DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY SIGNAL CENTER OF EXCELLENCE
AND FORT GORDON
Fort Gordon, Georgia 30905-5000

USASCOE&FG Regulation   **10 September 2009**
No. 10-8

ORGANIZATION AND FUNCTIONS
U.S. Army Signal Center of Excellence

Summary. This regulation prescribes the organization, mission, and functions of the United States Army Signal Center of Excellence and Fort Gordon (USASCOE&FG).

Applicability. This regulation applies to all elements of USASCOE&FG.

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by the Commander, USASCOE&FG, ATTN: ATZH-RMR, 506 Chamberlain Ave, Fort Gordon, GA 30905-5000.

Suggested improvements. The lead responsibility for this regulation is the Directorate of Resource Management (DRM). Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended changes to Publications and Blank Forms) through channels to Commander, USASCOE&FG, ATTN: ATZH-RMR, Fort Gordon, GA 30905-5000 and/or submit DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) to the Commander, Garrison RMO, ATTN: ATZH-GC-RMO, Fort Gordon, GA 30905-5000.

Availability. This regulation is only available on the USASCOE&FG publications website at www.gordon.army.mil/dhr/DocMgt/docmgt.htm.

<div align="center">

Contents

</div>

---

*This regulation supersedes USASC&FG Reg 10-8, 16 Oct 97 and Change 1, 19 Jun 02

Contents (cont)

Contents (cont)

Chapter 1
Introduction

1-1. Purpose. This regulation defines and delineates the organization, missions, and functions of the United States Army Signal Center of Excellence (USASCOE).

1-2. References. *Appendix A* contains the related publications.

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

1-4. Responsibilities.

   a. The USASCOE Chief of Staff (CofS) will approve changes to this regulation.

   b. The Directorate of Resource Management (DRM) will:

      (1) Serve as the lead for this regulation.

      (2) Review and coordinate proposed changes and forward recommendations for approval to the CofS.

      (3) Recommend to the CofS and process approved changes to the USASCOE Table of Distribution and Allowances (TDA).

   c. The USASCOE staff and commanders will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Given the dynamic nature of military transformation and the operational environment, each organization should routinely undertake a critical analysis and review of its structure, functions, and responsibilities. This will ensure the USASCOE remains an agile, innovative organization.

1-5. Scope.

   a. This regulation focuses on the organization, functions, and responsibilities of the USASCOE and how the USASCOE supports the missions and functions assigned to the U.S. Army Training and Doctrine Command (TRADOC).

   b. The U.S. Army Training and Doctrine Command TRADOC Regulation 10-5 is the capstone organization and functions regulation for TRADOC. The following organizations have a separate supporting regulation that describes the organization's structure, functions, and major responsibilities for its subordinate organizations, and relationships with other organizations: Headquarters, U.S. Army Training and Doctrine Command (HQ TRADOC) (TR 10-5-1) TRADOC Futures Center (FC) (TR 10-5-2), U.S. Army Accessions Command (USAAC) (TR 10-5-3), U.S. Army Combined Arms Center (CAC) (TR 10-5-4), U.S. Army Combined Arms Support Command (CASCOM) (TR 10-5-5), U.S. Army War College (USAWC) (TR 10-5-6), and TRADOC Analysis Center (TRAC) (TR 10-5-7).

1-6. Policy.

   a. This regulation assigns functions and responsibilities of the USASCOE staff. Further assignment within subordinate elements is the responsibility of the office Director/Chief concerned.

   b. The USASCOE elements exist to assist the Commanding General (CG), USASCOE, in accomplishing the mission by providing staff management, planning, and coordination capabilities. The command group, personal staff and special staff provide professional and technical services and advice.

   c. Responsibility for USASCOE missions and tasks will be decentralized to the maximum extent possible.

   d. In all matters, USASCOE elements act through the DC or CofS, who acts on behalf of the CG, USASCOE.

1-7. Procedures for processing organization changes.

   a. The Deputy to the Commanding General is the approving authority for reorganization/ realignment of functions within the training organizations.

   b. The Chief of Staff is the approving authority for reorganization/realignment of functions under his command and control within the center organizations.

   c. The following levels of approval authority will be used:

      (1) Directorate/Department. Reorganization requires approval by the Chief of Staff/Deputy Commander as appropriate.

      (2) Division and below. Reorganization requires approval by the appropriate Director.

   d. The following procedures will be followed in obtaining command approval for reorganization/realignment of mission and functions within the USASCOE organizations.

      (1) Submit proposal on Fort Gordon (FG) Form 1203-R-E (Action Summary), which includes a statement of objective and lists the advantages and disadvantages. Also, provide a description of realignment of functions to include organization charts before and after, showing manpower requirements and authorizations by category (officer, warrant officer, enlisted, civilian); a revised TDA; and a revised mission and functions statement.

      (2) Provide a clear depiction of trade-offs/transfers of manpower resources, and a statement of anticipated impact that proposed change will have on funds, manpower resources, supervisory positions, military and civilian grade structure and equipment.

(3) Prior to submission to the appropriate approving authority, the proposal will be staffed through Director of Resource Management (DRM), Civilian Personnel Advisory Center (CPAC) and Equal Employment Opportunity Office (EEO).

(4) The originator of the proposal will inform the local union of any proposed reorganization or realignment of functions which could affect civilian position classifications/reassignments.

Chapter 2
Organization, Functions, and Responsibilities.

2-1. Mission of USASCOE.   The USASCOE provides world class Soldiers and Leaders; trains, educates, and develops adaptive Information Technology (IT) professionals; and plans, synchronizes, experiments and implements Future Network capabilities.

2-2. Vision of USASCOE.   A world class Center of Excellence that provides ready and relevant doctrine, organizations, LandWarNet (LWN) capabilities, education, and leaders of character for the Army's future challenges across the full spectrum of military operations.

2-3. Organization of USASCOE. The USASCOE consists of a command group, personal staff, special staff, and the following organizational elements: Executive for Reserve Component Affairs (Exec RC), Directorate of Resource Management (DRM), Quality Assurance Office (QAO), Chief Information Office (CIO/G6), Office of the Chief of Signal (OCOS), Regimental Noncommissioned Officer Academy (RNCOA), 15th Regimental Signal Brigade, Leadership College for Information Technology (LCIT), Directorate of Training (DOT), and Capabilities Development Integration Directorate (CDID). The National Science Center for Communications and Electronics (NSCCE) is a Table of Distribution and Allowances (TDA) unit assigned to the USASCOE. The 35th Military Police (MP) Detachment and the 434th Army Band are TRADOC Modified Table of Organizations and Equipment (MTOE) units assigned to the USASCOE.

2-4. **Functions and Responsibilities of USASCOE.**

   a. Produce expeditionary warriors with full spectrum competencies necessary to live the Soldier's Creed and contribute successfully to their first unit of assignment. Create a tough, realistic, and net-centric environment that provides realistic training focused on technical and tactical communications skills, knowledge, and abilities for signal Soldiers, NCOs, and officers (warrant and commissioned).

   b. Provide leader professional development and technical training for communications and information technology professionals from the U.S. Army, other Services, and foreign countries.

   c. Train information technology to student personnel in area of concentration, FA, MOS, and functional courses. Manage training, conduct resident instruction, and provide the curriculum for nonresident instruction for signal Soldiers, NCOs, and officers from both active and reserve components.

   d. Design and develop signal programs of instruction and training support packages.

e. Develop lifelong learning programs and materials in support of resident and nonresident signal training programs.

f. Manage the signal personnel force integration, synchronizing personnel systems with evolving DOTMLPF to ensure personnel force designs meet force requirements.

g. Develop signal training documents and budget and resource requirements. Manage the training plans and programs required to operate, maintain, and support new information technology and communications equipment and systems for military personnel.

h. Provide staff management for the development, acquisition, and fielding of selected signal major acquisition programs.

i. Integrate the acquisition of ideas, the development of future concepts, and the application of evolving signal technologies to improve the warfighting effectiveness of commanders and staffs. Team with combat developer, training developer, materiel developer, sponsors, industry, and other battle labs for conduct of warfighting experiments to ensure efficient use of resources and proper analysis techniques.

j. Formulate and develop C4 experiments that support concepts, doctrine, organizations, force structure, and materiel requirements in support of Army and joint C4ISR requirements ICW CAC and the TRADOC FC.

k. Ensure the ARNG and USAR are totally integrated in policies and processes involving signal readiness, training, force structure, equipment distribution, doctrine, and combat developments.

2-5. Command and Center Relationships.

   a. Senior Leader Role. The Commanding General (CG), USASCOE, is tri-hatted as Commander, USASCOE; Commandant, USASCOE; and senior mission commander, Fort Gordon, GA.

   (1) In the commander role, the CG, USASCOE, is responsible for Uniformed Code of Military Justice and administration of USASCOE assigned units and organizations.

   (2) In the commandant role, the CG, USASCOE, is the commander responsible for all aspects of training, education, and mission accomplishment at the USASCOE.

   (3) In the senior mission commander role, the CG, USASCOE, is the ranking commander at Fort Gordon with responsibilities associated with the installation and tenant units.

   b. Garrison Commander Role. The Garrison Commander (GC) is a military officer, colonel, selected by HQDA. The GC commands the garrison, is the Senior Commander's senior executive for installation activities, is rated by the IMCOM Regional Director, and is senior rated by the CG, USASCOE. The GC is responsible for day-to-day operation and management of the installation and base support services.

   c. **Center Relationships.**

      (1) The Southeast Region, U.S. Army Installation Management Command (IMCOM) is responsible for installation and base operations support services in support of the USASCOE missions and functions. These services are provided by the Directorate of Human Resources; Directorate of Emergency Services; Directorate of Plans, Training, Mobilization and Security; Directorate of Logistics; Directorate of Public Works; Directorate of Information Management; Equal Employment Opportunity Office, Internal Review Audit Compliance Office; Public Affairs Office; and Directorate of Morale, Welfare and Recreation documented on the Garrison Table of Distribution and Allowances (TDA), Fort Gordon, GA.

      (2) The Southeast Region Office, U. S. Army Civilian Human Resources Agency (CHRA) is responsible for civilian personnel services to the USASCOE. These services are provided by the Civilian Personnel Advisory Center, Fort Gordon, GA.

      (3) The Southeast Region, IMCOM Army Continuing Education Center (ACES), Ft Stewart, GA, is responsible for education services to the USASCOE. These services are provided by the Education and Services Division, Fort Gordon, GA. The Technical Library is documented on the USASCOE TDA with operational control in the Education and Services Division.

      (4) The Southeast Region, Mission Installation and Contracting Command (MICC) is responsible for installation contracting services for the acquisition of supplies, equipment, materials and services required for the operation and maintenance of the installation to support the USASCOE. These services are provided by the Directorate of Contracting, Fort Gordon, GA.

      (5) The USASCOE and Garrison Commander integrated staffs are the Office of the Staff Judge Advocate, Chaplain, and Safety Office documented on both TDAs.

      (6) The USASCOE Commander provides support and assistance to the Garrison Commander and other Senior Mission Partners on Fort Gordon. This support and assistance is provided by the Protocol Office, Secretary of the General Staff, Equal Opportunity Office, Inspector General, and Retention Branch documented on the USASCOE TDA.
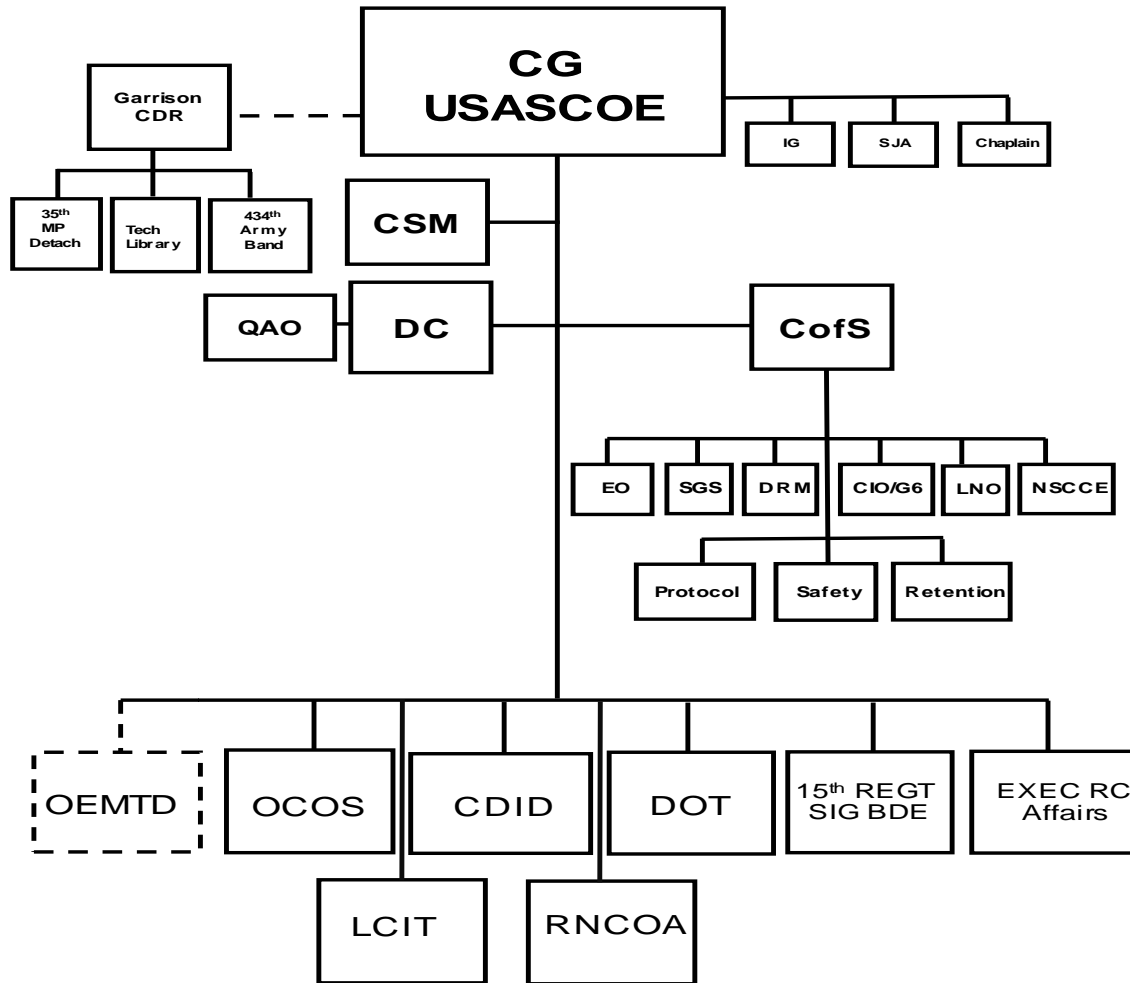
Figure 2-1. U. S. Army Signal Center of Excellence

Chapter 3
Command Group

3-1. Commanding General.

1. Commands the United States Army Signal Center of Excellence (USASCOE) and assigned/attached units.

2. Responsible for ensuring that the USASCOE provides world class Soldiers and Leaders; trains, educates, and develops adaptive Information Technology (IT) professionals; and plans, synchronizes, experiments and implements Future Network capabilities.

3-2. Deputy Commander.

1. The DC is the civilian deputy to the CG, USASCOE. The DC acts for the CG within delegated authority and command guidance concerning operations and activities throughout Fort Gordon.

2. Supervises and directs training activities of the Signal School and acts as advisor to the Commandant on all matters pertaining to these activities.

3. Directs and supervises the training of the U.S. Army Reserve (USAR) and Army National Guard (ARNG) personnel for annual active duty training including active duty training of mobilization designees.

3-3. Chief of Staff.

1. Serves as principal agent of and advisor to, the Commander and Deputy Commander on installation management and support of the USASCOE.

2. Supervises all center operations in support of the mission of USASCOE including the development and effective utilization of resource requirements: manpower, funds, equipment, and facilities.

3. Is responsible for the completion of the following duties:

   a. Receives decisions from the Commander and Deputy Commander and ensures instructions published to the command are in accordance with policies and plans.

   b. Informs the Commander and Deputy Commander on current activities.

   c. Ensures, by personal observation and the assistance of the directorate and personal staffs, that the respective orders and instructions of the Commander/Deputy Commander are carried out.

   d. Formulates and announces policies for the general operations of the staff. Directs and coordinates the work of the staff.

   e. Approves, disapproves, or makes recommendations, as appropriate, on actions pertaining to organizational surveys, manpower surveys, and control of civilian positions and grade structure.

   f. Serves as Chairman of the Program-Budget Advisory Committee.

   g. Performs such duties as may be assigned by the Commander/Deputy Commander, acting for them in their absence.

   h. Serves as coordinator for the Family Readiness Support Assistance Program.

3-4. Secretary of the General Staff.

1. Serves as Executive Officer for the Chief of Staff and as Office Manager for the offices of the Command Group.

2. Responsible for coordination of directed staff actions, briefings, conferences, and appointments for the Command Group and lateral coordination between the staff sections.

3. Performs other duties that may be assigned by the Command group to include preparation of official correspondence, providing administration for the Command Group, acting as office of temporary record for the Commander, Deputy Commander, and Chief of Staff. Conducts special studies and projects directed by the Chief of Staff.

3-5. Protocol.

1. Plans, directs, coordinates, and supervises protocol activities pertaining to the conduct of official visits, including reception and billeting of distinguished guests, major events, and special projects as directed by the Command Group.

2. Advises the Commanding General, Deputy Commander, and Chief of Staff on matters pertaining to protocol and customs of the service.

3. Provides assistance and advice, as required, to subordinate commands and staff activities regarding protocol, social functions, and official visits.

4. Coordinates the Command Group participation in official ceremonies and social activities, and develops guest lists.

3-6. Command Sergeant Major.

Serves as principal enlisted assistant to the Commander/Deputy Commander and:

   a. Advises the Commander/Deputy Commander and staff on matters pertinent to troop welfare and morale in terms of assignment, reassignment, utilization, promotion, privileges, discipline, training, operations and logistics.

   b. Provides counsel and guidance to noncommissioned officers and other enlisted personnel of the command.

   C. Accompanies the Commander/Deputy Commander on inspections, visits, ceremonies, and assists in reception of visitors to the command.

Chapter 4
Personal Staff

4-1. Inspector General.

1. **Mission.** The Inspector General (IG) represents the Commanding General on matters affecting mission performance and the state of economy, efficiency, discipline, morale, training, and readiness of the command. Following the guidance contained in AR 20-1, Inspector General Activities and Procedures, and AR 1-201, Inspections, the IG provides the Commanding General with a continuing assessment of the operational readiness of the command.

2. **Functions.**

   a. Provides the Commanding General with a continuing assessment of operational and administrative effectiveness of the command through the following: evaluation of command management and leadership procedures and practices involving resources (these resources will include personnel, material, money, time, technology, and information), identification of systems and other issues, situations, or circumstances that affect mission performance and the isolation of associated causes, determination of the unit/activity to take corrective action, the evaluation of the appropriateness and/or adequacy of the action; and determination of the state of economy, efficiency, discipline, morale, esprit de corps, readiness, and resources throughout the unit/activity.

   b. Maintains surveillance over the effectiveness of IG functions and activities within the command, as appropriate, and advises the Commanding General on its effectiveness and other matters concerning IG activities.

   c. Formulates, disseminates, teaches, and trains on policies concerning IG functions throughout the command.

   d. Maintains involvement in the Program-Budget Advisory Committee (PBAC) cycle at installation level for budget requirements and considerations for all IG functions and activities throughout the command.

   e. Maintains in a secure environment the office of record, on behalf of the Secretary of the Army, for all IG records which originate in the office under prescribed policies and procedures.

   f. Receives and reviews all reports forwarded to the IG office, and in appropriate cases, forwards the comments and recommendations to the Commanding General or his delegated representative.

   g. Forwards for corrective action through command or IG channels, those issues, situations, or circumstances that cannot be resolved or corrected at the USASCOE.level.

   h. Processes requests for access to copies of, or amendment of, IG records as outlined in AR 20-1 and AR 1-201.

   i. Performs all IG functions and activities as prescribed by appropriate law and regulation or directed by the Commanding General.

   j. Conducts appropriate and required training for those IG personnel not required to attend the Department of the Army Inspector General (DAIG) training course (i.e., acting IGs and augmentees, special duty (SD) personnel, or temporary personnel who are selected to serve in the IG positions for less than 90 days).

   k Serves as the proponent for broad inspection policy for the USASCOE.

   l. Briefs, on a quarterly basis, the Commanding General on trends and analysis as relates to Inspector General cases.

   m. Serves as a teacher to the Pre-Command Course (PCC) on the mission and functions of an Inspector General. The IG provides capability and awareness instructions for initial entry training (IET) students, the Advanced Noncommissioned Officer Course, Cadre/Drill Sergeant Orientation Course, Advanced Individual Training (AIT) Company Commander/First Sergeant Course, and the Senior Leader's Course.

   n. Prepares and forwards to the Criminal Investigations Detachment (CID), those allegations that the IG has determined to be criminal in nature.

   o Forwards to the Staff Judge Advocate, those issues and allegations that are sensitive and do require a legal opinion prior to processing.

Inspection and Follow-up Branch

1. Conducts general, special, quick-look, and follow-up inspections, as directed by The Inspector General (TIG), and/or the Commanding General, or as prescribed by law or regulation. Completed inspection reports will be provided to the authority directing the inspection.

2. Provides oversight of intelligence functions and activities within the command in accordance with AR 20-1 and AR 381-10, U.S. Army Intelligence Activities, conducted under Executive Order (EO) 12333.

3. Ensures that all functions and activities of the command are afforded an opportunity to submit inspection topics, and are periodically considered for a special or condensed inspection.

4. Performs the following audit and internal control functions: reviews the audit follow-up system to ensure adequacy, effectiveness, and compliance with AR 36-2, Audit Reports and Follow-up, when directed by the Commanding General, either in conjunction with other elements or independently; reviews Internal Control Program documentation during the normal course of inspections to determine whether policies, standards, and requirements have been effectively implemented (including procedures for supplementing and using internal control review (ICR) checklists), and management has taken effective action to alleviate internal control problems identified in audit/inspection findings and recommendations.

5. Coordinates and cooperates with the local Internal Review and Audit Compliance (IRAC) office in connection with the performance of any inspection or investigation in order to preclude duplication of effort. Provides external inspection and audit reports and other information to the local IRAC office.

6. Serves as teachers in explaining Army systems, procedures, and processes as they relate to problem areas in the inspected function, or activity to improve operations and accomplish command objectives.

7. Randomly reviews command and staff inspection reports to facilitate problem identification and IG inspection targeting within the command.

8. Prepares and submits the annual IG inspection plan to the Commanding General for approval.

Assistance and Investigations Branch

1. Receives, reviews, and processes Inspector General Action Requests (IGAR) and ensures that action to resolve the requests and follow-up actions are taken.

2. Conducts inquiries into allegations submitted to the Office of the Inspector General (OTIG). Forwards completed inquires to the OTIG through the United States Army Training and Doctrine Command (TRADOC) IG.

3. Prepares the Quarterly Trends and Analysis memorandum for the IG, USASCOE.

4-2. Office of the Staff Judge Advocate

a. **Mission.** The Office of the Staff Judge Advocate provides complete legal advice to the Commander, his staff, and all other personnel authorized to receive such advice.

b. **Functions.**

(1) Plans, supervises and coordinates the administration of all legal programs at Fort Gordon to include Preventive Law, Legal Assistance, Military Justice, Environmental Law, Contract Law, Operational Law, Claims, Administrative Law, Civil Law, and Labor Law.

(2) Provides advice on all legal matters arising in the command.

(3) Advises the Commander on pertinent matters concerning both general and special court-martial cases according to Articles 34, 60, and 64, Uniform Code of Military Justice (UCMJ).

(4) Ensures that all records of trial by summary and special courts-martial processed at Fort Gordon are reviewed for legal sufficiency by a Judge Advocate.

(5) Administers the Fort Gordon Staff Judge Advocate's office.

(6) Supervises the processing of claims for and against the Government. Approves payment of meritorious claims in amount not exceeding $25,000. Also compromises claims in favor of the government in order to effect collection when the compromised amount does not exceed $25,000.

(7) Maintains liaison with federal, state, and local judicial officials through both personal contact and participation in activities sponsored by organizations such as the local and Federal Bar Associations.

(8) Recommends policies relating to conditions under which pretrial and post trial confinement of military personnel will be imposed. Advises and assists other staff agencies and

subordinate commands in the enforcement of announced policies relative to confinement. Approves all pretrial confinements.

(9) Furnishes administrative and logistical support to the circuit judge and trial defense counsel located at Fort Gordon.

(10) Supervises all legal training and instruction to include in resident courses and the military justice training program.

(11) In coordination with the Civilian Personnel Advisory Center, ensures most effective utilization and assignment of legal personnel.

(12) Supervises Staff Judge Advocate (SJA) Office internal control program.

(13) Acts as Special Assistant U.S. Attorney in cases involving civilian misconduct on Fort Gordon. Prosecutes cases in Federal Magistrate Court and Federal District Court under the direction and supervision of the U.S. Attorney's office.

(14) Provides Military Magistrates to the trial judiciary to review pretrial confinement determinations and to issue necessary search and seizure authorizations on probable cause.

Criminal Law and Operations Division

1. Studies and evaluates all reports of investigation involving criminal conduct; analyzes and advises on the application of military and civilian criminal statutes. Advises investigators and commanders during all phases of criminal investigation.

2. Advises commanders concerning all disciplinary matters, and initial adverse administrative actions.

3. Monitors pretrial restraint imposed upon members of this command.

4. Furnishes trial counsel in all general and special courts-martial, and court reporters in cases requiring verbatim transcripts of the proceedings.

5. Provides post trial control and legal review of all records of summary and special courts-martial convened within the jurisdiction of the Commander, USASCOE, as general courts-martial supervisory authority, and takes required corrective action.

6. Prepares all court-martial convening orders, general, special, summary court-martial orders, and appropriate supplementary orders.

7. Coordinates the presence of witnesses as required for all trials at Fort Gordon and assists other posts in obtaining the presence of witnesses currently stationed at Fort Gordon.

8. Provides instructors for legal instruction and training, utilizing personnel from all branches. Supervises military justice training in subordinate commands.

9. Provides trial counsel to process and represent the U.S. Army at enlisted and officer administrative separation proceedings.

10. Prepares all driving under the influence (DUI) letters of reprimand as well as General Officer letters of reprimand.

11. Provides trial counsel appointed as Special Assistant U.S. Attorneys to represent the government in Federal Magistrate Court and Federal District Court regarding all cases of civilian misconduct arising on Fort Gordon.

12. Provides a victim witness liaison officer to provide and coordinate support to all victims and witnesses of criminal misconduct occurring on Fort Gordon.

Civil and Administrative Law Division

1. Provides advice and opinions relating to the organization, powers, functions, and employment of the Army, and the powers and authority of the Fort Gordon Installation Commander, the Chief of Staff, Directors, and other officers and employees, in relation to their official duties.

2. Analyzes and provides legal advice and opinions concerning the interpretation and application of laws, regulations, statutes, and directives relating to the U.S. Army generally and to its members, to include questions pertaining to appointment, induction, promotion, separation, discharge, retirement, pay and allowances, status, administration, enforcement of family support obligations, and authorized activities, i.e., virtually any legal issue affecting Soldiers.

3. Provides legal advice concerning Federal jurisdiction over reservations (installations and activities) under the jurisdiction and control of the Fort Gordon Installation Commander, and matters directly relating thereto.

4. Provides counsel to the Director of Human Resources and other staff offices concerning labor-management and civilian personnel law. Provides counsel to various administrative boards, to include, Merit Systems Protection Board, Equal Employment Opportunity Commission, Office of Complaint Investigations, Federal Labor Relations Authority, and Federal Impasse Panels. Works closely with higher headquarters as well as the United States Attorney. Works especially closely with Management Advisory Services Branch and the Equal Employment Opportunity Office. Writes legal opinions, memorandums of law, litigation reports, responses to pleadings and motions, and briefs on civilian personnel law and federal labor relations in general. Frequently personally briefs Fort Gordon leadership (Commanding General, Garrison Commander, and Chief of Staff), and regularly coordinates with the Office of the United States Attorney, TRADOC, and the Department of the Army.

5. Provides Ethics Counselor advice to all military and civilian personnel on the installation and coordinates, as necessary, with other agencies (Air Force, Navy, Marine Corps). Reviews confidential financial disclosure reports (SF 450) and public financial disclosure reports (SF 278). Provides annual training for financial disclosure report filers and provides initial entry ethics training to Signal Officers Basic Course (SOBC) Soldiers and new civilian employees. Provides

advice and opinions on all matters covered in Department of Defense (DOD) Reg 5500.7-R, the Joint Ethics Regulation; topics include conflicts of interest, enforcement and reporting, gifts and gratuities, use of government property, outside employment and activities, post-government service employment, private organizations, procurement integrity, and transportation and travel benefits.

6. Provides advice to the Environmental and Natural Resources Management Office (ENRMO), the Garrison Commander, the Commanding General and other staff offices on the Army Environmental Law program to ensure compliance with applicable federal and state laws, regulations and Executive Orders.

7. Provides advice on numerous federal and state environmental laws including the following: Clean Water Act, Clean Air Act, Resource Conservation and Recovery Act, Comprehensive Environmental Response, Compensation and Liability Act, Safe Drinking Water Act, and the Georgia Hazardous Site Response Act.

8. Provides advice to the Wildlife and Hunting and Fishing programs on Fort Gordon under the Sikes Act.

9. Works closely with ENRMO to formulate response strategies to Notices of Violations from the State of Georgia and the U.S. Environmental Protection Agency (EPA) and, where appropriate, negotiates with State and EPA regulators and attorneys to secure the best result for Fort Gordon and the environment.

10. Conducts liaison with other Environmental Law Specialists at DOD installations in Georgia, the Southeast Regional Environmental Office and with TRADOC and Department of the Army (DA) environmental law attorneys to be fully informed of the latest legal and factual developments in the environmental arena.

11. Coordinates, along with representatives of ENRMO, all aspects of cooperative environmental projects with non-DOD and non-governmental agencies (such as the Savannah River Site and the Southern Technology Center). Drafts and/or reviews for legal sufficiency documentation implementing such projects.

12. Visits various environmentally significant sites on the installation to learn and fully appreciate the relevant environmental and legal issues involved with the site.

13. Provides training in the legal aspects of the environmental mission to the Signal Officer Advance Course and other appropriate audiences.

14. Reviews entire Environmental Projects Report (former 1383 Report) twice a year and coordinates with ENRMO and TRADOC Environmental Law Attorney to resolve differences concerning funding categories prior to certification by the Staff Judge Advocate.

15. Provides legal advice to two appropriated fund contracting activities at Fort Gordon, the Directorate of Contracting (DOC) and the Southeastern (SE) Regional Contracting Center

(MEDCOM). Reviews solicitations for negotiated and sealed bid contracts, modifications of contracts, and awards of contracts.

16. Advises Contracting Officers on bid protests, disputes, and terminations and other legal matters affecting contracts (from simplified to major contracts).

17. Advises the Source Selection Board for the base operations contract and other high dollar contracts.

18. Serves as the agency counsel at the installation level and assists attorneys in the Contract Appeals Division, the Army Litigation Division, and United States Attorneys, in litigation before the General Accounting Office, the Armed Services Board of Contract Appeals, U.S. Court of Federal Claims, and U.S. District Court.

19. Serves as procurement fraud advisor.

20. Provides oral and written advice.

21. Prepares litigation reports and memorandums of law on often complex issues in litigation.

22. Works closely with the Director of Contracting staff and the MEDCOM SE Contracting Center staff.

23. Advises the Director of Community Activities on nonappropriated fund contracts (reviews solicitations and awards, and advises the morale support fund's Contracting Officer both orally and in writing).

24. Investigates, analyzes, coordinates, and advises on litigation activities, prepares litigation reports, and assists the United States Attorney in the defense of suits brought against the United States arising within the command.

25. Provides legal advice to the Director of Morale, Welfare and Recreation, and other staff offices on nonappropriated funds (programs and policies, fiscal controls, and contracts).

26. Reviews for legal sufficiency the proceedings of boards of officers and investigating officers; administrative discharges; elimination from USASCOE courses (Basic Noncommissioned (NCO) Course, Advanced NCO Course, Signal Officer Basic Course, Signal Officer Advance Course, Warrant Officers Basic Course); conscientious objector applications, reports of survey and appeals and relief from the assessment of financial liability.

27. Advises AR 15-6 Investigating Officers and Article 32, UCMJ, Investigating Officers.

28. Provides legal advice to the Director of Information Management, the Directorate of Contracting, and other staff offices, on the release or withholding of documents requested under the Freedom of Information Act and the Privacy Act.

29. Reviews subpoenas and court orders requesting the appearance of federal employees as witnesses in federal and states courts and for the production of official government records in conjunction with litigation.

30. Provides legal advice to the Director of Resource Management on all matters concerning statutory and regulatory constraints on the use of appropriated funds (purposes, availability as to time, obligation of funds, Anti-deficiency Act, and any other matter dealing with such funds).

31. Provides advice on a tremendous variety of subject-specific actions affecting the day-to-day operation of the installation. Topics include:

AAFES	Congressional	MP Operations
Abandoned Property	Copyrights	Political Activity
ACS	Driving Privileges	Posse Comitatus
Adopt-a-School	Eisenhower AMC	Post Newspaper
Adoption	Entry Exit, Search	Property Loan/Lease
Advertising	Fair Housing Law	Public Affairs
Alcoholic Beverages	Family Housing	Repossessions
Animal Control	Family Members	Releases
AER	Fire Department	Safety
Army Band	Fisher House	Schools
Article 32 Advice	Fund-Raising	Solicitations
Article 138 Complaints	Garnishment	Smoking Policies
Banks and Credit Unions	Gate Inspections	Sponsorship Program
Chapel	Gifts	States Law
Civil Disaster Support	Hunting and Fishing	Support to Civil
Civilian Personnel Law	Intellectual Property	Authority
Claims (General)	Juveniles	Use of Vehicles
Club System	Mail	
Commissary	Medical Care	
Community Relations	Military Personnel Law	

32. Advises Task Force Director on the Task Force's authority under the National Science Center Communications and Electronics (NSCCE) enabling legislation and memorandums of agreement with the National Science Center Foundation and Discovery Center Incorporated. Also advises on programs, contracts, cooperative agreements, expenditure of funds, and other matters affecting the operations of the National Science Center.

33. Advises the command and staff in conjunction with the Army Corps of Engineers on acquisition, use, and disposal of real property.

34. Provides instruction on standards of conduct, reports of survey, environmental law, line of duty investigations, and other topics to Signal Officer Basic Course, Signal Officer Advance Course, and Warrant Officer Basic Course.

Legal Assistance Division

1. Conducts the legal assistance and preventive law activities of the command.

2. Maintains liaison with the local bar associations, maintains and operates the Fort Gordon Civilian Attorney Referral Program.

3. Interviews, advises, and assists authorized active duty and retired military personnel and their authorized family members in resolving legal problems, to include the preparation of legal documents and instruments, including but not limited to contracts, will, powers of attorney, and income tax returns.

4. Provides notary service to authorized individuals. Provides bi-weekly in-hospital legal assistance at Dwight David Eisenhower Army Medical Center (DDEAMC) for inpatients and staff.

5. Prepares correspondence and reports pertaining to legal assistance matters. Assists clientele with preparation and processing of citizenship and immigration matters. Coordinates and facilitates pending cases with the Immigration and Naturalization Service.

6. Coordinates and oversees the Volunteer Income Tax Assistance (VITA) Program for Fort Gordon, including the supervision of nearly 100 unit tax advisors and volunteers.

