.

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. Provides ULLS-A/E ASI course training via resident training or MTT. Ensures every Soldier trained meets or exceeds course standards via QMG-approved programs of instruction.

b. Functions.

(1) Plans, schedules, directs and coordinates all training requirements and necessary resources to accomplish all training missions.

(2) Reviews and revises resident course materials and assists in the development of video tapes, television script, and Army-wide and command-wide training literature. Coordinates exportable training.

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

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

(6) Provides logistics automation input to CASCOM organizations and other government agencies.

9-20. 92Y10 Training Division

a. Mission. Provides MOS 92Y10 (Unit Supply Specialist) resident and nonresident training to Soldiers to include Advanced Individual Training (AIT), MOS-Transition Soldiers, DoD civilians

and allied nation personnel. Provides GCSS-A, Principles of Supply and Physical Security and Unit Arms Room Operations training via resident training or MTT. Ensure every Soldier trained meets or exceeds course standards via QMS approved POIs.

b. Functions.

(1) Plans, schedules, directs and coordinates all training requirements and necessary resources to accomplish all training missions.

(2) Reviews and revises resident course materials and assists in the development of video tapes, television script and Army-wide and command-wide training literature. Reviews exportable training support products (TSPs).

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

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

(6) Provides supply input to CASCOM organizations and other government agencies.

9-21. Supply Excellence Award (SEA) Team.

a. Mission. Serves as the executing agent for HQDA G4 to establish evaluation criteria, evaluation team and recommend category winners to enhance the logistics readiness of Army organizations.

b. Functions.

(1) Enhances logistics readiness and supply effectiveness while providing a positive incentive for extraordinary supply operations, property accountability, and resource management while enhancing awareness of the Army CSDP. Provides a forum for recognition of performance, improvements, initiatives, and supply operations at the organizational and direct support levels.

(2) Executes multi-phased evaluations in support of the SEA program

Section V

9-22. Joint Culinary Center of Excellence

a. Mission. Provides joint proponent food operations training and direction and serves as the HQDA G4 lead organization 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 Directorates: Army Center of Excellence Subsistence (ACES) Operations Directorate, Joint Culinary Training Directorate, and Special Programs Directorate.

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 lead 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.

9-23. Special Programs Divisions

a. Mission. Administers the Department of Army Philip A. Connelly Awards Program for Excellence in Army Food Service, the Army Culinary Arts Program (includes the Military Culinary Arts Competitive Training Event and the U.S. Army Culinary Arts Team) and the 92G Credentialing Program. The “Connelly” program exists as a partnership between the Army and the National Restaurant Association. The “Connelly” Program recognizes excellence in Army Food Service from top performing units from all Army Components.

b. Organization. Consists of three programs – the Philip A. Connelly Branch, the Culinary Arts Branch and the 92G Credentialing Program.

c. Functions.

(1) Conducts special programs sponsored by the American Culinary Federation and the National Restaurant Association (NRA) IAW HQDA G4 guidelines.

(2) Provides oversight and obtain funding for emerging programs, establishes life cycle functions, develops milestones, and reports output at end state.

(3) Markets special programs 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 three separate categories: Military Garrison, Active Field, and Reserve Component Field (USAR and ARNG).

(5) Conducts an annual military culinary arts training competitive training event to promote refined dining and identify potential candidates for enlisted aide appointment and view potential candidates for selection to the U.S. Army Culinary Arts Team (USACAT).

(6) Works in tandem with the American Culinary Federation to obtain training, certifications and stay abreast of competition rule changes.

(7) Provides the framework for the USACAT training and competition.

(8) Executes 92G Credentialing Program as a partnership between the U.S. Army and the American Culinary Federation on behalf of the U.S. Army.

9-24. Chief of Staff, Army Supply Excellence Award

a. Mission. The annual Chief of Staff, Army Supply Excellence Award (CSA SEA) program is a total Army program that is open to Active Army, ARNG, and USAR units. **The purpose of the CSA SEA program is to enhance the logistical readiness and supply effectiveness of Army organizations.**

b. Organization.

c. Functions.

(1) Annually the Chief of Staff Army (CSA), Vice Chief of Staff Army (VCSA), and the DCS, G-4, or their designated representatives, present plaques to unit representatives or support activities selected as CSA SEA winners and runners-up.

(2) The HQDA G-4 will provide program funding, guidance, policies and overall guidance to the QMS for the CSA SEA program.

(3) Prepares and distributes DA guidance implementing guidelines and criteria for participation in the CAS SEA program.

9-25. Army Center of Excellence Subsistence (ACES) Operations Division

a. Mission. Responsible for executing lead agent functions central direction, management, and oversight of the Army worldwide Food Service Program for the HQDA G-4 and QMS.

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, QMS, and HQDA G-4 on issues involving subsistence management and feeding in both garrison and field environments for the Army.

(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) Serves as HQDA food adviser for the RC.

(4) Serves as DoD lead for operational rations. Veterinary sciences technical advisor and the environmental health sciences technical advisor to HQDA G-4 and the QMS.

(5) Develops military construction, Army renovation and décor projects and budget for Army installation dining facilities. Army leads for equipment supporting garrison and field food service operations and voting member for the Combat Research and Engineering Board (CREB).

(6) Oversees the Army Food Service Program. Evaluates, trains, and reports food service operational findings to HQDA G-4, ACOM, ASCC and DRUs.

(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.

9-26. Joint Culinary Training Division

a. Mission. Serves as the principal advisor to the Director, JCCoE, the QMS Commandant, and HQDA G-4 on all issues involving entry level and advanced culinary training. Develops, manages, and provides oversight of Army and joint services basic food service training provided for all branches of the U.S. Armed Forces. Provides quality training to Soldiers, Marines, Sailors, Airmen, Coastguardsmen, DoD civilians, and members of other allied countries in basic and advanced food operations skills, subsistence, doctrine, and food service equipment operations for garrison and field training. Trains MOSs 92G (Culinary Specialist) and Service equivalent entry-level and functional courses. Provides oversight for ASI –Z5 (Enlisted Aide)

b. Organization. Consists of three division – Basic Culinary Food Service Training Branch, Advanced Culinary Food Service Training Branch, and Special Skills Training Branch; and four branches: Army Culinary Training, Marine Corps Food Service, Navy Culinary Specialist, and Air Force Services Academy.

c. Functions.

(1) Directs and monitors the mission of training students and assists in doctrine development; assists with the development and validation of testing protocols for life cycle and sustainment equipment support

(2) Serves as Commandant's official liaison for entry and advanced culinary training and coordinates directly with Services, 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 military, civilian, and 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) Leads the development of the organization's strategic training plan ensuring 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 and requests for resources.

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

(11) Plans and executes the annual military joint culinary training exercise to promote refined dining operations, identify potential candidates for enlisted aide appointment, and view potential candidates for selection to the U.S. Army Culinary Arts Team. (USACAT).

9-27. Basic Culinary Training Branch

a. Mission. The Basic Culinary Training Branch provides MOS 92G resident instruction for ITRO course Phase I with USMC and USN, Army unique Phase II, and serves as SMEs in culinary operations.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active, Reserve and National Guard components, U.S. Army, U.S. Marine Corps, and U.S. Navy personnel, and Allied and international students:

(a) General culinary and food service subjects.

(b) Class I subsistence supply operations.

(c) Operation of military dining facility operations.

(d) Culinary operations to the forces in the field.

(2) Maintains, operates, and controls the 92G Field Training Site; responsible for management oversight for facilities, equipment, and vehicles.

(3) Provides NET, MTT, TAIR, and SAV instructional support.

(4) Reviews and revises 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 culinary related training.

(5) Develops new training methodology supporting future joint service and Army field and garrison training equipment to include automation systems initiatives.

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

(7) Coordinates and maintains loan agreements for interim non-approved TDA equipment.

(8) Supervises and coordinates accomplishment of authorized division maintenance of equipment, training aids, and facilities.

(10) Provides MOS and specialty-related doctrinal input to QMS organizations, and other government agencies.

9-28. Advanced Culinary Training Branch

a. Mission. Provides advanced culinary training under ITRO to all Services including U.S. Coast Guard culinary/food service MOS enlisted and Warrant Officers. Serves as subject matter experts (SMEs) on all advanced culinary related issues.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active and Reserve Component Army, Marine Corps, Navy, Air Force, and Coast Guard personnel in the following areas:

(a) Advanced Culinary Training Course – ITRO course: staff functions and procedures at the various levels within the Service and Joint arena (strategic, operational, and tactical).

(b) Enlisted Aide Training Course – ITRO course: staff functions and procedures at the various levels within the Service and Joint arena for ASI Z5 Enlisted Aide.

(c) Food safety and sanitation considerations and operations.

(2) Reviews and 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 training.

(3) Develops new training methodology supporting future joint service and Army field and garrison training equipment.

(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 advanced culinary doctrinal input to CASCOM organizations, and other government agencies.

(10) Provides NET, MTT, TAIR, and SAV instructional support.

(11) Serves as SMEs to the Joint Warfighter for advanced culinary and enlisted aide operations and doctrine.

9-29. Special Skills Training Branch

a. Mission. Train Active and Reserve officer and enlisted personnel from all branches of the armed services, allied nations and civilians in Army Food Service operations and management; sanitation and food safety; nutrition and dietary needs and requirements. Develop food service, sanitation, safety, nutrition, and dietary training support materials.

b. Functions.

(1) Plans, directs, coordinates, and provides the following instruction to Active and Reserve Component Army, Marine Corps, Navy, Air Force, and Coast Guard personnel in the following areas:

(a) 92G10 Culinary Specialists Advanced Individual Training (ITRO)

(b) Advanced Culinary Skills Training Course – ITRO course: staff functions and procedures at the various levels W/I Service and Joint arena (strategic, operational, and tactical).

(c) Enlisted Aide Training Course – ITRO course: staff functions and procedures at the various levels within the Service and Joint arena (strategic, operational, and tactical) for ASI Z5 Enlisted Aide

(d) 92G ALC and SLC

(e) Food Service Management (FSM)

(f) 922A WOBC and WOAC

(g) Basic Officer Leadership Course (BOLC) and Logistics Career Captains Course (LOG

C3)

- (h) Adjunct Instructor Course (AIC) and Food Safety and Protection Course
- (i) Food Service Training Courses for RC.
- (2) Food safety and sanitation considerations and operations.
- (3) Reviews and 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 training.
- (4) Develops new training methodology supporting future joint service and Army field and garrison training equipment to include automation systems initiatives.
- (5) Prepares plans for facility and equipment use for courses within assigned areas of responsibility.
- (6) Supervises and coordinates accomplishment of authorized departmental maintenance of equipment, training aids, and facilities.
- (7) Participates in conferences, development field testing of new equipment, support for military displays, etc.
- (8) Provides advanced culinary doctrinal input to CASCOM organizations, and other government agencies.
- (9) Provides NET, MTT, TAIR, and SAV instructional support.

Section VI

9-30. Joint Mortuary Affairs Center (JMAC)

- a. Mission.* The JMAC trains, educates and develops adaptive Mortuary Affairs (MA) professionals and develops Army MA doctrine in support of unified land operations. On behalf of the HQDA G-4, JMAC executes select Army responsibilities supporting the DoD MA enterprise.
- b. Organization.* Consists of two divisions: Training Division and Operations Division.
- c. Functions.*
 - (1) Trains MOS 92M10 and a functional course.
 - (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 Army responsibilities supporting the DoD MA Enterprise on behalf of the HQDA G-4.
 - (5) Provides SME support to Army component commanders.
 - (6) Provides SME support to MA materiel systems modernization.
 - (7) Provides SME support to MARTS.

9-31. Training Division

- a. Mission.* Develops, manages, and provides 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 DoD personnel and students from other nations on MA.
 - (2) Provides resident instruction for MOS 92M IMT and the MA Officer course.

(3) Develops institutional training requirements analysis system (TRAS) products supporting MA instruction throughout the One Army School System (OASS).

(4) Develops combined arms training strategy (CATS) products for MA TOEs.

9-32. Operations Division

a. Mission. On behalf of HQDA G-4, JMAC executes select Army responsibilities supporting the DoD MA Enterprise ensuring continuous, sustainable, and global MA support. Provides MA technical advice and SME support to Army component commanders, the joint staff, other services, and other agencies.

b. Functions.

(1) Develops comprehensive doctrine for the Concurrent Return portion of the Army Mortuary Affairs Program.

(2) Provides technical advice to the CASCOM matrix staff for systems training plans (STRAP) and force design development.

(3) Provides technical advice to AFC for MA material development.

(4) Provides comprehensive MA technical advice and SME support to Army component commanders, the joint staff, other services, and other agencies as needed.

(5) Provides Army input to and MA SME support for federal and civil disaster relief and emergency response efforts by providing MA SME, technical advice, planning assistance, coordination assistance, and functions as an Army liaison.

(6) Provides Army response to MA related requests for information, performs analysis, and prepares reports for senior leaders as needed.

(7) Serves as SME for MARTS.

Chapter 10

Ordnance School (ODS)

a. Mission. Trains, educates, and grows Ordnance professionals who drive change; employs, develops, and designs DOTMLPF-P solutions to sustain Army readiness and win in multi-domain operations.

b. Organization. Consists of a headquarters with a command group, Directorate of Training, Reserve Component Office, Personnel Development Office, Commander's Initiative Group, Explosive Ordnance Disposal (EOD) Commandant, 59th Ordnance Brigade, and Defense Ammunition Center (DAC). Under the Directorate of Training, the AIT departments are: Training Management Office, Ordnance Training Development, 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. The Defense Ammunition Center (DAC) is a separate organization that reports directly to the Chief of Ordnance.

c. Functions.

(1) Trains Soldiers, Sailors, Airmen, Marines and students from other nations in the fields of ground maintenance, electronics maintenance, ammunition, explosives safety, and EOD.

Coordinates related training conducted by other Army agencies, other services and agencies.

(2) Provides Ordnance Corps DOTMLPF-P proponenty coordination for maintenance, ammunition, explosives safety and EOD.

(3) Proponent for OD training conducted at: Fort Gregg-Adams, VA; Fort Moore, GA; Fort Eisenhower, GA; Eglin AFB, FL; Fort Sill, OK; Fort Leonard Wood, MO; Fort Walker, VA; McAlester, OK; Regional Training Sites – Maintenance (RTS-Ms); and TASS OD BNs.

(4) Coordinates with the appropriate CASCOM staff to manage and maintain Ordnance training, to include: Structure Manning Decision Review (SMDR); Army Training Requirements and Resources System (ATTRS); Training Requirements Arbitration Panel (TRAP); Program of Instruction (POI) implementation; lesson plans and training support development; and equipment fielding and training.

(5) Supervises Ordnance-unique officer, WO and NCO PME conducted at ASU and other Schools.

(6) 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.

(7) Army manager for the Environmental Protection Agency 608/609 Certification Program.

Section I, Ordnance Regimental Command Team

10-1. Ordnance Command Group –

a. Chief of Ordnance (CoO)/Commandant

(1) Commands the U.S. Army Ordnance School (USAOS) and serves as the U.S. Army Ordnance Branch Proponent Chief. Principal advisor to the CASCOM CG and TRADOC on Ordnance DOTMLPF-P matters.

(2) Deputy Commanding General (DCG) roles and responsibilities are defined in the CASCOM Terms of Reference document.

(3) Ensures USAOS and reserve component schoolhouses train and educate Soldiers; develops leaders; and supports training in units.

(4) Supports technical training requirements for officers, warrant officers, and NCOs, including career lifecycle management which informs and encourages broadening opportunities.

(5) Advises CASCOM, CAC, TRADOC, and HQDA on DOTMLPF-P implications relating to operational aspects and logistics support for the core competencies of maintenance, ammunition, explosives safety and explosive ordnance disposal.

(6) Executive Director of the Ordnance Materiel Board of Directors (OD BoD) and Army Ammunition Board.

(7) Executive member of and principal DOTMLPF-P advisor to the Army Maintenance Board.

(8) Directs Ordnance contributions to CASCOM's SPCC.

(9) Conducts the worldwide Ordnance Connect to engage sustainment community stakeholders and operational Army units on Ordnance DOTMLPF-P issues.

(10) Exercises general court-martial jurisdiction over, and acts as general court-martial convening authority for, the USAOS and 59th Ordnance Brigade.

(11) Shapes Army Ordnance doctrine through executive review of all Ordnance doctrine publications.

(12) Maintains oversight and mission command of the Defense Ammunition Center.

(13) As the commandant and branch chief, the CoO is responsible for the talent management of critical Ordnance billets across the enterprise and is the lead on all matters of proponenty and evolution of the U.S. Army Ordnance Corps.

(14) Ensures the Corps can perform its mission in support of the U.S. operating force by collaborating with the operational Army to understand relevant issues related to the Ordnance core competencies.

(15) As Commandant, focuses talent management on growing leaders, for the future success of the Army; engages and mentors leaders with unique talents and skills throughout the generating force through branch proponents and venues including, but not limited to quarterly OD Connects, schoolhouse and command engagements, the Brigade Combat Team Commander Development Program (BCTCDP), and the CASCOM Deputy Commanding General Course Seminars.

b. Ordnance Corps Command Sergeant Major

(1) Principal enlisted advisor on all enlisted matters

(2) Advises the Commandant on status of USAOS quality of training and recommends assignment of OD SGMs in concert with SGM branch and HRC.

(3) Responsible for reviewing and examining trends and developing and implementing proposals affecting career programs for OD Total Force enlisted Soldiers.

(4) Provides professional development, mentorship, and counseling on career management.

(5) Provides oversight of Ordnance training in the NCOA in ASU. Reviews and develops doctrine.

c. Ordnance Chief Warrant Officer

(1) Principal advisor to the CoO on all OD WO matters.

(2) Mentors and shapes the duties, responsibilities, development, utilization, and expectations of OD WOs across the Total Force by influencing the DOTMLPF-P elements of OD proponent functions.

(3) Examines trends in order to develop and implement proposals affecting career programs and opportunities for OD WOs.

(4) Develops the technical prerequisites and serves as the approval authority for Total Force OD WO applications optimizing future accessions through a constant and deliberate analysis of future requirements and its effects on the skills, education and knowledge requirements of future candidates.

(5) Reviews all WO technical training to ensure content is relevant and supports the Army Operating Concept.

(6) Ensures all aspects of technical training requirements enable leader development, improve individual and team performance and develop agile and adaptive WOs.

(7) Provides oversight and coordination with the United States Army Recruiting Command and HQDA G-1 to develop annual OD accession plans.

(8) Serves as voting board member for Army Senior WO Council, provides staffing and recommendations for DA decisions, synchronization, integration, and advice for WO cohort related issues. Advises the CASCOM DCG course on all OD related issues, reviews and develops OD doctrine, and initiates or manages special OD DOTMLPF-P projects.

10-2. Ordnance Command Group Staff

a. Deputy to the Commandant

(1) Roles and responsibilities are defined in the CASCOM Terms of Reference document.

(2) Serves as the USAOS Commandant in the absence of the CoO.

b. Executive Officer (XO) to the Chief of Ordnance

(1) Principle assistant to the CoO for directing, coordinating, and planning of tasks, personnel, and proponent actions assigned to the Ordnance Command

(2) Manages, controls, and synchronizes the CG's calendar.

(3) Monitors and assesses USAOS command group operations (including higher/adjacent units) for their impact on future operations.

(4) ICW the Chief of Staff, plans USAOS command group staff operations

(5) Establishes and monitors the command group battle rhythm, nesting with higher and subordinate HQs battle rhythms for effective planning support, decision-making and other critical functions.

(6) Reviews all administrative documentation and correspondence for the CG's attention and signature.

c. Assistant Commandant/Chief of Staff

(1) Directs, supervises, and prioritizes the daily workload of the Ordnance School headquarters staff in support of the primary mission to train and educate soldiers and civilians, develop leaders, and support Total Force training in the four core competencies of maintenance, ammunition, explosives safety, and explosive ordnance disposal.

(2) Manages the Ordnance School's priorities. Coordinates actions with the Deputy Commandant, Ordnance CSM, and Ordnance CWO to ensure unity of effort across the enlisted, noncommissioned officer, warrant officer, and officer career fields.

(3) Works with the RC Office to support the OASS.

(4) Synchronizes Ordnance DOTMLPF-P actions with the organic and matrix staff to ensure unity of effort in supporting current and future Operating Force requirements.

(5) Leads or co-chairs Ordnance working groups as required.

(6) Leads the staff in development of the Ordnance strategic communications plan, integrating themes and messages across the core competencies, enduring and near-term priorities, and Total Force initiatives to inform and influence key audiences responsible for Ordnance programs, projects, policies, funding, and operations.

(7) Coordinates Ordnance School actions with CASCOM, TRADOC, ACOMs, and HQDA.

(8) Serves as the Chief of Ordnance during the actual Chief of Ordnance's absence and ensures integration of OD equities into higher-headquarters initiatives.

d. Personnel Development Office (PDO)

(1) Branch proponent and principal advisor to the CoO on all matters relating to Ordnance personnel. Primary POC and coordinator for the CoO on all Ordnance affiliated matters to include Ordnance officer AOCs, WO MOS, and enlisted Career Management Fields (CMF).

(2) IAW AR 600-3, responsible for the eight personnel development system life cycle management functions for Ordnance Corps enlisted Soldiers, officers, WOs, and civilians.

(3) IAW AR 5-22, executes the personnel functions relative to DOTMLPF-P for the Ordnance Branch.

(4) Recommends personnel management policy changes to the DCS, G-1, through Commander, TRADOC. Develops actions and proposals in coordination with and assistance of CG, HRC; DCS, G-1, and RC personnel agencies, as appropriate.

(5) Develops and reviews the Ordnance Branch portion of DA Pam 600-3 and DA Pam 600-25 for all three components.

(6) Develops command slating guidance for DA centrally selected commands with Ordnance-centric missions.

(7) Monitors career progression patterns and develops the Professional Development Model (PDM) by AOC and CMF.

(8) IAW 611-1, reviews and updates MOS prerequisites. Reviews requests for exceptions to MOS prerequisites and grants waivers as appropriate.

(9) Recommends and prepares change proposals to AOC 89E and 91A, CMF 89, 91, 94, and warrant officer specialties. Uses the Military Occupational Classification Structure (MOCS) regulation, AR 611-1, to request changes to DA Pam 611-21 (MOS SmartBook) standards for all officer AOCs, WO MOSs and enlisted CMFs.

(10) Participates in quarterly CMF review with Officer and Enlisted Personnel Management Divisions (OPMD) (EPMD) at HRC.

(11) IAW 621-1 manages the Ordnance Branch Training with Industry (TWI) Program for officers, WOs, and NCOs. Identifies and recommends Army Educational Requirements System (AERS) coded positions for TWI and Advanced Civil Schooling (ACS) utilization.

(12) IAW AR 600-82 executes the Ordnance Corps Affiliation System, including duties as Corps Adjutant, and liaison to the Ordnance Corps Association. Implements and sustains the Honorary Colonel, Warrant Officer, and Sergeant Major of the Corps. Executes the Ordnance Corps Hall of Fame Program.

(14) Develops academic degree opportunities and credentialing programs.

(15) Reviews and refines Ordnance doctrine.

e. Commander's Initiatives Group

(1) Serves as the lead planning cell of the USAOS and manages the Ordnance School's priorities, LOE, and synchronization of DOTMLPF-P solutions across all four Ordnance core competencies: maintenance, ammunition, explosive safety, and EOD.

(2) Reports directly to the CoO and Chief of Staff.

(3) Coordinates actions with commanders, directors, and staff personnel as required.

(4) Responsible for translating the CoOs vision into practice by developing, overseeing, and implementing programs, projects, reports, briefings, and plans.

(5) Develops the Ordnance strategic communications plan, integrating themes and messages across the LOEs, core competencies, and total force using on-line, professional, and social media forums to inform and influence key audiences responsible for Ordnance programs, projects, policies, funding, and operations.

(6) Provides expertise and advice to school leadership on the integration of near, mid, and long-term strategic plans, programs, and resources.

(7) Coordinates with various staff of the school and counterparts at Department of the Army and DoD levels, and with all relevant major activity Directors across the Sustainment Center of Excellence (SCoE) and TRADOC and within the school in developing strategic decision materials for the school leadership.

(8) Manages contracts.

(9) As required, assists with writing the CoO speeches and correspondence.

10-3. Reserve Component Office

a. Mission. Build readiness of the Army's AC and RC Ordnance Soldiers and formations by providing institutional training oversight of RC schools and integrating Ordnance capabilities

across all components while assisting with collective training. Responsible for Ordnance RCs' advocacy, talent management, and the synchronization of DOTMLPF-P.

b. Functions.

- (1) Principal advisor to the CoO on all matters relating to the USARC and the NBG.
- (2) Provides DOTMLP-F recommendations to improve RC Ordnance capabilities.
- (3) Connect RC Ordnance Soldiers to the CoO's strategic vision.
- (4) Assists and coordinates with all TRADOC and CASCOM organizations to ensure total force integration of Ordnance RC capabilities.
- (5) Ensures RC training locations deliver world class OASS- compliant institutional training to AC and RC Ordnance Soldiers.
- (6) Provides Commandant with feedback on RC Ordnance units' ability to sustain combat power across multiple domains in complex operational environments.
- (7) Works with the Chief of Staff as required to support the Ordnance School headquarters' mission.

10-4. Explosive Ordnance Disposal (EOD) Assistant Commandant

a. Mission. Principal advisor to the CoO on all matters relating to EOD. The Assistant Commandant (EOD) is responsible for EOD advocacy, talent management, and the synchronization of DOTMLPF-P solutions for EOD.

b. Functions.

- (1) Central POC and advisor for the CoO on all EOD matters.
- (2) Coordinates and integrates actions across the Ordnance Corps, TPO-EOD, HQDA, and the Operating Force.
- (3) Synchronizes all internal staff and external matrix team actions, both vertically and horizontally and disseminates information to the appropriate levels.
- (4) Acts as the final recommending authority on the continuing action of planning, organizing, directing, coordinating, controlling and evaluating the use of personnel, funding, materiel, and facilities to accomplish the Ordnance EOD mission and functions.
- (5) Directs, supervises, and prioritizes the day-to-day execution of the Ordnance School headquarters staff in support of the primary mission to train and educate soldiers, develop leaders, and support Total Force training in the core competency of EOD.
- (6) Assists the field operating forces by advocating for important issues impacting the EOD community, serving as the conduit between the CoO and the field, connecting the force to the right problem solver, and disseminating information on current Army EOD initiatives.
- (7) Executes CoO manning guidance through precision talent management, ensuring all EOD Soldiers are leveraged for maximum potential.
- (8) Assists TPO-EOD in reviewing and developing EOD doctrine.

10-5. Army Award for Maintenance Excellence (AAME)

a. Mission. Serves as the executive agent (lead) for the CSA Award for Maintenance Excellence (AAME) Program. The program recognizes Army units and activities that have demonstrated excellence in maintenance operations.

b. Functions.

- (1) Assists the DCS, G-4 in the development and coordination of updates and modifications to policy and administrative instructions.
- (2) Develops, revises, and maintains security of assessment protocols used to select semifinalists, runners-up, and winners.
- (3) Convenes the HQDA assessment board and conduct onsite evaluation team visits.
- (4) Assists the HQDA G-4 in determining the most appropriate means of award presentation and coordinating the annual award ceremony.
- (5) Hosts an annual after-action review (AAR) with HQDA G-4, Army Command (ACOM), Army Service Component Command (ASCC), and Direct Reporting Unit (DRU) representatives.
- (6) Assists HQDA G-4 with the selection of six nominees to represent the Army at the Secretary of Defense Maintenance Award Program.

Section II, Directorate of Training (DOT)

10-6. Directorate of Training (DOT)

- a. Mission.* Provides current, relevant training to Ordnance Soldiers so they possess the technical skills, confidence, and motivation to support LSCO immediately upon assignment to the Operational Army.
- b. Organization.* The DOT consists of a Training Management Office, Training Development Division, 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.
- c. Functions.* Conducts AIT and functional training for all Ordnance MOS except 91A, 91M, and 91L. Conducts technical training for 948B WOs at Fort Eisenhower, GA and 948D WOs at Fort Sill, OK.

10-7. Training Management Office (TMO)

- a. Mission.* Manages resourcing, operational, and logistical support for institutional training in the USAOS.
- b. Functions.*
 - (1) *Training Operations.* Develops and reviews acquisition management oversight (AMO) packages and acts as 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 following programs for the Ordnance School: Faculty Development and Recognition Program (FDRP), Managers' Internal Control Program (MICP), and Enterprise Classroom Program (ECP). Manages the CSDP. within the DOT. Coordinates and facilitates academic accreditation requirements with the Council on Occupational Education and Army Enterprise Accreditation Standards (AEAS) and with TRADOC. Administers Ordnance regulation updates, equipment fielding, sustainment processes, and additional logistics requirements.
 - (2) *Training Management.* Oversees the academic administration of the school by coordinating resource requirements for student loads, enrollment, managing academic records, master training schedules, and overall training and education policy to administer effective and efficient training. Develops policies and procedures pertaining to the administration of training, serves as ITRO lead, manages the ATRRS to define future resources and training workload, and is the school's POC for

SMDR to validate training requirements and capacities. Coordinates institutional training issues with HRC. and HQDA G-3, acts as central coordinator and higher headquarters liaison for USAOS matters pertaining to ITRO, and coordinates USAOS mobilization training plans with higher headquarters. Serves as lead for the OD School on TDA development and instructor distribution based on the Instructor Manning Requirement List (IMRL) and student load. Acts as advisor to BN commanders on Academic Review Board (ARB) recommendations, manages TRAP requests and develops reports for a master schedule for classes. Coordinates requests for deviation from approved schedules and resolves resulting problems. Manages the school's quarterly Institutional Training Management Board (ITMB) actions and coordinates all the actions associated with conducting and tracking those meetings. Coordinates with ASU and TRADOC for the American Council on Education (ACE) course reviews for the OD School. Serves as liaison with the OD School RC on OASS actions and issues.

10-8. Ordnance Training Development Division (OTDD)

a. Mission. Serve as Ordnance lead for training products. Develop all Ordnance AC/RC individual training products in support of the CoO, Ordnance School (ODS) and field units (with the exception of EOD).

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

c. Functions.

(1) Develops and revises sustainment individual training products and strategies for all Army components (active and reserve) on behalf of the Ordnance Corps.

(2) Coordinates training development priorities with the ODS.

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

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

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

(6) Conducts periodic IPRs with Active and Reserve training institutions to review course curriculum.

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

(8) Coordinates the review of course administrative data (CAD) and POI to identify resource requirement for the SMDR and review of manpower processes for the OD School (ODS).

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

(10) Develops and manages POIs for the ODS.

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

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

(13) Participates in the Ordnance School's Institutional Training Management Board.

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

10-9. Armament and Electronics Maintenance Training Department (AEMTD)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers who are technically and tactically proficient in Basic Electronics Maintenance, Knowledge and Skills, Land Combat Systems, Test Measurement and Diagnostic Equipment (TMDE), and Conventional Weapons.

b. Organization. Consists of five divisions: Basic Electronics Maintenance Training Division; Land Combat Division; TMDE Division; and Conventional Weapons 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.

(3) Coordinates the development of training materials.

(4) Validates and verifies new equipment TMs.

(5) Performs contract management.

(6) Manages credentialing program.

(7) Maintains selected TADSS.

10-10. Track, Metal Working and Recovery Training Department (TMRD)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers to be technically and tactically proficient in the following areas: automotive basic knowledge and skills, track vehicle repair, metalworking to include machining and welding, track and wheel vehicle recovery at field and sustainment 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 training support packages (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.

(3) Coordinates with CASCOM in forming training strategies and development of training materials, goals, and objectives related to AIT and functional technical training.

(4) Validates and verifies new equipment TMs.

(5) Performs contract management.

(6) Manages credentialing program.

(7) Maintains selected TADSS.

10-11. Wheel Maintenance Training Department (WMTD)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers who are technically proficient in automotive repair of wheeled vehicles and Stryker platforms.

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.

(1) Conducts ARBs and recommends approval for student continuance in training or reclassification.

(2) Coordinates with CASCOM in forming training strategies and development of training materials, goals, and objectives related to AIT and functional technical training.

(3) 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.

(4) Validates and verifies new equipment TMs.

(5) Performs contract management.

(6) Manages credentialing program.

(7) Maintains selected TADSS.

10-12. Tactical Support Equipment Training Department (TSED)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers to be technically and tactically proficient in the repair of power generation, utilities, air conditioning and refrigeration, and quartermaster and chemical equipment 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.

(3) Coordinates with CASCOM in forming training strategies and development of training materials, goals, and objectives related to AIT and functional technical training.

(4) 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.

(5) Validates and verifies new equipment TMs.

(6) Performs contract management.

(7) Manages credentialing.

(8) Maintains selected TADSS.

10-13. Munitions and EOD Training Department

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers to be technically and tactically proficient in Ammunition (89A and 89B) and EOD (89D/E).

b. Organization. The department consists of two divisions: Munitions Training Division and the EOD Training Division with satellite training locations at Fort A. P. Hill, VA; Fort Leonard Wood, MO; and Eglin AFB, FL.

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.

(3) Coordinates with CASCOM in forming training strategies and development of training materials, goals, and objectives related to AIT and functional technical training.

(4) Validates and verifies new equipment TMs.

(5) Performs contract management.

(6) Manages credentialing.

(7) Maintains selected TADSS.

10-14. Ordnance Electronics Maintenance Training Department (OEMTD) (Fort Gordon, GA)

a. Mission. Trains, educates, and develops adaptive and professional Ordnance Soldiers and WOs 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 Eisenhower, GA, consists of four divisions: Radio Aviation Control and Survivability Division, Basic Electronics Training Computer and Chemical Division, WO Training Division, and the Patriot/RADAR Division located at Ft Sill, OK.

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.

(3) Develops POI and training materials. Coordinates with CASCOM in forming training strategies, development of training materials, goals, and objectives related to AIT and functional technical training.

(4) Verifies and validates new equipment TMs.

(5) Perform contract management.

(6) Manage credentialing.

(7) Maintain selected TADSS.

Section III

10-15. 59th Ordnance Brigade

a. Mission. The 59th Ordnance Brigade leads, trains, develops, and educates Soldiers into adaptive, professional Ordnance Soldiers who will directly build and maintain Army readiness.

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 Eisenhower, GA.

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.
- (3) Ensures Soldiers are prepared technically, tactically, physically, and administratively for worldwide deployment.
- (4) Conducts operations and administrative and logistical functions to support training, Soldiers, and the installation.
- (5) Cares for Families.
- (6) Reviews and develops training doctrine.
- (7) Conducts Recruiting support.
- (8) Plans and executes three unique Ordnance Crucibles.
- (9) Provides Warriorization training for inter-service transfers and prior service Soldiers.

10-16. 832nd, 73rd, 16th Ordnance Battalions

a. Mission. Continues the Warriorization 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. Provides mission command, 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.

- (1) Transitions BCT Soldiers into the AIT environment and completes the Warriorization process.
- (2) Serves on a rotational basis as the task force commander for a multi-echelon, scenario-driven, Warrior Training Exercise (WTX) reinforcing MOS training, common tasks, and battlefield survival skills.
- (3) Maintains individual permanent party deployability and fitness.
- (4) Provides Warriorization training for inter-service transfers and prior service Soldiers.
- (5) Cares for Families.
- (6) Reviews and develops training doctrine.
- (7) Conducts Recruiting support.
- (8) Plans and executes three unique Ordnance Crucibles.

Section IV

10-17. U.S. Army Defense Ammunition Center (DAC)

a. Mission. DAC provides worldwide support with technical expertise and training for munitions logistics, surveillance, explosives safety, and hazardous materials. It executes Army

authority for munitions and explosives safety, developing solutions for Army, Joint, and multinational forces to enable successful military operations and theater security cooperation.

b. Organization. The DAC reports to CASCOM as a separate reporting activity (SRA). CASCOM and the SCoE CG assigned the DAC executive director responsibility and authority to exercise command jurisdiction over the activity IAW stated missions and agreements. The executive director reports directly to the CoO. DAC consists of two directorates: the U.S. Army Technical Center for Explosives Safety (USATCES) and Training Directorate.

c. Functions.

(1) Office of the Executive Director

(a) Directly oversees an organization with operations across 18 military installations in 14 states and two countries.

(b) Responsible for the development and implementation of a cohesive and synchronized strategy for providing optimized ammunition logistics, surveillance, and explosives safety capabilities to the Army worldwide.

(c) Serves as a Program Evaluation Group (PEG) executive. Supports the development of Program Objective Memorandum (POM) builds for the Sustaining (SS PEG) through diverse Sub-Activity Groups (SAG).