7. Coordinates and supervises the implementation of the Army Legal Assistance Program under provisions of AR 27-3.

8. Advises and assists clients in non-UCMJ adverse military actions, including but not limited to bars to reenlistment, reports of survey, line of duty investigations, Officer Evaluation Report(OER)/Army Emergency Relief (AER)/NCO Evaluation Report (NCO-ER) appeals, and adverse information filings.

9. Responsible for staffing and servicing all Soldier Readiness Processing activities to include country law briefings, expedient will, power of attorney, and other legal document production and advising Soldiers concerning Servicemen's Group Life Insurance (SGLI) and other insurance programs and options.

Claims Division

1. Ensures that claims in the area of responsibility are promptly investigated according to AR 27-20.

2. Acts as claims settlement authority on claims within the monetary jurisdiction of AR 27-20, and forwards claims beyond such jurisdiction to the Commander, U.S. Army Claims Service, for action.

3. Asserts, collects, settles, waives or terminates claims in favor of the United States for damage to, loss, or destruction of Army property, and for the recovery of the reasonable value of medical care furnished or to be furnished by the United States.

4. Supervises the claims operation of claims processing offices within this area, i.e., at DDEAMC.

5. Implements claim policies and guidance furnished by the Judge Advocate General or the Commander, U.S. Army Claims Service.

6. Ensures there is an adequate number of qualified claims personnel to take prompt action on claims, and that they are adequately trained.

7. Budgets and funds for claims investigations and activities to include per diem and transportation of claims personnel, claimants and witnesses, independent medical examinations, appraisals, independent expert witnesses, long distance phone calls, recording and photographic equipment, use of express mail or couriers, and other necessary expenses.

8. Procures and disseminates adequate legal publications on local law and verdicts relating to tort claims within the area of jurisdiction.

9. Develops and maintains written plans for disaster or civil disturbance.

10. Implements the Army's Article 139 claims program.

11. Analyzes, coordinates, and advises on litigation activities involving claims for and against the United States; prepares litigation reports on and assists the United States Attorney in the defense of suits brought against the United States.

12. Maintains a close working relationship with the Medical Claims Attorney, Dwight David Eisenhower Army Medical Center, to assist in recognizing, reporting, and investigating medical malpractice incidents and claims.

Administrative Office

1. Plans, directs, coordinates, and controls activities of the respective staff office and its subordinate elements under the provisions of existing regulations, command policies, and directives. Develops and implements internal policies, directives, and procedures governing the execution of assigned missions and functions.

2. Assists and advises the Staff Judge Advocate on management aspects of Staff Judge Advocate activities to include coordination of programming, budgeting and other Army Command Management System functions. Performs review and analysis functions for the Staff Judge Advocate, supervises and coordinates management improvement activities.

3. Ensures effective use of available personnel resources by assigning properly skilled personnel to respective tasks, and continuously evaluating performance. Initiates corrective action as required. Arranges for employee training, development, reassignment, promotion, demotion, and separation.

4. Ensures that intelligence, information security, and physical security requirements are met.

5. Monitors safety requirements. Promotes safe operating procedures and employee's safety consciousness.

6. Reviews internal organization continuously to ensure proper alignment of functions and resources for efficient mission accomplishment.

7. Compiles, coordinates, and submits historical information.

8. Ensures protection of government property and promotes supply economy.

9. Coordinates with supervisors and reports on contacts outside the chain of command with representatives of higher, lateral, and subordinate headquarters, agencies and staff elements.

10. Establishes internal policy and guidance on office administrative matters.

11. Coordinates and prepares Table of Distribution and Allowances (TDA) and Schedule X input for Staff Judge Advocate activities for submission to DRM.

12. Receives and distributes incoming mail, provides messenger service, and processes unclassified and classified correspondence.

13. Ensures action on directives and maintains suspense system to ensure timely reply to correspondence.

14. Ensures that records, files, forms management, and correspondence matters are handled in accordance with applicable regulations.

15. Maintains and submits time and attendance reports. Maintains informal personnel files and locator cards for assigned personnel. Initiates or coordinates personnel actions for military and civilian personnel. Coordinates and records training of personnel.

16. Prepares work order requests for repair of equipment and telephone service.

17. Coordinates necessary changes to telephone listings or directories with the Directorate of Information Management (DOIM).

18. Provides internal supply support, to include control and accountability for nonexpendable property, maintenance of equipment, and the requisitioning of forms, publications, office supplies, and equipment.

19. Coordinates internal transportation requirements and supervises use of assigned administrative vehicles.

20. Requests orders for temporary duty (TDY) travel and monitors submission of travel vouchers.

21. Maintains reference publications as required.

22. Coordinates incentive awards program.

23. Plans, coordinates, and supervises all office information management systems, plans, and policies.

4-3. Chaplain

Advises the Commander and staff on matters of religion, morals, and morale as it is affected by religion. The Chaplain assists the Commander in ensuring that the policies and leadership practices of the command are in keeping with strict moral, ethical, and humanitarian standards.

 Installation Staff Chaplain:

1. Plans, administers, and supervises all matters pertaining to the religious and moral welfare of: active duty military personnel, their family members, retired military, their family members, and authorized civilian personnel who are dependent upon the Army for religious support.

2. Establishes policies and procedures governing internal management functions within the Chaplain's Office, and performs or delegates performance of those functions to include development of plans for continued professional growth, ministry teams training, and collegiality among Chaplain personnel. Ensures maintenance of denominational endorsement of chaplains.

3. Prepares the Command Master Religious Program (CMRP) annually and submits it to the Commander.

4. Provides a comprehensive program of pastoral care to brigades and other tenant units.

5. Provides opportunities for worship, public and private, consistent with the religious beliefs, customs, and practices of the Fort Gordon community.

6 Provides for the proper and appropriate administration of rites, sacraments, and ordinances.

7. Provides religious education opportunities for groups and individuals.

8. Provides and performs care such as pastoral counseling, spiritual guidance, visitation of the sick and confined, and pastoral visits to barracks, quarters, duty, training, and recreational areas.

9. Initiates command policies and programs which provide opportunities for personal growth through valued education experience within the guidelines of the Human Self Development Program.

10. Places particular emphasis on the welfare of the Soldier and on providing specialized ministries where locally required.

11. Maintains liaison with religious groups in the civilian community to promote equitable religious treatment of military personnel and their family members and to promote collegiality with civilian clergy of surrounding communities.

12. Ensures that authorized facilities, equipment and supplies are available and properly utilized.

13. Maintains liaison with staff chaplains of higher, adjacent and subordinate headquarters to ensure expeditious handling of technical matters concerning the Army chaplains.

14. Supervises branches.

15. Recruits and accesses chaplains and chaplain assistants.

Operations, Training, and Mobilization Branch

1. Coordinates with all installation staff agencies and community social agencies on behalf of the Installation Staff Chaplain.

2. Conducts and coordinates chaplain parish development activities and volunteer resources.

3. Coordinates local and higher personnel management actions for chaplains, chaplain assistants and civilian employees, monitoring the Tables of Distribution and Allowance (TDA), Modification Table of Equipment (MTOE), and Unit Manning Reports (UMRs).

4. Develops the standing operating procedures (SOP) for the Installation Chaplain's office.

5. Advises the Installation Staff Chaplain concerning status of programs and administrative actions.

6. Serves as Chaplain liaison for Army Signal Command (ASC), Military Intelligence (MI), Dwight David Eisenhower Army Medical Center (DDEAMC), and their higher headquarters staff.

7. Plans, coordinates, and conducts Unit Ministry Team military occupational specialty (MOS) related and developmental training.

8. Oversees the operational functions of the Resource Management Branch (RMB), Family Life Branch (FLB), Religious Activities Branch (RAB), and the Training Brigade Branch.

9. Performs mobilization planning functions for the Installation Staff Chaplain and develops the Mobilization (MOB) TDA SOP.

Resource Management Branch

1. Executes the chaplain portion of the command operation program and budget CMRP.

2. Monitors procurement, replacement and maintenance requirements for all chapel property, equipment and supplies.

3. Monitors the use of all religious facilities.

4. Provides supervision of non-appropriated chaplain's funds, appropriated funds, and Department of the Army (DA) Grants.

5. Develops the Installation Staff Chaplain non-appropriated fund (NAF)/appropriated fund (AF) activities office SOPs.

6. Coordinates all fund actions.

7. Implements the guidance of the Office of the Installation Staff Chaplain.

8. Advises the Installation Staff Chaplain on all administrative and logistical matters.

9. Serves as the Central Accounting Office (CAO) Property Book Officer and Internal Controls Officer.

Religious Activities Branch (RAB)

1. Conducts and provides for Protestant, Jewish, and Catholic services and other services as required.

2. Supervises denominational worship services and rites.

3. Conducts military weddings, funerals, memorial services, other special command worship services and ceremonies.

4. Coordinates special religious observances and rites.

5. Supervises the installation music and youth programs.

6. Supervises and conducts installation religious education activities and personnel.

7. Supervises Ministry team members under the RAB.

8. Institutes internal controls for chapel centers for funds, property and personnel.

9. Plans, prepares, coordinates and consolidates religious activities portion of the CMRP.

Family Life Branch

1. Conducts family life education sessions and family counseling dealing with marital issues, family abuse, family conflicts, and drug and alcohol abuse.

2. Provides group educational sessions for pre-marital candidates post-wide.

3. Sponsors spouse waiting on spouse group and counseling when military member is absent from the family.

4. Provides family support activities in conjunction with unit chaplains in the event of deployment or mobilization.

5. Coordinates with installation family support agencies for the Installation Staff Chaplain.

6. Trains ministry teams and selected unit personnel in family intervention skills.

7. Trains chaplains in counseling and other crisis/intervention and helping skills.

8. Advises the Installation Staff Chaplain on family life issues and family intervention concerns.

9. Plans and prepares the FLB CRMP.

Training Brigade (Tng Bde) Branch

1. Provides worship ministries and religious administrations to units and, when called upon, specific denominational rites/ceremonies.

2. Coordinates and conducts chaplain support activities.

3. Provides ministry of presence with visitation to the billets, work areas, training sites and dining facilities.

4. Provides pastoral counseling and pastoral care for assigned personnel and their family members in individual or group settings.

5. Trains Soldiers in moral leadership and human self development.

6. Maintains proficiency in military skills and physical fitness while coordinating the annual training schedule.

7. Plans, prepares, coordinates and consolidates the brigade CMRP.

8. Supervises and trains Battalion Ministry Team members..

Chapter 5
Special Staff

5-1. Equal Opportunity Office

a**. Mission.** The Equal Opportunity (EO) Officer serves as the principal advisor to the Commanding General on the Army's EO Program responsibilities as prescribed in Army Command Policy, AR 600-20, Chapter 6.

b. **Functions.**

(1) Provides technical guidance and assistance to the Installation Commander, special staff, commanders, managers, and supervisors, active duty military personnel and family members on all EO matters to include affirmative actions, complaint processing, and EO policies and procedures. Provides technical guidance and assistance to mission partners and off post agencies regarding Army EO policies and procedures.

(2) Evaluates and reports program effectiveness to the Commander and management officials, recommending change in personnel policies and practices as well as other managerial activities that impact on EO, readiness, and mission accomplishment.

(3) Responsible for planning, organizing, and implementing the installation EO Program to include provisions of the Title VII of the Civil Rights Act of 1964 as amended, and AR 600-20.

(4) Prepares and publishes the installation EO Action Plan in accordance with Department of the Army (DA) directives. Evaluates progress, recommending changes as appropriate.

(5) Ensures Commander and leaders are abreast of EO conditions in the community which affect the quality of life for all personnel. Interacts with local community agencies, organizations, and activities to enhance community relations.

(6) Conducts inquiries and reviews investigations into complaints alleging discrimination on the basis of race/ethnicity, gender, religion, national origin, color, and/or religious preference. Recommends appropriate actions to correct injustices and to eliminate systemic barriers.

(7) Conducts inquiries and reviews investigations into allegations of sexual harassment recommending appropriate corrective measures to prevent recurrence.

(8) Exercises overall responsibility for monitoring the EO Education and Prevention of Sexual Harassment Training Programs. Provides training management guidance to all assigned elements at this installation and to Reserve, National Guard, Reserve Officers' Training Course (ROTC), Navy, Air Force and Marine personnel upon request. Conducts the Equal Opportunity Leaders Course and Equal Opportunity Workshop for Senior Leaders.

(9) Performs staff assistance visits and inspections of all units and activities to ensure that EO policies are implemented as required.

(10) Plans special events and observances to various ethnic days, weeks, and months.

(11) Coordinates with Directorate of Public Works, Installation Housing Division to address issues and allegations of discrimination in both on and off post housing. Assists with inquiries, serving as verifiers, and making recommendation for corrective measures and/or restrictive sanctions.

(12) Serves as subject matter expert to Armed Forces Disciplinary Control Board to address allegations of discrimination off post. Recommends corrective measures and/or off limits sanction as appropriate.

(13) Analyzes discrimination complaints and data to identify trends or patterns and to develop information to use to design a more effective program.

5-2. Installation Safety Office

a. **Mission.** The Senior Safety Director acts for the Commanding General on matters affecting Mission and Garrison safety and the state of the safety and occupational health program of the command. Following the guidance contained in AR 385-10, Army Safety Program and 29 Code of Federal Register, the Senior Safety Director provides the Commanding General with a continuing assessment of the operational readiness of the command.

b. **Functions.**

Office of the Senior Safety Director

1. Provides the Commanding General and Garrison Commander with a continuing assessment of operational and administrative effectiveness of the command safety program through the following: evaluation of command management and leadership procedures and practices involving safety and occupational health (these resources will include personnel, material, money, time, technology, and information), identification of systems and other issues, situations, or circumstances that affect mission performance and the isolation of associated causes, determination of the unit/activity to take corrective action, the evaluation of the appropriateness and/or adequacy of the action; and determination of the state of economy, efficiency, discipline, morale, esprit de corps, readiness, and resources throughout the unit/activity.

2. Maintains surveillance over the effectiveness of Installation Safety Office functions and activities within the command, as appropriate, and advises the Commanding General on it effectiveness and other matters concerning ISO activities.

3. Formulates, disseminates, teaches, and trains on policies concerning safety functions throughout the command.

4. Maintains involvement in the Program-Budget Advisory Committee (PBAC) cycle at installation level for budget requirements and considerations for all safety functions and activities throughout the command.

5. Maintains in a secure environment the office of record, on behalf of the Secretary of the Army, for all safety records which originate in the office under prescribed policies and procedures.

6. Receives and reviews all reports forwarded to the Installation Safety Office, and in appropriate cases, forwards the comments and recommendations to the Commanding General or his delegated representative.

7. Forwards for corrective action through command channels, those issues, situations, or circumstances that cannot be resolved or corrected at the USASCOE.

8. Processes requests for access to copies of, or amendment of, safety records as outlined in AR 20-1 and AR 1-201.

9. Performs all Safety functions and activities as prescribed by appropriate law and regulation or directed by the Commanding General.

10. Conducts appropriate and required training for those safety personnel not required to attend the Department of the Army Safety Intern training course (i.e., Direct Hires, Additional Duty Safety Officers) who are selected to serve in the safety positions.

11. Serves as the proponent for safety inspection policy for the USASCOE.

12. Briefs, on a quarterly basis, the Commanding General, Deputy Commander, Garrison Commander, Chief of Staff, and the Commander, 15th Regimental Signal Brigade, on trends and analysis as relates to safety program issues.

13. Serves as a teacher to the Pre-Command Course (PCC), Signal Officer Advanced Course (SOAC), Signal Officer Basic Course (SOBC), and the Warrant Officer Basic Course (WOBC) on the mission and functions of an Installation Safety Office. The Senior Safety Director provides capability and awareness instructions for initial entry training (IET) students, the Advanced Noncommissioned Officer Course, Cadre/Drill Sergeant Orientation Course, Advanced Individual Training (AIT) Company Commander/First Sergeant Course, and Equal Opportunity Unit Advisor Training.

14. Prepares and forwards to the Criminal Investigations Detachment (CID), those investigations that the Senior Safety Director has determined to be criminal in nature.

15. Forwards to the Staff Judge Advocate, those issues and allegations that are sensitive and do require a legal opinion prior to processing.

16. Establishes and maintains liaison with appropriate Army, Navy, Coast Guard, National Guard, Marine Corps, Air Force, Federal and local emergency management agencies, the Nuclear Regulatory Commission, the Department of Energy and other organizations to ensure cooperation on matters of mutual concern.

Garrison Safety Division

1.   Executes oversight and management of the Garrison Safety Program IAW 29 Code of Federal Register, AR 385-10, Army Safety Program, IMCOM guidance and directives and the elements of the Department of Labor Occupational Safety and Health Administration's Voluntary Protection Program.

2.   Provides the Senior Safety Director with a continuing assessment of operational and administrative effectiveness of the command safety program.

3.   Conducts general, special, quick-look, and follow-up inspections, as directed by the Senior Safety Director (SSD), and/or the Commanding General, or as prescribed by law or regulation. Completed inspection reports will be provided to the authority directing the inspection.

4.   Provides oversight of safety functions and activities within the command in accordance with AR 385-10, Army Safety Program and 29 Code of Federal Regulations

5.   Ensures that all functions and activities of the command are afforded an opportunity to submit inspection topics, and are inspected at least annually for a general, special, or a quick-look inspection.

6.   Performs the following audit and internal control functions: reviews the audit follow-up system to ensure adequacy, effectiveness, and compliance with AR 36-2, Audit Reports and Follow-up, when directed by the Commanding General, either in conjunction with other elements or independently; reviews Internal Control Program documentation during the normal course of inspections to determine whether policies, standards, and requirements have been effectively implemented (including procedures for supplementing and using internal control review (ICR) checklists), and management has taken effective action to alleviate internal control problems identified in audit/inspection findings and recommendations.

7.   Coordinates and cooperates with the local commanders, employee representatives, and other members of the leadership in connection with the performance of any inspection or investigation in order to preclude duplication of effort. Provides external inspection and audit reports and other information to the Senior Safety Director and Command Group.

8.   Serves as teachers in explaining Army safety systems, procedures, and processes as they relate to problem areas in the inspected function, or activity to improve operations and accomplish command objectives.

9.   Randomly reviews command and staff inspection reports to facilitate problem identification and safety inspection targeting within the command.

10. Prepares and submits the annual Garrison safety inspection plan to the Commanding General for approval.

11. Monitors and conducts the Army Traffic Safety Training Program and associated driver refresher training within the Army Traffic Safety Training Program.

12. Performs or causes to have performed all peacetime and emergency radiation protection functions mandated by law and regulations governing the Radiation Protection Program for the Signal Corps Branch and Fort Gordon. This includes, but is not limited to:

   a. Surveys of units and activities for evaluation of radiation safety program activities.

   b. Develops and prescribes corrective measures where unsatisfactory accident frequencies or trends prevail or where the program is otherwise unsatisfactory.

   c. Conducts or causes to be conducted radiological surveys required by the appropriate laws and regulations.

   d. Conducts the investigation and reporting of accidents and other related incidents involving radioactive materials.

   e. Analyzes all accident data involving radioactive materials, and ionizing and non-ionizing equipment in activities and operations within the Signal Corps Branch and Fort Gordon.

   f. Performs as the radiological emergency response officer involving Fort Gordon personnel in the response to radiological incidents occurring on and of the installation within the Fort Gordon Nuclear/Chemical Accident Incident Plan and as requested by the appropriate federal, state, and local authorities.

   g. Establishes and conducts the radiation safety training program for workers and students exposed to ionizing and non-ionizing radiation and the associated refresher training established within the Radiation Protection Program.

Mission Saftefy Division

1. Executes oversight and management of the Mission Safety Program IAW 29 Code of Federal Register, AR 385-10, Army Safety Program, IMCOM guidance and directives and the elements of the Department of Labor Occupational Safety and Health Administration's Voluntary Protection Program.

2. Provides the Senior Safety Director with a continuing assessment of operational and administrative effectiveness of the command safety program

3. Conducts general, special, quick-look, and follow-up inspections, as directed by the Safety Director (SSD), and/or the Commanding General, or as prescribed by law or regulation. Completed inspection reports will be provided to the authority directing the inspection.

4. Provides oversight of safety functions and activities within the command in accordance with AR 385-10, Army Safety Program and 29 Code of Federal Regulations.

5.   Ensures that all functions and activities of the command are afforded an opportunity to submit inspection topics, and are inspected at least annually for a general, special, or a quick-look inspection.

6.   Performs the following audit and internal control functions: reviews the audit follow-up system to ensure adequacy, effectiveness, and compliance with AR 36-2, Audit Reports and Follow-up, when directed by the Commanding General, either in conjunction with other elements or independently; reviews Internal Control Program documentation during the normal course of inspections to determine whether policies, standards, and requirements have been effectively implemented (including procedures for supplementing and using internal control review (ICR) checklists), and management has taken effective action to alleviate internal control problems identified in audit/inspection findings and recommendations.

7.   Coordinates and cooperates with the local commanders, employee representatives, and other members of the leadership in connection with the performance of any inspection or investigation in order to preclude duplication of effort. Provides external inspection and audit reports and other information to the Senior Safety Director and Command Group.

8.   Serves as teachers in explaining Army safety systems, procedures, and processes as they relate to problem areas in the inspected function, or activity to improve operations and accomplish command objectives.

9.   Randomly reviews command and staff inspection reports to facilitate problem identification and safety inspection targeting within the command.

10. Prepares and submits the annual Mission safety inspection plan to the Senior Safety Director for approval.

11. Assists the Garrison Safety Division in the performance of all peacetime and emergency Radiation protection functions mandated by law and regulations governing the Radiation Protection Program for the Signal Corps Branch and Fort Gordon.

System Safety Division

1.   The System Safety Engineer(s) assigned to this division executes oversight and management of the Mission System Safety Program IAW AR 385-10, Army Safety Program, DA Pam 385-16, System Safety, TRADOC guidance and directives.

2.   Provides the Senior Safety Director with a continuing assessment of operational and administrative effectiveness of the command system safety program.

3.   Ensures a System Safety Management Plan (SSMP) is developed for the acquisition of all systems to establish Army management objectives and responsibilities for execution of a system safety program for the life cycle of a system beginning at the concept decision. This will be updated and provided at each MDR.

4. Ensures risk reduction through application of controls by:

    a. System design changes that eliminate the hazard that can greatly reduce the probability or severity of a hazard.

    b. Safety devices which can reduce the probability or severity of a hazard.

    c. Training/procedures/cautions/warnings which can only marginally reduce probability of a hazard.

    d. Known system hazards associated with GFE, NDI, or COTS will be tracked and researched, to include possible interfaces with other system components.

    e. Ensures the appropriate hazard closeout report, through application of consensus design standards, is submitted.

    f. Ensures System Safety Standards prescribed in DA Pam 385–16 are used together with the requirements of DA Pam 385-16.

    g. Ensures the appropriate application of mishap risk management component of composite risk management as prescribed in DA Pam 385–30 are applied to the requirements of this chapter and DA Pam 385-16.

5-3. Retention Branch

1. Develops and implements the Total Army Retention Program including the Active Army Reenlistment Program and Reserve Component In-Service Recruiting Program (USAR/ARNG) for the installation.

2. Supports Active and Reserve Component enlistments by publicity service and dissemination of information.

3. Provides career counselors and in-service recruiters to support subordinate organizations and units. Conducts staff assistance visits and quarterly inspections.

4. Provides training to career counselors and full-time reenlistment noncommissioned officers and provides command management information.

5. Supervises reenlistment processing of all eligible personnel. Processes applications for reenlistment to include options, contracts and submission of eMILPO transactions.

6. Processes bars to reenlistment to appropriate approval authority to include appeal actions. Reviews documents prior to filing in the military personnel record.

7. Processes extensions, waivers, exceptions to policy, DA Qualitative Management Program (QMP) bars and appeals, waiver of reenlistment commitments and claims of unfulfilled commitments.

Chapter 6
Coordinating Staff

6-1. Chief Information Office (CIO/G6)

  a. **Mission.** Provides strategic guidance and assistance to the U.S. Army Signal Center of Excellence (USASCOE) to ensure the effective management and acquisition of information systems resources; facilitates the implementation of an integrated information architecture, and establishes IT policies to support effective information management and assurance.

  b. **Functions.**

    (1) Serves as the principle advisor on Information Technology, Information Management, Knowledge Management and Information Assurance issues and priorities affecting the USASCOE. Provides advice, policy and guidance, and coordinates training in IM/IT security policies and procedures.

    (2) Reviews and makes recommendations on all IA certification and accreditation (C&A) support documentation packages to ensure accuracy and completeness, and meet minimal risk acceptance standards

    (3) Ensures USASCOE information management and information technology investments support mission needs and ensures enterprise standards are incorporated into mission solutions.

    (4) Serves as the USASCOE interface with the Installation DOIM for the delivery of C4IM services, reviews customer service metrics and provides a coordination link for IT initiatives and planning.

    (5) Assists users in improving their business processes through the integration of knowledge-based systems, identifies methods to synchronize collaboration and KM architecture development and requirements identification.

6-2. Directorate of Resource Management

  a. **Mission.** Provides staff coordination and technical supervision over activities relating to the installation's resource management program. Directs and coordinates the following: budget management, manpower management, equipment management, programming, funding, managerial accounting, fiscal policy, cost and economic analysis, statistical reporting and analysis, interservice support agreements, management and manpower studies and surveys, Post Population Profile, Army Stationing and Installation Plan (ASIP), commercial activities program, stationing analysis, and the Installation Management Control Program. Responsible for the financial management and related accounting responsibilities of the Chief Financial Officers Act. Serves as Banking and Credit Union Liaison Officer. Exercises staff control of missions, organization and

command relationships. Serves as the installation Program Director for all allotted funds, and principal advisor for all installation accounts.
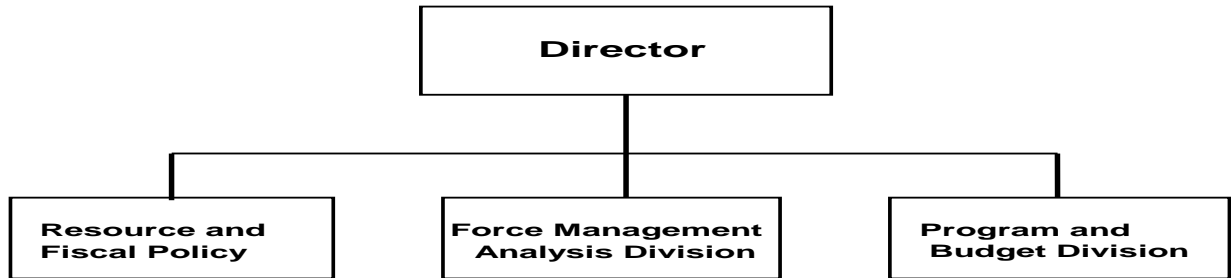
Figure 6-2. Directorate of Resource Management

b. **Functions.**

(1) Serves as the command's principal staff advisor for overall financial management, manpower management, and organizational structure and management review programs.

(2) Directs, supervises and coordinates internal management for all the installation's accounts.

(3) Exercises direct supervision over Directorate of Resource Management (DRM) activities which include: resource and fiscal policy, program and budget, and management, manpower and program analysis.

(4) Exercises technical supervision over installation activities relating to programming, budgeting, funding, and manpower management, equipment management, and organizational management.

(5) Exercises administrative control of funds as prescribed by AR 37-20 and AR 37-21 to include the authority to further distribute funds received and to impose restrictions as required to maintain control of funds.

(6) Serves as the Career Program Manager for the Comptroller Career Program and Manpower and Force Management Career Program.

(7) Serves as the Command Liaison Office with on-post banking facilities and the Fort Gordon Federal Credit Union.

(8) Serves as a member of the Program and Budget Advisory Committee.

(9) Provides internal administration and personnel management for the DRM.

Resource and Fiscal Policy Office

1. Serves as the Commander's action office for issues related to accounting. Formulates accounting and program and resource management policy, procedures and systems for the installation and furnishes staff assistance to the command regarding related systems and procedures. Provides professional accounting advice to Management on all aspects of the installation accounting program.

2. Performs the following managerial accounting functions:

   a. Provides fiscal policy advice to the Commander and staff, including determinations of proper funding sources for both appropriated funds (AF) and non-appropriated funds (NAF).

   b. Interprets financial management and accounting policy, provides guidance to the staff, and publishes installation directives and procedures.

   c. Performs the financial management and related accounting responsibilities of the Chief Financial Officers (CFO) Act.

   d. Acts as the liaison between the command, Defense Accounting Office (DAO), Defense Finance and Accounting Service (DFAS), Operating Locations (OPLOCS), tenants, and Headquarters, Department of the Army (HQDA) on accounting matters. Provides liaison between accounting personnel at higher headquarters and tenant activities for which the installation has accounting responsibility.

   e. Develops, establishes and coordinates administrative fund control policies and procedures for the installation, identifies and documents responsibilities for every level of management involved in creating or processing resource transactions, and publishes related guidance.

   f. Manages, controls and certifies availability of prior year funds. Analyzes, approves, reconciles, and reports prior year funding transactions. Maintains funding and commitment records to reflect current status of available funds, and issues statements of fund availability for prior years.

   g. Participates in Program Budget Advisory Committee (PBAC) and working PBAC meetings to provide accounting advice and assistance.

   h. Assists the staff in development of local financial management systems which will interface with DFAS systems for input or utilize extracted data for financial analysis purposes.

   i. Monitors resource management systems and related internal controls to assure conformity with regulatory and statutory requirements.

   j. Develops, coordinates and publishes yearend closeout policies and procedures. Monitors and evaluates accomplishments and compliance with policies and procedures.

   k. Prepares Fund Allowance Incident Reports (FAIR) and processes all administrative actions required for alleged violations of the Antideficiency Act, as required, in accordance with (IAW) TRADOC Pam 37-2 and DFAS-IN Reg 37-1.

   l. Performs financial analyses and collects financial data for the command and higher headquarters.

   m. Performs joint reviews with DAO and budget analysts to ensure procedural compliance, and that required corrective actions are implemented.

   n. Implements and monitors installation financial management performance measurements.

   o. Coordinates installation of new or revised resource management systems.

   p. Assures that ceilings, obligations and related transactions are established at account levels that will permit development of summary level data necessary to measure progress, identify trends, provide data necessary for Management at the various levels within the Command and meet reporting requirements to higher headquarters.

3. Publishes and maintains operating procedures and guidance to assure accurate and timely recording of resource data.

4. Provides staff and technical supervision over implementation of financial accounting and program/resource management systems.

5. Conducts reviews of manual and automated accounting, program and resource management systems and procedures to assure adequacy of accounting systems and reliability of reports. Identifies areas which can be automated, and develops and implements procedures, as appropriate.

6. Monitors accounting systems and financial controls to assure conformance with regulatory and statutory requirements.

7. Assures proper interface between resource management systems and other systems. Systems to include Defense Travel System (DTS), Fund Control Module (FCM), Operational Data Store (ODS), and Resource Management Tool (RMT).

8. Manages the installation Savings Bond Program and Campaign.

9. Action Office for liaison with on-post banking facilities and the Fort Gordon Federal Credit Union.

10. Manages DRM automatic data processing (ADP) functions, including Army Standard Information Management System (ASIMS) requirements.

a. Advises and assists with fielding of new systems.

b. Conducts evaluations of the DA Installation Support Modules (ISMs) once they are installed.

c. Monitors and maintains Management Information Systems as they pertain to DRM.

d. Maintains and updates the DRM Information Systems Plan, to include development of procedures to ensure sharing of necessary information between divisions.

e. Develops expert systems for application to resource management.

f. Develops microcomputer software systems to enhance the use of DRM automation resources ranging from commercial software programs to the World Wide Web.

g. Performs duties of the Information Assurance Security Officer (ISAO), to include verification of information security and systems integrity. Establishes, maintains, and controls the use of USERIDS and passwords for microcomputer systems in DRM. Prepares accreditation package for DRM automated systems.

h. Provides liaison, coordination and assistance on interface between non-financial systems and accounting systems.

i. Provides advice and assistance to users within DRM regarding ADP system capabilities and general operational matters.

j. Determines cause of ADP errors or problems and takes corrective action or recommends solutions.

k. Develops formats for application of various ADP information requests (reports, charts, forms, etc.).

l. Provides advice and assistance to DRM personnel in converting present manual operations to automated applications.

m. Provides assistance and review of justification for acquisition of ADP equipment. Develops DRM automation plan.

n. Coordinates repair and maintenance of ADP equipment.

o. Schedules and conducts training for DRM personnel in the use of software and equipment.

p. Determines and coordinates communication and connectivity requirements, and resolves problems.

q. Obtains information on state-of-the-art equipment. Reviews publications, attends equipment demonstrations and conferences and distributes information.

11. Administers the installation Management Control Program (MCP), responsible for plans, policies and procedures.

   a. Provides policy and guidance to responsible installation personnel.

   b. Provides MCP training. Solicits for training attendance, prepares and updates training material and conducts training.

   c. Conducts staff assistance visits to installation activities.

   d. Develops and analyzes new Management Control Review Checklists (MCRC).

   e. Maintains MCRC tracking system data base of assessable unit managers (AUMs) and activity points of contact to monitor taskings and suspense's for each AUM, point of contact and manager having management control responsibilities, or requiring in their performance standards.

   f. Monitors and tracks material weaknesses through the system from discovery and reporting to correction.

   g. Coordinates and prepares mid-year management control activity report (RCS DO-COMP (AR)-1618).

   h. Reviews and evaluates reported material weaknesses, determines if they are reportable material weaknesses, and processes IAW MCP guidance. Coordinates actions with appropriate manager(s).

   i. Coordinates, consolidates and prepares the Commanding General's Annual Statement of Assurance (RCS CSCOA-98) from supporting feeder reports from AUMs.

12. Manages the DRM training program.

  a. Provides employees with current training available.

  b. Keeps an ISM data base with DRM employees training records.

  c. Helps employees to find and enroll in career training opportunities.

13. Serves as DRM's action office for the following:

  a. Recycling Program.

  b. Safety Program.

  c. Environmental and Natural Resources Program.

   d. Freedom of Information Act requests.

14. Responsible for the Defense Civilian Payroll System (DCPS) Customer Service Representative (CSR) functions for the installation. Provides assistance to installation timekeepers and employees regarding time and attendance and payroll issues. Resolves payroll problems with the DFAS payroll office in Indianapolis. Trains new time keepers and implements new DCPS system changes. Provides and interprets new regulatory guidance on time and attendance, and payroll issues.

Program and Budget Division

1. Operates as a Consolidated Installation Budget Office, exercises overall supervision of the formulation, executing and analysis of the Command Operating Budgets, Budget Execution Reviews and other budgetary studies and reports. Provides assistance to the Directorate of Public Works for development and submission of the Army Stock Fund (ASF) budget.

2. Issues cost ceilings and exercises technical supervision over cost ceilings to include review of distribution and use made of funds in relation to that stipulated in the Operating Budget Schedules.

3. Budget Officer serves as:

   a. Chairman of the Working Program Budget Advisory Committee.

   b. Administrator of the Comptroller Civilian Career Program (CP-11) for the DRM. Provides career planning assistance. Provides subject matter expert to assist the Civilian Personnel Advisory Center (CPAC) in evaluating qualifications for positions in the CP-11 career program. Reviews and evaluates all personnel action requests for proposed or established positions in the career program.

4. Performs the following programming and budgeting functions:

   a. Formulates plans and procedures for, and monitors the operation of the Command Program and Budget System.

   b. Analyzes program and budget documents and publishes instructions to the staff and operating activities concerning implementation of policies, objectives and priorities.

   c. Monitors for USASCOE, the planning, scope and integration of program publication and distribution of program material and coordinates administration matters incident to preparation, publication and distribution of program and budget documents.

   d. Provides guidance and assistance to the staff and operating activities in interpreting and implementing United States Army Forces Command (FORSCOM) and United States Army Training and Doctrine Command (TRADOC) programming and budgetary policies and procedures and developing, maintaining, and utilizing internal program and budget documents for effective resource management.

e. Reviews monthly DFAS reports in order to obtain data necessary to formulate, administer, and identify any adjustments in cost ceilings and to analyze expenditures.

f. Plans and develops overall policies and procedures for formulation, executing and analysis of Command Operating Budget.

g. Prepares budget instructions for basic plans and all emergency financial plans.

h. Prepares briefings on budgeting and funding policies and procedures.

i. Administrator of the Comptroller Civilian Career Program (CP-11) for the DRM. Provides career planning assistance. Provides subject matter expert to assist the CPAC in evaluating qualifications for positions in the CP-11 career program. Reviews and evaluates all personnel action requests for proposed or established positions in the career program.

j. Provides guidance to the Directorate of Public Works (DPW) for development of the ASF budget, including reconciliation of consumer funding to the ASF budget.

k. Acts as certifying and approving officer for the Secretary of the Army Counteragency Fund.

5. Exercises technical control over all appropriated funds allotted to USASCOE as follows:

a. Prepares obligation and allotment ceiling documents issued to staff and operating activities.

b. Reviews planned and actual utilization to ensure continuing balance of financial resources between program elements.

c. Advises responsible officials of trends and imbalance and recommends reprogramming as appropriate.

d. Takes necessary action to obtain additional funds from higher headquarters.

e. Prepares and develops Status of Operating Resources Reports, Command Operating Budget, and the Budget Executing Reviews including justification and presentation.

f. Prepares briefings on fund utilization, funding problem areas, and distribution of funds.

Force Management and Analysis Division

1. Conducts operations engaged in management advisory studies and organization efficiency reviews, commercial activities (CA) studies and cost comparisons; Base Realignment and Closure (BRAC) actions, analysis and evaluation of installation programs operations, cost and economic analysis, and the Installation Manpower Program.

2. Advises the Director of Resource Management and the USASCOE staff on management programs, management analysis matters, and the general efficiency and effectiveness of installation operations.

3. Administers the Manpower Management Career Program (CP-26) for the DRM. Provides career planning assistance. Provides subject matter expertise to assist the CPAC in evaluating qualifications for positions in the CP-26 career program. Reviews and evaluates all personnel action requests for proposed or established positions in the career program.

4. Develops the USASCOE Management Studies Program.

   a. Provides management advisory study service to all installation activities, using approved management engineering techniques and Total Army Quality (TAQ) guidelines.

   b. Conducts Management Advisory Studies which are designed and developed to improve quality, reduce costs, increase productivity, improve operational efficiency and effectiveness, develop the Most Efficient Organization (MEO) structures, determine required manning levels, analyze workload production rates, and develop specific Method Improvement (MI) recommendations.

   c. Performs economic analysis, cost analysis/cost comparisons, fact finding studies, and special management analysis tasking as required.

   d. Conducts special studies for the Command Group as directed.

5. Manages the installation manpower program IAW AR 570-4, Manpower Management. Analyzes changes in mission, function assignments, workload, manpower staffing standards and other factors impacting manpower requirements and evaluates the numbers and kinds of manpower required for mission accomplishment. Develops manpower and organization planning studies to include staffing and augmentation of new or existing organizations.

   a. Develops plans, policies and directives pertaining to manpower management, equipment management, organizational control and The Army Authorization Documents System (TAADS).

   b. Manages manpower resources for DRM. Advises the Director of Resource Management and Command on force management matters.

   c. Manages installation organizational structure and functional responsibility to ensure compliance with FM 100-22, Installation Management Doctrine.

   d. Prepares and maintains the U.S. Army Signal Center of Excellence Organization and Functions Manual (USASCOE Reg 10-5)**.** Evaluates organizational structure and acts on proposed changes. Performs organizational analysis to adjust structure, functional alignment and procedures to meet existing missions and workloads.

e. Applies Manpower Staffing Standards (MS-3) approved by USAFMSA. Responsible for manpower requirements determination processes to include application of MS-3 standards directed by USAFMSA and Manpower Assessments directed by TRADOC. These processes include: validating and reviewing workload factors, conducting on-site random sampling to assure reliable data collection. Forwards completed results to higher headquarters. Implements and documents directed actions on Tables of Distribution and Allowances (TDA) as a result of higher headquarters review.

f. Recommends distribution of manpower allocations consistent with financial resources, workload fluctuations, local appraisals, manpower ceiling changes imposed by HQ TRADOC, and mission priorities. Analyzes the manpower situation and recommends action concerning use of permanent and temporary overhire positions, hiring freeze (full or partial), priorities for hiring of essential positions, functions to be reduced or eliminated to meet mandated reductions imposed by higher headquarters or to provide "trade-offs" for increases in manpower requirements caused by mission, function or workload changes.

g. Maintains civilian manning document for TRADOC activities.

h. Issues DA/TRADOC manpower guidance to commanders and organization chiefs.

i. Advises and assists commanders and organization chiefs in the preparation of manpower survey documents for scheduled TRADOC Manpower Surveys or Manpower Assessment processes. Determines the command position on findings and recommendations and supervises the implementation of the approved survey/process. Processes requests for change between formal surveys.

j. Implements DA policy concerning position management IAW AR 570-4, and AR 611 series. Develops military grade structure for assigned activities IAW AR 611-101/112/201, DA Staffing Guides and the Command Grade Structure ceiling imposed by TRADOC. Coordinates military grade structure with Military Personnel Division and Office Chief of Signal to ensure that an effective and efficient overall structure is achieved.

k. Prepares manpower input for preparation of the Command Operating Budget Estimate (COBE), Budget Execution Review (BER), installation contracts and other budget actions.

l. Compiles and computes detailed manpower and management cost data for civilian and military manpower strength and other required reports.

m. Formulates policies and procedures for all phases of TDA preparation, technical review, publication and distribution. Develops and maintains TDA to include Mobilization TDAs. Analyzes TDA to determine what changes are required to update TDA to reflect approved manpower, equipment and organizational structure changes. Utilizes computer based TRADOC On Line TDA system to create, modify and restructure the TDA during the updating process. Analyzes modifications to ensure final proposed TDA accurately reflects the installation position and is balanced with the end-strength reflected in the latest Program Budget Guidance (PBG). Maintains supporting documentation for all changes to TDA.

n. Provides point of contact and acts as the installation functional manager for The Army Authorization Documents System (TAADS) System IAW AR 310-49 series. Analyzes incoming directives and correspondence and determines changes required to maintain the TAADS operation.

o. Manages TRADOC On-Line (TOL) TDA System as an expansion of the TAADS data base when updating the TDA and extracting information for manpower and equipment analysis.

p. Provides equipment management to the installation IAW AR 71-32, Force Development and Documentation Consolidated Policies. Processes equipment authorization approval requests. Reviews for compliance with appropriate policies, procedures and regulations and enters requests into HQDA's FMSWEB for review and approval by the HQDA Equipment Review Board (ERB). Resolves equipment documentation issues with TRADOC and DA as necessary.

q. Analyzes changes in mission, function assignment, workload, manpower staffing levels, technological changes in equipment, and other factors impacting upon equipment requirements. Analyzes equipment requests to ensure that equipment is mission essential, justification is concise and accurately stated, determines level of approval (local, TRADOC, HQDA), and prepares recommended action. Exercises decision authority delegated by the Commanding General on items costing less than $250,000 which are not audiovisual or Common Table of Allowances (CTA) items.

r. Advises and assists commanders and organization chiefs in preparation for equipment surveys. Analyzes survey team findings and recommendations and prepares installation reclama. Implements the approved equipment survey.

s. Identifies and analyzes areas of equipment imbalance and recommends redistribution of equipment to meet the requirements and/or turn-in of excess equipment.

t. Develops mobilization tables of distribution and allowances (MOBTDAs) as directed by TRADOC and DA based upon the TRADOC Mobilization and Operations Planning System (TMOPS) as provided by Directorate of Plans, Training, Mobilization and Security (DPTMS) and pertinent input from installation activities. This function encompasses manpower management, equipment management, organizational structure changes, and the technical documentation of MOBTDAs.

u. Maintains/updates audit trail of manpower requirements/authorizations provided by Program Budget Guidance (PBG).

6. Administers the Commercial Activities (CA) Program.

a. Reviews regulations and directives promulgated by higher headquarters. Formulates installation policy and procedures to achieve DOD and DA objectives to continue, discontinue, curtail, or contract out government commercial activities.

b. Ensures overall compliance with OMB Circular A-76, Performance of Commercial Activities and AR 5-20, The Commercial Activities Program.

c. Establishes responsibility for identifying CA functions, performing CA reviews, and accumulating data to be included in CA reports (e.g., CA Inventory, ACAMIS Report, etc.).

d. Keeps all involved parties in the government/private sector informed as to the policy developments and current status of CA Reviews.

e. Processes all day-to-day installation CA actions which are reportable or require prior approval, and maintains appropriate records for each CA function.

f. Processes CA Reviews that must remain in-house because of National Defense reasons, or which remain in-house because of non-availability of bidders/offers.

g. Conducts a comparative cost analysis of each CA for which a cost based review is required as determined by the CA review process.

h. Conducts a Management Study of each CA under a cost based review to determine the most efficient and cost effective organization possible.

i. Assists the functional element under review in the development of Performance Work Statement (PWS) and surveillance plan with functional element assistance prior to submission to TRADOC and acceptance by local Procurement Office for inclusion in the procurement planning process.

j. Prepares required documentation for packet submittal to Mission & Installation Contracting Command (MICC) for further processing.

k. Ensures all service contracts are reviewed and processed to meet the provisions of TRADOC Regulation 5-14, Acquisition Management and Oversight (AMO).

l. Ensures the Budget Division and Office of Staff Judge Advocate are provided adequate information to accurately code each service contract action.

m. Ensures contracts are complete and accurate to include the AMO review, accounting information, and required approval signatures.

n. Acts as the liaison between requesting activity, Resource Management, authorized approver and procurement activities for the management of AMO in processing contracts.

7. Army Travel Charge Card Program.

a. Manages the Army Travel Charge Card Program for the USASCOE.

b. Serves as the central point of contact (POC) for the interface with TRADOC and Department of the Army on all travel charge card matters.

c. Accepts, reviews, completes and processes travel card applications.

d. Prepares and processes transfers, cancellations, and reinstatements of travel cards.

e. Maintains POC inventory for installation activities, provides guidance and assistance in ensuring that their programs are handled correctly.

f. Monitors problem areas and reports findings to appropriate supervisors with recommendations.

g. Processes reports.

h. Publicizes program.

i. Conducts briefings and staff visits.

6-3. Office, Executive for Reserve Component Affairs

a. **Mission.**

The Office of the Executives for Reserve Component Affairs is composed of the Senior Army National Guard (ARNG) and United States Army Reserve (USAR) Executives. The office functions as a special staff element for ARNG and USAR issues and in that capacity functions as the executive Reserve Component (RC) staff consultant to the Commanding General and staff on all matters pertaining to the RC.

b. **Functions.**

(1) Directs, manages and coordinates all actions and issues pertaining to the ARNG and USAR and represent the Director, ARNG and Chief, Army Reserve (CAR) at the USASCOE.

(2) Manages the USAR and ARNG Active Guard Reserve (AGR) Programs for the USASCOE.

(3) Represents the Commanding General and staff at appropriate ARNG/USAR forums.

(4) Represents the National Guard Bureau (NGB) and the Office of the Chief, Army Reserve (OCAR) viewpoints on all issues relating to or potentially impacting upon the RC in the areas of training, doctrine, proponency, force structure and capability developments.

(5) Maintains a continuous dialogue and close coordination with the Senior ARNG/USAR Senior Advisors at TRADOC, other TRADOC activities, FORSCOM, U.S. Army Network Command/9th Army Signal Command, and major ARNG/USAR signal units.

(6) Provides ARNG/OCAR representation on the Signal Council of Colonels during Functional Area Analysis (FAA), Signal Restructuring Initiative (SRI), and Functional Review (FR) processes.

(7) Provides information/data on USASCOE products, policy changes and regulations either enacted or proposed by the USASCOE to NGB/OCAR.

(8) Provides ARNG/USAR information to all officer, warrant officer, and enlisted courses.

6-4. Quality Assurance Office (QA)

a. **Mission.** Manages the United States Army Signal Center of Excellence (USASCOE) Quality Assurance program by providing oversight support for development and implementation of current, relevant training and professional military education to meet unit, Soldier, and leader competency needs throughout the Army. Provide Accreditation for Total Army School System (TASS) Battalion Reserve Component (BRC) and self-assessments and assistance in developing, conducting, evaluating, and supporting training at the USASCOE.

b. **Organization.** The USASCOE, Quality Assurance Office consists of a director's element and two divisions (1) Resident School and Studies Division (2) Reserve Component Schools Division.
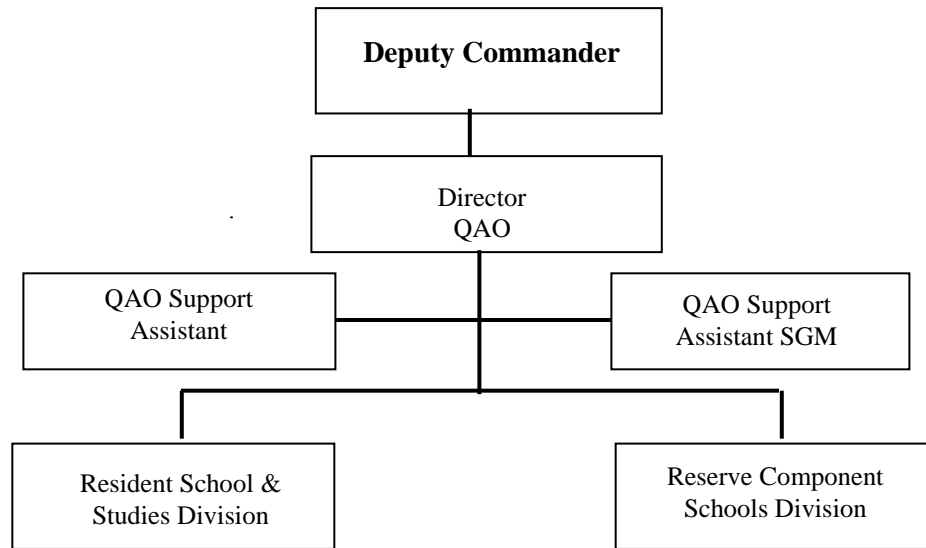
Figure 6-4. Quality Assurance Office

c. **Functions.**

(1) Lead responsibilities of QAO.

(a) Designs, develops, coordinates, synchronizes, publishes and executes a Master Evaluation Plan (MEP) for USASCOE which accounts for the accreditation and assistance visits of all proponent TASS Signal Battalion and Resident Courses covering a three-year period. Quality and standardization of baseline training and institutional leader development. Continuous improvement in USASCOE training. Feedback/support to Commanders and stakeholders. Ensure training is current and relevant.

(b) QAO is the staff assistant to the DC, USASCOE on quality and standardization of baseline training and institutional leader development to include accreditation standards, criteria

guides and job aids. Provides TRADOC's Best Business Practices for continuous improvement in USASCOE training.

(c) Conducts USASCOE self-assessment and provides feedback to Course Personnel and Directorate of Training (DOT) on collection, analysis, and implementation of observations, insights and Lesson Learned from Army operations into institutional training.

(d) Provides QA-related input to the TRADOC Strategic Management System (SMS) on a monthly basis (when implemented).

(e) Assists TRADOC QAO in identification, resolution and implementation of recommendations to address higher headquarters issues impacting conduct, support, or development of training and education at USASCOE.

(f) Conducts assessments and provides feedback to USASCOE Command Group on special projects as directed by DC, USASCOE.

(g) Participates with Center for Lessons Learned and USASCOE L2I on review of current lessons learned impacting officer, warrant officer, noncommissioned officer and Army civilian training and professional development.

(h) Conducts assessment and feedback of currency and relevancy of functional courses at USASCOE and TASS Battalion.

(i) Oversees implementation and completion of USASCOE action items for the TRADOC Accreditation visits.

(2) Other major responsibilities/tasks:

(a) Participates in Integration Team for development of Training Requirements Analysis System (TRAS) processes and procedures at the USASCOE.

(b) Provides quality assurance by internal/external evaluations (assesses quality, content, efficiency, and effectiveness of personnel, instruction, and training development, combat development, and doctrine development integration), standardization, and core training.

(c) Institutes quality control to ensure standardization, efficiency, and effectiveness of training implementation.

(d) Institutes quality controls to ensure training and related products/materials are developed IAW applicable DA and TRADOC policy and guidance to ensure efficient and effective training. Assists DOT with Instructor Certification Program.

(e) Institutes quality controls to ensure automation used in training, doctrine, and combat development is in compliance with QA TRADOC policy and guidelines.

(f)   Conducts internal evaluation of the SAT process, Individual Training and Education Process/Program, training products, personnel (instructor evaluating/certification; evaluator and training developer qualification), training institutions/facilities, conduct of needs assessments, and unit training.

(g)   Serves as Proponent liaison to TASS Signal Battalions. Establishes and maintains direct communication and visitation links. Assists TASS battalion with Instructor Certification Program.

(h)   Conducts assessment and accreditation of Signal TASS battalions, virtual campuses, unit universities and other locations that conduct signal training for Signal Soldiers and leaders.

(i)   Augments Total Army Training System (TATS) development efforts.

(j)   Monitors the collection, analyzes and dissemination of data for the Center for Army Lessons Learned (CALL), Combat Training Center (CTC), and follows up to verify corrections required by senior leadership.

(k)   Evaluates products and processes involved in the System Approach to Training (SAT) Model to include job and task analysis, design and development of training, and the conduct and management of training programs.

(l)   Evaluates lifelong learning and training support material to include interactive multimedia instruction (IMI), virtual training products, simulations, Soldier's Manual/Trainer's Guides, training extension course materials, Army Correspondence Course Program materials, ARTEP-Mission Training Plans, and Military Qualification Standards for doctrine and technical accuracy, task consistency and incorporation of feedback from external evaluations.

(m) Participates in the review of newly revised individual training plans (ITPs), CADs, program of instructions (POIs), and provides to CTSSB internal and external feedback data.

(n) Manages the USASCOE Organization Inspection Program (OIP).

6-5. Office, Chief of Signal

a. **Mission**. Serves as the strategic human resources planner and advisor to the Chief of Signal on all personnel development matters for the Signal Regiment. Manages and directs the eight personnel life-cycle management functions of structure (manning), acquisition (recruiting and accessing), distribution, development (training, education and experience), deployment, compensation (pay, entitlements and benefits), sustainment (well-being), and transition (separation) for enlisted Soldiers, warrant officers, and officers (Branch 25, Functional Area 24 and Functional Area 53) of the Signal Regiment in the Active and Reserve Components. Serves as the Signal personnel force integration manager to synchronizing personnel systems with evolving Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) to ensure personnel force designs meet transition and objective force requirements. Oversees and coordinates all Regimental functions to foster a sense of well-being

and esprit de corps among all members of the Regiment. Operates the Signal Museum and is responsible for documenting and promulgating the history of the Regiment. Communicates with the Signal Regiment constituency around the world and serves as the single focal point for all personnel proponent matters affecting the Signal Regiment.

```
            ┌─────────────────────┐
            │    OFFICE OF THE     │
            │   CHIEF OF SIGNAL    │
            └─────────────────────┘
         ┌───────────┼───────────┐
  ┌──────────┐  ┌──────────┐  ┌──────────┐
  │ OFFICER  │  │ ENLISTED │  │REGIMENTAL│
  │ DIVISION │  │ DIVISION │  │ DIVISION │
  └──────────┘  └──────────┘  └──────────┘
                           ┌──────┴──────┐
                     ┌──────────┐  ┌──────────┐
                     │  SIGNAL  │  │HISTORIAN │
                     │  MUSEUM  │  │  OFFICE  │
                     └──────────┘  └──────────┘
```
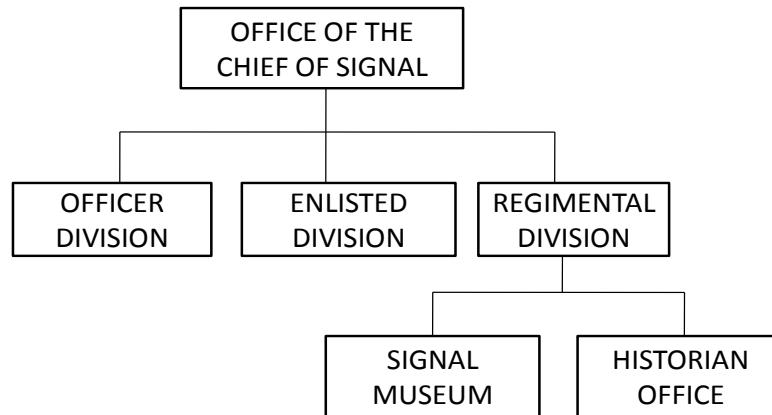
Figure. 6-5. Office Of the Chief of Signal

    b**. Functions**.

        (1) Represents the Chief of Signal and serves as the primary point of contact for all Signal branch, personnel developer and force development proponent matters and responsibilities (AR 5-22).

        (2) Executes personnel development responsibilities for the Signal Regiment on behalf of the Chief of Signal (AR 600-3).

        (3) Formulates and articulates the personnel vision for the Signal Regiment in support of the Chief of Signal's goals and objectives and Army requirements for the objective force.

        (4) Advises the Chief of Signal on all matters and policies pertaining to Signal personnel life-cycle management, personnel force integration, and Signal Regimental activities.

        (5) Directs, controls, and prioritizes all tasking, work schedules, and formal coordination of personnel development operations, actions, and projects for the Signal Regiment.

        (6) Represents the Signal Regiment in meetings, councils, conferences, and working groups concerning personnel development and personnel force integration matters at installation, higher headquarters, and other organizational levels of the Army and DOD.

        (7) Serves as a liaison between personnel and organizations of the Signal Regiment in the

field (Active and Reserve; Tables of Organization and Equipment (TOE) and Tables of Distribution and Allowances (TDA)) and the functional staff in the school.

(8) Coordinates with the 15th Regimental Signal Brigade, Leader College for Information Technology (LCIT), Capabilities Development Integration Directorate (CDID), Directorate of Training (DOT), TRADOC Capabilities Managers, and other USASCOE staff to ensure integration of military personnel requirements across the DTLOMS.

(9) Coordinates and advises other proponent schools and centers, integrating centers, HQ TRADOC, HQDA, and/or other services concerning Communications and Information Systems (C&IS) personnel capabilities, force design, structure and manning.

(10) Provides interface between the USASCOE, ARNG, USAR, U.S. Army Reserve Component Personnel Administration Center, U. S. Army Reserve Personnel Command, and Reserve Component (RC) units concerning Signal Regiment personnel requirements and career programs.

(11) Maintains liaison and strong working relationship with the Army career field coordinators at the Combined Arms Center (CAC), the TRADOC Personnel Development Office at HQ TRADOC, the Signal assignment branches (officer and enlisted) within the U.S. Army Human Resources Command (HRC), the HQDA G1 Signal Personnel Systems Staff Officer (PERSSO), and the HQDA G3 Signal Organizational Integrator (OI).

(12) Directs and controls the Signal Regiment's participation in the HQDA G1 Functional Review and HRC quarterly CMF reviews, and provides personnel input to the HQDA G3 Formal Review to the Vice Chief of Staff Army (VCSA).

(13) Directs and manages development of memorandums of understanding/agreement that define branch, specified, personnel, and functional proponent responsibilities between the USASCOE and other schools and centers, integrating centers, and HQDA.

(14) Directs and supervises operation of Office Chief of Signal (OCOS) subordinate elements; Officer Division, Enlisted Division, and Regimental Division to include the Historian and Museum.

(15) Directs and controls all formal personnel development coordination with the Signal Regiment constituency through the *Army Communicator* bulletin, personnel proponent messages, Chief of Signal e-mail and memorandums, website, and list server operations and other strategic communications.

(16) Directs and controls the Signal Regiment whole branch program and Regimental activities within the construct of the U. S. Army Regimental System (AR 600-82).

(17) Directs and controls Signal Museum and Signal Historian operations and activities.

(18) Advises the Regimental Adjutant/Chief of Staff on Regimental duties and functions.

(19) Manages and directs budget, manpower and equipment resources to execute the personnel development mission and operate the OCOS.

(20) Performs administrative support for the directorate to include internal controls, final preparation of correspondence, filing, distribution, processing temporary duty (TDY) orders, and personnel administration (rating schemes, evaluations and awards).

(21) Performs operational support for the directorate to include management of supplies and equipment, local area network (LAN) administration, and information assurance, military air and travel coordination, mail distribution, and budget management.

Officer Division

1. Manages and operates personnel developer and Force Modernization Proponent programs in accordance with (IAW) AR 5-22 for all officers (Branch 25, Signal; Functional Area 24, Telecommunications Systems Engineering; Functional Area 53, Information Systems Management) and warrant officers of the Signal Regiment in the Active and Reserve Components.

2. Performs personnel developer life-cycle management functions IAW AR 600-3 of structure, acquisition, distribution, development, deployment, compensation, sustainment, and transition for all officer areas of concentration (AOC) and warrant officer military occupational specialties (MOS) of the Signal Regiment.

3. Manages and coordinates personnel force integration of Signal officer and warrant officer requirements for Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF).

4. Develops input and recommends changes to the HQDA G1 concerning policies and procedures of the Army Developmental System (ADS) and the Officer Personnel Management System (OPMS).

5. Represents the Signal Regiment's officer and warrant officer personnel interests at meetings, working groups, seminars, and conferences at installation, other schools, integrating centers, MACOM, HQDA and DOD levels.

6. Manages and coordinates the Signal Regiment's participation in the HQDA G1 Functional Review and personnel proponent input to the HQDA G3 Formal Review.
7. Coordinates within the Network and Space Operations Group of the Operations Support Functional Category concerning personnel development actions involving Branch 25, FA24, and FA53.

8. Coordinates with the Warrant Officer Career Center on personnel development actions involving Signal warrant officers.

9. Coordinates with Assignments Branches, Officer Personnel Management Directorate (OPMD), HRC, and the Personnel Requirements Systems Staff Officer (PERSSO), HQDA G1 on officer

and warrant officer personnel management and requirements issues.

10. Develops and submits Signal Military Occupational Classification and Structure (MOCS) actions to establish, revise, or eliminate officer areas of concentration (AOC) and warrant officer military occupational specialties (MOS) and skills to support evolving doctrine and information technology force structure requirements.

11. Establishes, publishes, and maintains standards of grade authorizations for Tables of Organization and Equipment (TOE) and Tables of Distribution and Allowances (TDA) for Signal officer AOC and warrant officer MOS.

12. Monitors and reviews The Army Authorization Documentation System (TAADS) Army wide position extracts to ensure correct grades and codes for officer and warrant officer Signal AOC and MOS throughout operational force structure.

13. Provides Signal officer and warrant officer input to Manpower Authorization and Requirements Criteria (MARC) studies and processes.

14. Reviews and provides officer and warrant officer recommendations on operational and organizational (O&O) concepts, unit reference sheets (URSs) operational requirements document (ORD) , force design updates (FDUs), tables of organization and equipment (TOEs), basis of issue plans (BOIPs), qualitative and quantitative personnel requirements (QQPRIs), and other organizational and materiel documents that impact on Signal personnel force designs.

15. Provides officer and warrant officer input to Manpower and Personnel Integration (MANPRINT) process.

16. Evaluates O&O concepts and TOEs and recommends officer and warrant officer positions as opened or closed to women based upon the application of DOD and DA policy concerning direct ground combat probability coding (DGCPC), and the impact on manning and leadership opportunities for women in the Signal Regiment.

17. Establishes, maintains, and recommends changes to officer and warrant officer accession criteria and standards (DA Pam 600-11).

18. Reviews and evaluates all enlisted Soldier Signal warrant officer application packets for technical experience and qualification.

19. Designates Signal warrant officer representatives for warrant officer accession boards and Signal officers for president as required.

20. Manages and coordinates all Signal input to all warrant officer accession boards.

21. Recommends officer functional area accession requirements to sustain branch and functional area operations.

22. Evaluates unit and major command assigned and projected strength and recommends changes to the Officer Distribution Plan (ODP) to enhance distribution of Signal officers and warrant officers throughout the force.

23. Manages and coordinates the assignment of officers and warrant officers to critical positions and programs for the Signal Regiment; e.g., HQDA G3 Organizational Integrator (OI), HQDA G1 Signal PERSSO, Combat Training Center (CTC) Project Warrior (PW) Program.

24. Evaluates and provides Signal input to the TRADOC DCST concerning the overarching Officer Education System (OES) and the Warrant Officer Education System (WOES).

25. Participates in the development and formulation of new training concepts and strategies to provide efficient and effective training for officers and warrant officers of the Signal Regiment.

26. Provides recommendations and support to DOT, 15th Regimental Signal Brigade, and LCIT training managers, training developers, and trainers in all aspects of the systems approach to training (SAT) process for Signal officer and warrant officer programs including job analysis, survey development and administration, task analysis, training development, and over-arching training strategies.

27. Reviews and provides officer and warrant officer recommendations on courses administrative data (CADs), critical task lists, programs of instruction (POI), individual training plans (ITPs), Soldier training publications (STPs), officer foundation standards (OFSs), and other training documents that impact on the training of Signal personnel.

28. Participates as a non-voting member in all critical task and site selection boards (CTSSB) conducted by training developers for each officer AOC and warrant officer MOS of the Signal Regiment (FG Reg 350-7).

29. Develops aptitude, skill, and experience prerequisites for Signal officer and warrant officer training courses and programs.

30. Reviews and validates Signal officer and warrant officer training requirements for the Structure Manning Decision Review (SMDR) with TRADOC and HQDA G-1 and G-3.

31. Monitors and controls functional area, functional, and skill class seat fill on exception basis.

32. Establishes and facilitates the implementation of civilian technical training, professional certification, undergraduate and graduate level degree programs for officers and warrant officers.

33. Manages the Signal Regiment Advanced Civilian Schooling (ACS) and Training With Industry (TWI) Programs.

34. Coordinates the development and validation of Army Education Requirements System (AERS) positions requiring ACS or TWI.

35. Evaluates and approves or disapproves all officer and warrant officer constructive credit and waiver requests for courses, areas of concentration, functional areas, MOS and skills of the Signal Regiment via a board process (OCOS and LCIT representation). The review board will make a final recommendation to the OCOS Director for final approval.

36. Coordinates "Regreening" training for officers assigned to critical or high visibility positions, or to foreign countries as Liaison (LNO) or Personnel Exchange Program (PEP) officers.

37. Serves as coordination point of contact on personnel programs and issues for student officers attending Command and Staff College (CSC) and Senior Service College (SSC).

38. Establishes, publishes, and distributes officer and warrant officer professional development guidance concerning Signal Regiment training and developmental assignments, and branch and functional area qualification criteria at each rank.

39. Prepares and submits input to HQDA G1 for incorporation into central selection board guidance concerning officers and warrant officers of Signal Regiment.

40. Analyzes and recommends retention initiatives to enhance Signal officer and warrant officer personnel readiness.

41. Recommends reduction-in-force and stop-loss guidelines for officers and warrant officers to HQDA.

42. Recommends changes to retirement and separation policies for officers and warrant officers to HQDA .

43. Prepares and conducts Signal proponent officer professional development briefings for all officer and warrant officer career and functional area qualification course classes and for units in the field.

44. Coordinates and hosts personnel development meetings, working groups, focus groups, and other collaborative efforts and events to improve health and welfare of officers and warrant officers of the Signal Regiment.

45. In concert with the Regimental Division, implements Regimental initiatives that enhance esprit de corps and well-being among all officer and warrant officer members of the Signal Regiment.

46. Communicates, publishes, and promulgates career field statistics and trends, professional development guidance and opportunities, and future changes to the Signal constituency via e-mail, websites, professional bulletins, and written correspondence.

47. Develops and maintains the Officer Division's World Wide Web site.

Enlisted Division

1. Manages and operates developer and Force Modernization Proponent programs IAW AR 5-22 for all enlisted Soldiers of the Signal Regiment in the Active and Reserve Components.

2. Performs personnel developer life-cycle management functions IAW AR 600-3 of structure, acquisition, distribution, development, deployment, compensation, sustainment, and transition for all Signal enlisted career management fields (CMFs) and military occupational specialties (MOSs).

3. Manages and coordinates personnel force integration of Signal Enlisted Soldier requirements for Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF).

4. Develops input and recommends changes to the HQDA G1 concerning policies and procedures of the Army Developmental System (ADS) and the Enlisted Personnel Management System (EPMS).

5. Represents the Signal Regiment's enlisted Soldier personnel interests at meetings, working groups, seminars, and conferences at installation, other schools, integrating centers, MACOM, HQDA, and DOD levels.

6. Develops and coordinates the Signal Regiment's Enlisted Soldier issues for participation in the HQDA G1 Functional Review and personnel developer input to the HQDA G3 Formal Review.

7. Coordinates with the Signal Assignments Branch, Enlisted Personnel Management Directorate (EPMD), HRC and the Personnel Requirements Systems Staff Officer (PERSSO), HQDA G1 on Signal enlisted Soldier management and requirements issues.

8. Develops and submits Signal Military Occupational Classification and Structure (MOCS) actions to establish, revise or eliminate Signal enlisted Soldier CMFs, MOS, and additional skill identifiers (ASIs) to support evolving doctrine and information technology force structure requirements.

9. Establishes, maintains, and enhances enlisted MOS relationships and professional development hierarchy (mergers and cappers) to optimize career path viability and leadership opportunity for all Soldiers of the Signal Regiment.

10. Establishes, publishes, and maintains standards of grade authorizations for Tables of Organization and Equipment (TOE) and Tables of Distribution and Allowances (TDA) for Signal enlisted MOS.

11. Monitors and reviews The Army Authorization Documentation System (TAADS) Army wide position extracts to ensure correct application of standards of grade and MOS coding for Signal Soldier equipment relationships throughout operational force structure.

12. Provides Signal enlisted Soldier input to Manpower Authorization and Requirements Criteria (MARC) studies and process.

13. Reviews and provides Signal enlisted Soldier recommendations on operational and organizational (O&O) concepts, unit reference sheets (URSs), Initial Capabilities Document (ICD), Capability Development Document (CDD), Capability Production Document (CPD), force design updates (FDUs), tables of organization and equipment (TOEs), basis of issue plans (BOIPS), qualitative and quantitative personnel requirements (QQPRIs), Manpower Estimate Reports (MER), Concept of Operations documents (CONOPS) and other organizational and materiel documents that impact on Signal personnel force designs.

14. Provides Signal enlisted Soldier input to Manpower and Personnel Integration (MANPRINT) process.

15. Evaluates O&O concepts and TOEs and recommends Signal Enlisted Soldier positions as opened or closed to women based upon the application of DOD and DA policy concerning direct ground combat probability coding (DGCPC), and the impact on manning and leadership opportunities for women in the Signal Regiment.

16. Establishes, maintains, and recommends changes to Signal Enlisted Soldier accession criteria and standards for MOS and CMF; i.e., aptitude scores, enlistment terms/bonuses, special recruitment incentive programs.

17. Reviews and recommends changes to Signal enlisted Soldier recruiting priorities and quantities to optimize fill of Advanced Individual Training (AIT) MOS class seats and to sustain the operational force at required strength levels for each MOS.

18. Validates and evaluates Army Recruiting Information System (ARISS) tapes for Signal enlisted accession MOSs.

19. Assesses male/female and minority content of each MOS, and recommends changes to ensure equitable distribution and career opportunity for enlisted Soldiers throughout the Signal Regiment.