(d) Executes DA Worldwide Review and Technical Assistance mission IAW AR 700-13.

(e) Executes the USATCES mission IAW AR 385-10 and DA Pam385-64. Responsible for explosives safety related proponent integration and synchronization of explosives safety DOTMLPF capabilities and requirements

(f) Executes certification training programs IAW DoDI 5160.68, DoD 4500.9-R, AR 385-10, NAVSEA OP 5, AFI 32-1065, AR 700-37, and DA Pam 385-64 for explosives safety, technical transportation of hazardous materials, military packaging and preservation.

(g) Executes DA Apprentice training programs for Career Program (CP) 20 Quality Assurance Specialists (Ammunition Surveillance) (QASAS) and CP 33 Logistics Management Specialist (Ammunition Management).

(2) Manpower

(a) Supports school with manpower expertise during the SMDR.

(b) Coordinates TDA and TDA development, preparation, maintenance, and publication; develops and maintains the manpower modules; and assists with civilian personnel actions.

(c) Develops ceilings for and ICW the G-1 assists in execution of the civilian Monetary Awards Program.

(3) Quality Assurance

(a) Conducts internal evaluations of DAC staff, training and education functions against Army Enterprise Accreditation Standards (AEAS) IAW the Master Evaluation Plan (MEP).

(b) Ensures training and education meet compliance standards IAW TRADOC regulations.

(c) Recommends changes to instruction to improve training and education effectiveness.

(d) Advises training division chiefs and course managers on methods to implement and improve training quality control measures.

(e) Provides ratings and recommendations to ensure the quality and effectiveness of DAC training and education by conducting and assessing training and education with a variety of assessment tools.

(f) Provides accreditation oversight by assisting in preparing the DAC for TRADOC accreditation evaluations.

(g) Guides the development of the annual self-assessment and pre- accreditation self-assessment against AEAS.

(h) Provides focused and special assistance to directors, division chiefs, and course managers to improve areas of concern relative to training, education, and training support.

(i) Provides accreditation oversight and leads the accreditation of all aligned DAC training at headquarters, satellite training locations and mobile training teams.

(j) Provides review Training Requirements Analysis System (TRAS) and Instructor Action Hours (IAH) on a routine basis to ensure quality throughout the DAC training products.

(k) Participates in the DAC's Institutional Training Management Board process.

(4) Support Operations Division

(a) Financial Management

1. The financial officer is responsible for allocation of resources to fund program and mission requirements; management, accountability, and reporting of all organizational funds and budgets; and validation of expenditures for supplies, equipment, course materials purchase and distribution.

2. The financial management team develops POM builds for the SS PEG and TT PEG through SAG 424/321. The financial management team monitors execution of SAG direct funding, prompt receipt, execution, and return of reimbursable funding; exercises responsibility for receipt and issue of funds from various DoD sources; monitor budget levels and availability of funds (DTS). Provide daily funding reports from General Fund Enterprise Business System (GFEBs). Provides organizational support by management of the following: administering government purchase cards (GPC) for supplies and materials. Preparing and process processes permanent change of station (PCS) authorizations and vouchers. Manages the Automated Time and Attendance Production System (ATAAPS), DTS, Citibank, and employee government travel card (GTC). Manage the submission and tracking completion on all trouble tickets with McAlester Army Ammunition Plant (MCAAP).

4. Responsible for all higher headquarters taskers; ATRM-159 Tasker; indirect OPTEMPO Cost Factor Data Call (WebPC Review) and AMO Packet validation in TRADOC Contract Database. Creates and submits requests for personnel actions (RPA) to include Recruit/fill, reassignments, career ladder promotions, and monetary/civilian awards.

5. Prepares cost estimates, DD1144 support agreements, and coordination with appropriate POCs on funding for all reimbursable missions and MTTs.

(b) Transportation and Training

1. Transportation Assistant and Training Coordinator reviews and process all DTS authorizations and vouchers

2. Maintains and updates travel charts

3. Processes and tracks official passports for the installation

4. Updates and tracks mandatory training for all employees.

5. Provides and submits all government travel card applications to Citibank.

6. Maintains DAC's sensitive compartmented information facility (SCIF)

(c) Deployment Support. Provides deployment support for DAC personnel.

(d) Property Book. Manages DAC property book with CASCOM G-1/4 and Fort Gregg-Adams Logistics Readiness Center (LRC).

(e) Academic Services

1. Manages ATRRS functions.

2. Generates reports, conducts reviews and ensures continuity of course information in ATRRS and on DAC website.
3. Provides oversight of the property book program and accountability; maintains hand receipt documentation.
4. Provides shipping and supply services for the school to include mobile training team and satellite support.
5. Applies analysis, design, development, implementation, and evaluation (ADDIE) process to training products and courseware, using the systems approach to training.
6. Develops and revises training products for all instructor-led and distance learning courses in concert with training developers, instructors and subject matter experts and IAW TRADOC regulations and established maintenance schedule.
7. Conducts job and task analysis and task selection boards for each proponent (course sponsor) with appropriate agencies.
8. Inputs required course materials in Training Development Capability (TDC) systems IAW CASCOM policies and business rules.
9. Coordinates Course Administrative Data (CADs) and POIs with course directors to identify resource requirements for the SMDR and review of manpower processes for Training Directorate.
10. Updates POI as needed based on feedback.
11. Develops and manages POIs.
12. Maintains and routes TRAS documentation.
13. Participates in the DAC's Institutional Training Management Board process.
14. Prepares input to contract strategies, statements of work and related documents for individual training products; ensures that contractor-developed materials in compliance with the terms of the contract.
15. Participates with DA G-1, DA G-3 and TRADOC G-3/5/7 in SMDR and Analysis of Change Cell (AoCC) process.
16. Manages DAC Staff and Faculty Development Program. Maintains instructor certification and observation review records.
17. Provides foreign disclosure determination.
18. Coordinates and facilitates academic accreditations to include American Council of Education (ACE), Council on Occupational Education (COE), International Association for Continuing Education and Training (IACET) and American National Standards Institute (ANSI).
19. Provides liaison, logistical, and administrative support to foreign military students (FMS) prior to and for duration of DAC training.
20. Coordinates DAC Instructor of the Year (IOY) Program.
21. Manages distance-learning programs.
22. Provides training support to allow the effective functioning of the DAC.
23. Serves as DAC lead for ATRRS training for all Services, Department of Defense (DoD) personnel, and international military students.

(5) Logistics Review and Technical Assistant Office (LRTAO)

- (a) Conducts AR 700-13 independent assessments of commands, activities, and installations, identifying local and systemic problems against published standards, recommends corrective actions, and highlights best practices.
- (b) Mentors ammunition professionals while on-site to provide immediate corrective actions and solutions.

(c) Updates, publishes, and distributes the DAC Yellow Book (Hazard Classification of U.S. Military Explosives and Munitions) on a biannual basis.

(d) Manages the web-based Ammo Help Program, a technical and rapid response resource for all DoD services.

(e) Conducts trend analysis of non-compliant review findings.

(f) Provides technical support to foreign governments as directed by DA.

(g) Reviews ammunition policy development as directed by DA.

(6) Director of Training

(a) Provides direction and oversight of the Training Directorate to attain total training objectives IAW DoD and Army policies, standards, and agreements, and federal law.

(b) Coordinates with U.S. Army Centers and Schools; DoD, DA, AMC, TRADOC, other military Services and civilian agencies on matters pertaining to training programs.

(c) Provides certification training IAW DoDI 5160.68 for ammunition careerist, DoD, military and civilian personnel who perform convention ammunition logistics, surveillance, and explosives safety missions. IAW with AR 385-10, DA Pam 385-64, NAVSEA OP 5, and AFI 32-1065 provides explosives safety certification training for Army, Navy, Marine and Air Force civilian and military personnel. Provides technical transportation of hazardous materials (HAZMAT) certification training for personnel from all services IAW Defense Transportation Regulation DoD 4500.9-R and executes military packaging and preservation training as the single source provider for DoD IAW AR 700-37.

(d) Serves as primary POC with HQDA G-1/G-3 and TRADOC G-3/5/7 Training Operations Management Activity (TOMA) for SMDR training requirements and validation.

(e) Advises and assists the executive director on organizational and functional alignment.

(f) Informs the executive director on issues directly affecting the organization's mission.

(h) Serves as DAC lead for training core functions.

(i) Systematically collects and analyzes ammunition logistics, surveillance, and explosives safety field data for integration in training and products for use across the DOTMLPF-P domains to sustain, enhance, and increase the Army's preparedness to conduct current and future operations.

(j) Training Development. Provides training programs and products for service members, Civilians, DoD contractor support personnel and allied forces.

(k) Functional training. Provides position or specialty training at DAC, via MTT and at Satellite Training Locations (STL). Sets standards and ensure execution to standard for explosives safety-related individual training.

(7) Explosives Safety/Surveillance Training Division

(a) Conducts explosives safety certification training for Army, Navy, Marine and Air Force Civilian and military personnel IAW with AR 385-10, DA Pam 385-64, NAVSEA OP 5, and AFI 32-1065.

(b) Provides DA Apprentice certification training for personnel assigned to CP20 and CP33

(c) Provides munitions certification training for military and civilian personnel involved in munitions and ammunition logistics missions IAW DoDI 5160.68.

(d) Applies analysis, design, development, implementation, and evaluation (ADDIE) process to training products and courseware and uses the systems approach to training.

(e) Develops and revises training products for assigned courses in concert with training developers, instructors and subject matter experts and IAW Army regulations and established maintenance schedule.

(f) Supports QA evaluators IAW the Master Evaluation Plan (MEP).

(8) *HAZMAT Training Division*

(a) Conducts Transportation of HAZMAT certification training for DoD and military and civilian personnel from all services IAW Defense Transportation Regulation DoD 4500.9-R through instructor led and distance learning training.

(b) Conducts military packaging and preservation training for DoD IAW AR 700-37.

(c) Applies ADDIE process to training products/courseware and using the systems approach to training.

(d) Develops and revises training products for assigned instructor-led and distance learning courses in concert with training developers, instructors and subject matter experts and IAW Army regulations and established maintenance schedule.

(e) Supports Quality Assurance evaluators IAW the MEP.

(9) *U.S. Army Technical Center for Explosives Safety (USATCES)*

(a) Provides direction and oversight of the Directorate and identifies improvements to the Army's explosives safety posture.

(b) Advises and assists the executive director on organizational and functional alignment.

(c) Informs the executive director of issues that directly affect the organization mission.

(e) Serves as lead for explosives safety core functions.

(f) Transfers explosives safety operational knowledge throughout the force to maintain currency and convey the wisdom of the Army's collective expertise.

(g) Systematically collects, analyzes, and archives explosives safety field data for dissemination and integration in training and products for use across the DOTMLPF-P domains to sustain, enhance, and increase the Army's preparedness to conduct current and future operations

(h) Provides operational support to allow the effective functioning of the USATCES.

(i) Conducts explosives safety and munitions risk management for joint operations to include coalition forces.

(j) Provides technical support to the Army Staff for budgetary planning and programming on matters affecting explosives safety.

(k) The Senior Safety Engineer provides a direct relationship with OSD's Department of Defense Explosives Safety Board (DDESB), ASA (I&E) and DASAF to analyze and coordinate technical papers, engineering analysis, and R&D testing to improve explosives safety standards for DoD. Responsibilities include developing policy recommendations and changes to Army standards, working directly with the Army board member from ASA IEE to the DDESB. Provide Army explosives safety subject matter expertise as a member of the Army Weapons System Safety Review Board and corresponding joint service weapons safety board.

(10) *Integration Division*

(a) Provides independent explosives safety assessments of commands, activities and other organizations that have an ammunition and explosives mission.

(b) Identifies local and systemic problem areas and providing recommendations for corrective actions.

(c) Advises Army Command, Army Service Component Command (ASCC), direct reporting units (DRU) commander, ARNG, and installation personnel on matters affecting the ability to accomplish missions in a safe manner.

(d) Conducts on-site reviews, studies, assessments and other actions directed by the HQDA G4.

- (e) Provides technical assistance to commands, activities, installations and other organizations with an ammunition and explosives (A&E) safety mission.
- (f) Coordinates requirements for standard design of ammunition facilities, developing design requirements and coordinating with installations, commands and design activities.
- (g) Conducts explosives safety assistance visits of ammunition activities as requested by Army organizations.
- (h) Assesses compliance with explosives safety training requirements, including the adequacy of training and qualifications of personnel assigned to manage and coordinate disposition of Material Potentially Presenting an Explosive Hazard, Material Documented as an Explosive Hazard and Material Documented as Safe.
- (i) Evaluates installation organizational structures to ensure explosives safety positions are staffed at the appropriate level.
- (j) Evaluates explosives licenses and contractor operations limits to identify situations out of compliance with DDESB-approved limits or Army standards.
- (k) Reviews samples of contracts involving A&E operations to assess whether the appropriate contract ammunition and explosives safety clauses are included.
- (l) Assesses compliance with technical requirements IAW DA Pam 385-64.
- (m) Provides Munitions Explosives Safety Management Council (MESMC) quarterly updates on the status of explosives safety improvements using information from data call requirements and findings from AR 700- 13 reviews.
- (n) Serves as repository for centralized management and oversight of AR 700-13 review and AR 385-10 Explosives Safety Assistance Visits (ESAV) data and information to include data calls.

(11) Risk Management Division

- (a) Provides final Army review and approval of A&E, chemical agent and munitions and explosives of concern (MEC) safety site and construction plans submitted for approval on behalf of the Office of the Director of Army Safety (ODASAF) to the DDESB.
- (b) Performs protective construction analysis when minimum default separation distances are not satisfied.
- (c) Assists in the development of plans for construction or modification of ammunition facilities for handling, storing, maintaining, demilitarizing and disposing or testing of AE.
- (d) Identifies requirements for standard design of ammunition facilities, developing design requirements and coordinating with installations, commands and design activities.
- (e) Reviews, approves, and supports chemical agent safety site plan submissions for munitions response development.
- (f) Provides explosives safety and chemical agent safety technical information and assistance to HQDA, ACOMs, ASCCs, DRUs, field operating agencies (FOA), and installations in support of Army-wide operations.
- (g) Provides technical assistance and tracks explosives safety and chemical agent safety waivers, exemptions, Deviation and Risk Acceptance Document (DRAD), and Secretarial certifications.
- (h) Provides explosives and chemical agent accident investigation assistance, analyzes accident data, and tracks remedial actions to develop and recommend corrective measures to the Army Combat Readiness Center (CRC).
- (i) Provides technical support to the MESMC and the DA Chemical Agent Safety Council.

(j) Reviews all Army construction proposals and DD Form 1391 provided by proponents of construction projects to ensure consistency with Army and DoD explosives safety criteria.

(k) Assesses compliance with technical requirements IAW DA Pam 385-61.

(l) Assists ODASAF with the development and maintenance of Army explosives safety policy and doctrine to ensure that the Army is executing a comprehensive and effective Army Explosives Safety Management Program (ESMP).

(m) Maintains and executes the U.S. Army Explosives Safety Test Management Program to validate, establish, or modify explosives safety requirements promoting research, development, promulgation, and application of explosives safety technology.

(n) Provides input to the development of CP-12 Safety and Occupational Health Specialist (SOH) courses to ensure SOHs will be trained and competent in A&E safety and explosives safety management.

(o) Provides explosives safety training to support Army safety CP12 requirements (with the exception of the Chemical Demilitarization Program).

(p) Maintains a database to track chemical agent, munitions and explosives of concern, and explosives safety deviations, explosives safety site plans, and other required explosives safety submissions including supporting material from initiation to final approval and closure. Periodically reviews the database to ensure that deviations are reviewed at the local level and validate the need for continuance.

(q) Supports explosives safety information and database requirements of the Army Safety and Occupational Health Enterprise Information Management System.

(r) Maintains ESMP documents provided by installations.

(s) Supports development of explosives safety training recommendations of the MESMC Training Knowledge Management Working Group approved by DASAF and Deputy Assistant Secretary of the Army for Environment DASA (ESOH).

(t) Performs initial and periodic validation of explosives manufacturing and load, assembly, and pack processes. Provide copies of validations to ODASAF.

(u) Provides explosives safety training to support Army Career Program (CP) 12 requirements (with the exception of the Chemical Demilitarization Program).

(v) Provides explosives safety training to 890A WOAC phase II students.

(w) Provides explosives safety personnel to U.S. Army Central Command (ARCENT) embedded within the command's safety office in support of operations.

(x) Provides explosives safety personnel to U.S. Army Africa Command (AFRICOM), embedded within the command's safety office in support of operations.

(12) Engineer Division

(a) Provides interim hazard classification (IHC) of A&E items. Serves as Army final hazard classifier for ammunition for all services. Serves as the maintainer and repository for DDESB joint hazardous classification system (JHCS).

(b) Provides worldwide engineering design support for conventional and chemical ammunition through the development of the Army standard packaging, handling, unitization, storage and out loading procedures.

(c) Performs validation testing of transportation, storage, and handling procedures. Conducts United Nations Performance Oriented Packaging tests. Conducts ammunition unit load approval testing and first article testing. Conducts testing/evaluation to validate military and

commercial vehicles, platforms and trailers for safe ammunition transport and provide worldwide environmental instrumentation.

(d) Conceptualizes, designs, prototypes, and tests material handling equipment and ammunition support equipment.

(e) Provides worldwide instrumentation and data collection to monitor environmental elements and physical forces, collects and disseminates long term data analysis and statistics.

Chapter 11

U.S. Army Transportation School (TCS)

a. Mission. Train, educate and deliver battle-focused functional transporters and multi-functional logisticians; develop doctrine, concepts, capabilities, materiel, and force structure to enable deployment and distribution for Army, Joint, and coalition forces during contested multi-domain operations (MDO) against the pacing threat.

b. Organization. Chief of Transportation (CoT) oversees the following (see figure 11-1):

(1) Command Group; Personnel Proponency, Operations and Sustainment Office, Reserve Component Affairs Office, Maritime Qualifications Division, Maritime Safety Office, Training Management Office (TMO), Transportation Management Training Department (TMTD), Maritime and Intermodal Training Department (MITD), Army Driver Standardization Office (ADSO), Motor Transport Operators Course (MTOC), 58th Transportation Battalion (Fort Leonard Wood, MO), 71st Transportation Battalion (Fort Gregg-Adams, VA), 508th Transportation Training Department (Fort Gregg-Adams, VA), 510th Transportation Training Detachment, Echo Company, 489th Transportation Detachment, and 1098th Transportation Detachment (Joint Base Langley Eustis).