20. Evaluates unit and major command assigned and projected strength for each MOS and critical ASI, and recommends changes to enhance distribution of Signal Enlisted Soldiers throughout the force.

21. Monitors and recommends changes concerning space imbalance and tour policy, procedures and activities for Signal enlisted MOS.

22. Manages and coordinates the assignment of noncommissioned officers to critical positions and programs for the Signal Regiment; e.g. Combat Training Center (CTC) Project Warrior (PW) Program.

23. Evaluates and provides Signal input to the TRADOC DCST concerning the overarching Initial Entry Training (IET) and Advanced Individual Training programs, and the

Noncommissioned Officer Education System (OES).

24. Participates in the development and formulation of new training concepts and strategies to provide efficient and effective training for Signal Enlisted Soldiers.

25. Provides recommendations and support to DOT, 15th Regimental Signal Brigade, and LCIT training managers, training developers and trainers in all aspects of the systems approach to training (SAT) process for Signal enlisted programs including job analysis, survey development and administration, task analysis, training development, and over-arching training strategies.

26. Reviews and provides recommendations on courses administrative data (CADs), critical task lists, programs of instruction (POIs), individual training plans (ITPs), Soldier training publications (STPs), System Training Plans (STRAPs), and other documents required to conduct training for the Signal enlisted force. These documents are staffed by the Directorate of Training (DOT).

27. Participates as a non-voting member in all critical task and site selection boards (CTSSB) conducted by training developers for each Signal enlisted MOS (FG Reg 350-7).

28. Develops aptitude, skill, and experience prerequisites for Signal enlisted Soldier training courses and programs.

29. Reviews and validates Signal enlisted Soldier training requirements for the Structure Manning Decision Review (SMDR) with TRADOC, HQDA G-1 and HQDA G-3.

30. Manages overall personnel developer input and represents the OCOS at the SMDR.

31. Monitors Basic Noncommissioned Officer Course (BNCOC) and Advanced Noncommissioned Officer Course (ANCOC) class seat fill and recommends changes in attendance policy to meet Soldiers' needs and ensure readiness of the force.

32. Monitors and controls functional and ASI producing class seat fill on exception basis.

33. Facilitates the implementation of civilian technical training, professional certification, and undergraduate level degree programs for Signal enlisted Soldiers.

34. Manages Signal enlisted Soldier participation in the Training With Industry (TWI) Program.

35. Coordinates the development and validation of Army Education Requirements System (AERS) positions requiring Signal enlisted Soldier TWI.

36. Evaluates and approves or disapproves all enlisted Soldier constructive credit and waiver requests for courses, MOS and skills of the Signal Regiment.

37. Establishes, publishes and distributes noncommissioned officer professional development guidance concerning Signal Regiment training, developmental assignments, and qualification criteria at each rank for each MOS in career maps, regulations and other literature.

38. Prepares and submits Signal personnel development guidance to TRADOC, HQDA G1, and HRC for the noncommissioned officer central selection board process.

39. Analyzes and recommends retention initiatives and reenlistment bonuses to enhance Signal enlisted Soldier personnel readiness.

40. Recommends inventory reclassification programs that maintain rank balance across all enlisted MOS of the Signal Regiment; e.g., Fast Track, Bear, and Star programs.

41. Recommends changes to retirement and separation policies for enlisted Soldiers to HQDA G1.

42. Recommends reduction-in-force and stop-loss guidelines to HQDA G1.

43. Prepares and conducts personnel development enlisted Soldier professional development briefings for Signal Enlisted Soldier career course classes and for units in the field.

44. Manages and coordinates Signal personnel development and proponent preparation and participation in the quarterly Signal Branch CMF review conducted by EPMD, HRC.

45. Coordinates and hosts meetings, working groups, focus groups and other collaborative efforts and events with a broad spectrum of participation. These events and meetings are scoped by personnel development and Force Modernization Proponent areas of emphasis and designed to improve the health and welfare of Signal enlisted Soldiers.

46. Provides personnel development guidance on Signal enlisted personnel life-cycle management and force integration matters directly to unit leaders and Soldiers in the field.

47. Communicates, publishes, and promulgates CMF and MOS statistics and trends, professional development guidance and opportunities, and future changes to the Signal constituency via email, websites, professional bulletins, and written correspondence.

48. Develops, maintains, and publishes the web-based Signal Regiment Personnel Proponent Handbook for all enlisted Soldier and warrant officer MOS, and officer AOC of the Signal Regiment.

49. In concert with the Regimental Division, implements Regimental initiatives that enhance esprit de corps and well-being among all enlisted Soldiers of the Signal Regiment.

50. Develops and maintains the Enlisted Division's World Wide Web site.

Regimental Division

1. Manages the Signal Corps Regimental System (AR 600-82).

2. Serves as the principle point of contact for total Army force worldwide on Signal Regiment matters or issues concerning the Regimental System.

3. Plans, staffs, disseminates, and coordinates the implementation of Signal Regimental programs and policies.

4. Coordinates procurement actions, establishes allocation guidelines, maintains property accountability, and coordinates distribution to units of accountable Regimental material.

5. Provides guidance and assistance to Signal Corps' units on design, development, and procurement of their Distinctive Unit Insignia and unit-unique accoutrements.

6. Provides guidance and assistance to Signal Corps' units on research and documentation of individual unit history.

7. Administers the Signal Regiment Affiliation Program.

8. Conducts research, writes decision/information memorandums, writes articles for publication, and coordinates publication/distribution of articles/memorandum pertaining to Signal Corps' Regimental matters.

9. Advises, coordinates, monitors, and provides Regimental symbols in support of Regimental ceremonies, conferences and functions.

10. Solicits articles to publish, prepares copy and graphic layouts, edits and oversees the printing and distribution of the professional bulletin of the Signal Regiment, the *Army Communicator*.

11. Writes specifications and coordinates with Post Printing Plant and Government Printing Office for solicitation and award of an annual printing contract for the professional bulletin.

12. Prepares and regularly updates a worldwide professional bulletin mailing list for all official military units and other agencies requesting to receive appropriated bulletin copies.

13. Develops the Chief of Signal (Regimental) Awards Program and coordinates the procurement and distribution of Regimental affiliation certificates, plaques, and memorabilia.

14. Establishes procedures, solicits nominations, and coordinates the selection of honorary and distinguished Regimental members.

15. Coordinates administrative and logistical support for honorary appointees' ceremonies.

16. Coordinates with professional organizations, national and state government agencies, and other activities, to foster Regimental goals and objectives.

17. Coordinates Regimental matters in support of activation/deactivation of Signal Corps' units.

18. Prepares and submits Planning, Programming, Budget and Execution System (PPBES) input to support Regimental programs such as the Chief of Signals awards and recognition program.

19. Serve as Chief of Signal's liaison to the Signal Corps Regimental Association.

20. Coordinates Regimental ceremonies during Symposium and other special events.

21. Serves as the proponent for historical activities of the branch (for functional area) represented by the school and acts as the point of reference for the history of the branch.

22. Advises the Commander on Army and United States Army Training and Doctrine Command (TRADOC) historical program responsibilities and represents the Commander on matters relating to military history.

23. Serves as consultant and advisor to academic departments for infusion of military history into the curricula and assisting in the development and teaching of military history.

24. Serves as custodian of the documents and records relating to the branch and installation activities by maintaining archives that serves as the corporate memory of the U.S. Army Signal Corps and the Fort Gordon installation.

25. Prepares periodic documented histories including oral history interviews relating to the branch or functional area, dealing with significant mission-related activities.

26. Prepares the Annual Command History IAW AR 870-5 and TRADOC Reg 870-1.

27. Exercises responsibility for the administration of an overall museum program pertaining to history of the development of military communications, training and scientific advances within the Signal Corps, and the history of Fort Gordon and the surrounding area.

28. Collects, classifies, records, preserves, reconditions, and maintains memorabilia pertinent to the history of the Signal Corps.

29. Negotiates for acquisitions, validates their authenticity, and coordinates legal actions for title transfer of Signal artifacts and memorabilia.

30. Conducts research into historical records, both civil and military, in response to information requests and seeks out additional sources of knowledge on scientific and technical matters relating to the fields of communications.

31. Plans, coordinates, and directs all activities involved in the design and fabrication of displays, dioramas, exhibits and props, and associated artwork.

32. Directs tours for individuals and groups through the museum. Presents lectures on the Signal Corps history.

33. Provides Army Values training to Advanced Individual Training (AIT) students. Provides a historical backdrop for the classes being held in the museum.

34. Designs, develops, and executes information and marketing strategies to promote the Regiment.

35. Develops and maintains the Office Chief of Signal's World Wide Web site.

6-6. 15th Regimental Signal Brigade

a. **Mission.** The 15th Regimental Signal Brigade conducts world class training to produce expeditionary warriors with full spectrum competencies necessary to live the Soldier's Creed and positively contribute to their next unit of assignment.
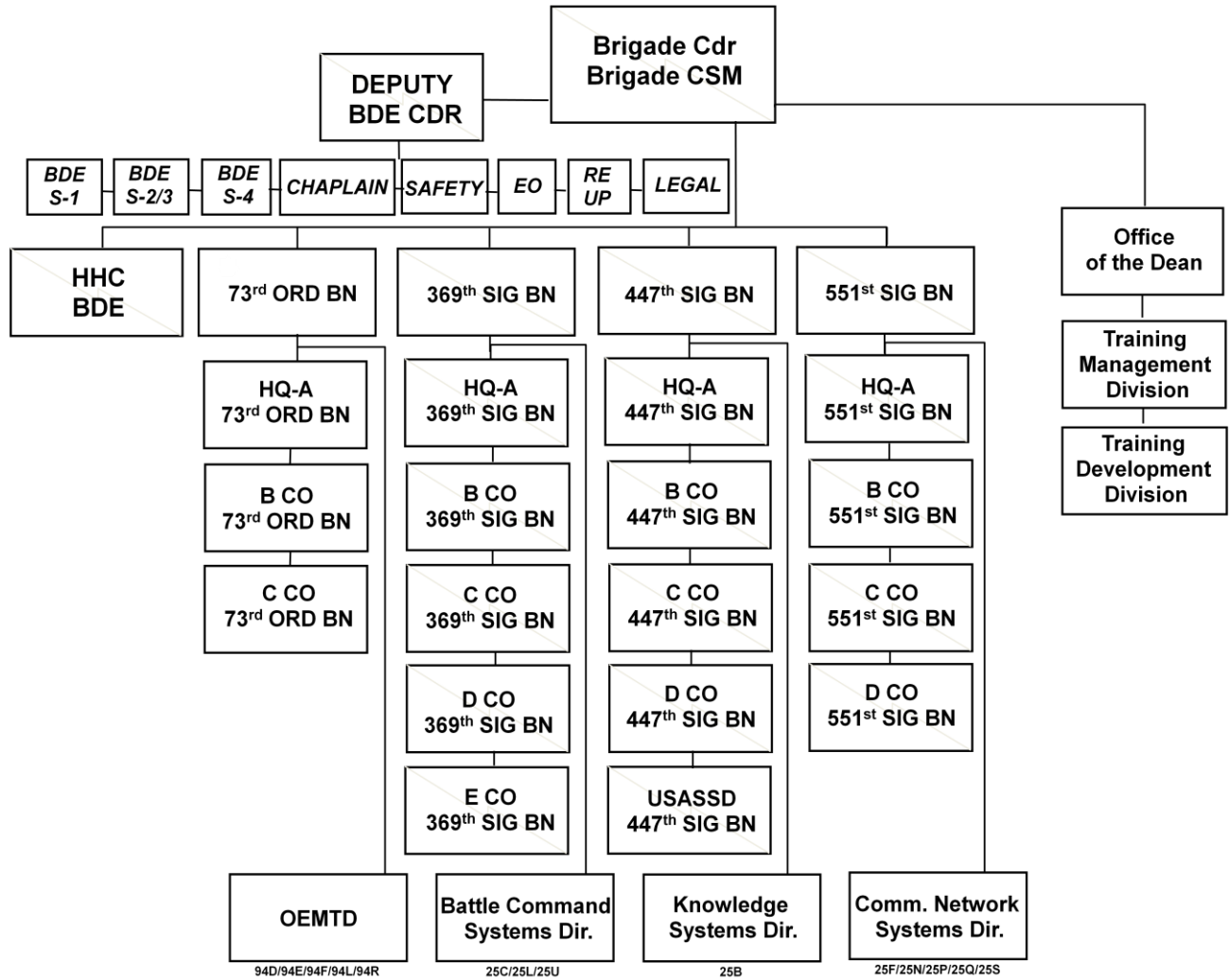

Figure 6-6.   15th Signal Brigade Organizational Chart

b. **Functions.** Brigade Commander:

(1) Commands 15th Regimental Signal Brigade composed of three organic and one attached Tables of Distribution and Allowances (TDA) battalions and two separate companies.

(2) Provides command guidance on execution and development of IET training mission with direction from CG, USASCOE.

Executive Officer/Deputy Commander

1. Exercises supervision of staff and coordinates Brigade responses to actions assigned to the Brigade.

2. Represents the Brigade Commander at budget decision reviews and master planning at installation level.

3. Acts as action officer in coordination with USAG on housing/billeting, mess/club facilities, discipline, medical care, and other health, welfare, and morale issues.

4. Manages officer personnel assignments and sponsorship.

5. Overseas inactive student management.

6. Serves as IMPAC credit card Approving Authority for HHC, 15th Regimental Signal Brigade.

7. Provides oversight to Army Travel Card program, executed through Brigade S1.

8. Develops Brigade consolidated unfinanced requirements, recommends priorities to Commander, and coordinates funding with DRM.

9. Makes recommendations to Brigade Commander on budget and resource allocations to subordinate units.

10. Provides guidance and direction on personnel and logistics operations supporting IET.

11. Serves as mentor for Signal Officer Basic Course classes as coordinated by the Leader College of Information Technology

12. Coordinates and implements the Command Inspection Program (CIP) for the brigade.

Command Sergeant Major

1. Ensures information concerning enlisted personnel within the 15th Regimental Signal Brigade is disseminated utilizing supervisory channels through battalion CSM and NCO Calls.

2. Ensures personal appearance, conduct, and adherence to customs, courtesies, and service traditions by members of the 15th Regimental Signal Brigade are correct.

3. Provides counseling to enlisted personnel regarding professional career development, training, and personal affairs.

4. Monitors brigade correspondence including, but not limited to, congratulatory letters and Noncommissioned Officer Evaluation Reports (NCOERs) for senior NCOs.

5. Reviews function of support facilities on Fort Gordon ensuring they are adequate and meet requirements of command staff, faculty, and students.

6. Maintains close liaison and working relationship with USAG CSM and CSMs of other tenant organizations located at Fort Gordon.

7. Assists Commander, 15th Regimental Signal Brigade in ceremonies and formal functions.

8. Monitors Subsistence Review Committee.

9. Serves as a member of the Health Consumer Committee.

10. Assists Brigade Executive Officer in advising Commander, 15th Regimental Signal Brigade, on Post Morale Support Fund activities.

11. Performs liaison with USASCOE staff activities/agencies in the furtherance of 15th Regimental Signal Brigade goals.

12. Serves as a member of the MOS/Medical Retention Board.

13. Serves as a member of the Fort Gordon Consumer Advisory Council.

Office of the Dean

1. Senior Advisor to the Brigade Commander on all academic matters, to include outreach, education and training and other USASCOE management on training and educational program policy and administrative issues related to academic and research consultation and training development programs.

2. Advises the Brigade Commander and the Deputy to the Commandant on matters related to the technical adequacy and educational soundness of resident and non-resident initial entry training for Military Signal Soldiers. Research broad policy guidance and renders advice and or decisions on precedent setting problems through discussions in which the Dean makes authoritative recommendations in terms of accomplishment of objectives and effectiveness of results achieved.

3. Serves as Academic Dean and chief training officer, with full responsibility for planning, directing, administering, coordinating and supervising all activities involved in the analyses, design, development and evaluation of training products and services in formal training programs and validation of training products and programs. Responsible for providing academic leadership; developing, reviewing and revising curriculum; overseeing faculty and support staff.

 4. Establishes long-range curricula goals and objectives. Directs and oversees the development and integration of all IET resident and non resident academic programs, research and consultation mission efforts, and projects to meet present and future needs of the Signal community.

5. Reviews and approves substantive changes to curricula or course scheduling, ensuring a balance between the instructional research, and administrative load and the Brigade's operating budget.

6. Participates in the development of educational policy, instructional methodology, curricular plans, and academic and outreach programs based in part on participant feedback, input from SC stakeholders and SC performance in fulfilling its objectives and conducting seminars and symposia.

7. Coordinates directly with constituency organizations and or representatives to resolve scheduled changes and to plan future course and curricula revisions.

8. Interfaces with counterparts in the Army, other services, DOD agencies, academic institutions and the private sector concerning initial entry training and programs that foster continuous professional development.

9. Leads periodic curriculum reviews as necessary, and is responsible for developing a process to execute that review. As necessary, introduces new programs and activities based on the core curriculum and mission.

10. Serves as the principal supervisor of all academic staff. Plans, assigns, coordinates and reviews the work of subordinates engaged in professional, administrative and technical work.

11. Provides executive management of the Initial Entry Programs. Oversee an extensive range of curriculum areas (e.g., security policy, logistics management, financial management, international program security, foreign area studies, and signal technical areas).

 12. Primary point of contact for accreditation/certification agencies to which the USASCOE has affiliation (i.e. the American Council on Education (ACE)). Maintains primary responsibility for periodic reaccreditation reviews/visits.

13. Plans, programs, manages and allocates resources based on training requirements, priorities and Directorate of Resource Management (DRM) guidance; supports internal control program. Co-chairs budget processes with Brigade Executive Officer.

14. Provides direct and indirect supervision over the directorate of training development with full responsibility for planning, directing, administering, coordinating and supervising all activities involved in the analysis, design, development, and evaluation of training products and services informal training and education programs, and validation of initial entry training products and programs.

15. Approval authority for training requirements, learning strategies, resource requirements, and curricula that support initial entry training. Reviews, evaluates and recommends acceptance of new special projects from external agencies which involve personnel and other resource impacts.

16. Oversees resident and non-resident training development for the course of instruction for ten Military Occupational Specialty (MOS) producing technical schools used by the Active Army and Reserve components; encompassing a mission which involves knowledge of requirements in the instructional systems specialist functional categories of occupational analysis, instructional design, instructional services, instructional program evaluation, development of test and measurements and instructional program administration.

17. Performs long-range work planning. Continually reviews and evaluates effectiveness of performance and quality of results of operations of the various development processes through analysis of correspondence, reports, studies, and publications submitted for review and approval and through consultations with Brigade commanders and the SES Deputy to the Command.

18. Exercises quality control of written material based on personal knowledge of English composition and educational principles. Determines causes of unfavorable training trends and variations and directs corrective actions as required. Reviews new or changed training procedures, policies, and regulations and ensures implementation.

19. Maintains close contact with subordinate schools as necessary to keep fully informed on operations, to coordinate actions involving two or more organizational elements and to provide guidance and direction in carrying out assigned mission and functions.

20. Coordinates the activities of the training and training development units to ensure consistency of approach; encourage the application of research, best practices, and innovation to training design, implementation, evaluation, and training delivery.

21. Supports the Total Army Training System (TATS) by providing assistance to U.S. Army Reserve (USAR), National Guard (NG) and inter-service training programs in regards to proponent training programs.

22. Promotes the visibility of Signal IET programs to external customer activities (i.e. Public High School teachers and counselors) and gain executive level input and feedback during discussions at conferences and on-site visits.

23. Hosts and partners with senior-level DOD, industry, federal policymakers, non-governmental and academic visitors to the USASCOE. Presents mission and training briefings of selected curricula areas to show the value of Army training so that visitors will have a favorable view of what the Army can do for its new recruits. Coordinates with senior academicians at other DOD institutes and staff colleges concerning mutual research support.

24. Approval authority for all civilian career and professional development via formal education and or training and on-the-job training, mentoring and coaching.

25. Provides direct and indirect supervision over the Chief, Training Management Division (TMD), communications security (COMSEC), information systems and registrar services, with full responsibility for planning, directing, administering, coordinating and supervising all activities involved in educational administration, systems development procedures, project management,

and information systems integration. Oversees the integration of COMSEC in training programs to include training support, operations security, and physical security.

26. Attends workshops, conferences, and other forums that provide an interface with a wide variety of defense, military and civilian officials, who are experts in defense management, regional affairs or authorities in educational fields that can contribute to the success of the USASCOE. Makes presentations and represents the USASCOE at major professional education conferences, functions, and official events.

27. Supports Equal Employment Opportunity for all employees. Provide advice and counsel on work and administrative matters; resolve differences among key subordinates involving competing requirements and demands; hear and resolve complaints and grievances.

28. Performs research and publish: Conduct professional research on matters of U.S. national defense/military training policy or strategy to make original and innovative contributions, particularly on topics related to academic interest for the U.S. Army. Publish research and findings.

29. Oversees quality assurance and evaluation of all IET programs.

30. Serves as IMPAC credit card Certification Authority for 15th Regimental Signal Brigade.

31. Furthers equal employment opportunity by demonstrating fairness in making selections, encouraging and recognizing employee achievements; providing fair treatment of minority group employees; and being sensitive to the development needs of all employees.

Training Development Division

1. Directs and manages the Systems Approach to Training (SAT) process for the Brigade and Battalions.

2. Provides guidance and supervision to Training Development Branches in the analysis, design, development, and evaluation of individual training material and during the conduct of MOS/SC studies.

3. Tasks, coordinates, monitors and reviews input for submission of the Training Development Workload Planner (TDWP); Structure Manning Decision Review (SMDR); Life Cycle System Management Model (LCSMM) and equipment Table of Distribution and Allowances (TDA) processes. Controls and maintains audit trail documents.

4. Advises the Brigade Commander, Dean, and Battalion Commanders on proponent training programs and training development matters which include status of actions between the contractor and student battalions.

5. Manages the Soldier Training Publications (STP) development process for the brigade.

6. Verifies, records, and maintains an official audit trail of the following approved products:

a. Training Requirements Analysis System (TRAS) documents.

b. Learning analysis and design.

c. DA Pam 611-21 actions.

d. Media selection/media needs statement.

e. Training support materials.

f. Training aids/device requirements, new equipment training (NET) packages and factory/instructor key personnel (IKP) training packages.

7. Recommends the requirement for convening Critical Task/Site Selection Board.

8. Recommends approval of the Critical Task and Site Selection Board (CTSSB) results.

9. Coordinates, staffs, manages and recommends approval of proponent MOS reviews conducted on the following Army Training Support Center (ATSC) products:

a. Army Correspondence Course Program (ACCP).

b. Interactive Multi-media Instruction (IMI), including Computer Based Instruction, Computer Assisted Instruction (CBI/CAI).

c. Extension Training Material (ETM).

d. Training Aids, Devices, Simulations and Simulators (TADSS).

e. Television Video Training (TVT).

f. Video Teletraining (VTT).

g. Other distance learning products.

10. Recommends approval of resident training, course map, TDA equipment authorization changes, Military Construction [Army (MCA) and Minor MCA (MMCA) projects], and procurement actions.

11. Prepares proponent training mobilization plans and requirements.

12. Implements the Total Army Training System (TATS) and maintains training support documents for brigade.

13. Monitors and analyzes statistical data pertaining to training effectiveness, test results, attrition data, and validation data.

14. Assesses the use of emerging technologies and alternate learning environments to support student training and training development.

Training Development Branches

1. Plans, designs, develops, and evaluates MOS training in both active and reserve component.

2. Designs and develops individual training programs, with all supporting documentation to include course map and training support materials.

3. Manages administrative and supply functions associated within the branch.

4. Monitors, reviews, and evaluates training and training development products by contractor services to ensure compliance of contract requirements.

5. Develops and proposes all DA Pamphlet actions.

6. Establishes and maintains audit trails and record files of all training development products and training materials.

7. Performs job and task analysis.

8. Schedules and conducts critical task and site selection boards.

9. Evaluates and/or provides input to TADSS, ARTEP-MTP, TRAS documents, ARPRINT, technical publications, new equipment publications, LSAR training data, STRAP, IKP training packages, new equipment test plans, SOW, civilian contracts and training regulations.

10. Provides inputs to LCSMM documents, PPBES, SMDR, TDWP, MTSB, MSR, and TDA.

11. Identifies requirements for TADSS, equipment, training areas, facilities and personnel required to support POI.

12. Coordinates brigade participation for development of Army Recruiting Information Support System (ARISS).

13. Requisitions printing requests and issues training materials.

14. Manages Displaced Equipment Training (DET) teams and Mobile Training Teams (MTT).

15. Attends new systems/IKP training to analyze, design, and develop training strategy.

S1/Adjutant

1. Advises the Brigade Commander and staff on necessary matters pertaining to S1 functions.

2. Coordinates military personnel operations for the brigade; reviews, processes and makes recommendations on military personnel actions. Manages and coordinates Unit Manning Report (UMR).

3. Provides and coordinates administrative services support to the brigade personnel.

4. Administers forms control and records administration program within the brigade.

5. Coordinates preparation and processing of correspondence, records, reports, and other orders.

6. Maintains duty rosters.

7. Coordinates the brigade reenlistment program.

8. Conducts the brigade equal opportunity and race relations program.

9. Supervises the brigade postal and mail operations.

10. Conducts the brigade safety program.

11. Supervises athletic and recreational activities; supervises and maintains recreational facilities.

12. Maintains regulations, directives, and files libraries.

13. Manages the brigade history file. Prepares brigade Annual Historical Review.

14. Manages the brigade awards program for military and civilian personnel.

15. Coordinates and reviews the preparation of replies to congressional, special interest, or similar related inquiries.

16. Coordinates and supervises legal administrative support within the brigade.

17. Supervises and coordinates military personnel strength accounting operations, to include collection of statistical data.

18. Tracks and monitors administrative student attrition.

19. Provides input to the Monthly Status Report, Monthly Training Status Briefing, and other command briefings.

20. Manages the government travel card program to ensure cardholders use for official travel only and bills are paid in a timely manner. Uses the EAS program to obtain payment status, card transactions, various reports, and post changes to accounts as required. Processes new applications, transfers incoming and outgoing accounts and ensures that cards are cancelled for those personnel retiring and ETS from the Army.

S2/S3

1. Advises the Brigade Commander and staff on operations, training programs, training support, physical security, projects and directives pertaining to S2/S3 operations. Also advises on matters pertaining to automation and communications security (COMSEC)/ cryptographic (CRYPTO).

2. Develops and writes policies, Memorandums of Instruction (MOIs), and Standing Operating Procedures (SOP).

3. Conducts brigade programs to analyze general efficiency and effectiveness of training and training support.

4. Implements security intelligence, crime prevention, threat, OPSEC, environmental, procurement, and internal control programs for the school.

5. Prepares and submits brigade's input for the peacetime and mobilization personnel tables of distribution and allowances (TDAs).

6. Manages proponent training mobilization plans and requirements.

7. Manages equipment table of distribution and allowances (TDA) for the brigade.

8. Manages staff and faculty training in cooperation with DOT; includes Instructor Training Course (ITC), Systems Approach to Training (SAT), Cadre Training Course (CTC), Office of Personnel Management (OPM) sponsored courses, and vendor provided training.

9. Processes permanent party school quotas and allocations.

10. Manages the TRADOC Monthly Status Report (MSR), the Monthly Training Status Briefing (MTSB), Semi-Annual Training Briefings (SATB), and Quarterly Training Briefings (QTB) for the brigade.

11. Plans, supervises, and inspects permanent party and students Soldierization training, Warrior Tasks and Battle Drills (WT&BD), and phase training.

12. Monitors and analyzes statistical data pertaining to training effectiveness, attrition data, and absenteeism. Develops alternatives and provides workable solutions to training and training management problems.

13. Monitors diagnostic and remedial physical training.

14. Schedules, monitors, and provides limited maintenance of the confidence and obstacle course.

15. Coordinates the brigade's input to the Manual of Organization, Mission, and Functions.

16. Coordinates and conducts parades, reviews, and other ceremonies.

17. Provides and coordinates details required by post.

18. Provides logistical support to the Center Guard Force.

19. Coordinates Monthly Review and Analysis Program for the brigade.

20. Conducts Security Information Management.

21. Maintains safe keeping of classified documents.

22. Maintains Security Clearance information. Verifies security information for permanent party, students, TDY verification, and visitors to the brigade.

23. Implements security intelligence plans and policies.

24. Coordinates and schedules personnel for career and professional development training.

25. Serves as point of contact for manpower functions, surveys, and schedules.

26. Directs and manages the automation and communications security (COMSEC) function for the 15th Signal Brigade.

Automation Branch

1. Advises the Brigade Commander on all issues related to information technology.

2. Provides and ensures quality end-user service and support.

3. Establishes and manages procedures to obtain system passwords for end users.

4. Develops and plans automation architecture and standards in accordance with brigade and command guidance, with input from subordinate units, using fiscal responsibility.

5. Procures hardware and software to support automation architecture.

6. Plans and coordinates the integration of information technology.

7. Maximizes the performance of legacy systems.

8. Plans and allocates systems/resources based on requirements.

9. Develops and implements data management procedures and programs.

10. Provides computer/network security across the brigade.

11. Manages information systems/networks across the brigade.

12. Uses software development tools to provide efficiency and innovation.

13. Develops and implements policies related to automation.

14. Coordinates with subordinate units to assess technological impact of new systems integrated into brigade training programs.

15. Prepares the workforce to meet future challenges in information technology.

16. Assesses the impact of and coordinates the integration of new software programs.

17. Develops and maintains the brigade web sites.

18. Provides guidance, assistance and support to developers of interactive multimedia instruction (IMI).

19. Supports the integration of distance learning programs within the school.

COMSEC Branch

1. Manages and controls all security matters required for classified material including COMSEC/CRYPTO training programs, facilities, and secure devices to include: (1) Plans, develops, and implements COMSEC accounting procedures for the brigade, (2) account for all COMSEC items sub-hand receipts to the school and other organizations; and (3) interprets National Security Agency (NSA) directives and advises the brigade commander on impact of these directives in relation to the training mission and resources.

2. Prepares emergency plans for evacuation, destruction, relocation, or other disposition of COMSEC documents, equipment, and materials.

3. Conducts and supervises COMSEC inspections to enforce compliance with COMSEC regulations and directives.

4. Provides security information management.

5. Maintains safekeeping of classified documents.

6. Plans, directs, and advises subordinate brigade units on physical security policy and procedures.

S4

1. Advises the Brigade Commander and staff on logistics, training support, budget, dining facilities, barracks, maintenance matters, and projects and directives pertaining to S4 operations. Coordinates the logistical support and services to units of the brigade.

2. Develops internal supply procedures and conducts periodic inspections of brigade activities; supervises command supply discipline program; processes actions on lost, damaged or destroyed property.

3. Monitors equipment maintenance status to include weapons, protective masks, field mess equipment, facilities, and vehicles.

4. Coordinates with USASCOE activities for necessary maintenance support.

5. Plans and coordinates transportation and vehicle requirements.

6. Coordinates the acquisition, allocation and utilization of buildings and facilities within the brigade (exclusive of academic training facilities).

7. Initiates requests for new construction, maintenance and/or renovation of facilities, and monitors the self-help program.

8. Requisitions and monitors the use of ammunition used in weapons firing exercise.

9. Administers the following programs for the brigade:

   a. Fire protection and prevention.

   b. Utilities conservation.

   c. Equipment maintenance.

   d. Supply discipline.

   e. Energy conservation.

   f. Environmental.

10. Coordinates with the Facility Food Services to support the brigade via the four organic dining facilities. Conducts monthly council meetings to track customer support and operational efficiency.

11. Requisitions, stores, and issues support equipment and materials for the brigade in compliance with regulations, directives and authorization documents; maintains audit trail.

12. Coordinates acquisition, distribution and use of supplies, communications, communications support and CCI equipment and the logistical services supporting academic training.

13. Conducts periodic inventories ensuring compliance with all directives for correct disposition of supplies and equipment within the department.

14. Maintains property accountability within the brigade.

15. Provides feeder information for equipment authorization documents and budget requirements.

16. Provides representation to logistics and maintenance management committees.

17. Monitors the use and turn in of all brigade linen on a weekly basis.

18. Monitors the furniture level in the brigade and adjusts quantities to meet the load. Ensures there is a life-cycle replacement system in effect.

19. Tracks space utilization in all barracks housing controlled by brigade.

20. Provides pick-up and delivery service for equipment and training material both to and from logistics and maintenance support agencies and the training divisions.

21. Conducts bi-monthly maintenance meetings on all brigade equipment and facilities.

22. Coordinates, reviews, and manages the Planning, Programming, Budgeting, and Executing System. Advises Commander and prepares brigade Command Operating Budget (COB), Unfinanced Requirements (UFR) and Budget Execution Requests (BER). Manages IMPAC Credit Card Program.

HHC

To provide command, control, training, administration, logistical support and deployment readiness for all permanent party soldiers assigned/attached to Headquarters and Headquarters Company.

369th /447th/551st Battalions

Battalion Commander

1. Commands a Signal Battalion composed of four to six companies and one academic training division.

2. Responsible for all aspects of training for enlisted training in selected MOSs.

3. Responsible for developing motivated, disciplined, physically fit Signal soldiers who are trained to be technically competent and able to install, operate, maintain and repair vital communications systems worldwide in their MOS.

4. Trains staff and cadre to ensure their professional development as leaders.

5. Professionally develops and sustains common military task proficiency of all cadre members.

6. Manages, maintains, and accounts for property valued in the millions of dollars.

7. Provides general personnel administration and logistical support for assigned or attached personnel.

8. Interfaces with the Commander, 15th Regimental Signal Brigade, on battalion soldier support issues and academic training issues.

Executive Officer/Deputy Commander

1. Exercises supervision of staff and coordinates Battalion responses to actions assigned to the battalion.

2. Represents the Battalion at Battalion at budget decision reviews and master planning at brigade level.

3. Acts as action officer on housing/billeting, mess/club facilities, discipline, medical care, and other health, welfare, and morale issues within the Battalion.

4. Manages officer personnel assignments and sponsorship.

5. Overseas inactive student management.

6. Provides oversight to Army Travel Card Program, executed through Battalion S1.

7. Develops Battalion consolidated unfinanced requirements, and recommends priorities to Battalion Commander.

8. Makes recommendations to Battalion Commander on budget and resource allocations to subordinate units.

9. Provides guidance and direction on personnel and logistics operations supporting IET.

Command Sergeant Major

1. Ensures information concerning enlisted personnel within the Battalion is disseminated utilizing supervisory channels.

2. Ensures personal appearance, conduct, and adherence to customs, courtesies, and service traditions by members of the Battalion are correct.

3. Provides counseling to enlisted personnel regarding professional career development, training, and personal affairs.

4. Assists Battalion Commander in ceremonies and formal functions.

S1

1. Advises the Battalion Commander and staff on necessary matters pertaining to S1 functions.

2. Prepares military personnel actions for the battalion.

3. Provides and coordinates administrative services support to the battalion personnel.

4. Administers forms control and records administration program within the battalion.

5. Coordinates preparation and processing of correspondence, records, reports, and other orders.

6. Maintains regulations, directives, and files libraries.

7. Manages the battalion awards program for military personnel.

8. Maintains EMILPO database.

9. Manages the battalion evaluation program for military personnel.

10. Coordinates the battalion reenlistment program.

S3/Training Directorates

1. Implements safety, security, crime prevention, threat, OPSEC, environmental, procurement and internal control programs for the battalion/training divisions.

2. Prepares and manages TRADOC Monthly Status Report (MSR), the Monthly Training Status Briefing (MTSB), and the Quarterly Training Briefing (QTB) for the battalion.