(2) As force modernization proponent, the CoT has mission and coordinating oversight for the transportation mission areas within the DPMO, Force Development Distribution Branch, Requirements Division and the Combat Support Branch, Logistics Materiel Readiness Directorate within FFID, the Deployment and Distribution Branch within Sustainment CDID, the CASCOM G3 Training and Doctrine, Army Sustainment University, Rail, Tactical Wheeled Vehicle, and TCS Safety Office (CASCOM Safety), White House Transportation Agency, and the U.S. Army Transportation Museum.

(3) As Commandant, the CoT has proponency oversight of training conducted by 2nd /94th Transportation Training Brigade located at Ft Gregg-Adams, VA (assigned under the 94th Training Division, 80th Training Command (TASS)); oversight of ARNG regional training institutes (RTIs) teaching the Transportation career management fields (CMFs).

c. Functions.

(1) Provides 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) Develops 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) Provides subject matter expertise to DOD world-wide military traffic, land transportation, and common-user ocean terminals.

(4) Develops transportation concepts and doctrine and develops unit organizations and the requirements to support acquisition of Army transportation systems.

(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 equipment.

(7) Serve as the HQDA G-4 lead agency for the implementation of the Command Deployment Discipline Program (executed through DPMO).

(8) Provide deployment and redeployment expertise in support of HQDA funded FORSCOM evaluation team assessments of Army Level 3 emergency deployment readiness exercises (EDRE) and sea emergency deployment readiness exercises (SEDRE), as part of the Army's deployment readiness exercise (DRE) program (executed through DPMO).

d. Mission Command. The TCS, lacking a brigade headquarters element, requires external support from CASCOM and USAG HQ to provide critical capability to support health and welfare of assigned staff and trainees.

(1) CASCOM Staff. Provides support to the TCS through coordinating staff oversight, such as manpower management and resourcing and SHARP/EO/EEO higher level oversight.

11-1. Command Group

a. Chief of Transportation (CoT).

(1) Serves as Commandant of the TCS and as the U.S. Army CoT; exercises the duties of command as specified under AR 600-20. Advises CG, CASCOM and TRADOC on TC DOTMLPF-P matters.

(2) As CoT, 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.

(3) As Commandant, ensures execution of the TCS mission to train, educate, and deliver battle-focused multifunctional sustainers with functional transportation expertise; develop doctrine, concepts, capabilities, materiel, and force structure enabling deployment and distribution for Army, Joint, and coalition forces during MDO against the pacing threat.

(4) Proponent for Transportation Corps (TC) training conducted at: Fort Gregg-Adams, VA; Fort Eustis, VA; Fort Leonard Wood, MO; RTIs -Transportation (ARNG); and TASS TC battalions (RC).

(5) Advises CASCOM and CAC on DOTMLPF-P implications relating to Army watercraft systems (AWS), movement control, deployment readiness, tactical wheeled vehicles (TWV), rail and all other aspects of Transportation.

(6) Oversees execution of the HQDA Deployment Excellence Award (DEA) Program ICW the HQDA G-4, and DPMO; develops and implements policies and directives necessary to execute the program.

(7) Leads all Transportation-related initiatives.

(8) Provides TC proponenty coordination and supervision of TC unique officer, WO, and NCO PME conducted at ASU and other schools.

(9) Engages with the local community on civil military matters; serves as the principal liaison with Prince George County; and is a senior member of the Fort Gregg-Adams and surrounding community Civilian Military Council (CMC).

(10) Serves as the CASCOM Deputy Commanding General for functional areas identified by CASCOM Commanding General.

b. Assistant Commandant.

(1) Executes Chief of Staff functions and responsibility for day-to-day execution of the TCS HQ special and coordinating staff functions, reporting S3 taskings, S1/S2/S4 functions and SHARP/EO/R2C implementation.

(2) Personal advisor to the Commandant on uniformed military personnel matters.

(3) Provides guidance and oversight of the Transportation Operations and Sustainment Office, the 58th Transportation Bn command team and Motor Transport Operator's Course, the 71st Bn command teams, Office of the CoT, Office of the Chief of RC Affairs, Marine Qualifications Division, and School Safety.

(4) In support of mission readiness, oversees preparation and submission of the TRADOC NETUSR or successor system.

(5) Responsible for the oversight, maintenance, and development of the TC campus.

(6) Advises Commandant on community events and local Virginia leaders; serves as a senior member of Fort Gregg-Adams and surrounding community Civilian Military Council (CMC).

(7) Provides oversight for Transportation materiel modernization efforts, ensuring integration and synchronization with TRADOC, CASCOM FFID, AFC Sustainment CDID, matrix staff, and external DOD/DA and Joint/COCOM staffs.

(8) Assists the Director of Training in overseeing technical training and training development of all Transportation-related IMT, functional training and PME courses. Assists in oversight for TRAS, SMDR and TRAP processes and all staff actions concerning TCS equities.

(9) Provides oversight for the U.S. Army Transportation Museum, CASCOM Historian, and CASCOM Safety.

(10) Responsible for officer talent management and serves as primary reviewer and approver of inputs into the Assignment Interactive Module (AIM).

(11) Serves as the primary representative for the TCS at the CoC, CUBs and other CASCOM O-6 level boards and committees. Primary representative on all SARB, Community Engagement, and Readiness/Resiliency Councils.

c. Deputy to the Commandant/Director of Training. Senior advisor and consultant to the Commandant and staff.

(1) Responsible for the day-to-day operations of the TCS. Provides senior management oversight of the Training Management Office (TMO), Maritime and Intermodal Training Department (MITD), Transportation Management Training Department (TMTD), Army Driver Standardization Office (ADSO), Motor Transportation Operators Course (MOTC - 88M10 AIT), and the Maritime Standards Office.

(2) Directly coordinates with the Assistant Commandant (AC), Regimental Warrant Officer (RCWO), and Transportation Command Sergeant Major (CSM) to ensure the execution and implementation of the Commandant's decisions, intent, and policies.

(3) Oversees the technical training of all Transportation-related IMT (IMT), functional training and PME courses.

(4) Exercises executive senior level management oversight for TRAS, SMDR, and TRAP processes and all staff actions concerning TCS equities.

(5) Principal advisor to the Commandant on all civilian administrative, training, morale and welfare matters and professional development.

(6) Provides oversight of training development for all Transportation POI.

(7) Coordinates with the CASCOM G3 Training Technology and Quality Assurance divisions regarding all TC training requirements.

(8) Coordinates with the USAR, ARNG, and ASU regarding site validation and instructor certification for all externally taught TC POIs.

(9) Serves as CASCOM Activity Career Program Manager (ACPM) for CP 24 - Transportation and Distribution Management.

(10) Exercises Lead Defense Travel Administrator (LDTA) responsibilities and oversees TCS's DTS.

(11) Provides oversight and guidance for the Manager's Internal Control Program for the Transportation School.

(12) Responsible for the coordination and integration of the OASS into Transportation training requirements and execution.

(13) Supervises and provides requisite management oversight for all TCS related functional courses and MTT missions.

(14) Assists the Assistant Commandant with preparation and submission of the TRADOC NETUSR or successor system.

(15) Serves as the primary representative for the TCS at the PBAC, PACER, RARB, RPPB, Traffic Review Board (TRB), Water and Energy Board, and other O-6 level boards and committees.

d. Transportation Corps Command Sergeant Major.

(1) Serves as principal enlisted advisor and confidant to the CoT on all enlisted affairs for students, staff, and faculty. Exercises authority for the command in conveying policies, instruction, and information throughout NCO support channels.

(2) Advises the Commandant on status of TCS quality of training. Recommends assignment of sergeants major within the TCS structure.

(3) Serves as the lead talent and assignment manager of instructors and senior NCOs assigned to chief instructor positions.

(4) Advisor to the TCS Commandant/CoT; briefs DA promotion results and status of the Corps during liaison visits to regimental Soldiers.

(5) Mentors and advises all grades on Transportation career management; liaisons with Enlisted Branch, Transportation Team HRC on assignments to Fort Gregg-Adams, JBLE and Fort Leonard Wood, and TC Soldier problems within the Corps.

(6) Primary liaison with Sergeants Major Branch, HRC in matters relating to sergeants major assignments in TC; responsible for NCOES for the TC.

(7) Advises the ASU NCOA Commandant on matters pertaining to TC MOS-related mid- and senior-level NCO training and PME requirements.

e. Regimental Chief Warrant Officer.

(1) Principal advisor to the Commandant on all matters pertaining to TC WOs.

(2) Represents the command on all WO policy and regulatory issues within the Army.

(3) Assesses status of current WO programs with emphasis on training, recruiting, retention, professional development, and morale across all logistics and sustainment branches.

(4) Examines career trends, develops and implements proposals affecting career programs and opportunities for TC WOs, and recommends assignment of all TC WOs in concert with HRC.

(5) Renders appropriate guidance and technical advice for TC-related initiatives via the DOTMLPF-P development process.

(6) Advises TCS Commandant concerning ASU WO training matters pertaining to TCMOS-related WO training and leader professional development.

(7) Identifies and recommends changes to structure and training to meet the technical needs of units supported by TC WOs.

(8) Provides professional development seminars, mentorship, and counseling to officers, WOs, and enlisted Soldiers on the roles, responsibilities, and use of WOs.

11-2. Personnel Proponent Office, Office of the Chief of Transportation (OCOT)

a. Mission. Principle Advisor to the CoT on all matters relating to branch personnel development. Executes personnel development actions to support the eight life-cycle management functions for TC personnel. Coordinates personnel management policies and force structure actions for the total Transportation Force.

b. Functions.

(1) IAW AR 600-3, performs the eight personnel development system life cycle management functions for TC officers, WOs, and enlisted personnel.

(2) IAW AR 5-22, supports force modernization proponents in developing DOTMLPF-P requirements and executing the associated personnel functions.

(3) IAW AR 600-3, ensures personnel management policies, programs, and procedures are established in conjunction with HRC, Army G-1, and ACOMs.

(4) IAW AR 600-3, facilitates staffing of MOCS changes for TC military personnel.

(5) IAW AR 600-3, ensures TC military positions are staffed with the correct grades and quality and have the requisite skills sufficient to satisfy operating and generating force requirements.

(6) Responsible for MOCS changes for all TC military personnel, to include specific skill identifiers.

(7) Conducts analysis on TC personnel impacts of force structure changes being implemented as a result of TAA decisions published in the ARSTRUC.

(8) Develops, reviews, and updates TC portions of DA PAM 600-3 and DA Pam 600-25 for all three components. Prepare and update professional development models for TC military personnel, including career progression within specific branches, FAs, and CMFs.

(9) Establishes career progression pattern and Professional Development Model (PDM) by AOC and CMF.

(10) IAW AR 611-1, reviews and updates MOS prerequisites. Review requests for exceptions to proponent developed and approved MOS prerequisites and grants waivers as appropriate.

(11) Develops command slating guidance to assist HRC slating boards in identifying officers and senior NCOs who possess unique skills and requisite experience to occupy Transportation commands and key billets.

(12) IAW AR 621-1 manages the TC TWI Program for military personnel. Identifies and recommends AERS coded positions for TWI and ACS utilization.

(13) Manages, reviews, and approves waiver requests for MOS training prerequisite requirements.

(14) IAW AR 870-21, supports the CoT in providing oversight of the U.S. Army Regimental System (USARS) within the TC. Coordinates execution of Regimental tasks as dictated by

CASCOM or the CoT. Facilitates selection and appointment of individuals to serve in TC honorary positions. Reviews, approves, and issues certificates for honorary or distinguished personnel.

(15) Develops the TC Awards Program SOP, which incorporates the TC Regimental Affiliation System and other duties as defined by the CoT. Implements and sustains the Regimental Recognition Program to include execution of the TC annual activities and awards program.

(16) Prepares CMF 88 MOCS actions for changes to DA PAM 611-21 and maintains Standards of Grade (SOG) tables to ensure viable career progression for each MOS, maintain leader to led ratios, and provide guidance to USAFMSA for documenting structure.

(17) Evaluates and recommends ASI, SI, and SQI requirements.

(18) Provides panel members to the Army Research Institute studies concerning MOS accessions and classification.

(19) Reviews and verifies USAREC's Soldier quality and accession goals.

(20) Develop grading guidance for TC positions in requirements and authorization documents.

(21) Conducts TC outreach for ROTC accessions, strategic communications, TC Connects, and engages with Public Affairs for events involving the TC.

(22) Acts as liaison to the Transportation Corps Regimental Association (TCRA) and National Defense Transportation Agency (NDTA).

(23) Manage the TC WO Accessions Program. Reviews and revises technical prerequisites, validates annual accessions goals, screens and technically certifies WO applications.

(24) Manage cadet accessions program, to include conducting Virtual Branching Orientation (VBO) sessions, ROTC and USMA visits, and HireVue interviews.

(25) Coordinate and oversee execution of Regimental Induction Ceremonies, Instructor of the Year selections and ceremonies, and Sustainment Week events.

(26) Identifies and updates TC-specific credentialing opportunities.

(27) Review VTIP applications and provide branch recommendations.

(28) Manages TC Campaign Plan.

11-3. Maritime Qualification Division

a. Mission. The Maritime Qualification Division (MQD) encompasses worldwide management and oversight of five essential U.S. Army programs for TC AC and RC "Soldier-Mariners." MQD is the Proponent for U.S. Army Maritime Qualifications and the Career Sea Pay (CSP) program.

b. Functions.

(1) Manage the Army's Maritime Qualification and Licensing Program, Army Sea Duty Program, and Army Vessel Naming Program.

(2) Serve as the proponent for AR 600-88 and AR 56-9.

(3) Administer, grade, and issue renewal certification examinations and certificates.

(4) Educate the field through classroom briefings during skill level courses. (EP1).

(5) Provide procedural guidance to the field through policy letters and regulation interpretation.

(6) Prepare quarterly vessel assignment and monthly financial reports.

(7) Serve as the historical repository for all Army watercraft log books.

(8) Conduct inspections of all levels of command in the administration of the U.S. Army Sea Pay program.

- (9) Serve as the functional manager for the issuance, organization, and administration of the US Army Sea Duty Ribbon.
- (10) Provide U.S. Army Sea Service Transcripts for USCG credentials.
- (11) Issue Sea Service Memoranda and Sea Service Transcripts for DD214.
- (12) Manage the Army Vessel Naming Program and Maintain Vessel Registry.
- (13) Maintain Army Vessel name registry for all Army watercraft.
- (14) Conduct vessel logbook inspections and sea pay audits.
- (15) Manage Army Mariner Skill rating program.
- (16) Manage and maintains Army Mariners Management Tool (AMMT) program.

11-4. Transportation Corps Reserve Component Affairs Office

a. Mission. Integrate RC perspectives within the development of doctrine, leader development, and force structure impacting the manning, equipping, training, readiness, and deployability of RC Transportation units and Soldiers. Provides the CoT with timely and accurate perspectives on personnel, equipment, training, and deployment issues that pertain to the RC Transportation community.

b. Functions.

- (1) Hosts and participates in conferences, workshops, training site visits and staff assistance visits that contribute to improving RC Transportation training and readiness.
- (2) Assists in the integration of all facets of RC individual and collective training. Ensures training, doctrine, and combat development activities are well coordinated by providing correspondence to COMPO 2 and 3 Soldiers.
- (3) Advises the Deputy to the Commandant to ensure training for both reserve components meet the OASS standard.
- (4) Advises the CoT on Individual Mobilization Augmentee (IMA) program and other RC-specific programs.
- (5) Conducts TRADOC liaison NCO duties supporting RC Soldier training at Fort Gregg-Adams and Fort Leonard Wood.
- (6) Leads the integration and coordination of all RC-related TC force integration actions for FORSCOM, TRADOC, CASCOM, OCAR, ARNG and USARC.
- (7) Serves as the liaison among the TCS, RTIs and TASS training centers.
- (8) Reviews FDU proposals and coordinates with OCAR/NGB FM to ensure they meet bill payer strategy.
- (9) Serves as the Army Reserve Proponent Advisor (ARPA) for CMF 88 enlisted and WO populations.

11-5. Transportation Corps Maritime Standards and Safety Office

a. Mission. Manage and maintain a viable maritime safety program for the entire U.S. Army and manage a TCS safety program at Joint Base Langley-Eustis (JBLE).

b. Functions.

- (1) As directed by AR 56-9, the Maritime Standards & Safety Office (MSSO) is the Army proponent for maritime safety, responsible for managing maritime standards within all units and commands with DA-controlled or leased watercraft.
- (2) The MSSO provides standards interpretation of Federal and International law and Army doctrine. Ensures compliance of these maritime standards by conducting AR 56-9 directed

triennial safety surveys; supports ACOMs in the execution of their annual safety inspection programs and requirements.

(3) Conducts standards and safety education, training, and promotion activities, and manages knowledge management resources for the watercraft field.

Supports and provides recommendations on Maritime SOH issues to TACOM; advises PEO CS&CSS on PQDRs, new equipment fielding and equipment modification proposals and validation.

(4) Supports CRC conducting onsite accident investigations, as well as individual investigations of maritime mishaps involving Army Watercraft.

(5) Serves as special staff to the Commandant in support of the CASCOM safety mission, executing the safety mission for TCS - JBLE.

11-6. Training Management Office (TMO)

a. Mission. Oversees and coordinates training, administrative, and logistical support across the TCS.

b. Functions.

(1) Chief, TMO and Deputy Director of Training

(a) Reviews acquisition packages concurrently with the director of contracting and is the alternate contracting officer representative.

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

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

(d) Coordinates priorities of TCS input into the HQDA and TRADOC ATRRS, defining out-year resources and training workload.

(e) Recommends approval for waiver requests for deviations to course POIs taught by the TCS.

(f) Serves as POC for the SMDR; validates training requirements and capacities. Coordinates resident training issues with HRC and HQDA G-3. Serves as TCS POC for training requirements of the NGB, OCAR, FORSCOM, USMC, USN, USAF, and the USCG.

(g) Provides liaison for all matters pertaining to the TRADOC ITRO process.

(h) Leads the Council on Occupational Education assessment in conjunction with TRADOC Accreditation visits.

(i) Develops mobilization training input to the TCS mobilization plan.

(j) Manages TRAP requests and resolves training constraints and issues.

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

(l) Performs academic records functions.

(m) Manages the Instructor Certification and Development Program and supports the Instructor Recognition Program for the TCS.

(n) Ensures training equipment is documented within POIs, and on the TDA, Property Book, and hand-receipts.

(o) Provides facilities support to all TCS departments and the training battalions.

(p) Conducts Training Management Review Board (TMRB) and quarterly school updates in coordination with Training Development Division.

(q) Validates and submits the Transportation Institutional Training Strategy.

(2) Academic Records and Student Affairs Division.

(a) Validates training requirements and capacities for the SMDR. Coordinates TCS resident training issues with HQDA HRC and HQDA G-3. Serves as POC for training requirements of the NGB; OCAR; FORSCOM; USN; and the USAF.

(b) Coordinates and programs projected student loads with TRADOC, CASCOM, and other service schools and agencies.

(c) Manages TRAP requests and resolves training constraints and issues for resident training or student support involving external agencies and activities, off-site training facilities, and FORSCOM units.

(d) Manages the academic records, to include ATTRS, and maintains student load reports that include projected loads and actual inputs. Assists in identifying student reservations and quotas.

(e) Establishes resident student records in DTMS and the class master folder. Prepares one-time and recurring reports and statistical data from DTMS and ATTRS; finalizes student records, identifies honor students, prepares graduation documents and diplomas, and prepares history file. Prepares, updates and reviews DTMS training data and receive notification of and processes student disposition and posts in DTMS and ATTRS.

(3) Plans and Operations.

(a) Prepares the Transportation Training Strategy.

(b) Serves as the TCS primary hand receipt holder. Maintains accountability for property used by contractors and Government employees. Develops plans, procedures, and implementation for integrated automated management systems. Reviews and develops procedures pertaining to hand receipting, storage, issuing, and inventor management to ensure compliance with regulatory guidelines. Participates in and represents the command in meetings held to determine revisions, additions, or local property book procedures.

(c) Supports and serves as the alternate manager for the Transportation School Force Protection/Anti-Terrorism program, Physical Security program, Operations Security (OPSEC) program, and Key Control program.

(d) Provides input to TCS policies and SOPs.

(e) Compiles TMO and Training Department's annual command history

(f) Serves as liaison for the Academic Council on Education (ACE).

(g) Manages the Council on Occupational Education (COE) assessment in conjunction with the TRADOC accreditation.

(h) Leads preparation and reporting for TRADOC accreditation.

(i) Processes waiver requests for deviations to TCS course POIs.

(j) Assists with preparation and submission of the TRADOC NETUSR.

(k) As Program Coordinator (GOVCC), enforces policies, procedures and responsibilities for the Army Travel Charge Card Program.

(l) Serves as alternate organizational Defense Travel Administration lead for the TCS. Provides coordinating administration of DTS at the organization level. Coordinates functional support for DTS users. Coordinates and provides DTS training at the organization level.

(4) Distance Learning/Training Support.

(a) The TMO DL Liaison exercises administrative rights for the Transportation Domain on Blackboard (a web-based application), and course manager rights in ALMS.

(b) Develops 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.

(c) Works with the Transportation Training Development team to provide assistance in the delivery of web-based online instruction.

(5) Contracts.

(a) Prepares all AMO packets for the TCS at Fort Gregg-Adams as directed or requested.

(b) Reviews acquisition packages concurrently with the directors and TCS leaders to ensure accurate description(s) of requirements and all related technical data.

(c) Executes performance and reporting requirements.

(d) Assists TCS CORs with contract administration and contract surveillance procedures and reporting.

(6) Oversight and Synchronization for Training Support.

(a) Provide oversight for all 88 series POI implementation and assists in coordinating required training support and safety.

(b) Provide oversight of training support systems in coordination with training departments and TC Training Development Office.

(7) Facilities Management/Maintenance. Ensures the daily operational readiness and maintenance of all TCS facilities at Fort Gregg-Adams. Creates and tracks service order and work order requests.

(8) Key Control. Serve as primary and alternate Key Custodian (KC) for the TCS buildings #2300 & #2609.

(9) TMP Vehicles. Manages and dispatches non-military TCS vehicles.

(10) Contracted Custodial Services. Manages the general cleaning of offices, hallways, restrooms, classrooms, and building common areas in building #2300 & building #2609 at Fort Gregg-Adams.

(11) Manages scheduling, usage, and maintenance of Wylie Hall auditorium and conference room.

11-7. Army Driver Standardization Office (ADSO)

a. Mission. Executes lead responsibilities for a uniform driver training policy for the U.S. Army. Advises the Commandant on all aspects of tactical wheeled and track vehicle driver training. Provides critical operator and driver tasks, conditions, and standards to TRADOC hardware leads. Leads the Army Driver and Operator Standardization Program (selection, training, testing, and licensing), the Army Driver Training Strategy and the Master

Driver Trainer's Program. Provides instruction on strategic driver training processes and hands on applications used throughout the Army for tactical vehicles.

b. Functions.

(1) Serves as Army lead for tactical wheeled and track vehicle driver selection, training, testing, and licensing. Maintains a standard driver training strategy for the Army.

(2) Serves as TCS POC for all drivers' training requirements and provides drivers' training technical advice for course quality and required training outcomes.

(3) Reviews and recommends changes to AR 600-55 and provides interpretation of the regulation to the field.

(4) In conjunction with the Transportation Training Development Department, reviews and assists the development of vehicle specific TCs and TSPs for non-88M MOS wheeled vehicle operators.

(5) Provides technical advice on driver training areas to the Combat Readiness Safety Center, U.S. Department of Transportation, and other outside agencies.

(6) Reviews training aids and simulations requirements related to tactical wheeled vehicle drivers.

(7) Reviews and evaluates doctrine, regulations, policies, and training literature to determine impact on the Army driver training community.

(8) Oversees and executes the License Instructor and License Examiner DL course and the Army Master Driver Trainer Qualification Course. (ASI-M9).

(9) Leads the Army's Commercial Driver's License (CDL) credentialing program, military skills test waiver and Even Exchange Program.

11-8, Transportation Management Training Department (TMTD)

a. Mission. Provides instruction on strategic and operational movement processes, procedures, and systems used for deployment and distribution through AIT and functional courses.

b. Functions.

(1) Provides instruction on movement planning and processes, movement control, distribution management and asset management.

(2) Presents instruction and hands-on application to Soldiers, civilians, and members of other services and nations on air and rail operations, air load planning, and transportation management systems.

(3) Trains initial entry training (IET) Soldiers and MOS qualification branch transfer Soldiers for 88N. The branch also contributes to the development of the 88N ALC courses taught at ASU's NCOA.

(4) Monitors the technical sequencing, scope, and changes to POIs and instructional materials; monitors maintenance of training facilities and operational status of training equipment. Plans, coordinates, and executes graduation ceremonies.

(5) Coordinates with the ASCCs, other services and CASCOM organizations, to develop training strategies, goals, and relevant training programs.

(6) Provides proponent validation of instruction of the Unit Movement Officer Deployment Planning Course for TRADOC accredited institutions.

(7) Manages, conducts, and evaluates Transportation Management Coordinator Course, Senior Transportation Operations Course, Unit Movement Officer Development Course, TC-AIMS TOPS and Functional User Course, and Air Deployment Planners Course.

11-9. Maritime and Intermodal Training Department (MITD).

a. Mission. Executes and manages resident and MTT IMT, PME, and functional POIs in the areas of Army Watercraft operations and engineering; cargo handling, and railway and railroad operations for military and Civilian personnel of all services. Consists of two training divisions and a training support branch. Oversees and executes TACON authority for watercraft assigned to the TCS.

b. Functions.

(1) Executes AIT for four MOS - 88K Watercraft Operator, 88L Watercraft Engineer, 88H Cargo Specialist, and 88U Railway Specialist.

(2) Executes IMT for 880A Marine Deck Officer and 881A Marine Engineering Officer and Warrant Officer basic courses.

(3) Executes functional training for 88K20 Watercraft Operators, 88L20 Watercraft Engineers, ASI producing ASI-R1 Rough Terrain Container Handler Course, Railway Operations Crewmember Course, Locomotive Engineer/Conductor Certification Course, and the Locomotive Engineer/Conductor Recertification Course.

(4) Executes PME for 880A and 881A WO advanced courses (PH I & II).

(5) Executes the TCS's AR 56-3 locomotive engineer certification program, to include annual check rides for ~130 locomotive engineers across 13 installations.

(6) Executes U.S. Navy Craftmaster and Chief Engineer training.

(7) Manages the execution of NCOA training at JBLE for 88H30, 88K30, and 88L30 ALCs, and the 88K40 and 88L40 SLC Ph II.

(8) Provides oversight and management of the Army's Watercraft Credentialing program, including the submittal for course approvals to the USCG National Maritime Center and supports individual credential packet submissions.

(9) Provides simulation and pre-deployment training to the operational force.

(10) Provides oversight and management of MITD facilities and training areas at JBLE to include classroom modernization.

(11) Manages and plans for watercraft, cargo handling and rail and locomotive TADSS upgrades.

(12) Conduct human resource administration for DACs assigned to MITD/JBLE.

(13) Conducts Government Travel Card administration and support to JBLE TCS personnel.

(14) Provides oversight of TCS JBLE facility maintenance and management, providing input to JBLE Civilian Engineering Squadron Facility Boards and working with external and internal stakeholders to maintain the operational readiness of facilities.

(15) Provides oversight of the TCS JBLE Command Supply Discipline Program.

(16) Provides oversight for all TCS JBLE IT support and life cycle requirements.

(17) Provides oversight of DL and Blackboard efforts within MITD.

(18) Oversees and synchronizes MITD training support, to include vessel support, ranges, training areas, vehicles, and facilities.

(19) Execute training Quality Assurance for all TCS courses at JBLE.

11-10. Cargo Handling Division (CHD).

a. Mission. The Cargo Handling Division (CHD) executes and manages IMT, PME, and functional training for 88H Cargo Handling Specialist, 88U Railway Specialist Military Occupational Specialties, and Rail/Locomotive Civilian functional training courses.

b. Functions.

- (1) Executes AIT for two (2) MOS - 88H Cargo Specialist, and 88U Railway Specialist.
- (2) Executes functional training for the ASI producing ASI-R1 Rough Terrain Container Handler Course, Railway Operations Crewmember Course, Locomotive Engineer/Conductor Certification Course, and the Locomotive Engineer/Conductor Recertification Course
- (3) Executes the TCS's AR 56-3 locomotive engineer certification program to include annual check rides for ~130 Locomotive Engineers across 13 installations.
- (4) Manages the execution of NCOA training at JBLE for 88H30 ALC and supports the execution of the USAR 88U30 and 88U40 NCOPDS courses.

11-11. Maritime Training Division (MTD) includes three functional branches: Operations, Engineer, and Simulations.

a. Mission. MTD provides IMT, PME and functional maritime engineering, operations and simulations and high-speed craft simulations training for 88K, 88L enlisted personnel and 880A and 881A WOs and select personnel from other services, coalition partners and allies, and select civilian personnel.

b. Functions.

(1) Maritime Operations Branch provides maritime operations training to 88K, 880A personnel from the basic to the advanced technical level, including 88K10 AIT; 88K20 functional; 88K30 and 88K40 NCOPDS courses; and 880A1 and 880A2 basic and advanced WO PME courses.

(2) Maritime Engineer Branch provides maritime engineer training to 88L, 881A personnel from the basic to the advanced technical level, including 88L10 AIT; 88L20 functional; 88L30 and 88L40 NCOPDS courses; and 881A1 and 881A2 basic and advanced WO PME courses.

(3) Maritime Simulations Branch provides maritime related functional, high-speed craft, and simulations training to multi-service officers, warrant officers, NCOs, junior enlisted and select civilian mariners. It provides maritime specific standards of training, certification of watch-keepers functional training that meets licensing, certification, and credentialing.

(4) All three branches provide technical and common leader development training and education that prepare personnel to serve at all levels, from Able Seaman thru Unlimited Tonnage Vessel Master. The progressive program combined with operational assignments and accumulated underway sea time all build to licensing, certification and credentialing that meet or exceed Army, U.S. national and international maritime standards.

11-12. MITD Vessel Support Operations

a. Mission. Provide operational maintenance, supply, and logistics support to watercraft assigned to the TCS at JBLE. Ensures equipment meets readiness standards in accordance with prescribed regulations, policies, and applicable Code of Federal Regulations (CFR).

b. Functions.

(1) Provides maintenance management and oversight for equipment readiness for watercraft assigned to the TCS.

(2) Provides GCSS-A supply inputs and transactions.

(3) Manages and reports readiness data for the fleet of TRADOC assigned vessels.

(4) Coordinates TACOM Watercraft Inspection Branch for Sustainment level repairs to minimize loss of equipment readiness.

(5) Coordinates ship services.

(6) Conducts routine ship-checks, specification development, maintenance, repair, and replacement analysis and recommendations, drawing review and modification, technical writing, contract management and oversight.

(7) Inspects machinery, equipment, or spaces outlined in work request, draws up job specifications, and obtains bids from contractors or shipyards to perform repairs as required

(8) Prepares, reviews, and submits repair work orders at the Field and Sustainment level.

(9) Prepares recommendations for work, and initiates procurement of materials.

(10) Maintains or develops contact with local support contractors to ensure efficient and timely completion of work.

(11) Investigates machinery casualties to determine cause and advises ship's officers and MITD leadership of findings.

(12) Coordinates on-shore support as required; cooperates with the Life Cycle Management Command (LCMC) to ensure that requirements for alterations, repair, or modifications are kept at minimum and IAW AR 750 series; prepares and submits Product Quality Deficiency Reports (PQDR) and configuration control information to the Program Manager - Army Watercraft Systems.

11-13. Motor Transport Operator Course

a. Mission. The Motor Transport Operator Course executes the training for the 88M10 AIT POI, implementing the measures to instruct the lesson plans and assisting in coordinating required training support and safety oversight for the course. Conducts AIT to develop motor transport operators capable of operating tactical and non-tactical wheeled vehicles in contingency and peacetime environments.

b. Functions.

(1) Provides initial entry training to enlisted personnel who are reclassified or who enlisted as a Motor Transport Operator (88M).

(2) Provides the specialty and technical MOS critical task skills and knowledge to perform the duties of a Motor Transport Operator of medium tactical wheeled vehicles under varying tactical field conditions.

(3) Produces a qualified Motor Transport Operator capable of sustaining self and crew mission responsibilities during combat.

(4) Maintains accreditation standards, quality assurance, instructor training and badging and proponent certification.

11-14. 58th Equipment Operator Section

a. Mission. The Equipment Operator Section of the Motor Transport Operator Course provides logistical support to the civilian and military cadre that train 88M Soldiers.

b. Functions.

(1) Provides logistical support to all personnel assigned or attached to the Motor Transport Operations Course.

(2) Provides direct support for all 88M10 POI training events.

(3) Conducts driver support for the movement of various vehicles on all training areas.

(4) Provides technical and operational support in the areas of training coordination, facility management, and supply accountability; requests and coordinates the utilization of vehicles, facilities, and communications equipment to support operations and training.

- (5) Ensures all training support equipment or aids are available for utilization in training.
- (6) Manages sub-hand receipt holders for MTOC equipment.
- (7) Coordinates with MTOC supply to support training area requirements.

11-15. Transportation Training Development (TRANS-TD) Department

a. Mission. Develop all TC individual training development (TD) products and associated training materials in support of the CoT's priorities.

b. Organization. TRANS-TD Department consists of two branches: Highway-Movements Branch and the Watercraft - Terminal Operations Branch.

c. Functions.

(1) IAW TR 350-70, develop and revise all individual level TC training development products and associated training materials for institutional requirements.

(2) Coordinates training development priorities on a periodic basis with TCS Commandant to synchronize efforts with TCS and CASCOM priorities.

(3) Develops and distributes all TRANS-TD products and training materials IAW TR 350-70, associated 350-70 series pamphlets, and applicable command policies.

(4) Develops training strategies to incorporate current and relevant adult learning & training support technologies into learning and training environments and products to optimize training outcomes and instructional effectiveness. Coordinates with internal CASCOM and TRADOC agencies to ensure learning & training technologies are integrated into TCS POIs where applicable.

(5) Provides training materials to respective School counterparts for review and validation of content and subject matter.

(6) Collaborates with TC Reserve Affairs Office (TC-RCAO), on institutional training development-TD products and training requirements.

(7) IAW TR 350-70 (and applicable TRADOC pamphlets), administers appropriate Proponent MOS job and task analysis and conduct Critical Tasks Site Selection Boards (CTSSBs) as required by the Commandant.

(8) Provides appropriate TD support to TCS in support of periodic American Council of Education (ACE) reviews and TC Proponent Credentialing efforts.

(9) Maintains contact with operational force to integrate feedback from formal trend analysis, field reports, after action reviews and CTC lessons learned within institutional POIs.

(10) IAW TR 350-70, TRADOC PAM 350-9 & TRADOC PAM 350-70-14, develop and manage all TC TRAS documents.

(11). In conjunction with TCS, reviews, revise and maintains TC Proponent's course POIs, lesson plans (LPs) and associated training materials to ensure courseware remains current & relevant.

(12). Participate in training oversight forums (conducted semi-annually and other TCS Commandant-directed management review processes.

(13) Prepares input to TD contracts, statements of work and related documents for individual training products in support of TRANS-TD Department's Workload Mitigation Strategy; provides management & oversight of all TRANS-TD contracts via an appointed COR.

11-16. Operations and Sustainment Office.

a. Mission. Directs and synchronizes responsibilities for current operations, future operations, human resources management, and logistics management. Serves as the primary coordination

office between TCS command group, staff sections, training departments, 58th Transportation Battalion, 71st Transportation Battalion, and the CASCOM Staff.

b. Organization. Operations and Sustainment Office consists of an Operations Section, Human Resource Section, and Logistics Management Section.

(1) Operations.

a. Mission. Operations function for the TCS in a brigade S3 equivalent capacity and serves as principal staff assistant to the CoT in all matters pertaining to providing planning and staff management for the integration of programs, processes, and initiatives across the TCS. Works in direct coordination and cooperation with the CASCOM G3 for current and future TCS operations.

b. Functions.