3. Conducts End of Course Army Physical Fitness Testing (EOC-APFT) for the battalion.

4. Plans and executes annual EXODUS program for IET/NON-IET students within the battalion.

5. Conducts command inspection program (CIP) for battalion elements.

6. Develops and revises OPORDs, MOIs, policy memorandums, and SOPs related to training, training management and conduct of training for the battalion.

7. Coordinates conduct of battalion graduations.

8. Coordinates with other staff elements for supporting missions within the battalion and brigade.

9. Manages personnel details and taskings for the battalion.

10. Monitors/inspects troop movements IAW applicable regulations.

11. Monitors/inspects company APFT program IAW applicable regulations.

12. Plans and conducts Common Task Testing (CTT).

13. Coordinates and conducts parades, reviews and other ceremonies.

14. Conducts quality assurance and self-assessment for battalion elements.

15. Ensures training is conducted IAW approved training schedules.

16. Advises the battalion commander on proponent training programs, training development processes, and operations for the battalion/training divisions.

17. Provides guidance and supervision to training divisions in the conduct of MOS/SC studies.

18. Advises the commander of research and analysis on MOS training trends and prepares reports for review and historical records.

19. Provides input to proponent training mobilization plans and requirements.

20. Executes proponent training mobilization plans and requirements.

21. Reviews statistical data pertaining to training effectiveness, test results, attrition data, and absenteeism data. Develops alternatives and provides workable solutions to training and training management problems.

22. Approves training programs to improve technical expertise of staff and faculty members. Maintains and improves the technical and professional proficiency of battalion staff and faculty members with the cooperation of DOT.

23. Submits requests for staff and faculty personnel to attend civilian and military professional development training.

24. Reviews and evaluates cardholder's use of IMPAC credit cards. Reports results of evaluation to battalion commander.

25. Plans, programs, coordinates, reviews, and manages the Planning, Programming, Budgeting and Executing Systems (PPBES) to include Unfinanced Requirements (UFRs) for the battalion.
26. Plans, programs, coordinates, reviews and manages the personnel Table of Distribution and Allowance (TDA) for the battalion.

27. Develops and revises MOIs, LOIs, policy letters/memorandums and SOPs related to training, training management and conduct of training.

28. Plans, directs, controls, coordinates, and manages all activities of the directorate. Serves as advisor to the Bn Commander and DOT on matters of training and training development pertaining to the programs for which the directorate has responsibility.

29. Performs internal control and logistics and maintenance management.

30. Verifies accuracy and approves the following products for the directorate: learning analysis and design, target population descriptions, media needs statements, training support materials, New Equipment Training Plans (NETP), new equipment technical manuals.

31. Represents the directorate on school-wide committees charted to conduct MOS/SC training studies, identification of training problems; study of operational, administrative and logistical problems.

32. Implement safety, security, OPSEC, crime prevention, threat and internal control programs for the directorate.

33. Develops/conducts the directorate's quality control program as related to the training process using evaluation procedures and knowledge of advanced educational and training technologies related thereto.

34. Reviews and coordinates training resource requirements with Training Divisions and DOT to include equipment, facilities, personnel, support items, and funds.

35. Develops alternatives and implements workable solutions to training and training management problems.

36. Manages civilian personnel and award actions for the battalion.

37. Manages instructor of the quarter (IOQ) program for the battalion.

38. Conducts quality assurance and self-assessment of training.

39. Maintains duty rosters.

40. Provides IASO support within the battalion/directorate.

Training Divisions

1. Conducts training on selected critical tasks of one or more MOSs and ASI/Functional courses.

2. Plans and conducts MOS training in both active and reserve component.

3. Manages training for ITRO.

4. Assists the Training Development Branch in the design and development of individual training

programs with all supporting documentation to include training schedules and training support materials.

5. Manages administrative and supply functions associated with the Division.

6. Monitors, reviews and evaluates training by contractor services to ensure compliance of contract requirements.

7. Develop/Approve Master Training Schedule (MTS).

8. Establishes and maintains audit trails and record files of all student training records.

9. Provides input to critical task and site selection boards.

10. Implements Program of Instruction (POI) as endorsed by TRADOC.

11. Performs academic counseling of resident students and prepares the Academic Efficiency Report and grade cards.

12. Recommends graduation, reclassification, or relief of students.

13. Identifies requirements for TADSS, equipment, training areas, facilities, and personnel to support POI.

14. Provides instructional support for NETT, MTT and DET when required.

15. Coordinates instructor development programs and maintains instructor qualification files. Recommend personnel (both civilian and military) for staff and faculty training.

16. Signs and maintains custodianship of training buildings. Prepares facilities engineer work order requests. Operates and maintains instructional facilities by performing required maintenance, fire prevention, security, policy and safety functions.

17. Provides subject matter expert (SME) for Army Recruiting Information Support System (ARISS) projects.

18. Requisitions, stores, and issues materials used in support of training and applying internal control procedures.

19. Operates RITM System to input student data and to retrieve student information and resource information.

S4

1. Coordinates the logistical support and services to units of the battalion.

2. Maintains battalion hand receipt for non-expendable and expendable durable equipment.

3. Monitors equipment maintenance status to include weapons, protective masks, field mess equipment, facilities and vehicles.

4. Coordinates with USASCOE activities for necessary maintenance support.

5. Plans and coordinates transportation and vehicle requirements.

6. Coordinates the acquisition, allocation and utilization of buildings and facilities within the battalion (exclusive of academic training facilities).

7. Reviews and forwards requests for new construction, maintenance and/or renovation of facilities, and monitors the self-help program.

8. Requisitions and monitors the use of ammunition used in weapons firing exercise.

9. Administers the following programs for the battalion:

    a. Fire protection and prevention.

    b. Utilities conservation.

    c. Equipment maintenance.

    d. Supply discipline.

    e. Energy conservation.

Company: General

1. Performs command and control functions for assigned and/or attached personnel.

2. Conducts soldierization training and physical and professional training for assigned and/or attached personnel.

Company Operations and Training

1. Advises the Company Commander on necessary matters pertaining to administrative functions.

2. Prepares, military personnel actions for the company, forwards and tracks them to Military Personnel Office and S1.

3. Provides, executes, and coordinates administrative services to support company personnel.

4. Administers forms control and records administration program within the company.

5. Coordinates preparation and processing of correspondence, records, reports, and other orders.

6. Maintains company duty rosters and IET guard detail.

7. Supervises and executes the company postal and mail operations.

8. Maintains regulations, directives, and files libraries.

9. Compiles and distributes the company historical data.

10. Manages, tracks, and executes the company awards program for military personnel.

11. Prepares and executes replies to congressional, special interest, or similar related inquiries.

12. Identifies and requests error correction in the eMILPO database.

13. Implements safety, security, crime prevention, threat, OPSEC, environmental, procurement, and internal control programs for the company.

14. Prepares, manages, and executes Quarterly Training Briefing (QTB) for the company.

15. Conducts/schedules Diagnostic Army Physical Fitness Testing (APFT) for the company.

16. Plans, coordinates, and executes annual EXODUS program for IET students within the company.

17. Maintains documents for inspection for the command inspection program (CIP) for company elements.

18. Develops and revises OPORDs, MOIs, policy memorandums, and SOPs related to soldierization training, training management, and conduct of training for the company.

19. Plans, coordinates, and executes battalion graduations.

20. Coordinates with other battalion elements for supporting missions.

21. Manages personnel details and taskings for the company.

22. Monitors/inspects troop movements IAW applicable regulations.

23. Monitors/inspects company APFT program IAW applicable regulations.

24. Plans, coordinates, and executes Common Task Testing (CTT).

25. Plans, coordinates, and executes parades, reviews and other ceremonies.

26. Conducts quality assurance and self-assessment for company elements.

27. Ensures training is conducted IAW approved training schedules, i.e., soldierization, common task and phase training.

28. Prepares training calendars.

29. Submits requests for company personnel to attend civilian and military professional development training.

30. Identifies and requests Unfinanced Requirements (UFRs).

31. Develops and revises policy memorandums and SOPs related to soldierization training and the administration of the company.

32. Executes and prepares soldiers and NCOs for various boards for the company.

33. Maintains company hand receipts for non-expendable and expendable durable equipment.

34. Plans, coordinates and executes with USASCOE activities for necessary maintenance support.

35. Administers and executes the following programs for the company:

   a. Fire protection and prevention.

   b. Utilities conservation.

   c. Equipment maintenance.

   d. Supply discipline.

   e. Energy conservation.

Platoon Sergeants

1. Coordinates the logistical support and services to platoons of the company.

2. Monitors equipment maintenance status to include dummy weapons, protective masks and NBC Gear, CTT Equipment, barracks furniture, facilities, and vehicles.

3. Plans, coordinates, and executes transportation and vehicle requirements.

4. Coordinates allocation and utilization of buildings and facilities within the company (exclusive of academic training facilities).

5. Reviews and forwards requests for maintenance and/or renovation of facilities, and monitors the self-help program.

6. Conducts AFPT.

U.S. Army Detachment, Sheppard Air Force Base, TX. 447th Signal Battalion provides administrative command and control over staffing element.

U.S. Army Detachment, Keesler Air Force Base, MS. 447th Signal Battalion provides administrative command and control over staffing element.

U.S. Army Signal School Detachment (USASSD), Fort Meade

Company Commander

1. Provides command and control, administration, solderization training, leadership, professional development, and logistical support to all personnel assigned or attached to the Student Company, USASSD.

2. Provides administrative, logistical, and UCMJ support to the Noncommissioned Officer Academy (NCOA) and Training Development Division (TDD), USASSD.

PAC (Personnel Action Center)

1. Advises the Company Commander and staff on necessary matters pertaining to S1 functions.

2. Prepares military personnel actions for the company.

3. Provides and coordinates administrative services support to the company personnel.

4. Administers forms control and records administration program within the company.

5. Coordinates preparation and processing of correspondence, records, reports, and other orders.

6. Maintains regulations, directives, and files libraries.

7. Manages the company awards program for military personnel.

8. Maintains EMILPO database.

9. Manages the company evaluation program for military personnel.

Training and Operations

1. Implements safety, security, crime prevention, threat, OPSEC, environmental, procurement, and internal control programs for the company.

2. Prepares and manages TRADOC Monthly Status Report (MSR), the Monthly Training Status Briefing (MTSB), and the Quarterly Training Briefing (QTB) for the company.

3. Conducts End of Course Army Physical Fitness Testing (EOC-APFT) for the company.

4. Plans and executes annual EXODUS program for IET/NON-IET students within the company.

5. Conducts command inspection program (CIP) for company elements.

6. Develops and revises OPORDs, MOIs, policy memorandums, and SOPs related to training, training management, and conduct of training for the company.

7. Coordinates conduct of company graduations.

8. Coordinates with other staff elements for supporting missions within the company.

9. Manages personnel details and taskings for the company.

10. Monitors/inspects troop movements IAW applicable regulations.

11. Monitors/inspects company APFT program IAW applicable regulations.

12. Plans and conducts Common Task Testing (CTT).

13. Coordinates and conducts parades, reviews and other ceremonies.

14. Conducts quality assurance and self-assessment for company elements.

15. Ensures training is conducted IAW approved training schedules, i.e., soldierization, common task, and phase training.

16. Prepares and manages proponent training mobilization plans and requirements.

17. Coordinates budget with Deputy Brigade Commander, 15th Regimental Signal Brigade.

18. Coordinates TDA requirements with Deputy Brigade Commander, 15th Regimental Signal Brigade**.**

19. Develops and revises MOIs, policy memorandums, and SOPs related to training, training management, and conduct of training.

20. Manages civilian personnel and award actions for the company.

21. Conducts quality assurance and self-assessment of training.

22. Maintains duty rosters.

Supply

1. Coordinates the logistical support and services to the company.

2. Maintains company hand receipt for non-expendable and expendable durable equipment.

3. Monitors equipment maintenance status.

4. Coordinates with local activities for necessary maintenance support.

5. Plans and coordinates transportation and vehicle requirements.

6. Coordinates the acquisition, allocation and utilization of buildings and facilities within the company.

7. Reviews and forwards requests for new construction, maintenance and/or renovation of facilities, and monitors the self-help program.

8. Administers the following programs for the company:

   a. Fire protection and prevention.

   b. Utilities conservation.

   c. Equipment maintenance.

   d. Supply discipline.

   e. Energy conservation.

73d Ordnance Battalion

Continue the Soldierization process to transform volunteers into highly motivated, disciplined, and physically-fit Soldiers, that live by the Soldier's Creed with a warrior spirit IOT make an immediate and positive contribution to the Operational Army. Provide command and control, administrative, training and logistical support to permanent party personnel, Soldiers, and their Families.

Specific mission and functions are outlined within and governed by the U.S. Army Ordnance Missile and Munitions Center and School (USAOMMCS) Regulation 10-1.

6-7. Capability Development Integration Directorate

a. **Mission.** The Capabilities Development Integration Directorate (CDID) is responsible for managing and integrating the user activities associated with the development, synchronization, and integration of Communications Networks and associated aspects of the Army. The CDID will manage the commonality and interoperability aspects within the current and future force to ensure Army, Joint, Interagency, and Multinational interoperability. Serves as user representative for all aspects of the communications network system of systems. Intensively manages and synchronizes all Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) actions in order to deliver network capabilities over time. Responsible for capabilities development and support of system testing and fielding. Oversees efforts that implement and update the LandWarNet transition strategy for current force network transport and operations. Responsible for three TRADOC Capabilities Managers, TRADOC Project Office NETOPS, Experimentation Division, and Concepts, Requirements, and Doctrine Division.
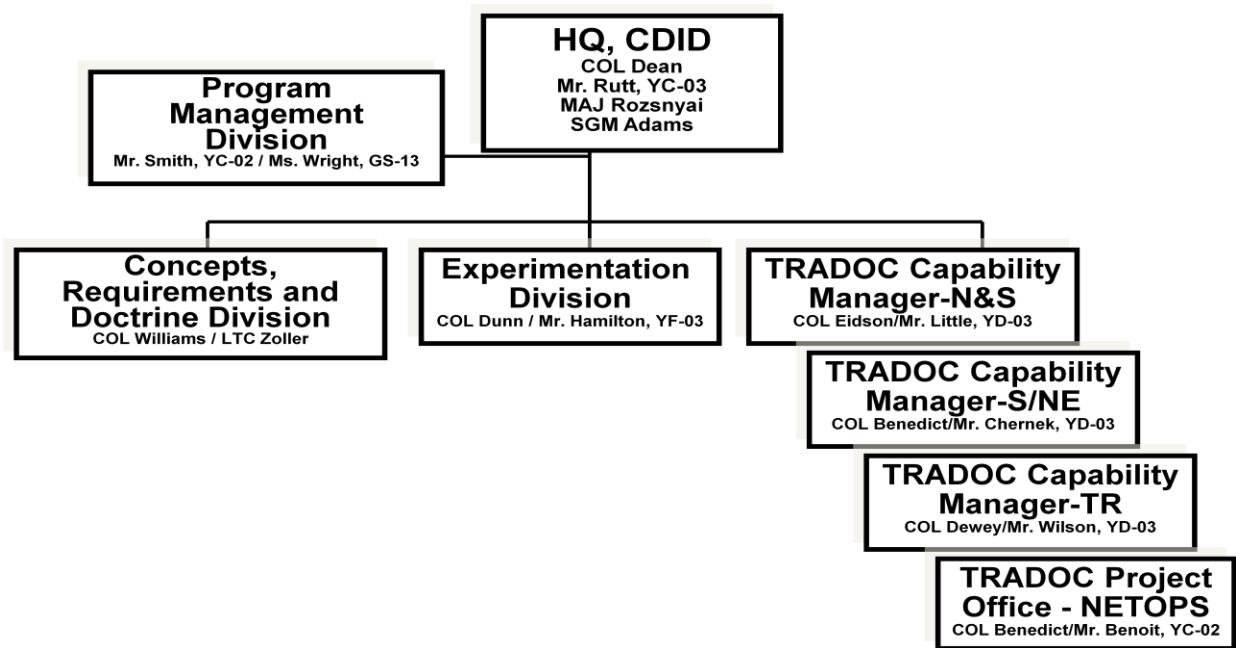
Figure 6-7. Capability Development Integration Directorate

b. **Functions.**

Office of the Director

(1) User responsibilities for all communications transport systems IAW TRADOC Regulation 71-12.

(2) Performs, as directed by Futures Center, needed Joint Capabilities Integration and Development Systems (JCIDS) Functional Analyses dealing with communications transport.

(3) Manages development and synchronize product delivery of all DOTMLPF actions for all communications transport systems in accordance with the LandWarNet Transition Plan.

(4) Monitors development and fielding of network transport systems, including crosswalk of materiel developer Requests for Proposals (RFP) and Engineering Change Proposals (ECP).

(5) Develops mission profiles and specific payload requirements for aerial communications relay in conjunction with TCM Unmanned Aerial Vehicle Systems.

(6) Supports TRADOC Analysis Center (TRAC) with subject matter expertise in the conduct of Acquisition Category (ACAT) I and II Analysis of Alternatives (AoA).

(7) User responsibilities for all communications network operations and services (management, information assurance, messaging, routing) in accordance with TRADOC Regulation 71-12.

(8) Performs, as directed by Futures Center, needed JCIDS Functional Analyses dealing with communications network transport.

(9) Manages development and synchronize product delivery of all DOTMLPF actions for all communications network operations and services in accordance with the LandWarNet Transition Plan.

(10) Monitors development and fielding of communications network operations and services, including crosswalk of materiel developer RFP and ECP.

(11) Coordinates and synchronize the network needs of users, including TPIO Battle Command, Director UAMBL, and CASCOM.

(12) Develops, maintains, and implements the LandWarNet transition plan that synchronizes all DOTMLPF action in order to develop a single network over time.

Program Management Division

1. Serves as the initial Capability Development Integration Directorate (CDID) point of contact for all personnel actions. Processes Request for Personnel Actions (RPAs).

2. Assigns tasking of projects within CDID and monitors completion of these assignments to ensure necessary and effective coordination is achieved among CDID elements and all other agencies.

3. Conducts administrative functions for the directorate to include, distribution and processing of awards (military and civilian), performance appraisals, OERs, NCOERs, etc.

4. Provides oversight, advises and assists all CDID divisions on all security related matters. Coordinates all activities involving grading and regarding classified defense information up to and including SECRET material received or generated by the CDID.

5. Verifies Security Clearances through Joint Personnel Adjudication System (JPAS).

6. Maintains the CDID equipment hand receipt and requisitions, stores, and issue supplies to support the directorate, as required.

7. Coordinates training for the directorate.

8. Processes Time and Attendance Cards/Reports.

9. Responsible for procuring, installing and administering the LAN. Prepares and updates LAN management procedures.

10. Coordinates systems maintenance and upgrades.

11. Maintains desktop hardware and software.

12. Provides end-user support for help desk, network and systems management to include adds, moves, and changes to network specifications.

13. Manages the CDID web page and AKO collaboration site.

14. Manages the CDID manpower program to include TDA updates, manpower surveys and organizational realignments for new missions between CDID elements.

15. Coordinates with the director of resource management on matters of financial management to include travel/TDY budget.

16. Maintains and monitors all UFRs for the directorate.

17. Manages contracts and contract budgets.

18. Manages the Contractor Verification System (CVS).

19. Monitors Defense Travel System (DTS). Prints travel reports as required.

20. Monitors directorate's Government Travel Card Program. Provides list of delinquent cases to the director.

21. Prepares/consolidates the CDID weekly and historical reports.

22. Manages/monitors event calendar.

Concepts and Doctrine Division

  a. **Mission.**

(1) Develops Signal concepts and doctrine, conducts capability-based assessments including threat support, and determines and documents Signal materiel and organizational requirements IAW the Joint Capabilities Integration and Development System (JCIDS).

(2) Performs initial capabilities developments for tactical and strategic communications and information systems.

(3) Represents the user in the initial development of emerging communications and information systems and organizations.

(4) Keeps abreast of technological developments and participates in Army and Joint Services studies, experiments, and scenario development.

(5) Provides signal capabilities development assistance to U.S. Army Training and Doctrine Command (TRADOC) schools, the Army, Joint Services, and Allied Services.

(6) Provides threat support for capabilities developments and personnel security support to the USASCOE commander and staff.

b. **Functions.**

(1) Serves as principle advisor to the Commander for Signal force development actions.

(2) Directs and supervises the operation of subordinate elements.

(3) Ensures that organizational and operational requirements are integrated across DOTMLPF domains.

(4) Advises the commander and staff on the state of the art technology. Interfaces with the technological community on technological proposals and information exchanges.

(5) Represents the proponent on TRADOC, Army, and multi-service working groups, integrated concept teams, and integrated capability development teams.

(6) Participates in technical forums/panels at higher headquarters and other organizations.

Concepts and Doctrine Branch (CDB)

1. Manages and supervises the overall activities of subordinate branches, resolves personnel management problems, provides guidance for project management, and submits annual division and budget training requirements.

2. Represents the USASCOE in development of concepts and doctrine in support of current and future warfighting requirements.

3. Serves as the USASCOE focal point for all actions related to proponent and non-proponent concepts and doctrine issues.

4. Serves as the focal point on all matters relating to threat support to operational force development, doctrine development, combat development, training, and training development for the USASCOE and all tenant TRADOC elements.

Concepts Section

1. Develops signal concepts statements and subordinate concepts (supporting or integrating) augmenting the TRADOC Capstone Concept IAW TRADOC PAM 71-9.

2. Develops, directs, manages and maintains emerging signal proponent concept statements and concepts capability plans in support of Army concept development, experimentation and requirements determination in accordance with TRADOC Regulation 71-20.

3. Initiates/develops signal proponent concept statements and concepts (system/organizational) that provide for the development, implementation, and integration of new technologies, signal support systems, and signal force designs/organizations for specific future materiel(s)/ organization(s) required to support Joint, Army and Regiment Visions.

4. Reviews and participates in the development and implementation of warfighting (overarching) concepts. Identifies signal proponent roles, responsibilities and resource requirements to support these concepts. Signal assessments consider joint, combined, and coalition operational requirements IAW current Army doctrine.

5. Reviews non-proponent concepts, material requirement documents and doctrine for signal support requirements, compatibility, and interoperability with existing or developing signal concepts. Provide assessments to non-proponent developer on the supportability and feasibility of their concepts based on current systems, existing programs, and emerging technologies.

6. Reviews training development products to ensure compatibility and utility with new concepts.

7. Provides signal proponent expertise/representation to MACOM, DA, joint, allied, foreign other TRADOC organizations on non-proponent concept, doctrine, organization, and materiel studies. Identifies and recommends analytical tools and techniques such as models, simulations, MAPEXs and wargames.

8. Provides signal expertise and support to designated TRADOC Capability Managers (TCMs).

9. Represents the command on scientific boards/panels and serves as a member of multi-service and multinational working groups. Serves as consultant on rationalization, standardization, and interoperability implementation issues.

10. Provides articles for the Army Communicator magazine on current and future Signal Regimental operating concepts.

Doctrine Section

1. Serves as the Signal Regiment's single point of entry for all matters relating to Signal proponent doctrine development.

2. Provides doctrinal subject matter expertise on all Army communications systems operations supporting LandWarNet functional mission areas.

3. Represents CDID and USASCOE at appropriate meetings/working groups concerning doctrinal matters.

4. Conducts and participates in special studies and Joint working groups pertaining to doctrine. Interfaces as required with USASCOE community, TRADOC Centers of Excellence/Schools, MACOM, and other agencies to include Joint DOD services for tactical information, pertaining to Signal doctrinal literature and doctrine and tactics training.

5. Develops policy and procedures as they relate to the integration and development of Joint doctrine.

6. Ensures cohesion of Joint doctrine by coordinating with appropriate Air Force, Navy, Marine Corps, and other TRADOC centers and schools.

7. Develops and writes doctrinal literature. Manages the doctrinal literature program for the USASCOE.

8. Ensures constant coordination with agencies involved in authoring, reviewing, and producing doctrinal products.

9. Maintains current development status on all proponent doctrinal products.

10. Ensures approved concepts are included in appropriate doctrine and training products.

11. Serves as government representative or Assistant Contracting Officer's Representative (ACOR) for contractual doctrinal literature.

12. Staffs non-proponent literature for review of Signal implications.

13. Provides support to the Directorate of Training, the Leadership College for Information Technology, Office Chief of Signal, Signal Advanced Individual Training, Noncommissioned Officer Education System and Officer training courses for current, emerging and future doctrine objectives and products.

14. Assists in providing DOTMLPF assessments to TRADOC, CIO/G-6 and Army G-3 for operational needs statements from units supporting OIF/OEF.

15. Operates and maintains the CDID AKO NIPR and SIPR portal pages.

Threat Section

1. Responsible to the commander and staff on all aspects pertaining to intelligence, threat support, and Sensitive Compartmented Information (SCI).

2. Acts as the USASCOE Threat Manager and Senior Intelligence Officer (SIO).

3. Serves as the authority and focal point on all matters relating to intelligence and threat support to operational concepts, doctrine development, combat development, training, and training development for the USASCOE and all tenant TRADOC elements.

4. Establishes and maintains expert knowledge of current and projected threat weapons, equipment, organization, doctrine, and tactics.

5. Reviews, updates, and submits annual Statement of Intelligence Interest (SII) and Defense Intelligence Agency (DIA) Recurring Documents List.

6. Prepares and submits Intelligence Production Request (IPR) and Quick Reaction Requests (QRR) to fill gaps in intelligence and threat data.

7. Coordinates with TRADOC, DA, DIA, National Security Agency (NSA), INSCOM, National Ground Intelligence Center (NGIC), Central Intelligence Agency (CIA), and other federal intelligence agencies to ensure required intelligence and supporting products are obtained.

8. Provides expertise, advice, and technical assistance to project officers in initial development of system packages.

9. Develops threat portion of all capability developments documentation for USASCOE proponent systems.

10. Develops System Threat Assessment Reports (STAR), and Threat Test Support Packages (TTSP).

11. Ensures that only Department of the Army (DA) or DIA approved threat data is applied to any wargaming and modeling.

12. Participates in the development of threat operational scenarios used in TRADOC studies.

13. Provides quality control at threat and operational testing of USASCOE proponent systems.

14. Provides threat information and intelligence to Experimentation Division and all TRADOC Capability Managers (TCM) at the USASCOE.

15. Represents the USASCOE on Test Integration Working Groups (TIWG) and Threat Coordinating Groups (TCG), and Test and Evaluation Integrated Product Teams (TEIPT).

16. Maintains an updated classified and unclassified intelligence and threat reference library.

17. Maintains awareness of changing operational concepts, doctrine, equipment, training, and organizations throughout the U.S. Army.

18. Researches, produces, and disseminates intelligence briefings/products to the Command Group, staff elements, and tenant units of the USASCOE as required.

19. Provides liaison and coordination with the 513th Military Intelligence (MI) Brigade and the Gordon Regional Security Operations Center (GRSOC) to ensure timely current intelligence is available for contingency planning.

20. Prepares, publishes, and disseminates the command Black Book as required by the Command Group.

21. Ensures Special Security Office (SSO) Sensitive Compartmented Information (SCI) support to the USASCOE commander and staff, tenant units, and Fort Jackson.

22. Provides current intelligence support to Reserve Components (RC).

23. Reviews and provides input to Lesson Plans (LP) and Programs of Instruction (POI) to ensure that foreign threats to Army systems are included and accurate.

24. Monitors classroom instruction for validity of threat materials being presented to students.

25. Reviews and provides input to doctrinal literature and publications to ensure that threats to the Army are portrayed accurately and include only information validated by DA/DIA.

26. Reviews development of training devices (e.g., GTAs, TV tapes, films, etc.) to ensure threat content is accurate.

Force Requirements Branch (FRB)

1. Manages and supervises the overall activities of subordinate elements, resolves personnel management problems, provides guidance for project management, and submits annual division and budget training requirements.

2. Represents the USASCOE in development of force structure in the support of current and future warfighting requirements.

3. Serves as the focal point for all the actions related to the USASCOE Architecture Cell.

Tactical Forces Integration Section (TFIS)

1. The Tactical Forces Integration Section assists in developing Signal force structure and designs primarily for Corps and below elements.

2. Develops TOE and BOIP to support Army Transformation and Force Design Updates.

3. Reviews Signal TOE, BOIP, and Operational Architecture products which document the requirements necessary to modify Signal organizations as required.

4. Develops FDU packages that detail design changes for Signal units across all components.

5. Coordinates MARC Studies for Signal MOS functions conducted by USAFMSA. Coordinates with OCOS, DOT and Training Departments, SME panels, and field organizations. Results of these studies impact all TOEs containing the MOSs studied.

6. Manages Force Integration (FI) functions, Force Design Update (FDU), and developments documentation in the Signal Restructure Initiative (SRI), Force Management Analysis Review (FORMAR), and other FI initiatives.

7. Identifies, monitors, and maintains new or revised signal force integration initiatives.

8. Manages Force Integration functions for doctrine, equipment, organizations training and personnel.

9. Participates in Proponent/Non-Proponent FORMAL. Ensures that all Force Integration actions are identified and coordinated, assessed, and completed IAW stated requirements.

10. Participates in higher headquarters and other force integration briefings, conferences, and meetings pertaining to force integration goals and programs.

11. Provides the signal force structure for the Total Army Analysis (TAA) Program.

12. Assists in determining the rules of allocation for signal units, and provides input to branch POC for TAA.

13. Recommends scheduling of proponent TOE and BOIP development, revision or conversion.

14. Recommends priorities to DA on equipment distribution/redistribution.

15. Reviews TOEs and BOIPs developed by USAFMSA. Reviews BOIP Feeder Data prepared by AMC for Signal proponent systems, and provides input to USAFMSA prior to development of the BOIP. Coordinates with OCOS and DOT for MOS and system training requirements input to USAFMSA for proponent and non-proponent BOIP.

16. Represents USASCOE at the United States Army Force Management Support Agency (USAFMSA) Documentation Integration Workgroups (DIWG) review board for organization documentation.

17. Reviews and provides input for signal operational and organizational concepts for specific units based on signal force design and requirements for all signal organizations.

18. Develops unit reference sheets (URS) for organizational and/or system concepts and forwards to the HQ, TRADOC Force Design Directorate (FDD) and USAFMSA for the development of draft tables of organization and equipment (TOEs) for primarily Corps and below Signal units.

19. Performs automation functions in support of organization documentation. Provides organizational documentation to other offices in support of requirements documents, training, and architecture development.

20. Advises and assists MACOMs in MTOE development. Initiates revision of TOE and BOIP with USAFMSA to support MTOE scrub results.

21. Reviews and comments on doctrinal publications and requirement documents.

22. Coordinates Manpower Analysis Requirements Criteria (MARC), surveys and studies with OCOS, DOT and training departments for USAFMSA, RDD. Reviews TOE Impact of MARC studies. Coordinates subject matter expert panels field units and advises OCOS and USASCOE representation during panel discussions.

23. TRADOC POC for Set, Kits, Outfits (SKOs) that USASCOE has control of. Coordinates with training departments and field units to update SKOs and supply catalogs.

24. Serves as the Branch POC for the Minimum Mission Essential Wartime Requirement (MMEWR) review of Line Item Numbers (LIN) that have been identified by AMC as candidates for obsolescing the LIN, and removing it from TOE and from SB 700-20, chapters 2 and 4. Also serves as the branch POC for the Army Modernization Reference Data SSN-LIN Automated Management System (SLAMIS).

25. Reviews and provides comments on doctrinal publications on maintenance under the Two Level Maintenance concept.

26. Serves as the USASCOE's Organizational Domain member of the tiger team for Future Combat Systems/Army Experiment Task Force (FCS/AETF) force development.

27. Serves as the USASCOE Subject Matter Expert (SME) for the Capabilities Needs Analysis (CNA) for Signal proponent Organization Domain solutions.

Operational Forces Integration Section (OFIS)

1. Integrates operational and strategic TOE designs into the force. Prepares products for and participates in Force Design Updates (FDUs) relative to operational and strategic level Signal designs. Serves as USASCOE representative in all matters concerning Total Army Analysis (TAA) and the Army Force Generation (ARFORGEN) model.

2. Coordinates with HQDA (G3 Organizational Integrator, CIO/G6 and G8 FDC), NGB and OCAR/USARC Organizational and Force Integrators, TRADOC Force Development Directorate, NETCOM Force Integration Branch, and FORSCOM G3 Organizational Integrator.

3. Coordinates within the USASCOE with Office Chief of Signal, TRADOC Capabilities Managers, the Directorate of Training, and the Reserve Component Affairs Office.

4. Provides the signal force structure for the Total Army Analysis (TAA) Program. Develops, modifies, and coordinates Rules Of Allocation (ROA) for Signal School Proponent TOE. Represents Signal School at TAA conferences.

5. Serves as the USASCOE lead for Signal Operational Forces Force Design Update (FDU) development, coordination, and staffing.   Coordinates development of the concept and organizational design paper, develops the URS, and briefing slides, coordinates the transmittal letter with USASCOE leadership, and assembles and transmits the completed FDU packet to Force Design Directorate for approval. Serves as USASCOE POC for all follow on actions including TOE development, BOIP development or modification, and MARC modifications to meet the new requirements.

6. Coordinates with Architecture Integration Management Directorate (AIMD) for development of architecture products in support of Signal Operational Forces TOE and BOIP.   Provides input for development of Operational Network Nodes (ONN's). Participates in TRADOC Architecture Validation Boards to adjudicate ONNs for Signal TOE.

7. Provides Operational Forces Integration Section input to the branch POC for the Minimum Mission Essential Wartime Requirement (MMEWR) review of Line Item Numbers (LIN) that have been identified by AMC as candidates for obsolescing the LIN, and removing it from TOE and from SB 700-20, chapters 2 and 4.

8. Reviews Non-Proponent FDU, and coordinates with other offices (OCOS, DOT, TCMs, and other branches of CDID), for their review, and consolidates input back to the proponent and FDD for USASCOE position.

9. Identifies, monitors, and sustains new or revised signal force integration initiatives.

10. Manages Force Integration functions for doctrine, equipment, organization training and personnel.

11. Participates in higher headquarters and other force integration briefings, conferences, and meetings pertaining to force integration goals and programs.

12. Recommends scheduling of proponent TOE and BOIP development, revision or conversion.

13. Recommends priorities to DA on equipment distribution/redistribution.

14. Reviews TOEs and BOIPs developed by USAFMSA. Reviews BOIP Feeder Data prepared by AMC for Signal proponent systems, and provides input to USAFMSA prior to development of the BOIP. It also coordinates with OCOS and RDOT for MOS and system training requirements input to USAFMSA for proponent and non-proponent BOIP.

15. Performs automation functions in support of organization documentation. Provides organizational documentation to other offices in support of requirements documents, training, and architecture development.

16. Serves as the USASCOE's Organizational Domain member of the tiger team for Future Combat Systems/Army Experiment Task Force (FCS/AETF) force development.

17. Represents the USASCOE in the Organizational Domain of the Capabilities Needs Assessment (CNA).

Materiel Requirements Branch (MRB)

1. Manages and supervises combat developments activities associated with the initial identification, validation, development, and documentation of network transport and services capabilities for the Army's LandWarNet into a Joint, Interagency, and Multinational operational environment. This is accomplished through participation in Integrated Capabilities Development Teams (ICDTs); Capabilities Based Assessments (CBAs); Doctrine, Organization, Training, Materiel, Leader, Personnel, and Facilities (DOTML-PF) Assessments; Capabilities Gap Analyses (CGAs); and similar efforts to identify gaps in required capabilities, resulting in the potential development of an Initial Capability Document (ICD), DOTMLPF Change Request (DCR), or to support change to an existing TRADOC Capability Manager (TCM) chartered Program of Record (POR). MRB also performs Analyses of Alternatives (AoAs) and other studies, conducts system-specific testing and employment support, and participates with TCMs and materiel developers in cost, schedule, and performance trade-off analyses.