- (1) Primary tasking authority for the CoT and TCS.
- (2) Executes duties to ensure timely and effective prioritization, direction, monitoring, and implementation of the CoT's intent.
- (3) Develops, manages, and implements operational and functional plans in support of the TCS to support CASCOM.
- (4) Synchronizes responsibilities for current operations, individual training, collective training, training development, leader development, doctrine development, quality assurance, lessons learned and training readiness.
- (5) Responsible for assigning, tracking, completion, and reporting of taskings within TCS
- (6) Coordinates and oversees execution of cultural observances and ceremonies, change of command ceremonies, and change of responsibility ceremonies.
- (7) Manages the Organization Inspection Program
- (8) Compiles and prepares information for monthly DRSS-A submission.

(2) Human Resources

a. Mission. Performs adjutant function for TCS in a brigade S1 equivalent capacity, serves as principal staff assistant to the CoT in all personnel programs support for the TCS staff, TCS training departments, 58th Transportation Battalion, and 71st Transportation Battalion. Works in direct coordination and cooperation with the CASCOM G1 for all military and civilian personnel administrative actions of the TCS.

b. Functions.

- (1) Responsible for planning, directing, and reviewing the work of employees performing personnel administrative functions for the TCS.
- (2) Performs strength management, reporting and personnel accountability, review, processing, and tracking of awards and decorations recommendations, and award inventory stock management.
- (3) Provides career planning and retiree support.
- (4) Provides casualty operations.
- (5) Reviews officer and enlisted evaluation reports; monitors compliance with evaluation report submission timelines.
- (6) Screens personnel lists for promotion or school attendance.
- (7) Develops rating schemes.
- (8) Manages transfers and discharges, administrative flagging actions, leaves and passes, and line of duty reports.
- (9) Advises the TCS Commandant and the Assistant Commandant on enlisted and officer career management policies.

(10) Formulates and coordinates personnel replacements and policies and procedures regarding replacements.

(11) Coordinates the allocation of officer, WO and enlisted personnel, based on priorities established by this command.

(12) Monitors daily military strength and projected strengths.

(13) Compiles and provides personnel readiness information and analysis for monthly DRSS-A submission.

(14) Collects and reviews AIT attrition report data and compiles for consolidated school level reporting.

(15) Provides statistical data for military and civilian personnel to identify current strength and shortages.

(16) Manage AIM/MER process.

(17) Serves as ATAAPS timekeeper.

(18) Tracks and updates civilian hiring actions.

(19) Responsible for the RMIC evaluations and management of AR 11-2.

(20) Organizational Lead Defense Travel Administration: coordinates administration of DTS at the organization level, which includes creating and maintaining organizations, routing lists, groups, and personal profile data. Coordinates and provides DTS training at the organization level.

(21) Coordinates cell phone processing and SIPR accounts for command group, OCOT and OCRA

(22) Government Travel Card: serves as lead ODTA for command group.

(23) Provides oversight of physical security for all TCS functions.

(24) Manages the TCS Force Protection/Anti-Terrorism program, Physical Security Program, Operations Security (OPSEC) program, and Key Control program

(25) Serves as primary and alternate Key Custodian.

(26) Serves as the IPPS-A Administrator for TCS; Provides liaison with CASCOM, DA and IPPS-A team.

(3) Logistics Management

a. Mission. Serves as the principal staff assistant to the CoT in all matters pertaining to the provision of supply, maintenance, transportation, and miscellaneous logistic support for the TCS. Works in direct coordination and cooperation with the CASCOM G4 for all supply, maintenance, transportation, and miscellaneous logistic support actions of the TCS.

b. Functions.

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

(2) Makes staff visits to subordinate commands to provide training and assistance, evaluate, review, and coordinate logistical programs and procedures pertaining to internal operations.

(3) Provides policy advice on military and civilian logistics support.

(4) Manages and maintains the Command Financial Liability Investigation for Property Loss (FLIPL) Program. Reviews FLIPL findings and makes recommendations to the command group on proper FLIPL program administration, coordination, program management and accountability.

(5) Establishes, coordinates, and manages CSDP and Property Accountability policy and SOPs. Conducts higher headquarters CSDP and Property Accountability annual assessments.

(6) Utilize logistics systems in providing support to two subordinate battalions.

(7) Prepares and presents briefings, reports, analyses, and recommendations in

formulation of logistics program planning and execution.

(8) Utilizes the Table of Distribution and allowance (TDA) and its assigned and authorized requirements to manage, maintain, and update required equipment.

(9) Provides improvements by simplifying and standardizing logistical operations across the command as they pertain to the assigned systems and items.

(10) As program coordinator (GOVCC) for TCS, administers the Army Travel Charge Card Program.

(11) Compiles and provides supply and maintenance readiness information and analysis for monthly DRSS-A submission.

(12) Serves as the GCSS-A Administrator for TCS and provides liaison with CASCOM and HQDA.

11-17. 58th Transportation Battalion

a. Mission. Conducts AIT in order to develop motor transport operators capable of operating in contingency and peacetime environments.

b. Organization. The battalion (BN), located at FLMO, consists of three AIT companies; Alpha, Bravo and Charlie, and the Motor Transport Operations Course (MTOC) Division.

c. Functions.

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

(2) Maintains readiness and care for Soldiers, Civilians, and their families through the Comprehensive Soldier and Family Fitness Program and the Ready and Resilient Campaign.

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

(4) Under the guidance of the AC, executes the 88M Motor Transport Operators Course by providing instruction and direct support to training events.

(5) Provide operational oversight through BN S3 for all BN and MTOC operations to include support platoon operations, scheduling, permanent party drivers training, licensing and safety.

(6) Provides recruiting and community engagement support to the surrounding FLMO area.

11-18. 71st Transportation Battalion

a. Mission. Conduct mission command of AIT, Prior Service Soldiers, WO basic and advanced courses at two geographic locations in Virginia. Provide administrative control for military personnel assigned to Fort Gregg-Adams and JBLE, VA.

b. Organization. The BN consists of one Transportation training detachment and one AIT detachment element at Fort Gregg-Adams, VA and one transportation training detachment, one AIT Company, and two watercraft transportation detachments at JBLE, VA.

c. Functions.

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

(2) Maintains readiness and care for Soldiers, Civilians, and their families through the Comprehensive Soldier and Family Fitness Program and the Ready and Resilient Campaign.

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

(4) Provides recruiting and community event engagements support of special event services and ceremonies in the surrounding Fort Gregg-Adams and JBLE areas.

11-19. 508th Transportation Training Detachment, 71st Transportation Battalion

a. Mission: Provides direct support to CASCOM, TCS, and ASU. Provides administrative support for all TCS personnel at Fort Gregg-Adams, VA.

b. Functions.

- (1) Provides logistical and operational support to the TCS IMT and PME.
- (2) Provides logistical and operational support to ASU.
- (3) Provides logistical support to ODS, QMS, CASCOM and USAG, Fort Gregg-Adams.
- (4) Provides recruiting and community engagement support to the surrounding Virginia Peninsula Region.
- (5) Develops, trains, and prepares Soldiers within the unit to contribute to the Operational force.
- (6) Cares for permanent party Soldiers and Civilians assigned to the 508th Transportation Training Detachment.
- (7) Serves as tasking authority for other than direct support for TC training events for the 508th Transportation Training Detachment.

11-20. 510th Transportation Training Detachment (TTD), 71st Transportation Battalion

a. Mission: Provide administrative and logistical support for all TCS units on JBLE.

b. Functions:

- (1) Provides mission command, administrative and logistical support to all personnel assigned or attached to the 510th TTD.
- (2) Provides direct support for all TC training events for Students in the WO Basic Course, WO Advanced Course, 88K20, and 88L20 courses that are assigned or attached to 510th TTD and are located at JBLE.
- (3) Provides equipment and vehicle operations to support the Cargo Handling Division's 88H10 training.
- (4) Support community engagements and recruiting programs within Virginia's Hampton Roads Community.

11-21. Echo Company, 71st Transportation Battalion

a. Mission. Echo Company provides mission command and care for IET Soldiers enrolled into 88H10, 88U10, 88L10, and 88K10 courses on JBL-E in order to provide well-trained and disciplined transporters for the Army.

b. Functions.

- (1) Provides IET to enlisted personnel who enlist or reclassify as Cargo Specialists (88H), Watercraft Operators (88K), Watercraft Engineers (88L), or Railroad Operations Crew Members (88U).
- (2) Maintains readiness and care for Soldiers, Civilians, and their families through the Comprehensive Soldier and Family Fitness Programs and the Ready and Resilient Campaign
- (3) Provides Soldierization training for inter-service transfers and prior service Soldiers.

11-22. 489th Transportation Detachment, Logistic Support Vessel 2, 71st Transportation Battalion

a. Mission. The 489th Transportation Detachment supports watercraft IMT, PME and functional maritime engineering and operations POIs for 88K and 88L Enlisted, 880A and 881A Warrant Officer, and select civilian personnel.

b. Functions.

(1) Provides an Army Logistics Support Vessel (LSV) and crew to both the operating and generating force.

(2) Prepare to operate and survive in support of LSCO in an MDO environment.

(3) Supports maritime specific standards of training and certification for watch-keeper's training in support of Army marine certification, licensing, and Soldier for Life credentialing efforts.

11-23. 1097th Transportation Detachment, Landing Craft Utility 2028, 71st Transportation Battalion

a. Mission. The 1097th Transportation Detachment supports watercraft IMT, PME and functional maritime engineering and operations POIs for 88K and 88L Enlisted, 880A and 881A WO, and select civilian personnel.

b. Functions.

(1) Provides an Army Landing Craft Utility (LCU) and crew to both the operating and generating force.

(2) Prepare to operate and survive in support of LSCO in an MDO environment.

(3) Supports maritime specific standards of training and certification for watch-keeper's training in support of Army marine certification, licensing, and Soldier for Life credentialing efforts.

Chapter 12

Soldier Support Institute (SSI)

12-1. Command Group

a. Mission. Trains and educates Adjutant General (AG) and Financial and Comptroller professionals and deliver solutions enabling the Army to fight and win in LSCO against peer threats.

b. Organization and Functions.

(1) *Commanding General.* Roles and responsibilities are defined in the CASCOM TOR document.

(2) *Deputy Commander.* Acts for the CG in his or 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) *Special Assistant to the CG, U.S. Army Reserve (USAR)*. Serves as the senior Army Reserve (AR) advisor to the SSI Commander, Deputy Commander, school commandants, and staff directors on USAR issues.

(6) *Special Assistant to the CG, Army National Guard (ARNG)*. Serves as the senior ARNG advisor to the SSI Commander, Deputy Commander, school commandants and staff directors on ARNG issues, representing both the interests of the Chief, National Guard Bureau (CNGB) and the Director of the Army National Guard (DARNG).

(7) *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 and coordinates with Fort Jackson.

(8) *Command Historian*. Staff historian for the CG, SSI, and branch historian for the U.S. Army AG Corps and the U.S. Army Finance and Comptroller Corps. Provides historical reference services.

(9) *Safety Officer*. Implements and manages the Army Safety Program for SSI as outlined in Field Manual 5-19; AR 385-10; TRADOC Reg. 385-2,; and SSI Safety SOP. Advises and assists the CG, SSI in overseeing command safety responsibilities. Collects, analyzes, and disseminates data concerning accidents. Provides periodic safety program progress reports and information concerning accidents.

(10) *G-1 (Personnel)*. Manages military personnel IAW TDA requirements and authorizations. Manages military personnel readiness, sponsorship and affiliated military personnel systems utilized to process personnel actions, evaluations, awards and other programs which support the Soldier and Soldier readiness.

(11) *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, TASKORDs, WARNORDs, and FRAGORDs, as required to execute the CG's guidance. Provides oversight for Antiterrorism/Force Protection and Operations Security programs and the SSI Training Management Program.

(12) *G-3 (Training Management)*. Conducts the SMDR and the Army Program of Individual Training (ARPRINT) analysis, scheduling, working TRAP actions and maintaining schedule updates. Supports all ATRRS actions. Serves as the ATRRS Functional Manager and TRAS Manager IAW TR 350-70 Chap 4, Sect II. Creates all the classes in the Army Evaluation Entry System (EES) for schools' production of the AER 1059 requirement.

(13) *Command Planning Group (CPG)*. Completes executive level support and correspondence for the command group to include speeches and talking points, briefings, presentations, and articles for publication. Conducts future operations (FUOPs) planning for SSI events and proponent school events in support of larger SSI goals. Ensures all products for command group and external audiences are accurate, and professionally prepared. Coordinates with CASCOM CPG on higher HQs level events involving SSI.

(14) *G-4 (Logistics Management)*. Coordinates logistics requirements. Executes expenditure of funds within logistics related accounts of the organization's budget. Oversees various logistical

operations and functions pertaining to operations. Coordinates with installation master planner and engineer division pertaining to facility renovations and military Army construction projects. Provides facility management. Conducts supply operations and maintains accountability of unit's installation and TDA property.

(15) *G-6 (Information Management)*. Serves as the principal staff officer to the SSI Commander for proper planning, employment, resourcing, and security of information management/information technology (IM/IT). Coordinates directly with the local network enterprise center (NEC) and the TRADOC Chief Information Officer to ensure that IM/IT requirements and execution are legally compliant, logically employed and support TRADOC's and the Army's overall network architecture.

(16) *G-8 Resource Management*. Serves as the principal financial advisor to the SSI Commander on all fiscal matters; Provides the SSI financial management, civilian human resources, and manpower services; develops and implements effective financial and management internal control processes to properly safeguard and account for the Command's resources; provides effective and efficient resource planning and execution IAW the SSI's mission and command priorities.

(17) *Combined Arms Department*. Provides instruction of the TRADOC approved common core POI for the AG and FC Captains' Career Courses, Basic Officer Leader Courses, and the AG WO Advanced and Basic Courses.

12-2. Training Development Directorate

a. *Mission*. Develops and sustains realistic, relevant, and responsive HR and FC individual and collective training in support of the Army to fight and win in LSCO against peer threats.

b. *Functions*.

(1) *Director, TDD*. Responsible to the CG and Commandants of the AGS and FCS 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, identifies and resolves development issues. Manages personnel, operational, and support activities. Administers contract management functions. Serves as integrator and advisor on training development issues and assists in establishing priorities and recommending resource allocation.

(3) *Enlisted Training and Education Division*. Responsible for developing products IAW the Army training and education development process and the analysis, design, development, implementation, and evaluation (ADDIE) model. Develops and maintains individual training products and applicable TRAS documentation for the AGS and FCS enlisted, and some functional courses, including postal operations, postal supervisors', and executive administrative assistant courses.

(4) *Collective Training and Education Division*. Analyzes, designs, and develops rigorous, relevant, and effective unit training products that support HR and FC teams and units in achieving operational readiness. Administers staff and faculty program actions for SSI and other Fort Jackson schools. Develops and maintains interactive multimedia instruction and DL courseware

taught and delivered by the AGS and FCS 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.

(5) *Officer Training and Education Division*. Responsible for the management of the ADDIE processes and product development IAW the Army training and education approved policies and processes. Develops and maintains individual officer and WO PME and functional courses training and education products, to include applicable TRAS documentation, for the AGS and FCS based on proponent school Commandant's approved training strategy. . Serves as integrator for officer training and education development actions for the AGS and FCS.

12-3. Noncommissioned Officer Academy (NCOA)

a. *Mission*. Develop highly adaptive, ready, and disciplined Sustainment leaders through rigorous PME, combined with infusing the Army's doctrine and values into every NCO, enabling the Army to fight and win.

b. *Organization and Functions*.

(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) *First Sergeant*. Responsible for the welfare, morale, health, and readiness of all personnel. Advises and assists the NCOA Commandant in maintaining discipline and standards within the organization.

(4) *Chief of Training*. Serves as liaison and point of contact for student training. Collaborates with AGS, FCS, and TDD for Program of Instruction (POI) matters. Manages student enrollment priorities and procedures.

(5) *Administration (S1)*. Coordinates personnel and administrative operations. Prepares NCOA daily status report; monitors, collects, and analyze data affecting Soldier readiness. Provides administrative support for graduation ceremonies.

(6) *Operations (S3)*. Coordinates and facilitates the management of training and operations for the NCOA; determines requirements and allocation of training resources. Assists the SGLs in maintaining instructor packets and student folders IAW applicable regulations and manuals.

(7) *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.

(8) *Test Control Officer*. Monitors all procedures and activities in the test control room, while exercising close supervision over all phases of handling, administration, scoring, requisitioning, transmittal, security, storage, and disposition.

(9) *Senior Leader Course*. Implements and executes MOS technical core and warrior tasks and battle drills SLC training for 42A, 36B, and 56M.

(10) *Advanced Leader Course*. Implements and executes MOS technical core and warrior tasks and battle drills ALC training for 42A, 36B, and 56M.

12-4. 369th Adjutant General Battalion

a. Mission. Conduct AIT for MOS 36B and 42A to complete the Soldiers' Initial Entry Training; to provide trained, ready, and agile Soldiers to the Operational Force.

b. Organization and Functions.

(1) *Commander.* Commands, controls, disciplines and oversees the welfare of military personnel assigned or attached to the 369th 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 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, taskings 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 NCO 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 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 NCOs; 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 NCO 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. Maintains records on training ammunition requirements, forecasts and consumption for the battalion. 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. Coordinates plans and schedules events for the battalion leadership professional development program and conducts weekly and quarterly training briefs. Executes TRADOC directed taskings; coordinates for orders and

security clearances. Coordinates and provides support for installation taskings in support of TRADOC assets.

(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. Coordinate and supervises battalion work order special emphasis on high-priority request for unit facilities ensure 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. Manages financial resources; ensures all required training, health, and quality of life materials and services are available to support training.

(7) *AIT companies*. A CO provides mission command, training, administrative, and logistical operations in support of all officer students and civilians attending IMT, PME and functional courses at the SSI (minus postal training and ASI E3). B CO, C CO, and D CO train Soldiers for the Army by conducting AIT for 42A in order to provide organizations with disciplined, physically fit, technically, and tactically competent Soldiers. E Co trains Soldiers for the Army by conducting AIT for MOS 36B in order to provide organizations with disciplined, physically fit, technically, and tactically competent Soldiers. E CO also provides barracks lodging for MOS-T Soldiers attending reclassification training in MOS 36B or MOS 42A, students attending training at the Inter-service Postal Training Activity and Soldiers attending training for ASI E3. Alpha CO 5/1 trains Soldiers for the Army by conducting AIT for 38B and 37F (Civil Affairs and Psychological Operations) in order to provide organizations with disciplined, physically fit, technically, and tactically competent Soldiers.