2. Performs TRADOC Capabilities Manager (TCM) functions for systems not assigned to TCMs. Provides technical support to and coordinates with TCMs, Experimentation Division, and other organizations on programs and initiatives related to materiel requirements and capabilities development.

3. Serves as the USASCOE proponent for the Capabilities Needs Analysis (CNA) to ensure that Signal programs and initiatives are on target to support resolution of Army and Joint capability gaps and developmental priorities.

4. Provides and interprets technical and administrative policy for branch personnel, provides guidance for project management, resolves personnel management problems, approves travel requirements and expenditures, administers the personnel evaluation and awards program for the branch, and develops and submits annual budget and training requirements.

Communications and Networking Branch

1. Performs combat developments functions listed below in support of initial identification, validation, development, and documentation of network transport and services capabilities.

2. Performs Capabilities Based Assessments (CBAs); Doctrine, Organization, Training, Materiel, Leader, Personnel, and Facilities (DOTML-PF) Assessments; Capabilities Gap Analyses (CGAs);

and similar efforts to identify gaps in required capabilities. Develops and conducts worldwide staffing of Signal proponent initial materiel capability development documentation. Reviews and provides comments on other proponents' materiel capability development documentation.

3. Integrates technical interfaces to the Army and joint tactical, strategic, sustaining base, and commercial networks. Develops and updates system configurations for employment of information transport systems in support of Army and joint operations at all echelons.

4. Assesses and promulgates networking and network routing protocols and standards, gateway, router and bridge technology, international data standards (e.g., IEEE and CCITT), Government Open Systems Interconnection Profile (GOSIP), and Internet capabilities.

5. Manages the Tactical Switching Telephone Numbering System (TSTNS) to include serving as Global Block Numbering Plan (GBNP) Manager, Global Pre-Affiliation List (PAL) Manager, and Global Database Manager and Administrator.

6. Serves as a member of Integrated Capability Development Teams (ICDTs), Integrated Product Teams (IPTs) and Army/Joint technical panels.

7. Performs TCM responsibilities for programs not supported by TCM Charter.

8. Chairs ICDTs for initial materiel capability development documents and defends documents to TRADOC, HQ DA, and the Joint Staff.

9. Serves as a member of Source Selection Evaluation Boards (SSEBs) and Special Task Forces (STFs) to assess materiel acquisition alternatives.

10. Develops Critical Operational Issues and Criteria (COIC) and Doctrinal and Organizational Test Support Packages (D&OTSPs) for operational tests.

11. Provides input to Test and Evaluation Master Plans (TEMPs) and participates in Test Integration Working Groups (TIWGs) and Reliability and Maintainability (R&M) Scoring Conferences. Monitors and participates in operational and technical testing.

12. Evaluates and develops USASCOE position on implementation of hardware/software initiatives, product improvements, and Engineering Change Proposals (ECPs).

13. Participates in program, design, and milestone decision reviews of proponent systems.

14. Coordinates with TRADOC activities, AMC, PEO/PMs, MACOMs, and contractors on required materiel capabilities and resolves issues.

15. Develops new equipment distribution plans and assists other organizations in resolving fielding issues.

16. Assists other organizations in developing tactical and strategic communications concepts, doctrine, organizations, and materiel requirements.

17. Conducts technical reviews and assessments of various documents related to requirements, acquisition, testing, logistics, training, equipment, software, manpower, organizations, doctrine, and budget.

18. Conducts studies to determine minimum essential user requirements for information transport equipment.

19. Conducts DA/TRADOC Working Group meetings to define system/network requirements and resolve issues.

20. Coordinates with users in the field and the materiel developer to address hardware and software requirements and resolve issues.

21. Provides input for development of Basis of Issue Plans (BOIPs) and Tables of Organization and Equipment (TOEs).

22. Provides input to Outline Test Plans (OTPs) for review by the Test Schedule and Review Committee (TSARC). Reviews OTPs for scheduling and resource impacts.

23. Participates in and supports special study groups of the Army Science Board.

24. Conducts Signal proponent Analyses of Alternatives (AoAs) and other studies, conducts system-specific testing and employment support, and participates with TCMs and materiel developers in cost, schedule, and performance trade-off analyses. Also conducts non-proponent actions and studies. Ensures information requirements are integrated in all non-proponent actions.

25. Develops Signal requirements for non-proponent programs such as vehicles, power generators, environmental control, and nuclear, biological, chemical (NBC) protection, and Soldier as a System (SaaS).

26. Provides technical support to and coordinates with TCMs and Experimentation Division on programs and initiatives related to materiel.

Experimentation Division

The Experimentation Division (ED) or the Battle Command Battle Lab – Gordon (BCBL-G) is the primary Army C4ISR integrator within the Army and Joint Battle Lab community. In its integration role, the ED conducts experimentation, which focuses on the Army Battle Command System (ABCS) applications, on integrating functions across the Army Battlefield Operating System (BOS), and on the Joint integration of ABCS. The Battle Lab also conducts experimentation to support the requirements determination process, and to provide risk mitigation for Army and Service Acquisition, Joint Networking and C4ISR Interoperability and Training. The Battle Lab maintains a technologically up-to-date live simulation network of fixed and

deployable networking assets called the Battle Lab Collaborative Simulation Environment (BLCSE). The BLCSE serves as the focal point/hub for an extremely scalable and cost efficient TRADOC infrastructure for inter-Battle Lab C4ISR experimentation and simulation. The BLCSE plays a critical role in TRADOC's A2CDP to affect the Army Transformation as it is the Army's simulation gateway to Joint and Coalition experimentation. The ED also hosts the CIO/G6 sponsored Network Service Center-Training (NSC-T). The NSC-T is a capability to provide a Joint Network Node training Hub designed to emulate the role of either the Tactical Hub Node (THN) or the Fixed Regional Hub Node (FRHN) for JNN equipped units in CONUS/Hawaii/ Alaska. In addition, the Battle Lab has the responsibility to develop and leverage technologies that enhance the Army's ability to practice the art and science of battle command. Toward this purpose, the ED exerts influence on the DOD technology base to align research and development (R&D) efforts with user requirements and concepts. The ED also strives to influence the direction of industry independent R&D so that the Army can leverage commercial and dual-use technology to the maximum extent possible.

Science and Technology (S&T) Branch

The ED Science and Technology (S&T) Branch focuses on the prioritized Joint and Army warfighting capabilities identified through the JCIDS process which serve to inform the science and technology community and focus the developmental efforts of the community as specified in the Joint Warfighting Science and Technology Plan and the Army Science and Technology Master Plan. Advanced concept and technology demonstrations (ACTDs) and advanced technology demonstrations (ATDs) are important mechanisms in this process because they are used to assess the military utility of new capabilities, mature advanced technologies, and provide insight into non-materiel implications. They are on a scale large enough to demonstrate operational utility and end-to-end system integrity. The JROC reviews and recommends prioritization of ACTD candidates based on military need and a sponsoring combatant command and lead Service. Upon completion of the ACTD or ATD, the lead Service will develop the appropriate JCIDS documents (CDD or CPD) if the concept solution is transitioned to an acquisition program. This may require new JCIDS documents for programs being initiated, or it may require modifications to existing JCIDS documents if the technology is being incorporated into an existing program. The military utility assessment (MUA) completed at the end of the ACTD or ATD may be a suitable replacement for the required analysis used as the basis for ICD preparation. The MUA will be used to guide the development of the CPD for AROC and JROC approval. A CDD or CPD, as appropriate, will be developed for the ACTD or ATD to transition into an acquisition program. (TR 71-20).

 Experimentation Branch

The ED Experimentation Branch is focused on the exploration of innovative methods of operating, especially to assess their feasibility, evaluate their utility, or determine their limits to reduce risk in the current force and future force. The Experimentation Branch also identifies and verifies acceptable solutions for required changes in DOTMLPF to achieve significant advances in current and future capabilities.

Modeling and Simulations Branch

The M&S Branch is involved in the development and use of constructive models to investigate, understand, or provide experiential stimulus to either (1) conceptual systems that do not exist, or (2) real-life systems that cannot accept experimentation or observation because of resource, range, security, or safety limitations. This investigation and understanding in a synthetic environment will support decisions in the domains of research development, and acquisition (RDA) and advanced concepts and requirements (ACR) or transfer necessary experiential effects in the training, exercises, and military operations (TEMO) domain. (AR 5-11).

The Battle Lab Collaborative Simulation Environment (BLCSE) Branch

 This is a TRADOC capability that links TRADOC Battle Labs, Branch proponents, and other agencies into a digitally networked & integrated simulation environment. The ED operates the Network Operations and Security Center (NOSC) which enables collaboration, routine virtual teaming (voice, VTC, whiteboard, & KR), distributed M&S, link Warfighting simulations and experiment events, a deployable network for experimentation / integrating virtual & live Force play, a gateway for Joint experimentation and other Service labs, and a gateway to technology base & industry. This integrated environment is able to support development of systems-of-systems and combined arms capabilities across the Army and in support of Joint operations, optimized for Future Force Development. It is a persistent, secure distributed environment supporting collaboration, development, integration, and execution of mission required events.

The Network Service Center Training (NSC-T) Branch

This is an Army CIO/G6 capability to provide a Joint Network Node training Hub designed to emulate the role of either the Tactical Hub Node (THN) or the Fixed Regional Hub Node (FRHN) for JNN equipped units in CONUS/Hawaii/Alaska. The ED hosts this capability in its Battle Lab facility and provides an additional experimentation capability. The primary mission of the NSC-T is to support home station training events, pre-deployment events, CTC Rotations, USASCOE Live Network Training, Capstone Exercises, and MOS Individual Training.

TRADOC Capability Managers

Networks & Services (TCM-NS)

Satellite Communications & Network Extension (TCM-SNE)

Tactical Radios (TR)

Each TRADOC Capability Manager (TCM) is a separate command established to provide intensive management beyond the scope of the normal resources available to the proponent. They will supervise the development, acquisition and fielding of selected Department of Defense (DOD) major In-process Review (IPR) and Designated Acquisition Programs (DAP) material systems. Each TCM acts for the Commander, TRADOC, and Commander, USASCOE, as a focal point for user activities and is responsible for directing all aspects of assigned systems from conception through fielding, including the Integrated Logistics Support Elements (ILSE) as well as Combat Developments. The TCM offices are TRADOC chartered with authority to issue directives. The TCM is the Army's centralized manager for all materiel systems in coordination

with the ARCIC. HQ TRADOC has the authority to task TRADOC and activities outside the
control of the Commanding General, USASCOE. TCM managed capability areas are based upon
core and specialized functions as assigned to their respective major subordinate command, CoE, or
branch in accordance with AR 5-22 and TR 10-5. Capability areas normally include: family of
materiel or systems-of-systems; umbrella training capabilities consisting of training systems or
training support programs; and, in some instances a distinct organization. These capability areas
require long-term management due to the comprehensive and enduring nature of the capability
areas. TCMs are chartered by TRADOC to integrate DOTMLPF for assigned capability areas.

In accordance with their Charters, TRADOC Pam 71-9, and TRADOC Reg 71-12, the TCMs
ensure assigned systems have tasks and user capability documentation prepared as needed to move
assigned programs through the development process. They manage the total TRADOC effort for
assigned developmental programs to include combat developments, training developments, and
the integration of supported systems. Schedule and acquisition strategies for completion of the
assigned TCM programs are under the control of their respective program managers, although
there are work products from TRADOC that are necessary. Additionally, the TCM role provides
user representative documentation and user positions on issues promptly to avoid program delays.

USASCOE TRADOC Capability Managers will:

   a. Serve as the TRADOC user representative and single point of contact (POC) for capabilities
assigned in accordance with the TCM charter.

   b. Provide intensive, centralized, total capability management, and integrate DOTMLPF.

      (1) Doctrine. Support the development of doctrine and tactics, techniques, and procedures
from individual to collective, tracing back to the operational and organizational concept.
Coordinate with the Directors, CDID/DOT/Office Chief of Signal (OCOS) overall
operational/organizational concepts, MANPRINT, doctrine, and software developments.

      (2) Organization. Coordinate the development of Basis of Issue Plans (BOIP) for assigned
systems and associated ancillary equipment, including all aspects of logistical support.
Coordinates development of force design updates and TOEs related to assigned systems.

      (3) Training. Support the development of home station and institutional training for
individual, crew, and unit. Coordinate development and fielding of training aids, devices (system
and non-system), simulations, and simulators for use in training in the institution, home station,
and Combat Training Centers. Ensure that training resource planning, (i.e. Training Support
Package) is initiated early enough to support follow-up actions and promulgated in the "Training
Sub-System" (DPT). Coordinate with the Program Manager to assure the timely transfer of
MANPRINT, technical, operational, and maintenance knowledge of hardware and software to the
training developers.

      (4) Materiel. Support TRADOC position on system reviews, ensures requirement
documents are updated as needed, ensure DOTMLPF and the logistics support system are in place
for system testing and first unit equipped, and plan for system product improvements and

recapitalization. Ensure that a Doctrine, Organizational Test Support Plan (DOTSP) is developed and on file (CDID). Coordinate USASCOE input to Test and Evaluation Master Plan (TEMP), Outline Test Plans (OTP), and Test Support Package (TSP).

(5) Leader Development. Support the development of leader (NCO and Officer) training and development.

(6) Personnel. Support the identification and reconciliation of all MANPRINT issues, including safety. Coordinate development of new military occupational specialty (MOS) and appropriate career progression as needed. Ensure that a System MANPRINT Management Plan (SMMP) is developed and on file (CDID) for each new system. Coordinate with DOT/OCOS for making MANPRINT and Military Occupational Specialty (MOS) determinations, Skill Performance Aids (SPA) program (formerly Integrated Technical Documentation Training), Individual Collective Training Plan (ICTP), and course design.

(7) Facilities. Support the resourcing of facilities necessary to train, maintain, and protect the systems in their charter.

c. Represent the user in the acquisition process across all dimensions of DOTMLPF within their capability area. Develop, staff, adjudicate, and forward to ARCIC (through a General Officer/Senior Executive Service Officer in their chain-of-command) capability documents for their chartered systems.

d. Report on the progress of assigned AC2DP products during publication, mid-cycle review, and end-of-cycle review of the AC2DP.

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

f. Using Integrated Concept Teams (ICT), with empowered membership from schools and materiel developers, support the development and documentation of all related materials (O&O, CPDs, OMS/MP, STAR, MANPRINT, Supportability Strategy (SS), System Training Plans (STRAP), Software Development Plans, doctrinal publications, System Evaluation Plans, COIC, and user input to QQPRIFD, BOIPFD, and TOE), as needed. Ensure that Qualitative, Quantitative, Personnel Requirements Information (QQPRI), Basis of Issue Plans (BOIP), and Table of Organizational and Equipment (TOE) actions are accomplished as prescribed by regulations (CDID).

g. In coordination with the Capabilities Development Integration Directorate (CDID), propose refinement of system capabilities in the Capability Production Documents (CPD). Justify or validate system capabilities at all levels of the Army, DOD, and Congress, as directed.

h. Participate in MATDEV system concept analyses and cost performance trade-off and cost as an independent variable analyses by providing detailed warfighting capability impact of specific

system characteristics. Provide TRADOC senior leadership recommendation for all design reviews.

   i. Prepare TRADOC positions on, receive TRADOC leadership approval, and participate in decision reviews {In Progress Review (IPR)/Army Systems Acquisition Review Council (ASARC)/Army Requirement Oversight Council (AROC)/Joint Requirements Oversight Council (JROC)/Defense Acquisition Board (DAB) for assigned systems. Provide user input for documentation of these reviews, such as Acquisition Program Baseline.

   j. Support the total package fielding by managing a coordinated schedule of work for TRADOC centers and activities in support of system development and initial fielding.

   k. Make recommendations to the materiel developer to correct hardware and software deficiencies. Review and evaluate proposed actions and Engineering Change Proposals (ECP) of the project or program manager to ensure that user capabilities are adequately addressed. Ensure compatibility with user requirements of all ECPs and Program Manager (PM) System trade off proposals.

   l. Provide for systems improvements (Preplanned Product Improvements (P31), System Enhancement Program (SEP), Service Life Extension Program (SLEP), recapitalization efforts, etc.), in coordination with the proponent, through the identification of Science and Technology (S&T), S&T Objectives (STOs), Advanced Technology Demonstrations (ATDs), Advanced Concept Technology Demonstrations (ACTDs), and Concept Experimentation Demonstrations (CEDs) for systems assigned to the TCMs.

   m. Monitor technical and user test activities for assigned systems to keep TRADOC leadership informed of system progress and to initiate corrective action for user unit or test personnel/activities as needed.

   n. Crosswalk and reconcile Capability Production Documents (CPD) characteristics to the request for proposal (RFP) materiel specifications, ensuring the acquisition strategy meets user needs.

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

   p. Provide user coordination to Manpower Estimates.

   q. Provide user representation in Analysis of Alternatives (AoA), and other studies, evaluations, and efforts supporting the development programs.

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

   s. Provide user representation throughout the planning, programming, and budget execution system (PPBES) to include development of proponent system requirement justification,

prioritization, and rationale. Additionally, monitor PM funding lines and distribution of dollars to ensure user requirements are adequately resourced.

   t. Coordinate with CDID, TRADOC Program Integration Office (TPIO) – Army Battle Command Systems (ABCS), Battlefield Functional Areas (BFA), TCMs, Program Executive Office (PEO) Command, Control, and Communications (Tactical) and Program Evaluation Office Standard Army Management Information Systems, (PEO STAMIS), for system interaction to ensure compatibility and interoperability to satisfy the overall tactical communications electronics requirements.

   u. Act as the primary user interface with the system PMs.

   v. Act as the primary user representative in studies, evaluation, and other efforts to support development of the systems.

   w. Defend, as appropriate, system capabilities at all levels to DOD and Congress, as directed.

   x. Act as Chairperson or Co-chairperson of all chartered systems for TRADOC/U.S. Army Material Command Joint Working Groups (JWG).

   y. Prepare and present the USASCOE position for the TRADOC Material Evaluation Committee (TMEC) and Requirements Review committee. Prepare and present the TRADOC position for In-Process Reviews (IPR), DA Program Reviews (DAPR), Army System Acquisition Review Council (ASARC), and Defense System Acquisition Review Council (DSARC) to the chain of command as requested.

   z. Assist the AMC PM, in coordination with USASCOE during development of procurement programs for Army Material Plan reviews, Development Concept Paper, Research Development Acquisition Council, and Program Objective Memorandum (POM) actions.

TRADOC Project Office NETOPS

   a. **Mission**. TRADOC Project Office NETOPS ensures the integration and synchronization of the warfighting requirement domains of DOTMLPF for its chartered capability areas and programs. TPO NETOPS will lead the Army's efforts to ensure tactical units have the capability to manage and control networks at all levels.

   b**. Functions.** In accordance with the TPO NETOPS Charter, the TPO ensures assigned systems have tasks and user requirement documentation prepared as needed to move assigned programs through the development process. They manage the total TRADOC effort for assigned developmental programs to include combat developments, training developments, and the integration of supported systems. Schedule and acquisition strategies for completion of the assigned TPO programs are under the control of their respective program managers, although there are work products from TRADOC that are necessary. Additionally, the TPO role provides user representative documentation and user positions on issues promptly to avoid program delays.

TPO Duties and Responsibilities

TRADOC Project Office NETOPS will:

  a. Represent the user and CG TRADOC for their assigned capability area.

  b. Provide intensive, centralized, total capability management and integrated DOTMLPF.

  c. Represent the user in the acquisition process across all dimensions of DOTMLPF within their capability area. Develop, staff, adjudicate, and forward to ARCIC (through a General Officer/Senior Executive Service in their chain) capability documents for their chartered systems or systems within their area of responsibility.

  d. Report on the progress of assigned AC2DP products during publication, mid-cycle review, and end-of-cycle review of the AC2DP.

  e. TPO assigned organizational integration capability areas (Stryker Brigade Combat Team (BCT), Infantry BCT, Heavy BCT, Future BCT, and Maneuver Support) have additional responsibilities:

    (1) Provide TRADOC points of contact for assessing DOTMLPF for the organization.

    (2) Coordinate TRADOC products as required to enhance unit capabilities.

    (3) Support Army Force Generation reset:

      (a) Coordinate Program/Project managers, other TPO, and BCT Commanders new equipment/capabilities fielding or retro-fit.

      (b) Coordinate new doctrine, tactics, techniques, or procedures fielding.

      (c) Provide assistance for coordinating mobile training teams.

6-8. Directorate of Training

  a. Mission. The Director of Training (DOT) serves as principal advisor to the Commanding General and Staff on all matters pertaining to training. Exercises staff supervision over training being conducted at the U.S. Army Signal Center of Excellence (USASCOE) and U.S. Army Signal detachments and elements located at other installations and the Army School System (TASS) Program. Develops training concepts, budget and resource requirements, and manages the training plans and programs required to operate, maintain, and support new information technology and communications-electronics equipment and systems for military personnel. Provide contract management support on all training contracts. Implements the University of Information Technology (UIT) at the USASCOE to promote the lifelong learning concept through the LandWarNet e University (LWN eU), development of lifelong learning materials with a particular focus on PC-based simulations, and a proponent Resource Center to provide proponent

content to the Regiment worldwide through a virtual campus concept. Provide staff and faculty development training for instructors and training developers.
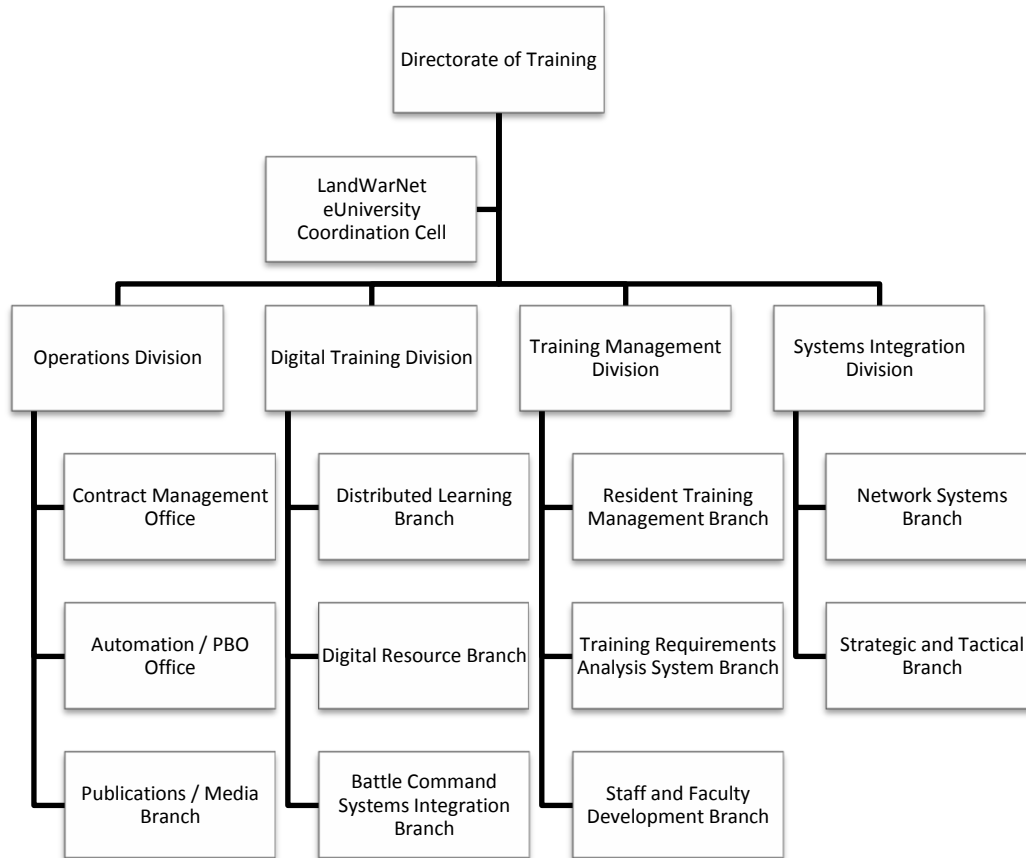
Figure 6-8 Directorate of Training

    b. Functions.

Office of the Director (Front Office includes Director, Deputy Director, and DOT SGM)

1. Serves as the POC for all training, training development, and training resource matters for USASCOE.

2. Directs or controls all taskings and formal coordination of training and training development matters within USASCOE.

3. Advises the Commanding General on matters and policies pertaining to training plans and operations; provides staff supervision and coordination of training and training support functions.

4. Serves as Program Director and principal advisor to the Commander on U.S. Army Training and Doctrine Command (TRADOC) mission training funds, manpower resources, and special joint training exercise funds. Manages and allocates resources based on training requirements,

priorities, and force structure changes. Serves as voting member of the Program Regimental Advisory Committee (PRAC). Exercises authority to certify availability of funds as delegated by the Director of Resource Management (DRM) and may re-delegate such authority in writing. Approves expenditures for civilian outstanding performance and all incentive awards. Approves temporary duty (TDY) orders and invitational travel orders for all activities for which DOT is Program Director.

5. Directs and supervises the operation of subordinate elements: Operations Division, Training Management Division, Digital Training Division, and Systems Integration Division.

6. Monitors and serves as primary POC for training-related matters for the U.S. Army Elements/Detachments at other installations that are assigned to USASCOE.

7. Serves as program manager and principal advisor to the Commander/Deputy Commander on:

    a. Mission and job identification, task analyses, Army Training and Evaluation Programs, Combined Arms Training Strategy (ARTEP-CATS), and training of tactical procedures/techniques.

    b. Training plans, concepts, strategies and design of training programs, task identification and management, training site selection, and test development.

    c. Reserve Component Training programs for communications-electronics and information technology.

8. Serves as the Activity Career Program Manager (ACPM) for the civilian education and training career program (CP32).

9. Establishes priorities for the evaluation of proponent materials and training products that require independent assessment through feedback analysis, directions from the Command Group or higher headquarters, or lessons learned during the fielding of new equipment and training products.

10. Programs and conducts evaluations of new products and processes.

11. Publishes evaluation results, to include problem identification, findings and conclusions, to responsible USASC&FG activities or activities outside the command for action and resolution.

12. Serves as a voting member of the Installation Planning Board and the Post Project Review Board.

13. Assists in the development of policy, procedures, and regulations that clarify who is responsible to develop products and how work is to be accomplished.

14. Serves as program manager for Interservice Training Review Organization (ITRO) issues, conduct of military training review studies and development of implementation plans,

Memorandum of Agreement (MOA) for training conducted at this and other locations. Serves as the Army voting member for studies on Communications, Information Operations, and Automation.

15. Manages Army training information management systems and the automated network system providing internal and external training management and other automation systems connectivity for the directorate and USASCOE.

Operations Division

   a. Mission. The Operations Division provides oversight of daily operations, including management of all contracts through the Contract Management Office (CMO), taskings, suspenses, and reports both internal and external to the DOT. It also provides centralized management support for all contracts to support training at the USASCOE. The Operations Division prepares the yearly budget for the DOT and coordinates resource requirements for personnel, equipment, and facilities as appropriate. Other functions include, maintaining the automation requirements, i.e. computer hardware and software, to provide an interactive network for over 200 workstations and related automation support equipment and software. The Operations Division is additionally responsible for property accountability of all automation and audio video equipment.

   b. **Functions.**

1. Serves as principal point of contact for all operations and management activities.

2. Provides administrative oversight of all DOT divisions and offices, assigning work, establishing project completion dates, and evaluating work for consistency with organization objectives.

3. Assigns work to the Operations Division staff, providing administrative guidance to subordinates, and to the DOT Division Chiefs.

4. Publishes the agenda for and hosts the Directorate Staff Calls.

5. Organizes Directorate-level award ceremonies and other activities.

6. Responsible for overseeing the activities of the Contract Management Office and the Automation/Information Technology Cell in the Operations Division.

7. Provides administrative and automation support to four Divisions within the DOT.

8. Coordinates projects and workload priorities within the DOT and with the other training organizations within the USASCOE.

9. Assists in the development and implements administrative policies and procedures to facilitate the preparation, submission, and control of correspondence to and from the Training Departments, the Command Group, HQ TRADOC, and HQ DA.

10. Acts on behalf of the Director with signature authority for signing taskings within the DOT and to other training organizations to provide information, release information, and approve outgoing correspondence.

11. Analyzes and interprets rules, regulations, directives, correspondence, and related publications on matters of administration from HQ DA and TRADOC, and keeps apprised of significant changes and developments.

12. Develops plans and schedules to meet Directorate objectives, formulating implementing instructions for smooth execution of policies.

13. Formulates and recommends new policies and revisions of existing policies for information, action, or implementation on matters of administration.

14. Interprets policy, program documents, and regulations, and provides advice and assistance to the staff to resolve problems and maintain continuity of work and mission.

15. Assists the Deputy Director with developing and implementing administrative policies and procedures to facilitate the preparation, submission, and control of correspondence to the Academic Training Departments, the Command Group, HQ TRADOC, HQ DA, and other installations, for information, signature, or approval.

16. Participates fully in Directorate administrative decisions concerning issues that affect the functioning of the Directorate.

17. Reviews Directorate policies and procedures to effect necessary revision and/or integration with related policy/procedures.

18. Examines suspense actions and taskings, determines appropriate action officer(s), and assigns suspenses.

19. Monitors progress of actions and provides briefings to the Director on progress of taskings and status of various projects.

20. Prioritizes, reviews, edits, and approves all correspondence; ensures completeness of documentation, proper coordination, compliance with local and higher headquarters regulations/policies, and professional quality, with full authority to recommend changes or modify documents as necessary.

21. Ensures that adequate internal controls such as proper standing operating procedures are enforced in order that the flow of information to and from the Directorate is timely and accurate.

22. Authors correspondence on behalf of the Directorate on matters requiring an in-depth knowledge of Directorate policies and administrative/staff procedures.

23. Maintains frequent contact with high-ranking leadership from the Academic Training Departments, the Command Group, HQ TRADOC, HQ DA, and other installations as it pertains to the administrative oversight of the Directorate.

24. Oversees and coordinates administrative actions, and provides briefings and recommendations to the Directorate as required.

25. Performs a variety of studies and analyses of the operation, personnel, and administrative management of the Directorate.

26. Reviews all appropriate material to include regulatory material issued by higher headquarters, drafts of proposed issuances originating in the Directorate, and drafts of proposed issuances in which the Directorate has an interest.

27. Determines the effect on the activities of the Directorate, and coordinates within the Directorate to ensure all affected elements provide input to decisions to be made.

28. Compiles comments and makes recommendations for implementation, for changes in drafts to requirements of regulatory guides, and/or for improved procedural aspects. Assist in the preparation of drafts or changes in local policy issuances or procedural guides once approved by the Director or Deputy Director of Training.

29. Exercises day-to-day oversight maintaining and managing the Directorate's current TDA and out years; coordinating with the Deputy Director and Directorate SGM to ensure that the document is up to date and that employees are assigned in appropriate positions based on skill qualifications.

30. Responsible for formulating and developing budget information, including requirements for travel/transportation and for office supplies and equipment within constraints established by the Director, and in compliance with local DRM policies.

31. Tracks, collects, and coordinates the prioritization of Unfinanced Requirements (UFRS) within the Training Departments related to the DOT. Serves as the Point of Contact for all UFRS within the DOT. Develops and presents briefings on budget status to the Director and the Command Group at budget reviews, IPRs, and PBACs. Manages the Directorate's IMPAC program. Serves as an Alternate Approving Authority in the absence of the Deputy Director DOT.

32. Manages and processes awards program for military and civilian personnel.

33. Operates a Directorate-wide distribution system.

34. Administers forms control and records administration program within the directorate. Maintains regulations, directives, and files library.

35. Maintains rating schemes and personnel rosters. Prepares and submits directorate's input for the peacetime and mobilization personnel tables of distribution and allowances (TDAs).   Serves

as POC for manpower functions, surveys, and schedules. Prepares and submits directorate's input for the peacetime and mobilization equipment tables of distribution and allowances (TDA).

36. Manages, prepares, maintains, and processes all actions pertaining to civilian personnel. Maintains rating schemes and monitors timely completion of annual rating reports.

37. Manages the directorate's government travel card program to ensure cardholders use for official travel only and bills are paid in a timely manner. Uses the Citi Bank Card reporting system to obtain payment status, card transactions, various reports, and post changes to accounts as required. Processes new applications, transfers incoming and outgoing accounts and ensures that cards are cancelled for those personnel separating from the Army.

38. Assists DOT personnel in preparing travel orders and processing travel claims.

39. Provides management information to the Director in the form of automated records and reports. Acquires and evaluates information concerning ongoing DOT programs and initiatives for the Director.

40. Manages day-to-day activities within the directorate to include security, safety, facilities, supplies, quality assurance, and information technology networks/systems.

41. Provides property accountability management for $3.5M in automation, audio and video equipment.

42. Implements HQ DA directed Information Assurance Policies.

43. Analyzes TRADOC Monthly Status Report (MSR) material from schools, CDID, DHR, DPW, and DOT to ensure each issue will be clearly articulated to TRADOC. Conducts research to determine if issue can be resolved locally, in lieu of forwarding to TRADOC. Consolidates all material for inclusion into one package. Through automation means, prepares TSR package for briefing to DOT, CofS, DC, and CG. Prepares final package for CG's signature and forwards to TRADOC.

Contract Management Office

1. Exercises day-to-day oversight over a full-time staff engaged in providing contract management support for the Directorate.

2. Serves as Supervisory Instructional Systems Specialist, with primary duties in the management and administration of contracts for instructional personnel and services, training development personnel and services, and training support personnel and services. Contracts may range from complex cost type to well defined and well precedented firm fixed price requirements.

3. Serves as primary advisor to the Director of Training on all matters relating to the development and use of training contracts.

4. Exercises professional educational knowledge and general technical subject matter knowledge in accomplishing program responsibilities. Based on existing and/or anticipated operational programs, and with available manpower, plans programs and work assignments, establishes priorities and determines personnel needs.

5. Determines requirements for accomplishment of all phases of contract acquisition process for training contracts, to include coordinating drafts with requiring agencies, preparation of necessary approval documentations, preparation and processing of unfunded requirements documents, and assembly of a complete contract package.

6. Performs the development, justification, coordination and completion of a large number and variety of contract actions from time of receipt to award of contract.

7. Assists requiring activity in developing the Performance Work Statement (PWS). Reviews draft PWS to ensure that it clearly describes work products (without specifying methods), fully describes all work to be performed, and provides for various contingencies and changes in programs.

8. Advises requiring activity on Government Furnished Property issues and performs appropriate evaluations regarding relative costs of maintaining existing equipment versus having contractor provided equipment, and other factors. Assures that evaluation factors are measurable, and that they address all significant performance areas, including responses to contingencies.

9. Analyzes training requirements, training strategies, and training plans to ensure contracted training is the appropriate method for obtaining instruction.

10. Reviews long-range plans and strategies, as well as local and higher headquarters policies and procedures to ensure compliance.

11. Reviews training documentation, to include Programs of Instruction (POIs), and Course Administrative Data (CADs) to ensure that contracted training is properly documented, and that appropriate resource requirements are included.

12. Analyzes requirement and determines appropriate contract method and contract type (fixed price, fixed price with incentive provisions, cost-plus-award-fee, cost-plus-fixed fee, etc.).

13. For procurements with projected cost exceeding regulatory dollar threshold, formulates a formal Acquisition Plan, discussing the intended contract method and type, including the rationale therefore; forwards to higher headquarters for approval, responding to inquiries and technical issues.