(8) *Warrior Training Area*. Exercises daily operational control of the SSI Warrior Training Area (WTA). Provides and maintains a facility for units to conduct a multi-echelon capstone training events IAW TR 350-6 and 350-36, to validate training core competencies and execute those tasks in a demanding environment that is realistic, relevant, and reflective of the common operating environment.

12-5. Adjutant General School

a. Mission. Trains and educates HR Soldiers and civilians to meet Army readiness requirements: develops complementary concepts, doctrine, organization, and materiel across the spectrum of HR in support of an Army to fight and win in large scale combat operations against peer threats.

b. Inter-service Postal Training Activity (IPTA) School mission: Trains and educates Service personnel and DoD civilians in the basic and supervisory postal skills required to operate military postal facilities.

c. Army School of Music mission: Trains and educates Army musicians; designs, develops training; integrates unit capabilities, concepts and doctrine to build Army bands that are versatile and adaptable in unified land operations.

d. Organization and Functions.

(1) *Commandant of AGS.* Serves as the Chief of the AG Corps, Commandant of the AGS and Chief, Army Music. As Chief of the AG Corps, responsible for 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 AG Corps. As the Commandant of the AGS, responsible for ensuring AGS trains and educates Soldiers and civilians and supports training in units. As the Chief of Army Music, responsible for the Army School of Music (SOM) 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 for the future success of the Army; engages and mentors leaders with unique talents and skills throughout the generating force through branch proponents and venues

(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. As 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 and ASIs. 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) *Chief Warrant Officer.* Principal advisor and representative to the Commandant on all AG WO matters pertaining to branch operations and recruitment. Assesses the status of AG WO recruiting, training, professional development, utilization and retention. Develops the branch's position for all warrant officer accessions, training and professional development. Informs personnel management policies, procedures and leader development actions to incorporate career-related considerations and opportunities. Develops technical prerequisites and serves as the approval authority for all AG WO applications. Coordinates with U.S. Army Recruiting Command (USAREC) and HQDA G-1 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) *Command Sergeant Major.* Principal advisor to the Commandant on all enlisted matters. Serves as regimental CSM of the AGS and as the AG Corps Regimental CSM for all AG Soldiers (AGS, NCOA, and SOM), and 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) *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 Proponency 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 and 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) *Proponency and Leader Development Division.* Responsible agent for the AG Corps with respect to AR 5-22, AR 600-3, DA Pam 600-3, and DA Pam 600-25. 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 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 Fielded Force Integration Directorate (FFID), the Training Development Directorate (TDD), CASCOM, TRADOC, and all other external agencies on potential impacts to the HR community.

(8) *Training Department.* Provides leadership for all courses conducted by the AG School. Directly supervises officer education system and functional 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) *USAR Developer and 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) *Advance Officer Training Division.* Conducts the AG Captains' Career Course (AGCCC) for both AC and RC officers. Conducts the AG WOILE Technical Follow On and WOAC, and AG WOAC-RC. Provides assistance and subject matter expertise to TDD throughout all phases of the ADDIE process. Participates in the validation of courseware as necessary. Review TRAS and other course management documents to ensure currency and correctness. Process recommendations for courseware revision or change to TDD.

(11) *Basic Officer Training Division.* Conducts the AG Basic Officer Leaders Course – Branch, and the AG WO Basic Course for all Army COMPOs. Provides assistance and subject matter expertise to TDD throughout all phases of the ADDIE process. Participates in the validation of courseware as necessary. Review TRAS and other course management documents to ensure currency and correctness. Process recommendations for courseware revision or change to TDD.

(12) *Senior Leader Training Division.* Conducts the Brigade S-1, HR Plans and Operations, AG Pre-Command Course and HRMQC for the Reserve Component to assign Area of Concentration (AOC) qualification. Provides assistance and subject matter expertise to TDD throughout all phases of the ADDIE process. Participates in the validation of courseware as necessary. Reviews TRAS and other course management documents to ensure currency and correctness. Process recommendations for courseware revision or change to TDD. Participates in SMDR process. Assists in the design of products for development into Interactive Multimedia Instruction.

(13) *Inter-service Postal Training Activity.* Operates as a single DoD postal training activity. Conducts training utilizing a joint service cadre of SMEs, operating under the 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 SMEs for military postal activities and operations.

(14) *Operations*. Perform personnel and administrative management, operations and logistical support, information systems management, publications, file management, distribution, and suspense control in support of postal school operations and students in training.

(15) *Advance Individual Training Division*. Conducts training for AIT students in the following MOS/ASI producing courses as directed by the AGS Commandant: Human Resources Specialist Course (42A1O), Executive Administrative Assistant Course (ASI: E3). Integrates the contemporary operating environment into technical training, continues the acculturation of the warrior in AIT following BCT. Coaches, counsels and mentors AIT students and maintains student grades. Instills discipline and standards in Soldiers through rigorous classroom and field environments throughout the courses.

12-6. School of Music (SOM)

a. *Army School of Music mission*: Trains and educates Army Musicians; designs, develops training; integrates unit capabilities, concepts and doctrine to build Army bands that are versatile and adaptable in large-scale combat operations.

b. *Organization* (see Figure 12-5 *Adjutant General School for School of Music Organization Chart*).

c. *Functions*.

(1) *Commandant*. Serves as the Commandant of USASOM. Exercises operational control and supervision over all school elements. Formulates and implements training guidance and policy in accordance with TRADOC, CASCOM, and SSI. Responsible for the institutional training of all Army Band officers, warrant officers, and enlisted Soldiers attending courses at USASOM. Affects coordination among elements of the USASOM, other schools, higher HQs, and other activities, and the Chief, Army Bands. Responsible for developing and documenting concepts, capabilities, doctrine, force structure, and training requirements for Army Bands. Establishes programs to support customs and traditions of Army Bands. Serves as appeal authority in student disenrollment cases (when applicable), including officer, warrant officer, and enlisted.

(2) *CSM*. Serves as the CSM of USASOM and the Army Band Program. Serves as the Commandant, Army Band NCO Academy. Serves as the senior enlisted advisor to the Commandant and other agencies on Army Bands. Provides guidance to the Army Bands Proponency Office on all enlisted matters and reviews and approves information prior to release to the field. Serves as the senior advisor of USASOM NCO support channel. Reviews disenrollment cases for enlisted students: provides recommendations to the DOT in all cases, and the Commandant in appeal cases. Manages a comprehensive training and enforcement program aimed at establishing and maintaining the highest professional standards of performance and conduct for enlisted Soldiers. Serves on all selection panels for enlisted instructional, training development, and support staff. Serves as the SME for the enlisted 42R series instructional training. Reviews and inspects instructor methods and preparation of instructional material; manages and coordinates with 42R assignments manager at HRC for the assignment of enlisted Army Band Soldiers in the grade of E8, and those in the grade of E9 not selected for CSL/Command Management Branch controlled positions.

(3) *Budget Analyst*. Supports USASOM mission by overseeing the full complement of fiscal budgetary operations and managing and validating civilian and military manpower requirements. Certifies and obligates funds in support of USASOM mission. Schedules and coordinates staff efforts to produce an integrated budget. Reviews, analyzes, revises, and recommends approval, disapproval, or modification of budget requests and justifications. Ensures contracts and expenditures are executed and contract disputes resolved. Analyzes and interprets DA and TRADOC programs, requirements, resources, directives, and guidance to determine impact and application to USASOM mission. Responsible for planning, organizing, and directing manpower research, systems, and procedure analysis. Manages and validates civilian and military manpower requirements to ensure USASOM has adequate manpower and organizational structures to support the mission. Reviews and analyzes requests for additional manpower and recommends action. Reconciles and validates the TDA and Manpower Equipment with appropriate job titles and grades using AR 310 and the AR 570 series. Ensures accurate strength numbers, requirements and authorizations are documented within the organization. Coordinates budget and manpower actions with TRADOC, CASCOM, and SSI including mission changes, POM, SMDR, and ITRM. Supports SSI G-8 as directed.

(4) *NCOA SLC*. Supervises and manages the implementation of noncommissioned officer training by developing training schedules, obtaining training space and resources, and scheduling instructors. Conducts the Army Band SLC.

(5) *NCOA ALC*. Supervises and manages the implementation of NCO training by developing training schedules, obtaining training space and resources, and scheduling instructors. Conducts the Army Band ALC.

(6) *Training Department*.

(a) *INSTR (BOLC)*. Serves as Deputy Commandant. Assists the Commandant in the management and supervision of the operation of USASOM. Assists in the review, evaluation, and execution of the assigned programs and mission responsibilities. Manages the day-to-day execution of staff functions. Develops or directs the development of job descriptions and performance standards of military and Civilian staff members. Appraises performance of key Civilian subordinates. Advises on career development of Civilian and military personnel. Exercises direct supervision over DOT NCOIC, Directorate of Support, Quality Assurance Element, Budget Analyst, and Safety Office.

(b) *Director of Training*. Supervises and manages all aspects of officer, WO and AIT courses, and implements the Commandant's training guidance. Develops training schedules, obtains training space and resources, and schedules instructors. Presides at weekly training meetings and resolves conflicts in training calendar or resources. Serves as decision authority in all student disenrollment cases. Serves as a liaison with the Naval School of Music to coordinate the delivery of shared instruction as prescribed by the MOA between the schools. Conducts the Army Band BOLC and CCC for 42C Officers. Provides assistance and subject matter expertise to DOTD throughout all phases of the ADDIE process. Participates in the validation of courseware, reviews TRAS and other course management documents to ensure currency and correctness, and processes recommendations for courseware revisions or changes to DOTD.

(c) *Sr Instr (WO)*. Conducts the Army Band WOBC and WOAC for all AC and RC 420C WOs. Provides assistance and subject matter expertise to DOTD throughout all phases of the ADDIE process. Participates in the validation of courseware, reviews TRAS and other course management documents to ensure currency and correctness, and processes recommendations for courseware revisions or changes to DOTD.

(d) *Instructor*. Assists in conducting training for all WOES courses. Participates in the validation of courseware, reviews TRAS and other course management documents to ensure currency and correctness, and processes recommendations for courseware revisions or changes to DOTD.

(e) *Senior Training Support NCO*. Serves as DOT NCOIC. Conducts weekly training meetings for coordination with all USASOM course managers and School Company cadre. Advises DOT on all matters related to training. Supervises AIT Course Manager, ASI instructors, and rehearsal instructors. Supervises the Registrar, coordinates academic review boards and coordinates with DA, JBLE RC Liaisons, and SSI legal office regarding student disposition. Acts as liaison between USASOM, NGB and USAR G-1 on RC matters related to DMOSQ and NCOPDS. Coordinates Army Musician Proficiency Assessment testing to 42R Soldiers in the field via live and video recorded assessments.

(f) Supervises and manages the implementation of NCO training. Supervises all NCOA course instructors. Collaborates with DOTD to ensure POI hours and lesson plans are current.

(g) *Senior Instructor*. Provides supervision of instructors. Ensures training standards. Provides MOS technical training to AIT and NCOA students. Provides Army Musician Proficiency Assessment training to OES and WOES students. Serves as assistant instructor for physical and WTBD training.

(h) *Faculty and Staff Development Program (FSDP) and Quality Assurance Element (QAE)*. Conducts the FSDP. Plans, coordinates, schedules, and conducts FSDP courses and workshops for instructors, developers, training managers, middle managers, and training evaluators. Manages the instructor evaluation, certification and recognition program. Oversees the annual self-assessment process, implements the Master Evaluation Plan (MEP) and prepares USASOM for accreditation.

(i) *Officer Course Manager*. Develops training calendars for all OES and WOES courses: serves as assistant instructor for common core classes. Manages resource requirements for OES and WOES courses.

(j) *Instr.* Provides MOS technical training to AIT and NCOA students. Serves as assistant instructor for physical and WTBD training. Provides Army Musician Proficiency Assessment training to OES and WOES students.

(7) *Directorate of Training and Doctrine (DOTD)*.

(a) *Chief, Training Development*. Serves as director for DOTD and oversees the Individual Training Division and Unit Capabilities and Integration Div. (UC&I). Supports the USASOM mission as the catalyst for change and the lead for developing innovative training and doctrine products that support the institutional, operational, and self-development needs of Army Bands. Provides doctrine, learning, and leader development products and programs, as well as education and training strategies responsive to the needs of Army Musicians. Collects lessons learned from band support operations and training and integrates proven, effective practices into doctrine and training products. Develops POIs that reflect systematic application of TRADOC principles of training development. Prepares all required training products to support POIs. Analyzes and manages materials and logistics requirements and systems for Army Bands. Coordinates force structure requirements with the proponent and DA level agencies. Supervises Civilian employees. Oversees FSDP.

(b) *Training Development NCOIC*. Serves as NCOIC for DOTD. Oversees daily operations of DOTD staff, assigns work, and monitors progress of military staff. Reports to the DOTD Director on all matters related to enlisted personnel.

(8) *Individual Training and Course Development.*

(a) *Instructional System Specialist.* Serves as chief of the Individual Training Division of DOTD: manages all TDC, TRAS, and ITRM actions for USASOM. Coordinates with analysts at SSI, CASCOM, CAC-T, and TRADOC as well as Army Band SMEs, materiel and logistics managers, and the Army Band Proponency Office.

(b) *Trng Dev.* Designs and develops training products for enlisted, WO, and officer courses that are managed in TDC. Responsible for the execution of CTSSBs and the development of critical tasks for all USASOM courses.

(c) *Chief, UC & I Division.* Ensures synchronization of lessons learned with Army Bands doctrine and individual/unit training products. Serves as the chief doctrine and policy writer for Army Bands. Works with doctrine writers at SSI, CASCOM, TRADOC and across the Army to ensure Army Bands are represented in relevant doctrine. Works with Army Publishing Directorate to ensure Army Bands policy is up to date.

(d) *Instructional Systems Specialist.* Serves as USASOM Systems Administrator. Provides various computer software and hardware related services in support of end-users. Work includes the installation, modification, integration, and maintenance of computer software packages, troubleshooting software and hardware problems and creating and providing end-user training to School staff and students. Develops procedures and guidelines for SharePoint usage. Ensures IT and information security/assurance initiatives are implemented for the directorate, information systems, and personnel. Creates and maintains user login identification (userid) information and login scripts through Active Directory, including permissions and access.

(9) *Unit Training Division.*

(a) *Senior Training Developer.* Manages individual and unit training special projects. Advises on doctrine content and revisions. Serves as developer, writer, and assistant instructor for OES and WOES courses.

(b) *Senior Training Development NCO.* Manages workload for UC&I including publication and unit training product timelines. Serves as manager and lead of the Army Bands Lessons Learned program. Gathers data from across the Army Bands enterprise and analyzes information to produce lessons learned. Inputs products into JLLS. Publishes relevant material to the Army Band field via the Army Bands Intranet (ABI) system.

12-7. Finance and Comptroller School (FCS)

a. *Mission.* Train and educate Finance and Comptroller Soldiers and Civilians to meet Army readiness requirements; develop complementary concepts, doctrine, organization, and materiel in support of the Army to fight and win in large scale combat operations against peer threats.

b. *Organization and Functions.*

(1) *Commandant.* Serves as Chief of the Finance Corps and Commandant of the FCS. As Chief of the Finance Corps, responsible for developing and integrating Finance and Comptroller domain solutions across the DOTMLPF spectrum, ensuring the Finance Corps can perform its primary mission to enable commanders. Principle advisor to the SSI CG, CASCOM CG, and TRADOC on Finance and Comptroller DOTMLPF matters. Establishes programs to support and preserve the customs and traditions of the Finance Corps. As the Commandant of the FCS, ensures execution of training, leader development, education, and personnel responsibilities for the Finance and Comptroller Branch. Directs professional and leader development and training of

officers, enlisted, and civilian personnel assigned to the FCS as well as students. Supports force development, combat development, and tactical automation processes related to Finance and Comptroller capabilities. Coordinates actions with TRADOC and TRADOC schools, CASCOM and SCoE, HQDA functional area, and DFAS. Focuses talent management on growing leaders (officers, NCOs, and DA Civilians) for the future success of the Army. Engages and mentors leaders with unique talents and skills throughout the generating force through venues including, but not limited to quarterly connects, schoolhouse engagements, FCNet, and senior leader mentorship sessions.

(2) *Supervisory Education/Training Advisor and Deputy Commandant*. Principal advisor to the Commandant, directs the staff, and oversees the daily operations of the FCS. Advises the Commandant in the analysis, design, development, and integration of DOTMLPF requirements for the Finance Corps. Responsible for the daily training operations of the FCS and training management oversight. Assists in the review, evaluation, and execution of assigned programs and mission responsibilities. Recommends appropriate allocation of funds, personnel requirements, and assignment of personnel.

(3) *Command Sergeant Major*. CSM of the Finance Corps and the FCS. Principal advisor to the Commandant on matters affecting enlisted personnel in the FCS 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 FC community. Staff advisor concerning all mobilization and force integration actions, coordinates RC support to the FCS 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. Implements established management control standards to ensure effective and efficient operations of the school mission. Maintains and coordinates the TDA and executes FCS personnel actions. Develops the annual operating budget, manages expenditures, and ensures compliance with expenditure regulations and guidance.

(6) *Chief, Proponency Division*. Branch and personnel lead for the Finance Corps IAW AR 5-22, and AR 600-3. Maintains career and leader development models for BC/CMF 36. Coordinates Finance Corps personnel development issues with the Army staff, U.S. Army Financial Management Command, and ACOMs. Examines training for career field development to ensure sufficient professional development. Develops briefings, memorandums, and information and decision papers on FC proponent issues. Coordinates with and advises the CDID, the TDD, TRADOC, and all other external agencies on potential impacts to the FC community. Reviews training development products to ensure compatibility with operational concepts, current and emerging doctrine, and professional development models.

(7) *Finance and Comptroller Training Department*. Provides leadership for all courses conducted by the FCS to include IMT for officers, PME courses, functional courses and operational oversight of the FCSAIT courses conducted within the 369th AG Bn.

(8) *Advance Individual Training Division*. Implements and executes training for MOS 36B10 Course as directed by the FCS Commandant. Integrates the contemporary operating environment into technical training, continues the acculturation of the warrior in AIT following BCT. Coaches, counsels, and mentors AIT students and maintains student grades. Instills discipline and standards in Soldiers through rigorous classroom and field environments throughout the courses.