14. For competitive negotiated procurements, works with requiring activity to develop a source selection plan, establishing criteria for each evaluation factor (management, technical, and cost), and the weight to be assigned each factor. Conducts pre-solicitation conferences and site visits with potential contractors to clarify requirements; serves as the primary government representative, referring technical questions to Government subject matter experts.

15. Works with Source Selection Evaluation Board in performing detailed analysis of proposals determine responsiveness to specifications and responsibility of offerers. Establishes the competitive range for proposals, and identifies offers that are either within the range or susceptible to being made competitive. Refers proposals exceeding regulatory dollar threshold, requests field pricing support from other Government agency.

16. Prepares Pre-negotiation Objective Memorandum. Serves as lead negotiator in negotiations with offerers, relying on subject-matter experts for guidance on technical questions; negotiations concern such matters as number and types of personnel to be employed in performance of particular requirements, contractor plans for meeting specific requirements (including contingencies), cost elements, fee structure, type of contract to be used, weighted guidelines analysis, etc. When agreement is reached, prepares Price Negotiation Memorandum summarizing all pertinent points. Develops recommendation for award for approval by the Source Selection Authority.

17. Responds to protests from bidders/offerers; assists in developing the Government rationale to be considered by the General Accounting Office (GAO) in resolving protests. Formulates replies to Congressional inquiries concerning contracting actions.

18. Maintains status of assigned contracts, and monitors progress of contract actions, to include Acquisition Management Oversight (AMO) processing, modifications to existing contracts, invoicing, and payments to contractors.

19. Monitors the execution of budgeted funds against existing contracts.

20. Maintains liaison with contractors, servicing contracting agencies, servicing finance offices, Directorate of Resource Management, and requiring activities.

21. Provides a weekly report of status and activities to the Director of Training.

 Automation/PBO Office

1. Serves as the Information Technology (IT) Manager (INFOSEC) for the Directorate of Training (DOT); Lead Information Assurance Security Office; facilitates Video Teleconference and provides (TIER I, TIER II, TIER II); IT Helpdesk; hardware/software repair and network support and services to over 120 DOT. Serves as the organization technical support; providing

customer assistance by diagnosing and resolving IT problems; diagnoses and resolves problems in response to customer reported incidents; researches, evaluates, and provides feedback on problematic trends and patterns. Coordinate all required VTC scheduling via DISN (Defense Information System Network) Video Service; Coordinates with internal employees and external sites (some conferences may include multiple sites to schedule video teleconferences). Ensures that required connections are established to coincide with scheduled meetings. Troubleshoots connectivity problems to minimize conference interruptions. Provides video conferencing support and troubleshooting to all DVS-II customers.

2.   Provides OJT training and assistance to junior IASO's. Provides expert knowledge in support of all IT acquisitions, maintain the Information Assurance and Vulnerability Assessment (IAVA) reporting, and compliance procedures through the timely dissemination of IA policy updates, guidance, and verification of annual user IA training, Improvement of DOT information assurance (IA) through user awareness and training.

3.   Promotes awareness of security issues among management and ensuring sound security principles are reflected in organizations' visions and goals. Additionally, serves as technical expert, source of expertise, and focal point within the Automations sections within the Program Management Office (PMO) concerning IT security/information assurance and IT policy and planning, programs and initiatives.

4.   Serves as the appointed PMO Information Assurance Manager (IAM) to plan, develop, implement and maintain automation security programs to ensure the confidentiality integrity, and availability of automated systems, networks and data/information spanning the planning, analysis, development, implementation and maintenance phases of the PMO Information Technology (IT) Programs. Responsibilities include developing and implementing and monitoring security programs, policies, and procedures to ensure the security, integrity, reliability and accessibility networks and data; conducting systems security audits and risk vulnerability assessments; participating in network and systems design, and developing and review of information security continuity of operations and disaster recovery plans.

5.   Additionally, accomplishes technical, analytical and advisory functions pertinent to the development of local policies, development of short and long range IT planning, and associated processes covering the PMO Automations IT programs by evaluating and recommending the adoption of new information technology security methods that will enhance capabilities.

6.   Creates Automation Plan for the Directorate to include long and short term goals for automation procurement, re-utilization plans, and efficient installation of hardware and software.

7.   Establishes and maintains the automation information management plan for the directorate.

8. Serves as the primary hand receipt holder for Directorate of Training (DOT) for three property books (Installation Property, TASC Property, and TDA). Provides the command with quality supply management/stock control support to include the development, implementation and maintenance of automated systems and operating procedures and guidance papers. Primarily manages the inventory, management, and distribution of equipment and material. Uses a thorough knowledge of supply regulations and policies to perform continuing assignments encompassing a variety of problem situations. Enters data on installation-wide IT equipment into multiple databases and ensures data integrity among these databases relating to inventory and purchase/warranty information. Incumbent also serves as the Information Technology (IT) reutilization/redistribution POC for the installation. Maintains hand receipt utilizing HRMS software. Studies and interprets regulations, directives and other IT specialized documentation relating to property accountability. Controls and coordinates redistribution of excess IT equipment and material. Prepares procedures for annual inventories, participate in inventory process, conduct investigations to determine causes of inventory discrepancies by checking all property records (e.g., purchase orders, surveys, transfers, and other available sources), compile information necessary for consideration in survey actions relating to loss, damage, or destruction of Government-owned property. Reviews records and demand data to determine if property has become obsolete or excess to the needs of the organization and/or excess to the overall requirements of the agency; offer recommendations to operating officials for utilization; and prepare reports and necessary documentation for transfer of property. Also plans for and conducts limited segments of management studies on the utilization of property, and make informal recommendations based on data developed. Reviews proposed purchases to ensure they are in accordance with fiscal year property plan, reviews justifications, and recommend actions for property requests not on the ADP Architecture plan.

9. Ensures new automation and/or office equipment is registered on appropriate property books, conducts inspections for property turn in of all excess equipment within the DOT; conducts quarterly inventories and reports status to the Installation Property Book Officer; and initiates, conducts and/or oversees Reports of Survey as required.

Publications/Media Branch

1. Supervises and manages the publishing process of all Signal Corps proponent doctrine and training literature command agency literature, and proponent augmentation training publications.

2. Prepares for publication on all Signal Corps proponent doctrinal literature, command agency, literature and proponent augmentation training publications (**FMs, CATs, STPs, OFS, and TSPs**).

3. Plans the layouts, requests necessary photography, prepares illustrations, and exercises responsibility for final camera-ready copy for doctrine and training literature.

4.   Exercises responsibility for technical accuracy (editorial, design, layout, and format) for all training and doctrine and UIT products for which the Signal Corps is proponent.

5.   Serves as printing coordinator for all doctrine and training material and UIT documents prepared by DOT and the USASCOE. Develops policies and procedures for programming, requisition, typing, storage, distribution, and accountability for training publications and material.

6.   Plans and provides layouts, graphic design, illustrations, photography, and camera-ready copy, and camera support for doctrine, training literature, professional bulletins, briefings and UIT documents.

7.   Coordinates directly with the subject matter experts/writers and project officers throughout the publication production process.

8.   Prepares and maintains electronic/paper file copy of approved publications, base art, photographs, and text used in the preparation of doctrine, training and UIT publications and DOT and command group briefings.

9.   Provides editorial support for the Army wide Training and Doctrinal Literature Program products and UIT documents for which DOT has proponency.

10. Edits/rewrites doctrinal manuscripts in the preparation of coordinating drafts, final drafts, electronic and camera-ready copy.

11. Provides writing and format guidance to subject matter experts tasked with preparing doctrinal, training and UIT document manuscripts.

12. Performs quality control checks (editorial test reads) on all Army wide Doctrine and Training Literature Program products and UIT documents for which DOT and Signal Corps has proponency.

13. Reviews completed final drafts electronic and camera-ready copy for compliance with appropriate regulation, specifications, guidance, and standing operating procedures (SOP).

14. Reviews and files camera-ready mechanicals/camera-ready copy returning from contract printing.

15. Acts as liaison with appropriate activities to establish corrective measures and ensures accuracy of all training and doctrine products.

16. Prepares DA Form 260 and ships completed publications (electronic and camera-ready copy) to ATSC for placement on the Army Training and Doctrine Digital Library and printing.

17. Provides graphic support for the marketing and implementation of University of Information Technology concept (briefing, printed material such as posters, brochures, flyers, and banners).

18. Prepares UIT course material (edit, design and illustrate) for distribution and use electronically and in print.

19. Serves as the DOT media specialists to produce packages and construct virtual web-based training materials and information to support lifelong learning. Serves as web master, preparing, maintaining and updating the web site.

Digital Training Division

1. Serves as the Directorate POC for implementing the lifelong learning concept for the USASCOE. Coordinates with the 15th Signal Brigade, LCIT, OCOS, TRADOC, HQDA, other installations, and the private sector to manage the tenets of the lifelong learning; develop lifelong learning materials, unit universities through the LandWarNet Portal, and partnerships with outside activities to development policies and procedures to support the concept.

2. Interfaces and coordinates with HQ TRADOC, senior trainers and managers at other TRADOC schools, field units, Program Managers, other services, HQDA, OCOS, and representatives from industry and academia to form teams and task forces as necessary to analyze, design, develop, and implement actions in support of the lifelong learning tenets.

3. Oversees design, development, and delivery of lifelong learning materials to support the redesign of existing and future programs of instruction for Signal AIT, NCOES and Officer Courses with a particular focus on PC-based simulations and CBT/IMI products. Ensures an educationally sound and appropriate balance is achieved among the various types of lifelong learning materials to include PC-based simulations, CBT/IMI, and traditional instructional materials.

4. Leverages existing technologies and develops new technologies to oversee establishment and maintenance of the LWNeU consisting of the 24/7 help-desk, the digital library, Division Tactical (DTAC) interface, web page, content management, and student management functions. Establishes the virtual campus concept.

5. Creates administrative policies, procedures, and formulae to foster the USASCOE's information technology and lifelong learning mission.

6. Markets the lifelong learning concept and achieve partnerships with other services, academia, and industry.

7. Writes requirement documents to implement long and short-range plans for the development of lifelong learning materials, unit universities for the LWNeU, and policies supporting the lifelong learning concept.

Distributed Learning Branch

1. Manages the development of, and assures quality control for, Interactive Multimedia Instruction (IMI). Establishes and maintains IMI standards for USASCOE. Coordinates approval, funding, development, and distribution of IMI.

2. Acquires or assists in acquiring TRADOC/DA/DOD resources for the development of training products.

3. Conducts research on the application of new technologies/media/authoring systems and associated software applicable to extension/exportable training products. Coordinates with The Army Training Support Center (ATSC) for Interim Learning Management System (LMS) updates. Coordinates with ATSC and other activities for LMS systems administration.

4. Serves as the USASCOE POC for Distributive Learning (dL). Coordinates with Program Managers, TRADOC, ATSC, PEO STRI, Office Chief of Signal (OCOS), and school personnel on dL matters to include reviewing and staffing the dL Master List, Army Distributive Learning Plan, and developing and updating the Fort Gordon Distributive Learning Plan.

5. Reviews System Training Plans and training strategies to ensure dL is being incorporated into training.

6. Reviews and provides comments on Training Requirements Analysis System (TRAS) documents (Individual Training Plans, Course Administrative Data; and Programs of Instruction).

7. Establishes and maintains Interactive Multimedia Report, which identifies Signal IMI products developed, and being developed. Coordinates with Resource Center and provides quarterly copy to ATSC.

8. Interprets and distributes guidance from TRADOC, DA, PEO STRI, and ATSC to support DL and IMI development.

9. Serves as Contracting Officer Technical Representative (COTR) and POC to TRADOC and ATSC on contracted dL development efforts. Manages the contracted IMI products to include reviewing and approving payment of DD Forms 250, ensuring compliance with milestones, regulatory guidance and higher headquarters' policies; reviews and provides comments concerning compliance with appropriate regulations, policy, and compliance with Performance Work Statements (PWS) on all contract deliverables and consolidates Signal School's comments. Interfaces with contractor personnel and course personnel presenting government position when resolving training conflicts and disputes. Reviews and consolidates comments provided contractor on monthly reports. Coordinates the gathering of technical data/specifications within the schools, other commands, and higher headquarters to prepare PWS for dL products. Coordinates and participates in post award meetings and In-Process Reviews (IPRs) throughout the period of performance of the contracts. Reviews and consolidates government comments on minutes of IPRs. Coordinates with Contracting Officer Representative (COR) contract modifications, as required. Coordinates contractor-conducted validations and sending products to higher

headquarters for testing on dL platform. Coordinates testing discrepancies with course personnel, ATSC, and contractor as required.

10. Develops policy and procedures for development of USASCOE IMI products, serves on IMI Standards Committee, coordinates and chairs as required.

11. Coordinates vendor demonstrations for USASCOE to ensure best selection for contract-developed products and to keep abreast of technology developments.

12. Establishes and maintains USASCOE policy and procedures for multimedia development. Coordinates with ATSC, processing DITIS paperwork and obtaining PIN and registration of multimedia products. Coordinates review by legal. Coordinates with ATSC for testing, and coordinates testing results with appropriate school or contractor to correct deficiencies and submits DL products for re-testing.

13. Plans, coordinates and manages Classroom XXI (CRXXI) programs. Coordinates with Program Manager, contract representative, and DRM for funding for CRXXI systems administrator (SA). Reviews and recommends changes to PWS for contracted SA. Verifies monthly financial report of labor hours to COR. Coordinates quarterly VTCs with PM, DOIM, DPW, DRM, and CRXXI SA. Coordinates tours of facilities. Coordinates support and logistical needs for these visits to include General Officers.

14. Manages the development and review of the USASCOE Graphic Training Aids. Maintains official school copies of Signal GTAs.

15. Manages the USASCOE's Army Correspondence Program to include currency review and digitization initiative requiring coordination with ATSC and school personnel. Processes student inquiries. Analyzes usage report.

16. Manages the USASCOE's development of DA Visual Information Production and Distribution Program to include the production and approval of training films, television tapes, and computer-assisted instruction.

17. Manages the USASCOE's three Digital Training Facilities. Serves as the USASCOE representative at The Army Distributive Learning Program Annual World-Wide In-Process Reviews. Coordinates facility upgrades with Program Manager, DOIM, Digital Training Facility (DTF) Manager, and DPW. Provides input to the PM for DTF Manager and part-time manager's annual appraisal. Coordinates support and logistical needs for visitors to include General Officers.

18. Serves as the USASCOE Audio-Visual Program Officer (AVPRO). Coordinates with ATSC, U.S. Army Recruiting Command (USAREC) and the USASCOE Army Recruiting Information Support System (ARISS) for all ARISS requirements. Coordinates USASCOE's annual review. Plans, coordinates, and conducts meetings between the Subject Matter Expert (SME), Office Chief of Signal (OCOS) and TSC/ETV to discuss scripts, shot selections, editing and all other aspects of ARISS production. Oversees all ARISS production phases. Forwards the Fort Gordon approved ARISS production to the Program Manager who forwards the segments to the ARISS review

board at Fort Knox, KY, for final approval/ disapproval. If segment is approved, the AVPRO updates the Signal Center Inventory; if segment is disapproved the AVPRO, SME, and TSC correct the deficiencies and repeat the approval process until approval is granted. Manages all contracts for ARISS outside support, which may include actors, scriptwriters and narrators.

19. Coordinates ATSC School Assistance Visits (SAV) with ATSC and appropriate school personnel.

20. Maintains official school copies of Signal GTAs and ACCPs and other training materials. . .

21. Provides SMEs to the IMI developer for technical expertise.

Digital Resource Branch

1. Integrates, manages, and distributes simulation software, and provides limited production and adaptation of COTS software.

2. Manages a portal from the LandWarNet eUniversity to students for Lifelong Learning.

3. Implements and manages a Digital Library that supports storage of simulation and web-based training software, databases and provides comprehensive search capability.

4. Provides technical support for a 24/7 Help Desk that will help individuals at other locations direct calls to experts who can assist users with technical problems and provide other information as needed.

5. Implements and maintains a Student Management database that enables USASCOE to manage each student's training needs individually throughout their career.

6. Develops and coordinates school policies and regulations for development of Soldier Training Publications (STPs), Officer Foundation Standards (OFSs), Automated Systems Approach to Training (ASAT) management, and common and shared task management.

7. Controls Signal proponent tasks and summaries. Reviews and approves MOS, shared, common, and User-Owned/User-Operated tasks, making appropriate additions, deletions, and revisions.

8. Coordinates with other schools to identify, revise, and approve common, shared, and User-Owned/User-Operated tasks.

9. Maintains official school copies of STP products.

10. Develops and publishes milestones charts and supplemental guidance directing the development of STPs.

11. Manages the development of STPs and Common Task Manual to include external and internal staffing of coordinating drafts. Monitors printing and distribution of STPs.

12. Performs needs assessment and needs analyses for unit training for completion of the Combined Arms Training Strategy (CATS).

13. Develops unit training concepts and strategies and determines the direction and scope of unit training.

14. Prepares the unit training portion of the System Training Plan (STRAP) and provides input to Systems Integration Division (SID) and Training Management Division.

15. Prepares, assembles, and coordinates the final CATS. Reviews the CATSs written by other schools/agencies for Signal sufficiency.

16. Prepares the unit training portion of Cost and Training Effectiveness Analysis (CTEA).

17. Works with and assists contractor to design and develop the CATS.

18. Manages Individual, Collective and Shared tasks.

Battle Command Systems – Integration

1. Plans, Develops, and executes the ABCS training program for the USASCOE.

2. Acts as the Directorate's primary POC for Battle Command systems training requirements.

3. Operates the Army Battle Command Digital Systems training facility under the Systems of Systems (SOS) concept.

4. Works closely with the Director and Deputy Director to develop future training strategies related to TRADOCs Digital Training Strategy, and Battle Command Systems Team.

5. Works closely with the Digital Resource Center to provide exportable training packages to units (for sustainment), and tracking of training requirements for Battle Command Systems.

6. Works closely with the Digital Resource Center and Distributive Learning Branch to identify Battle Command Systems training requirements.

7. Works closely with Doctrine branch to crosswalk training and doctrine requirements for Battle Command Systems.

8. Develops training requirements and strategy for Reserve Component/National Guard (RC/NG) Battle Command Systems training.

Training Management Division

1. Provides staff supervision of all training activities supporting the United States Army Signal Corps proponency. Directs and manages the operations of all elements engaged in the performance of assigned functions relating to establishing and maintaining Signal Center policies and procedures for implementing, programming, administering, resourcing, and conducting resident, extension, sustainment, Interservice, Reserve Component, and Total Army training.

2. Directs and supervises the operation of division elements engaged in the performance of assigned functions relating to course development for resident and Total Army training, Training Requirement Analysis System (TRAS), training products development and management, individual and collective task management, training policy, training development workload, and training for new communications-electronics, satellite, and computer/automated data equipment. Continuously seeks ways to simplify the System Approach to Training (SAT) process.

3. Serves as the G3 and principle advisor to the Director, Directorate of Training on training administration, management, documentation, strategy, and development of assigned functions. Develops training policies, procedures, and strategies relating to resident training, individual training management and development and training for new equipment.

4. Serves on special committees related to USASCOE training philosophy, management, development, implementation, and evaluation.

5. Manages the development and briefing of the TRADOC Unit Status Report (USR), which is the commander's report to TRADOC on school training, training developments, combat developments, and installations condition and capabilities to perform the mission.

6. Represents the Director and USASCOE at a variety of meetings at higher headquarters related to the division's assigned missions and functions.

7. Establishes, maintains, and assures compliance with school policy on training development to include development of USASCOE regulations pertaining to analysis, design, development, and validation of training materials.

8. Represents the Director and USASCOE at the Department of the Army Structure Manning Decision Review (SMDR), which reconciles the schools training capacity for resident training with the Department of the Army, identified training requirements. This annual forum ultimately identifies the annual student input and allocates instructor manpower resources to conduct the required training.

9. Serves as Signal POC for TRADOC Regulation 350-70.

10. Manages contractor-conducted resident training at the USASCOE, virtual campuses, and other Signal training locations.

Resident Training Management Branch (RTMB)

1. Directs and supervises functions related to training administration, management and operations with TRADOC, DA, and other services. This includes programming and scheduling of training requirements, monitoring related instructor requirements and assignments, and maintenance of student records.

2. Serves as the DOT focal point for receiving, dealing with, coordinating, tasking, resolving and replying to training issues, taskings or problems identified by the Command Group. These problems are operational in nature and are associated with training, training implementation, training management and/or administration.

3. Serves as the principal advisor to the DOT on Memorandums of Agreements, Memorandums of Understanding, and Letters of Instruction affecting resident training resources.

4. Serves as negotiator for management when dealing with union problems concerning training, training management, and training operations.

5. Establishes the training capacity of the resident training programs and serves as POC for the Structure Manning Decision Reviews (SMDR) to validate the training requirements.

6. Provides Army Training Requirements and Resources System (ATRRS) and Resident Individual Training Management System (RITMS) functional support.

7. Serves as COR for contractor-conducted training at the USASCOE. Serves as the primary coordinator for commercial contracts for training, training development, maintenance support, and training studies.

8. Collects and assesses training contract data and specifications. Recommends contract feasibility and projects funding requirements necessary for acquisition of services, training materials, and studies.

9. Consolidates and coordinates statements of work for training, and training analysis, design and development of resident and non-resident training materials.

10. Coordinates and prepares documentation to contract for training research studies.

11. Develops training regulations to document the policy, guidance, and procedures.

12. Reviews Army Program of Individual Training (ARPRINT) and coordinates with affected activities to identify constraints and develop alternatives. Recommends training changes to relieve constraints.

13. Establishes the DOT position/recommendations on all matters associated with mobilization planning as it affects expansion of the training base capacity.

14. Serves as DOT representative for purpose of cross leveling and redistribution planning for Reserve Component forces in areas of personnel and equipment transfers from the training base prior to mobilization.

15. Serves as DOT point of contact for mobilization for the development of mobilization issues and provides taskings/information to units, post staff elements and the Command Group.

16. Serves as primary POC in Interservice Training Review Organization (ITRO) actions for Fort Gordon to include coordination with other service and DOD agencies to determine resource requirements and resolve training issues.

17. Coordinates the gathering of technical data/specifications from DOT and the schools and, where applicable, from other commands and higher headquarters to prepare statements of work and requests for proposals.

18. Coordinates, logistical support requirements for training related contacts (i.e., government furnished material, equipment and facilities).

19. Coordinates security clearances required by contract or contractor visits.

20. Serves as focal point for all contractor visits to USASCOE that pertain to training, training development, training devices or educational training research. Coordinates support and logistical needs for these visits.

21. Ensures accountability of government property issued to training contractors. Prepares and processes supply actions to acquire government property to support contractual requirements.

22. Nominates CORs to act on behalf of contracting officers for Signal Center training and training-related contracts.

23. Develops surveillance plans for use by contract monitor. Coordinates and schedules training of technical monitors to evaluate contractor performance and ensure student military discipline and standards.

24. Develops, revises, and maintains class schedules for all Signal resident courses in coordination with HQDA, TRADOC and other services for peacetime and mobilization in support of the ARPRINT and TRAP actions.

25. Prepares instructor personnel input to the peacetime/mobilization TDA for the USASCOE and all detachments at other installations where USASCOE has training proponency. Provides finalized data to DRM for input to the installation TDA. Serves as principal advisor to schools on matters relating to instructor requirements.

26. Develops mobilization ARPRINT in ATRRS, based on training capabilities, to provide timely unit development and training base expansion information to units, post staff elements, and the command group.

27. Develops and manages Signal Center instructor requirements to support programmed and projected student workload.

28. Reviews Instructor Contact Hours (ICH) and Optimum Class Size to support peacetime/mobilization POIs. Validates preceding items prior to SMDR to ensure documentation of instructor requirements.

29. Reviews Army Program for Individual Training (ARPRINT) to identify discrepancies and recommends/coordinates changes with HQDA, TRADOC and the Schools prior to developing class schedules.

30. Appraises/determines manpower requirements for Interservice Training for Marines, Navy, Air Force, and other DOD agencies.

31. Manages all Signal resident programmed and un-programmed student training requirements and serves as Signal Center POC for individual course schedule information.

32. Attends meetings at all levels that address student/scheduling issues and; recommends solution.

33. Manages scheduling, enrollment data, and inputs into ATRRS as required by HQ TRADOC, and HQDA. Serves as one of two primary users of ATRRS on post. Obtains various reports to provide required information. Inputs data into RITMS in support of scheduling and academic records functions. Accesses RITMS and provides information and data pertaining to individual student status and records.

34. Serves as Fort Gordon's POC for the SMDR at HQDA.

35. Prepares statistical data and charts for review and analysis pertaining to Fort Gordon's Resident Training mission.

36. For Training Attribution Panel (TRAP) proposed student increases, determines training capability and resource requirements.

37. Coordinates with Directorate of Human Resources and Strength Management on critical instructor shortages.

38. Monitors TRAP instructor due-ins to ensure proper assignment; coordinates with local, TRADOC, and/or HQDA agencies, as necessary.

39. Manager of academic records input and output to the RITMS, to include MOIs, regulations, and policy. Serves as Functional Administrator of RITMS. Determines access requirements for individual users and sets them in RITMS, to include assignment of temporary passwords.

40. Coordinates with users of RITMS to provide for the maintenance and update of all resident student academic records.

41. Coordinates matters of student administration with staff elements, other Fort Gordon agencies and higher headquarters.

42. Chairs meetings to resolve a variety of training management related problems. Develops suitable alternative solutions for solving the problem.

43. Answers requests from former students for information, duplicate documents, and transcripts from academic records files for verification of employment or education qualification and/or accreditation.

44. Serves as POC for initiation and input to documents and regulatory guidance, for the student enrollment and class scheduling process.

45. Prepares diplomas and certificates for issuance to graduates of Signal Center courses.

46. Analyzes ATRRS report to obtain support for decisions to be made on scheduling and student flow. Draws conclusions and makes recommendations, accordingly.

47. Manages and coordinates logistical support and facilities maintenance with DPW.

48. Serves as the Signal School's POC to resolve equipment issues with TRADOC, DA, MACOMS, PMs, and PEOs.

49. Serves as the academic space manager for the Signal School.

50. Signs for all of the buildings from the DPW that are allocated to DOT and the schools and sub assigns buildings and/or rooms to users.

51. Serves as special project officer for the school on studies, projects and briefings related to programming of students, training records/enrollment data, and the determination of resources.

52. Manages the weekly enrollment/graduation of Fort Gordon resident students through the ATRRS/RITMS systems, and ensures all data and processes are current and accurate.

53. Manages the daily activity and resolves problems regarding class schedule changes in ATRRS/RITMS systems to ensure accuracy of information in those two systems.

54. Documents the collective requirements for changes in space needs to the DOT and schools, and programs reallocations of buildings and/or rooms.

55. Serves as manager of academic space for the Signal Center; determines the necessity for MCA projects and processes work requests for engineer actions to prepare classrooms, outside training areas, and administrative space for the DOT and schools.

56. Determines the necessity for Military Construction, Army (MCA) and Minor MCA (MMCA) projects. Develops the Military Construction Project Data (DD Form 1391). Coordinates changes.

57. Processes Facilities Engineering Work Requests (DA Form 4283) for engineer actions to prepare classrooms/outside training areas and administrative space for the DOT and schools. Research validity of work request before submitting to the DPW.

58. Maintains liaison with the schools, DPW, and other on and off-post support elements concerning the continuation/discontinuance/ modification of training equipment maintenance requirements and resolving problems.

59. Using TRADOC guidance, inputs Classroom XXI information received from schools into automated database. Updates database, as required, based on input from TRADOC, or installation guidance. Forwards updated information to TRADOC during each fiscal year (FY) budget submission process.

60. Supports The Army School System (TASS) during annual training at the Signal Center. Support includes, coordinating with Training Departments to locate training facilities, equipment, training aids and devices, and instructors.

61. Coordinates deployment of MTTs request from outside agencies/commands to train signal equipment.

62. Evaluates/determines adequacy of Program of Instruction/Course Management Plans prior to submission to Training Requirement Analysis System (TRAS) Branch, for staffing with TRADOC.

63. Coordinates the development of RC training strategy with RC affairs office to train the Reserve Component (RC) Soldiers.

64. Acquires or assists in acquiring TRADOC/DA/DOD resources for development of training materials.

65. Coordinates with TASS training battalions to augment training developers to support schools in the analysis, design and the development of The Army Training System Courseware (TATS-C.)

66. Serves as member for formulating and guiding special projects/review to identify and reduce/eliminate training problems related to exportable or institutional training.

67. Serves as the DOT representative for RC training issues to include equipment and facilities used for training at the USASCOE.

68. Resolves training issues involving conduct of training for other military services at Fort Gordon. Maintains liaison with other training sites to ensure Army resource requirements are met to support training provided for Signal personnel.

69. Manages weekly enrollment and graduation of resident students through the ATRRS/RITMS systems and prepares diplomas and certificates for graduates.

Training Requirement Analysis System Branch

1. Serves as the Signal Center's single POC for coordination/monitoring of all Training Requirements Analysis System (TRAS)/The Army Training System (TATS) documents: (Individual Training Plans (ITPs), Course Administrative Data (CAD), and Programs of Instruction (POIs)).

2. Reviews TRAS/TATS documentation (CADs, ITPs and POIs) for compliance with TRADOC and school policy.

3. Develops and coordinates school policies and regulations, which pertain to TRAS/TATS documents.

4. Interprets and distributes guidance from TRADOC, DA, and other Headquarters to support/supplement existing regulations.

5. Conducts timely internal (DOT) and external staffing of ITPs, CADs, and POIs to ensure accuracy of training strategy data.

6. Ensures implementation of mandatory training in appropriate POIs, within resource constraints.

7. Reviews and approves memorandums of transmittal of TRAS/TATS documents (exceptions to policy, out of cycle solicitations, etc.) to TRADOC for accurate data prior to forwarding to TRADOC.

8. Reviews Interservice Training Review Organizations (ITRO) actions, Installation Support Agreements (ISA), Joint Operating Agreements (JOA), MOA, and MOU with other services and installations on training related issues.

9. Participates in pre-SMDR to verify accuracy of course data (TRAS data) for timely recognition of resources.

10. Ensures accuracy of course data during DA SMDR.

11. Maintains Signal Center hard copy paper audit trail of TRAS/TATS documents.

12. Maintains a Signal Center resource tradeoff database to distribute resource tradeoffs across the school, as required. Coordinates development of exceptions-to-policy when resource tradeoffs for instructor and budget load are not available.

13. Coordinates internal staffing of exceptions-to-policy, when no tradeoff resources are available, and submits exceptions-to-policy to TRADOC.

14. Prepares out-of-cycle solicitations for course data submitted out of the normal resourcing cycle.

15. Conducts external staffing/coordination of TRAS documents with other services/organizations (Air Force, DISA, Navy, and Marines) to ensure <u>consolidated</u> training meets their requirements.

16. Conducts external staffing/coordination with other services/organizations (Air Force, DISA, Navy, and Marines) to ensure accuracy of course data in ATRRS for <u>collocated</u> training conducted at Fort Gordon.

17. Tasks schools for updated TRAS/TATS documents based on changes in doctrine, organization, materiel, leader development, and training.

18. Reviews/provides input to Systems Integration Division documents that identify changes in training strategy/materiel and therefore require submission of revised TRAS documents.

19. Monitors reengineering of Signal Center TATS courses, and development of Training Support Packages, to ensure TATS courses are completed in a timely manner.

20. Reviews and provides comments on Distributive Learning initiatives and Interactive Multimedia Instruction.

21. Conducts external staffing to the USARC/NGB of TATS documents (CADs and POIs).

22. Coordinates submission of TATS documents (POI, CMP, training material and DL training materials) to ATSC for placement on the Reimer Digital Library (RDL).

23. Obtains TRADOC approval on exceptions to policy for TATS courses, which will be resident trained only and those requiring more than one year to train in the Reserve Components.

24. Serves as point of contact for POIMM issues.

25. Serves as a team leader for formulating and guiding special projects that solve performance problems relating to TRAS/TATS.

26. Coordinates POIs with the American Council of Education (ACE) for college credit for Signal courses. Coordinate ACE visits.

27. Coordinates POIs with the Army Continuing Education System for the Army Career Degree Program.

28. Monitors and provides input to ensure training courses are current in ATRRS.

29. Coordinates input for the ATRRS SH screen on a monthly basis.

30. Coordinates and prepares the Signal Center's Command Training Guidance.

31. Coordinates Active Duty Special Work personnel in support of TATS.

32. Verifies course data for the mobilization plan.

33. Verifies course data for the Signal Proponent Handbook.

34. Coordinates input for submission of monthly TATS Profile Reports.

35. Selected CMB Active Guard/Reserve personnel are responsible for completing special Reserve Component projects as assigned by the Deputy Assistant Commanders USAR/ARNG and to represent the Reserve Components on Signal training issues.

36. Presents a monthly class/brief to the Systems Approach to Training class on TATS.

37. Reviews and provides comments on numerous training documents each year such as: The Army Training Strategy, Strategic Responsiveness, FM 3-40, Tactics, and TRADOC Regulation 350-6.

Staff and Faculty Development Branch (SFDB)

1. Assists the Activity Career Program Manager (ACPM) for Career Program 32, Training. Coordinates the CP 32 Intern Training Program, and the CP 32 Career Management Program.

2. Manages the Instructor Recognition Program. SFDB personnel will schedule and conduct all Signal School Instructor of the Quarter and Instructor of the Year competitions.

3. Develops policies and procedures relating to the operation of the staff and faculty development program.

4. Conducts Staff and Faculty Development Programs to include courses of instruction in instructor technology, training development, and training development technology for managers, training supervisors, instructors, evaluators, and developers.

5. Develops Courses of Instruction for other training required in development of school staff and faculty.

6. Conducts periodic instructor evaluations throughout the schoolhouse.

7. Promulgates latest TRADOC guidance, doctrine, philosophy, and other innovative ideas, methodologies, and techniques applicable to school training, development of training and training support, to include training technology courseware and hardware.

8. Evaluates lifelong learning and training support material to include IMI, virtual training products, simulations, Soldier's Manual/Trainer's Guides, training extension course materials, Army Correspondence Course Program materials, ARTEP-Mission Training Plans, and Military

Qualification Standards, for doctrine and technical accuracy, task consistency and incorporation of feedback from external evaluations.

9. Conducts core training courses (ITC, SGI, SAT, CO2, IMI, etc).

10. Coordinates CP32 programs.

11. Manages the Instructor Recognition Program. Conducts evaluations of instructor performance.

12. Evaluates products and processes involved in the System Approach to Training Model to include job and task analysis, design and development of training, and the conduct and management of training programs.

13. Manages the Instructor Certification Program.

14. Serves as the Signal Center Program Manager for Critical Task and Site Selection Boards (CTSSBs.)

15. Participates in the development of Individual Training Plans and Programs of Instruction and as a voting member on Critical Task Site Selection Boards.

Systems Integration Division (SID)

1. Manages the integration of all new Signal Proponent and Non-proponent systems.

2. Reviews all non-proponent Capabilities Requirements Documents and System Training Plans (STRAP).

3. Serves as the Directorate POC for MANPRINT and Basis of Issue Plans (BOIP).

4. Staffs, consolidates, and provides training input to Life-Cycle System Management Model documents such as the Materiel Fielding Plan (MFP), Test and Evaluation Master Plan (TEMP), Supportability Strategies (SS), Cost As an Independent Variable (CAIV) Report, Acquisition Strategies (AS), BOIP, Statements of Work (SOW), and Systems Engineering Plans (SEP).

5. Performs the actions of Combat Developer for training devices.

6. Develops all Signal Proponent STRAPs.

7. Provides administrative oversight of the Division; assigns works, establish project completion dates, evaluates work for consistency/accuracy with organizational objectives, and provide administrative guidance.