(9) *Financial Operations Division*. Provides current and relevant resident, mobile, and distributive learning (dL) training and education for Finance Corps Soldiers and DA Civilians at the initial entry and mid-grade levels to meet Army readiness requirements. Conducts training at all echelons. Coordinates the development of new and updated training with the SSI TDD, CDID, and Finance Corps Proponency.

(10) *Leader Development Division*. Plans and conducts OES training for the Finance and Comptroller Captains' Career Course, Finance and Comptroller Basic Officer Leader Course (FCBOLC), Finance and Comptroller Pre-Command Course (FCPCC), and Finance and Comptroller Officer Branch Qualification Course (FCOBQ).

Schedules classes, counsels students and ensures test controls and related administration of assigned courses in accordance with provided guidelines. Coordinates the conduct of weapons ranges with SSI CAD personnel for support. Conducts all field training exercises for proponent officer courses. Executes a Culminating Training Exercise (CTE) for all students using the SSI WTA. Coordinates changes and updates of all course materials with TDD. Provides technical input to SSI SMDR for all FCS functional courses.

(11) *Systems Integration*. Provides fully mission capable systems. Develops and sustains collective training exercise support packages for use by the Operating Force. Serves as the FCS co-lead to adjudicate required changes in virtual-training tools as a result of GFEBS-SA and the DASA (FO)-sponsored Business Process Standardization Working Group (as required). Supports home station training white cell exercise operations through reach-back and over-the-shoulder UTES support. Develops, submits and manages POM requirements for Army-wide GFEBS Sustainment training and development.

Appendix A References

Section I Required Publications

ARs, DA pamphlets, and DA forms are available at <http://www.usapa.army.mil/>. TRADOC publications and forms are available at <http://www.tradoc.army.mil/publications.htm>.

AR 5-22

The Army Force Modernization Proponent System (*RAR 002, 03/25/2011)

AR 600-3

The Army Personnel Development System

DA Directive 2020-15

Achieving Persistent Modernization

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

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

CASCOM Terms of Reference (ToR)

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

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
ABCANZ	America, Britain, Canada, Australia, New Zealand
ACE	American Council on Education
ACS	Advanced Civil Schooling
ACOM	Army commands
ACPM	activity career program manager
ADCON	administrative control
ADDIE	analysis, design, development, implementation, and evaluation

ADFSD	aerial delivery and field services department
ADOS	active duty operational support
ADP	Army doctrine publications
ADSO	Army drivers standardization office
AEAS	Army enterprise accreditation standards
AERS	Army educational requirements system
AFB	Air Force base
AFC	Army Futures Command
AFRICOM	U.S. Army Africa Command
AG	Adjutant General
AGR	active Guard and Reserve
AGS	Adjutant General School
AILA	Army integrated logistics architecture
AIT	advanced individual training
AKO	Army Knowledge Online
ALC	advanced leaders course
ALCC	Army Learning Coordination Council
ALT	acquisition, logistics and technology
ALM	Army Learning Model
AMC	U S. Army Materiel Command
AMEDDC&S	Army Medical Department Center & School
AMRCoC	Army Munitions Requirements Council of Colonels
AoA	analysis of alternatives
AOC	area of concentration
AOR	area of responsibility
APFT	Army physical fitness test
APMS	Army Portfolio Management System
ANSI	American National Standards Institute
APS	Army prepositioned stocks
ARB	academic review board
AR	Army regulation
ARCENT	U.S. Army Central Command
ARNG	U.S. Army National Guard
ARPRINT	Army Program for Individual Training
ASA (ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
ASCC	Army Service Component Command
ASI	additional skill identifier
ASSC	Army Service Support Command
ASU	Army Sustainment University
ATAAPS	Automated Time and Attendance Program System
ATMS	Army Training Management System
ATP	Army tactics publication
ATRRS	Army Training Requirements and Resources System
ATSC	Army Training Support Center
ATX	All Things Enterprise

AU	Army University
AUGTDA	augmentation table of distribution
AVLE	army virtual learning environment
AWA	Army warfighter assessment
AWC	Army War College
AWS	Army watercraft systems
BCAC	business capability acquisition cycle
BCT	basic combat training
BDAR	battle damage assessment and repair
BDE	brigade
BMC	brigade modernization command
BN	battalion
BOD	board of directors
BOIP	basis of issue plan
BIOPFD	basic of issue plan feeder data
BOLC	Basic Officer Leaders Course
Bot	robotic process automation
BR	battlefield recovery
C2	command and control
C4IM	command, control, communications, computers and information management
CAA	Center for Army Analysis
CAC	U.S. Army Combined Arms Center
CAD	course administrative data
CAISI	combat service support automation information systems interface
CALL	Center for Army Lessons Learned
CAO/CNO	casualty assistance officer/casualty notification officer
CASCOM	Combined Arms Support Command
CATS	combined arms training strategies
CBA	capability based assessment
CC	common core
CCA	command climate assessment
CCB	change configuration board
CCC	captain career course
CCP	concept capability plans
CCSRD	contingency contracting support reform group
CDD	capabilities development document
CDDP	command deployment discipline program
CDID	Capabilities Development Integration Directorate
CDL	commercial driver's license
CFL	core functions leads
CG	commanding general
CGSC	Command and General Staff College
CHD	cargo handling division
CHR	Civilian Human Resources
CJCSI	Chairman of the Joint Chiefs of Staff Instruction

CLEA	Chief of Staff Army, Logistics Excellence Award
CMF	career management field
COB	Current Operations Branch
CoE	Center of Excellence
CofS	Chief of Staff
COL	colonel
COMSEC	communications security
CONOPS	concept of operations
CONEMP	concept of employment
CONUS	continental U.S.
COP	current operations
COR	contracting officer's representative
COT	Chief of Transportation
CLIO	Chief Learning Innovation Officer
CP	career program
CPCE	College of Professional and Continuing Education
COOP	continuity of operations
CPD	capabilities production documents
CPG	Command Planning Group
CR	change request
CRC	combat readiness center
CREB	combat research and engineering board
CSA	Chief of Staff, Army
CSDP	Command Supply Discipline Program
CSL	centralized selection list
CSLC	CASCOM Senior Leader Conference
CSM	command sergeant major
CSP	CASCOM strategic plan
CST-X	combat support training exercise
CTC	combat training center
CTE	culminating training exercise
CTDD	collective training development directorate
CUB	commander's update brief
CUSR	commander's unit status report
CWO	chief warrant officer
DA	Department of the Army
DAC	Defense Ammunition Center
DARNG	Director Army National Guard
DASA-P	Deputy Secretary of the Army-Procurement
DATE	decisive action training environment
DEA	deployment excellence award
DCG	deputy commanding general
DCG Mob	DCG mobilization
DCR	DOTMLPF change recommendation
DCofS	Deputy Chief of Staff
DCSLOG	Deputy Chief of Staff-Logistics

DCSOPS	Deputy Chief of Staff-Operations
DD	Doctrine Division
DDESB	Department of Defense Explosive Safety Board
DDL	director of distributed learning
DFAS	Defense Finance and Accounting Service
DL	distributed learning
DLA	Defense Logistics Agency
DMDC	defense manpower data center
DoD	Department of Defense
DoDAF	DoD architecture framework
DOTD	Directorate of Training and Doctrine
DOTMLPF-P	doctrine, organizations, training, materiel, leadership and education, personnel, facilities and policy
DPMO	Deployment Process Modernization Office
DPW	Directorate of Public Works
DRE	deployment readiness exercise
DRU	direct reporting unit
DtCG	Deputy to the Commanding General
DTMS	digital training management system
EA	executive agent
ECP	enterprise classroom program or engineering change proposals
ECP	engineering change proposals
ECS	enterprise collaboration services
ED	education division
EDRE	emergency deployment readiness exercise
eMASS	enterprise mission assurance support service
EO	equal opportunity
EOD	explosive ordnance disposal
EOLC	equal opportunity leader course
ERP	enterprise resource planning
ESC	Expeditionary Sustainment Command
ESD	Enterprise System Directorate
ESMP	explosive safety management program
FAA	functional area analysis
FCBOLC	Finance and Comptroller Basic Officer Leader Course
FCC	Futures and Concepts Center
FCCCC	Finance and Comptroller Captains Career Course
FCOBQ	Finance and Comptroller Officer Branch Qualification Course
FCPCC	Finance and Comptroller Pre-Command Course
FCS	Finance and Comptroller School
FDD	Force Development Directorate
FDU	force design update
FFID	Fielded Force Integration Directorate
FLIPL	financial liability investigation for property loss
FM	financial management or field manual
FMP	force modernization proponent

FMX	fleet management expansion
FNA	functional needs analysis
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FRAGORD	fragmentary order
FSDP	faculty and staff development program
FSO	full-spectrum operations
FUOPs	future operations
FY	fiscal year
GCSS-A	global combat support system - Army
GFEBs	General Fund Enterprise Business System
GO	general officer
HHQ	higher headquarters
HOD	head of delegation
HR	human resources
HRC	Human Resources Command
HQ	headquarters
HQDA	Headquarters, Department of the Army
IACET	International Association for Continuing Education and Training
IAVA	information assurance vulnerability advisory
IAW	in accordance with
ICAN	installation campus area network
ICD	initial capability document
ICT	integrated concept team
ICW	in coordination with
IG	inspector general
IHC	interim hazard classification
IKPT	instructor and key personnel training
IM	information management
IMCOM	Installation Management Command
IMDP	instructional media design package
IMI	interactive multimedia instruction
IMT	initial military training
INFOCON	information operations conditions
IOT	in order to
IPPS-A	integrated personnel and pay system – Army
IPR	in process review
IPS	integrated product support
IPT	integrated process team
IPTA	inter-service postal training activity
IRR	Individual Ready Reserve
IS	information systems
ISD	instructional systems designer.
IT	information technology
ITRO	Inter-service Training Review Organization
ITSD	instructor, training support and development

JAG	Judge Advocate General
JAGLC&S	Judge Advocate General Legal Center and School
JBC-P	joint battle command-platform
JBLE	Joint Base Langley Eustis
JCCL	Joint concept for contested logistics
JCCoE	Joint Culinary Center of Excellence
JCIDS	Joint capabilities and integration development system
JCTD	Joint Culinary Training Division
JFCOM	U.S. Joint Forces Command
JHCS	Joint hazardous classification system
JIIM	Joint, interagency, intergovernmental, and multinational
JMAC	Joint Mortuary Affairs Center
JROC	Joint Requirements Oversight Council
JTA	Joint table of allowances
KLE	key leader engagements
KM	knowledge management
L2	lessons learned
LAN	local area network
LD	logistics demonstrations
LDTA	lead defense travel administrator
LES	Logistics Exercise and Simulations Directorate
LG	Logistics
LLC	Logistics Leader College
LMRD	Logistics and Material Readiness Directorate
LNO	liaison officer
LOE	lines of effort
LOG-C3	Logistics Captain Career Course
LOGPRO	logistics proponentcy
LRTAO	logistics review and technical assistance office
LSCO	large-scale combat operations
LTC	lieutenant colonel
LTD	logistics training department
MA	mortuary affairs
MANPRINT	manpower and personnel integration
MAD	Managerial Accounting Division
MAP	Manpower and AMO Programs Division
MARC	manpower requirements criteria
MARCORSYSCOM	U.S. Marine Corps System Command
MC	mission commander
MCA	military construction – Army
MCAAP	McAlester Army Ammunition Plant
MCB	movement control battalion
MCE	mounted computing environment
MCPTD	Marine Corps Petroleum Training Division
MDO	multi-domain operations
MEDCOE	U.S. Medical Center of Excellence

MEO	military equal opportunity
MEP	master evaluation plan
METL	mission essential task list
MILCON	military construction
MILPC	Military Personnel Center
MITD	Maritime and Intermodal Training Department
MO	major objective
MOA	memorandum of agreement
MOBTDA	mobilization table of distribution
MOCS	military occupational classification structure
MOU	memorandum of understanding
MOS	military occupational specialty
MRB	mission resource board
MSC	major subordinate command
MSO	major subordinate organization
MTD	Maritime Training Division
MTT	mobile training team
MWO	modification work order
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOA	Noncommissioned Officer Academy
NETUSR	network unit status report
NGB	National Guard Bureau
NIE	network integration evaluation
NIPRNet	non-classified internet protocol (IP) router network
NTV	non-tactical vehicle
NRA	National Restaurant Association
O&O	operational and organizational
OASS	One Army School System
OCAR	Office of the Chief, Army Reserves
OCLL	Congressional Legislative Liaison
OCOT	Office of the Chief of Transportation
OCS	operational contract support
OD	Ordnance or Operations Division
ODASA-P	Office of the Deputy Assistant Secretary of the Army – Procurement
ODS	Ordnance School
OE	operational energy or operational environment
OES	officer evaluation system
OIP	organizational inspection program
OLB	observations, lessons and best practices
OPA	other procurement – Army
OPD	Operations and Plans Directorate
OPLOG	operational logistics
OPORD	operations order
OPSEC	operational security
ORF	operational rations forum

ORSA	operations research/systems analysis
OSR	operational sustainment reviews
OTRS	operational test readiness statement
OTOT	one time occasional tour
PA	public affairs
PAE	Programs, Analysis and Evaluation Division
PAL	privatized Army lodging
PAO	public affairs office
PBAC	program budget advisory committee
PCC	pre-command course
PDM	professional development module
PDO	personnel development office
PEG	program evaluation group
PEO	program executive office
PFD	Plans and Futures Division
PIO	program integration office
PM	program manager
PME	professional military education
POC	point of contact
POI	program of instruction
POM	program objective memorandum
PWD	Petroleum and Water Department
QA	quality assurance
QAB	Quality Assurance Branch
QAE	quality assurance element
QASAS	quality assurance specialist (ammunition surveillance)
QC	quality control
QM	Quartermaster
QMG	Quartermaster General
QMS	Quartermaster School
R&D	research and development
RAM	reliability, availability, maintainability
RC	Reserve Component
RITM	resident individual training management
RMF	risk management framework
RSOI	reception, staging, onward movement and integration
RTI	regional training institutes
RTS-M	regional training site - maintenance
S&T	science & technology
SAG	sub-activity groups
SASMO	sustainment automation support management office
SAS	School of Advanced Studies
SAT	systems approach to training
SB	sustainment brigade
SCE	School of Continuing Education
SCIF	sensitive compartmented information facility

SCMCA	summary courts martial convening authority
SCoE	Sustainment Center of Excellence
SDLC	systems development life cycle
SEDR	sea emergency deployment readiness exercise
SGS	secretary of the general staff
SGM	sergeant major
SHARP	sexual harassment/assault response and prevention
SII	special interest items
SIR	serious incident report
SJA	staff judge advocate
SKN	sustainment knowledge network
SLC	senior leader's course
SMDR	structure and manning decision review
SME	subject matter expert
SMS	strategic management system
SOM	School of Music
SOP	standard operating procedure
SPAR	strategic portfolio analysis review
SSI	Soldier Support Institute or specialty skill identifier
S-Staff	Special Staff
STAMIS	Standard Army Management Information System
STRAC	standards in training commission
STRAG	standards for training readiness advisory group
STRAP	system training plan
SRA	separate reporting activity
SRC	senior review committee
SRM	sustainment, restoration and modernization
SWfF	sustainment warfighting function
TA	trusted agent
TAA	total Army analysis
TADSS	training aids, devices, simulations and simulators
TAP	The Army Plan
TASM	trusted agent security manager
TASS	The Army School System
TASS	trusted associate sponsorship system
TC	Transportation Corps or training circular
TCS	Transportation School
TCTD	Transportation Training Development Division
TD	training department
TDA	table of distribution and allowances
TDC	training development capability
TDD	training and doctrine development
TDI	training development integration
TDID	Training and Doctrine Integration Directorate
TDO	training development office
TEBs	technical evaluation boards

TED	Training Evaluation Division
TGOSC	Training General Officer Steering Committee
TISD	Training Integration and Security Division
TJAGLCS	The Judge Advocate General's Legal Center and School
TLC	Technical Logistics College
TM	training manual
TMDE	test, measurement, and diagnostic equipment
TMO	Training Management Office
TMS	transportation management system
TMTD	Transportation Management Training Department
TOD	tour of duty
TOE	table of organization and equipment
ToR	terms of reference
TOMA	TRADOC Operations Management Activity
TPO	TRADOC Proponent Office
TPO-EOD	TRADOC Proponent Office - Explosive Ordnance Disposal
TPO-HR	TRADOC Proponent Office - Human Resources
TPO-OCS	TRADOC Proponent Office - Operational Contract Support
TPO-SMC	TRADOC Proponent Office - Sustainment Mission Command
TR	TRADOC regulation
TRAC	TRADOC Analysis Center
TRADOC	U S. Army Training and Doctrine Command
TRANSCOM	U.S. Transportation Command
TRAP	training resources arbitration panel
TRAS	training requirements analysis system
TSARC	test support and resourcing committee
TSC	theater sustainment command
TSCG	transition to sustainment governance group
TSP	TRADOC strategic plan or training support products
TSS	training support systems
TTC	TASS training center
TTD	Training Technology Division
TTP	tactics, techniques and procedures
TTSP	training test support packages
TWI	training with industry
TWV	tactical wheeled vehicle
TWVRMO	Tactical Wheeled Vehicle Requirements Management Office
UC&I	unit capabilities and integration
ULLS-A/E	Unit Level Logistics System-Aviation/Enhanced
ULO	Unified land operations
UMMCA	Unspecified Minor Military Construction Army
USACHCS	United States Army Chaplain Center and School
USAF	U.S. Air Force
USAFMSA	U.S. Army Force Management Support Agency
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command

USATCES	U.S. Army Technical Center of Explosive Safety
USCG	U.S. Coast Guard
USMC	U.S. Marine Corps
USN	U.S. Navy
USTRANSCOM	U.S. Transportation Command
UTL	unit task list
VCSA	Vice Chief of Staff, Army
VTC	video teleconference
WARNORD	warning order
WCLS	warfighter contracted logistics support
WfF	warfighting function
WFX	warfighter exercise
WO	warrant officer
WTA	Warrior Training Area
WTSP	warfighter training support package
WTX	Warrior Training Exercise

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 (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 DOTLPE. If the analysis determines that

the capability gap can be partially addressed by an integrated DOTMLPF and/or policy approaches, the proponent will assess them in conjunction with the potential materiel approaches. If this approach is recommended, the proponent will develop a DCR in addition to required CDDs or CPDs. If the analysis determines that the capability gap can be completely addressed by a nonmateriel approach, the proponent will develop a DCR in lieu of completing the 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)