8. Develops, plans, and coordinate training programs, materials, and training aids, devices, simulations and simulators essential to the fielding of new communications-electronics equipment for the Army.

9. Monitors progress of assigned actions and provides briefings/updates to the Director on progress of tasking and status of various projects.

10. Maintains frequent contact with high-ranking leadership from the Academic Training Departments, the Command Group, HQ TRADOC, DA, Project Managers, TRADOC Capabilities Managers and other installations as it pertains to new system integration.

11. Provides briefings and recommendations to the Directorate and Command Group as required.

12. Responsible for formulating and developing budget requirements for travel/transportation, office supplies and equipment for SID within constraints established by Director and Program Managers and in compliance with DRM policies.

13. Manages, prepares, maintains, and processes all personnel actions for SID.

14. Manages the Division's government travel card program ensuring cardholders use only for official travel and bills are paid in a timely manner.

15. Serves as authorizing and approving authority for the Directorate's Defense Travel System.

16. Interfaces and coordinates with HQ TRADOC, senior trainers and managers at other TRADOC schools and centers, field units, Program Managers, other services, DA, and representatives from industry to form teams and task forces as necessary to analyze, design, develop, and implement actions in support of fielding new communications-electronic systems.

17. Acquires or assists in acquiring TRADOC/DA/DoD resources for the development of training products.

18. Reviews and provides comments on Training Requirements Analysis System (TRAS) documents (Individual Training Plans, Course Administrative Data; and Programs of Instruction).

19. Serves on special committees related to USASCOE training philosophy, management, development, implementation, and evaluation.

20. Represents the Director and USASCOE at a variety of meetings at higher headquarters related to the division's assigned missions and functions.

21. Establishes, maintains, and assures compliance with school policy on training development to include development of USASCOE regulations pertaining to analysis, design, development, and verification of new systems Training Support Packages (TSP).

22. Reviews and provides comments on numerous training documents each year (The Army Training Strategy, Army Campaign Plan, TRADOC Regulation 350-70 and other TRADOC regulations.

23. Provides yearly input to the Annual Historical Report.

Network Systems Branch (NSB)

1. Develops and coordinates school policies and regulations concerning training for new equipment for Signal MOSs on all new Internet Protocol (IP) networking systems, switches, radios, COMSEC, Automation, and Brigade Combat Teams (BCTs).

2. Participates in MACOM training device prioritization meetings dealing with new IP networking systems, switches, radios, COMSEC, Automation, and BCTs.

3. Supports all mandatory training.

4. Attends Test and Evaluation Integrated Products Team (TEIPT) meetings and participates and briefs at the Operational Test Readiness Reviews (OTRR) 1, 2, and 3 for all network systems.

5. Serves as the USASCOE representative for training in the area of new telecommunications and information equipment and systems.

6. Interfaces with Capabilities Development and Integration Directorate, Battle Command Battle Labs, TRADOC Capabilities Managers, Office Chief of Signal, Program Managers, and schools to assure timely and complete training requirement input for emerging and displaced or obsolete systems.

7. Serves as the USASCOE representative at Training Support Working Group and Test Integration Working Group meetings for all network systems.

8. Develops, staffs, and maintains a System Training Plan on each system identified by TRADOC regulations for network systems.

9. Assists in preparing the BOIP, Initial Capabilities Documents, Capabilities Development Documents, Capabilities Production Documents, Qualitative and Quantitative Personnel Requirements Information, and Memoranda of Agreement for new equipment being fielded for Signal MOSs.

10. Develops the training input to the New Equipment Training Plan (NETP) and Displaced Equipment Training Plan (DETP). Staffs, coordinates, and maintains the training information in the NETP and DETP. Integrates the Doctrine and Tactics Training into the NETP and DETP.

11. Analyzes and provides training input to the Program Manager's Request for Proposal and Statement of Work prior to release to contractors. Ensures training development products are addressed in the procurement package.

12. Prepares, staffs, and maintains Training Test Support Packages and submits to Headquarters TRADOC and testing agency prior to test player training for all network systems.

13. Generates training and training related test issues and criteria for inclusion in test documents such as the Outline Test Plan, Independent Evaluation Plan, and the Test and Evaluation Master Plan.

14. Coordinates and evaluates test player training for the equipment/system Operational Test or Follow-on-Evaluation for network systems.

15. Prepares the OTRS and submits the signed documents to Headquarters TRADOC and the test agency prior to the test/evaluation.

16. Coordinates the Instructor and Key Personnel Training required to support each new network system.

17. Staffs and monitors the evaluation of the contractor's training material, technical manuals, and extension training material to ensure they meet DA/TRADOC/USASCOE standards. Represents USASCOE during training In Process Reviews.

18. Serves on Training Working Groups and Special Task Forces established to resolve training issues for new or displaced systems.

19. Coordinates target audience personnel for participation in verification of technical manuals.

20. Develops Test Training Certification Plan for test player training prior to test/evaluations.

21. Coordinates and staffs the Materiel Fielding Plan for new training devices.

22. Develops the Training Device Requirements documents for training devices.

23. Reviews and provides input to the Programs of Instruction, Individual Training Plans, and Course Administrative Data for emerging systems.

24. Develops training device strategies to support training on new systems.

25. Serves as primary POC in Interservice Training Review Organization (ITRO) actions for Fort Gordon to include coordination with other services and DoD agencies to determine resource requirements and resolve training issues related to fielding new communications-electronic systems.

26. Coordinates/assists in determining manpower requirements for Interservice Training for Marines, Navy, Air Force, and other DoD agencies.

27. Reviews TRAS/TATS documentation (CADs, ITPs, and POIs) for compliance with TRADOC and school policy.

28. Obtains TRADOC approval on STRAP waivers.

29. Presents brief to the Combat Development Course attendees on new systems training development process.

30. Evaluates test player training for all new communications-electronics equipment.

31. Develops the Operational Test Readiness Statement to support all new communications-electronics equipment participating in operational tests and evaluations.

Strategic and Tactical Branch (S&TB)

1. Develops and coordinates school policies and regulations concerning training for new equipment on SATCOM and Satellite Systems.

2. Participates in MACOM training device prioritization meetings for SATCOM and Satellite Systems.

3. Supports all mandatory training.

4. Attends Test and Evaluation Integrated Products Team (TEIPT) meetings and participates and briefs at the Operational Test Readiness Reviews (OTRR) 1, 2, and 3 for all SATCOM and Satellite Systems.

5. Serves as the USASCOE representative for training in the area of new telecommunications and information equipment and systems for Signal MOSs.

6. Interfaces with Capabilities Development and Integration Directorate, Battle Command Battle Labs, TRADOC Capabilities Managers, Office Chief of Signal, Program Managers, and schools to assure timely and complete training requirement input for emerging and displaced or obsolete systems.

7. Serves as the USASCOE representative at Training Support Working Group and Test Integration Working Group meetings for SATCOM and Satellite Systems.

8. Develops, staffs, and maintains a System Training Plan on each system identified by TRADOC regulations for Signal MOSs.

9. Assists in preparing the BOIP, Initial Capabilities Documents, Capabilities Development Documents, Capabilities Production Documents, Qualitative and Quantitative Personnel Requirements Information, and Memoranda of Agreement for new equipment being fielded for new equipment dealing with SATCOM and satellites.

10. Develops the training input to the New Equipment Training Plan (NETP) and Displaced Equipment Training Plan (DETP). Staffs, coordinates, and maintains the training information in the NETP and DETP. Integrates the Doctrine and Tactics Training into the NETP and DETP.

11. Analyzes and provides training input to the Program Manager's Request for Proposal and Statement of Work prior to release to contractors. Ensures training development products are addressed in the procurement package.

12. Prepares, staffs, and maintains Training Test Support Packages and submits to HQ TRADOC and testing agency prior to test player training for systems affecting 31S and 31Ps.

13. Generates training and training related test issues and criteria for inclusion in test documents such as the Outline Test Plan, Independent Evaluation Plan, and the Test and Evaluation Master Plan.

14. Coordinates and evaluates test player training for the equipment/system Operational Test or Follow-on-Evaluation for SATCOM and Satellite Systems.

15. Prepares the Operational Test Readiness Statement and submits the signed documents to HQ TRADOC and the test agency prior to the test/evaluation.

16. Coordinates the Instructor and Key Personnel Training required to support each system dealing with SATCOM and satellites.

17. Staffs and monitors the evaluation of the contractor's training material, technical manuals, and extension training material to ensure they meet DA/TRADOC/USASCOE standards. Represents USASCOE during training In Process Reviews.

18. Serves on Training Working Groups and Special Task Forces established to resolve training issues for new or displaced systems.

19. Coordinates target audience personnel for participation in verification of technical manuals for 25S and 25Ps.

20. Develops Test Training Certification Plan for test player training prior to test/evaluations.

21. Coordinates and staffs the Materiel Fielding Plan for new training devices for SATCOM and Satellite Systems.

22. Develops the Training Device Requirements documents for training devices.

23. Reviews and provides input to the Programs of Instruction, Individual Training Plans, and Course Administrative Data for emerging systems.

24. Develops training device strategies to support training on new SATCOM and Satellite Systems.

25. Serves as primary POC in Interservice Training Review Organization (ITRO) actions for Fort Gordon to include coordination with other services and DoD agencies to determine resource

requirements and resolve training issues related to fielding new communications-electronic systems.

26. Coordinates/assists in determining manpower requirements for Interservice Training for Marines, Navy, Air Force, and other DoD agencies.

27. Reviews TRAS/TATS documentation (CADs, ITPs, and POIs) for compliance with TRADOC and school policy.

28. Obtains TRADOC approval on STRAP waivers.

29. Presents brief to the Combat Development Course attendees on new systems training development process.

30. Evaluates test player training for all new communications-electronics equipment.

31. Develops the Operational Test Readiness Statement to support all new communications-electronics equipment participating in operational tests and evaluations.

32. Member of the Personnel Training Management Panel (PTMP).

6-9. Leader College for Information Technology

   a. **Mission**. Develop leaders and provide functional training to Officers, Warrant Officers, NCOs, and Civilians from the US Army, other Services, and international community.

The Leader College for Information Technology (LCIT) is responsible for leader professional development and the technical training of communications and information technology professionals from the US Army, other military services, and selected foreign countries. It accomplishes its mission through two subordinate organizations, the 442d Signal Battalion and the School of Information Technology (SIT).

The Leader College conducts training on core competencies in voice, data, and video communications, network management, information systems management, and information assurance to support Army transformation, battlefield digitalization, joint and network-centric operations. The LCIT supports the LandWarNet Signal e-University providing a variety of life-long learning for US Army military and civilian professionals in the Signal Regiment and affiliated organizations, utilizing state of the art educational technology to deliver training.

```
                           ┌─────────────────────┐
                           │   LCIT Commandant   │
                           └──────────┬──────────┘
          ┌──────────────────┐   │   ┌──────────────────┐
          │     Dean of      │───┼───│     Deputy       │
          │ Leader Training  │   │   │   Commandant     │
          └──┬──────────┬────┘   │   └──────────────────┘
   ┌─────────┴──┐  ┌────┴───────┐ │   ┌ ─ ─ ─ ─ ─ ─ ─ ─ ┐
   │  Training  │  │ Operations │─┼── │    LCIT SGM     │
   │  Support   │  │  Division  │     └ ─ ─ ─ ─ ─ ─ ─ ─ ┘
   │  Division  │  └────────────┘ │
   └────────────┘                 │
          ┌───────────────────────┴───────────────────────┐
 ┌────────┴─────────┐                          ┌───────────┴──────────┐
 │  442d Commander  │                          │ School of Information │
 │                  │                          │ Technology Director   │
 └────────┬─────────┘                          └───────────┬──────────┘
```

CSM	Executive Officer
Officer Education	Companies HQ & A Co, B Co, and C Co

IMSO	PCC/DOIM

Network Transport Systems	Combat Net Radio	Warrior Leader

Training Support Division	SGM
Operations	Warrant Officer Technical Director
TNG DEV	
Supply	
TNG Integration	

Network Mgt	IDM	Information Assurance

.

Figure 6-9. Leader College for Information Technology

b**. Functions**.

Office of the Commandant

1. Provides command and control of the 442d Signal Battalion and the School of Information Technology.

2. Formulates and articulates a vision for the Leader College that supports goals and objectives of the Army, Training and Doctrine Command (TRADOC) and the USASCOE.

3. Exercises summary and special court-martial convening authority for assigned or attached military personnel under provisions of Uniform Code of Military Justice (UCMJ).

4. Provides command guidance to subordinate commander and director on execution of the

leader and information technology training mission with direction from the Deputy Commander and Commanding General, USASCOE.

5.   Provides oversight of all LCIT activities that support training, training development, doctrine, and other training programs in voice, data, and video communications, network management, information systems management, spectrum management, and information assurance to support Army transformation, battlefield digitalization, joint and network-centric operations. Approves all LCIT policies and procedures.

6.   Prioritizes and approves budget, manpower, and equipment resources that support the LCIT.

7.   Reviews all evaluation and quality assurance programs to ensure maximum efficiency and effectiveness of LCIT training programs.

8.   Oversees the LCIT student elimination program, and conducts student counseling as appropriate.

9.   Provides assistance and advice to the USASCOE Life Long Learning Center and e-University in all matters concerning distance learning, extended campuses, assignment-oriented training, and simulations that support communications and information technology training.

10.   Approves TRADOC and Fort Gordon recurring status reports for LCIT.

11.   Coordinates and approves the preparation of replies to Congressional, special interest and related inquiries.

12.   Provides input on force development issues, MOS actions, and technical advice on communications and information technology areas of interest.

13.   Directs, assesses, and maintains mechanisms for managing information investments; assessing performance and results; and sharing lessons learned throughout the College.

14.   Maintains a positive working and teaching environment that values each staff and faculty member, the students, and provides opportunities to personally and professionally grow.

15.   Monitors military and civilian awards and recognition program throughout the College.

Deputy Commandant

1. Acts on behalf of the Commandant in his absence.

2. Exercises indirect supervision of the Leader College Headquarters staff.

3. Reviews and coordinates actions and taskings assigned to the Leader College for Information Technology.

4.   Collects, reviews, and writes the LCIT Weekly Activity Report. Coordinates VIP visits to the Leader College.

5.   Initiates and coordinates projects requiring multiple subordinate unit participation.

6.   Coordinates the implementation of Department of the Army (DA), Training and Doctrine (TRADOC), and USASCOE directives.

7.   Prepares budget for the LCIT and coordinates resource requirements for personnel, equipment, and facilities, as appropriate.

8.   Represents the Commandant at budget decision reviews and master planning at installation level. Co-chairs Leader College budget process with the Dean of Leader Training.

9.   Reviews and approves all Leader College for Information Technology purchases.

10. Serves as IMPAC credit card Approving Authority for the LCIT Headquarters.

11. Develops Leader College consolidated unfinanced requirements, recommends priorities to Commandant, and coordinates funding with DRM.

12. Provides guidance and direction on personnel and logistics operations supporting signal leader and functional training.

13. Acts as the senior technical advisor to the Commandant and supervises the LCIT SharePoint web site.

14. Oversees the award system for LCIT military personnel.

15. Serves as mentor for Signal Basic Officer Leader Course (SBOLC) classes as coordinated by the 442d Signal Battalion.

Sergeant Major

1.   Ensures information concerning enlisted personnel within the Leader College for Information Technology is disseminated utilizing supervisory channels through the 442d Signal Battalion CSM, School of Information Technology SGM, and NCO Calls.

2.   Ensures personal appearance, conduct, and adherence to customs, courtesies, and service traditions by members of the LCIT are in accordance with applicable Army, TRADOC, and Fort Gordon Regulations and policies.

3.   Provides counseling to enlisted personnel regarding professional career development, training, and personal affairs.

4.   Accompanies the Commandant on inspections, visits, ceremonies, and assists in reception of visitors to the command.

5.   Monitors LCIT correspondence including, but not limited to, congratulatory letters and Noncommissioned Officer Evaluation Reports (NCOERs) for senior NCOs.

6.   Reviews function of support facilities on Fort Gordon ensuring they are adequate and meet requirements of command staff, faculty, and students.

7.   Maintains close liaison and working relationship with USAG CSM and CSMs of other tenant organizations located at Fort Gordon.

8.   Assists LCIT Commandant in the preparation and execution of ceremonies and formal functions.

9.   Monitors Subsistence Review Committee.

10. Serves as a member of the Health Consumer Committee.

11. Assists LCIT Deputy and Dean of Leader Training in advising the LCIT Commandant, on Post Morale Support Fund activities.

12. Performs liaison with USASCOE staff activities/agencies in the furtherance of LCIT goals.

13. Serves as a member of the MOS/Medical Retention Board.

14. Serves as a member of the Fort Gordon Consumer Advisory Council.

Office of the Dean

1. Serves as the Senior Civilian Advisor to the LCIT Commandant on the Leader and Information Technology educational and training program ensuring efficient and effective programs that adhere to DA, TRADOC and USASCOE regulations, policy and directives are developed and executed.

2. Responsible for senior staff management of leader and IT training and educational plans that defines training priorities as stated by the Commandant, and ensures programs are executed within available budget. Applies comprehensive technical and managerial background in creating long-range and annual work plans, establishment of work programs and review and evaluation of activities.

3. Responsible for planning, coordinating, and supervising training program activities involved in the analysis, design, development, implementation and validation of LCIT training programs taking into account the implication of urgent requirements, TRADOC missions, Army field requirements, availability of resources and qualified personnel.

4. Reviews all input for the annual SMDR process and represents LCIT at the annual meeting with local and DA representatives. Establishes and oversees quality assurance and standardization guidelines to maximize the efficiency and effectiveness of training programs throughout the College.

5. Coordinates with subordinate units, prepares and submits LCIT input for peacetime and mobilization personnel TDAs. Oversees all manpower functions, surveys and personnel management actions.

6. Establishes and maintains a civilian professional development program. Assesses the skill/knowledge of civilian employees regularly and adjusts program to meeting emerging needs.

7. Reviews and recommends all actions pertaining to civilian personnel.

8. Oversees the LCIT civilian personnel awards program and makes recommendations to the Commandant on awards.

9. Serves as the LCIT senior civilian advisor to USASCOE Leadership on civilian issues.

10. Reviews and manages resource requirement based on training requirements, priorities and Directorate of Resource Management (DRM) guidance. Represents the Commandant at budget decision reviews and master planning at installation level. Co-chairs Leader College budget process with the Deputy Commandant.

11. Assists the Activity Career Program Manager in the administration and management of CP 32 and CP 34 programs.

12. Proposes, coordinates, manages, and supports research on possible applications of emerging techniques and the application of the latest technological discoveries to leader training and education. Advises the Commandant and other key officials on the most effective application of technology to the LCIT training mission. Recommends policies and doctrine changes and researches issues to coordinate development of future training and doctrine concepts.

13. Supervises and manages workload of personnel assigned to the office of Dean and Training Support Division, LCIT. Plans organizational structure to accomplish the mission. Plans work to be accomplished and assign work to subordinates and delegates authority as appropriate. Consults with staff to keep advised of progress and renders guidance and assistance and assistance on programs referred for action.
14. Coordinates with subordinate School of Information Technology and 442d Signal Battalion units to ensure that instructor staff receives training required to maintain proficiency in providing accurate and timely instruction.

15. Establishes and maintains liaison with key technical and managerial personnel of other USASCOE agencies, higher headquarters, Program Managers, TRADOC System Managers, other services, academic institutions, industry, and government agencies to discuss trends, results and progress in technology as it relates LCIT training programs.

16. Provides staff direction regarding training resource management, contracts, priorities, and authoritative commitments/decisions.

17. Represents LCIT on USASCOE-wide task forces, working groups, or committees in the areas that affect student training.

18. Coordinates training resources allocation for shared courses between LCIT subordinate units and other USASCOE training departments.

Training Support Division

1.   Manages the Systems Approach to Training (SAT) process for the LCIT. Directs and provides oversight to elements in the analysis, design, development, evaluation/validation of individual training material and the conduct of Area of Concentration (AOC), Functional Areas (FA), and Military Occupational Series (MOS) studies.

2.   Evaluates and determines adequacy of Program of Instruction/Course Management Plans prior to submission to Training Requirement Analysis System (TRAS) Branch, for staffing with TRADOC and recommends approval of resident training, course map, and TDA equipment authorization changes

3.   Provides oversight for Critical Task Boards within the LCIT.

4.   Reviews and advises Dean on all documents supporting training devices and simulators, DL, multimedia, and distance learning programs, TRAS products to include the ITPs, CAD, and POIs , input to the LCSMM pertaining to the STRAP, Operational Requirements Documents (ORDs) and other new systems documentation.

5.   Reviews, coordinates, and validates training resource requirements with the training units and DOT to include equipment, facilities, support equipment, and funds.

6.   Tracks and monitors the processing of training documentation.

7.   Develops and conducts the school's quality control program related to training and training development process using evaluation procedures and knowledge of advanced educational and training technologies related thereto.

8.   Develops and writes policies, Memorandums of Instruction (MOIs), and Standing Operating Procedures (SOPs).

9.   Assists in development of the Semi-Annual Training Brief (SAT-B) to the Commandant, Deputy Commander, and/or CG.

10. Monitors the IRR and full mobilization programs for the LCIT.

11. Processes requests for cancellation of scheduled training.

12. Processes appeals from academic elimination or recycle and makes recommendation concerning disposition of each case.

13. In coordination with supported departments, devises individual training plan templates.

14. Works to find sources and funding for training of staff faculty within all departments of the LCIT.

15. Monitors signal training at locations other than Fort Gordon.

16. Establishes partnerships with other Army and DOD installations to provide standardized signal curricula to Soldiers throughout the force.

17. Conducts or coordinates validation visits to locations where training partnerships have been established.

18. Researches and makes recommendations on new and innovative ways to deliver course curricula through resident, virtual campus, or distance learning methodologies.

19. Conducts internal inspections of LCIT student training to ensure compliance with regulatory guidelines and applicable POIs.

20. Assesses the use of emerging technologies and alternate learning environments to support student training and training development.

21. Coordinates communications and information technology subject matter experts to assist with the operational tests of emerging technologies and review, verify, and/or validate doctrinal literature, training support materials, and Soldier training products.
.
22. Monitors student progress and analyzes statistical data pertaining to training effectiveness, to include test results, attrition data, absenteeism, and validation data. Develops alternatives and provides workable solutions to training, training development, and training management problems.

23. Manages the Soldier Training Publications (STP) development process for the LCIT.

24. Represents the LCIT on USASCOE-wide committees chartered to study training and training development initiatives.

25. Monitors, reviews, and evaluates training and training development products by contractor services to ensure compliance of contract requirements.

26. Attends new systems/IKP training to recommend changes in training strategy.

27. Tasks, coordinates, monitors and reviews input for submission of the Training Development and Doctrine (TD2) Database; Structure Manning Decision Review (SMDR); Life Cycle System

Management Model (LCSMM) and equipment Table of Distribution and Allowances (TDA) processes. Controls and maintains audit trail documents.

28. Coordinates the LCIT TRADOC Monthly Status Report (TMSR).

29. Plans, programs, coordinates, reviews, and manages the Unfinanced Requirements (UFRs) for the LCIT.

30. Collects, analyzes, and disseminates data (CALL, CTC, and Lessons Learned) and follows up to verify corrections as required by senior leadership.

31. Evaluates lifelong learning and training support material to include IMI, virtual training products, simulations, Soldier's Manual/Trainer's Guides, training extension course materials, Army Correspondence Course Program materials, ARTEP-Mission Training Plans, and Military Qualification Standards, for doctrine and technical accuracy, task consistency and incorporation of feedback from external evaluations.

32. Works with subordinate units to establish the training capacity of the resident training programs and serves as reviewer of all Structure Manning Decision Reviews (SMDR) requirements.

33. Provides Army Training Requirements and Resources System (ATRRS) functional support.

34. Serves as COR advisor to the Dean, Deputy Commandant, and Commandant.

35. Consolidates and coordinates contract documents for training, and training analysis, design and development of resident and non-resident training materials.

36. Reviews Army Program of Individual Training (ARPRINT) and coordinates with affected units to identify constraints and develop alternatives. Recommends training changes to relieve constraints.

37. Coordinates with subordinate units on training attribution panel (TRAP) proposed student increases to determine training capability and resource requirements.

38. Serves as the central LCIT POC for Residential Individual Training Management System (RITMS).

Plans & Operations

1. Primary staff agency within the LCIT that is responsible for the oversight of daily operations, including management of all taskings, suspenses, and reports internal and external to the college. Supervises the administrative services of the College and tracks suspenses; prepares and edits various reports and correspondence; and manages input to USASCOE staff documents.

2. Provides technical advice to the Dean, Deputy Command, and Commandant on administrative,

operational, logistical, training, and training development matters.

3.   Provides internal operational support for all LCIT Headquarters personnel.

4.   Administers forms control and records administration program for the LCIT. Maintains regulations, directives and files library. Organizes, posts, and archives documents onto the LCIT SharePoint. Maintains copies of all Memorandum of Agreement, Memorandum of Understanding or similar documents that establish and maintain training partnerships

5.   Develops and maintains LCIT policy letters, Memorandum of Instruction and SOPs.

6.   Monitors compliance for required annual training such as; Ethics, POSH, SEADA, IA, and Composite Risk Management training for LCIT personnel.

7.   Manages LCIT equipment table of distribution and allowances (TDA).

8.   Prepares travel orders and makes arrangement for TDY travel. Processes TDY travel claims.

9.   Coordinates and executes special events for LCIT and installation.

10. Coordinates and consolidates the LCIT civilian personnel action.

11. Organizes LCIT meetings and maintain and control the usage of the conference room.

12. Maintains rating schemes and personnel rosters as required.

13. Prepares and organizes LCIT Semi Annual Training Briefing to USASCOE Command Group and other dignitaries.

14. Performs, submits and tracks all work orders DA Form 4283 for logistic support from DPWL for LCIT and lower headquarters.

15. Maintains building maintenance and coordinates grounds support.

16. Maintains and provides the Installation Status Report as required.

17. Collects and disseminates military and civilian personnel strength accounting data.

18. Coordinates with Installation Property Book Officer (PBO) to ensure property is properly recorded in centralized databases.

19. Maintains accountability of all LCIT headquarters equipment.

20. Monitors the LCIT budget by maintaining logistics, requisition supplies and TDY costs.

21. Issues supplies, equipment and maintains storage of supply materials used in support of the headquarters.

22. Serves as the POC for the following appointed duties, Key Control, Physical Security Manager, Army Emergency Relief Representative, Voting Representative, Sexual Assault Prevention Response Representative, and Safety Officer.

23. Implements safety, security, operational security (OPSEC), crime prevention, threat and internal control program for LCIT.

24. Coordinates with Morale Welfare Recreation and Support (MWRS) to assist with student MTSS issue to include, review and certify MTSS invoices lodging, submit authorizes MTSS rosters monthly to authorize student lodging, track, monitor and coordinate with MWR on issue concerning the Military Training Support System (MTSS).

25. Performs daily scrubs in the Army Training Requirements and Resources System (ATRRS) to verify student total within each course, monitor and review TRAP requirements, and maintain and develop a white book.

26. Represents LCIT doing Installation meeting.

27. Coordinates instructor development programs and maintains all instructor qualification files for all LCIT.

28. Manages processes and files all LCIT procurement requests.

29. Manages the LCIT Instructor of the Quarter program.

30. Maintains the LCIT calendar by synchronizing higher and lower headquarters calendar.

31. Maintains copies of all master training schedules and weekly training schedules for courses/classes within the LCIT.

32. Coordinates the acquisition, allocation and utilization of buildings and facilities within LCIT. Initiates requests for new construction, maintenance and/or renovation of facilities.

442d Signal Battalion

   a. **Mission.** The 442d Signal Battalion trains and educates Army, Joint and International Signal leaders to enable seamless command and control for Army expeditionary forces in both times of war and peace.

   b. **Functions**.

Commander

1.   Plans, directs, controls, coordinates, and manages all activities of the Battalion. Serves as the primary advisor to the Commandant, LCIT, the Signal School Command Group and other activities on matters of Commissioned Officer (Branch 25A) training, training development, and doctrine.

2.   Approves job analysis, critical task and site selection, training device documents, distance learning programs, lessons, ITPs, CADs, POIs, course management plans, doctrinal publications, and DTT packages. Approves the production or development of related methods and media to include graphic aids, and other audiovisual or computer related training programs.

3.   Provides command and control, training, administrative and logistical support for personnel assigned and attached to the Battalion. Provide administrative support to the School of Information Technology (SIT).

4.   Approves student elimination actions for commissioned officers and warrant officers through the chain of command.

5.   Coordinates and approves the preparation of replies to congressional, special interest, or similar related inquiries.

6.   Approves all civilian personnel actions within the battalion.

7.   Oversees training programs to maintain and improve the technical and professional proficiency of the battalion staff and faculty/cadre.

8.   Final approving authority for proponent master, classroom and company weekly schedules.

9.   Responsible for the conduct of AOC 25, MOS 25E AND DOIM course Critical Task and Site Selection Board (CTSSB).

10. Approves budget, manpower and equipment resources that pertain to the battalion.

11. Approves Monthly Status Report in accordance with TRADOC regulations.

Battalion Command Sergeant Major

1.   Serves as principle advisor to the Battalion Commander on all enlisted matters.

2.   Assists the Battalion Executive Officer in overseeing the activities and efficiency of the Battalion Staff, as it relates to the Battalion's non-academic support requirements.

3.   Provides Program of Instruction support as required.

4.   Provides mentorship classes to students on the relationship between the Platoon Leader and Platoon Sergeant; Company Commander and First Sergeant.

5.   Gives input to the Battalion S3 (Training Branch) on individual training requirements for permanently assigned Soldiers.

Battalion Executive Officer

1.   Supervises administrative support for the Battalion, including forms, publications, and records management, mail control, the processing, receiving and dispatching of all incoming and outgoing correspondence.

2.   Coordinates the mail control program for the battalion.

3.   Manages requisitions, stores and issues of support materials for the battalion in compliance with supply regulations, directives and authorization documents.

4.   Authorizes and coordinates procurement, distribution and use of supplies, communications, communications support and battalion COMSEC equipment and logistical services required to support academic training.

5.   Oversees property accountability within the Battalion.

6.   Manages the battalion's budget to include status of funds obligated for supplies, equipment and travel.

7.   Provides pick-up and delivery service for equipment and training material to and from logistics and maintenance support agencies and training divisions.

8.   Maintains files, MOIs, policy letters, and SOPs.

9.   Manages and coordinates UMR and ODP.

10. Documents history of the battalion.

11. Performs internal control for logistics and maintenance management programs.

12. Consolidates requirements and requisitions; distributes regulations and technical manuals for all battalion elements.

13. Conducts weekly staff meetings.

14. Responsible for day-to-day operations of the battalion.

15. Advises the commander.

16. Responsible for all staff actions.

17. Serves as commander in commander's absence.

Battalion S2/S3 (Training Support Branch)

1. Manages the Systems Approach to Training (SAT) process for the battalion.

2. Serves as technical advisor to the Battalion Commander and manages the internal operations and communications security (COMSEC) functions of the battalion.

3. Develops and maintains the Battalion's World Wide Web site and the Battalion's Intranet.

4. Represents the battalion on school-wide committees chartered to study training and training development problems and study of operational, administrative and logistical problems.

5. Coordinates all civilian personnel actions for the battalion.

6. Coordinates class and company training schedules.

7. Implements safety, security, operational security (OPSEC), crime prevention, threat and internal control program for the battalion.

8. Aligns authorizations on 442d Signal BN TDA.

9. Maintains files, MOIs, policy letters, and SOPs.

10. Develops and conducts the battalion's quality control program related to training and training development process using evaluation procedures and knowledge of advanced educational and training technologies related thereto.

11. Develops and revises battalion's MOIs, policy letters, and SOPs related to training, training development, and training management.

12. Manages the requisition, storage and issue of materials used in support of training.

13. Coordinates outside requirements for subject matter experts.

14. Manages programs to maintain and improve the technical and professional proficiency of the battalion staff and faculty.

15. Conducts the battalion's program for analyzing the general efficiency and effectiveness of training.

16. Coordinates Reserve Component training.

17. Prepares and coordinates training resource requirements with the companies and DOT to include equipment, facilities, personnel, support equipment and funds.

18. Prepares and presents the battalion's SMDR, TDWP, TSR, TDA, MOB TDA, and budget.

19. Develops the battalion's information system plan (automation, audiovisual, etc.).

20. Consolidates TDA input and represents the battalion on TDA matters.

21. Represents battalion on mobilization matters.

22. Coordinates information systems and equipment within the Battalion.

23. Administers the battalion's local area network (LAN). Coordinates with other IMOs in LCIT reference LAN connectivity.

24. Provides feeder information for equipment authorization documents and budget requirements.

25. Coordinates instructor development programs and maintains instructor qualification files.

TSD (Training Support Division)

1. Manages the Automated Systems Approach to Training (ASAT) information system to create tasks for occupational specialties and training products.

2. Provides guidance to battalion elements in the analysis, design, development and evaluation of individual training programs and doctrinal literature.

3. Provides guidance to battalion elements in the analysis, design, development, and evaluation of individual training programs and doctrinal literature.

4. Verifies accuracy and approves the following proponent products for the battalion: job and task analysis, learning analysis and design, target population descriptions, media needs statements, training support materials, new equipment technical manuals and factory/IKP training packages. Approves, when delegated, the Operational Test Readiness Statement (OTRS). Provides training data to New Equipment Training Plans (NETP).

5. Tasks, monitors, evaluates, and approves for submission, proponent training development materials written in the battalion.

6. Recommends approval for the following: distance learning programs and lessons (including ACCP), training device documents, ETV programs, doctrinal publications, trainer input to QQPRI, BOIP inputs, training test support packages, training chapter to O&O plans, MFP, ILSP, and Systems Training Plans (STRAP).

7. Plans, coordinates and manages projects within the Battalion such as TRAS products to include the ITP, CAD, and POI.

8. Monitors training development audit trail.

9. Coordinates for board representation with other elements in the school and tactical Signal units for the Critical Task and Site Selection Board (CTSSB). Reviews minutes of CTSSB and provides copies to all representatives, LCIT and DOT for CG approval. Obtains approval of CTSSB results and maintains record files of the board's actions.

10. Plans and develops procedures for, and manages the validation of, training and training products developed within the battalion.

11. Plans, coordinates and manages programs and projects within the battalion such as:

    a. ACCPs, ETC, GTA, multimedia, and other distance learning.

    b. Training devices and simulators.

    c. Input to the LCSMM pertaining to the LR, LOA, ROC, O&O, STRAP, QQPRI, BOIP, ILS, MRP, MSP, NETP, IEP, TDP, TTSP, and IER concerning new equipment and systems.

12. Maintains record files for job analysis, task analysis, learning analysis and design, course management plans, media needs statements, and training chapter of O&O plans. Maintains file copies of DTT training materials, resident training materials, and POIs.

13. Schedules the conduct or development of job analysis, critical task and site selection, task analysis, training publications, distance learning (including ACCP lessons), ETV programs, GTAs, DAAVPs, ITPs, CADs, and POIs.

14. Establishes and maintains audit trail for all training development products.

15. Develops course management plans as needed.

Battalion Chaplain

1. Advises the Battalion Commander on issues of morale, student and staff concerns, and other issues bearing upon the battalion's mission. Make appropriate recommendations to the Battalion Commander and company commanders concerning retention, elimination reassignment, or disciplinary matters of students and permanent party personnel.

2. Serves as Instructor/Writer within the battalion. Research, develop, and update courses in Professional Ethics, Equal Opportunity, Suicide Prevention, Stress Management, and Army Family Team Building. Provides training in these areas to student officers. Be a resource to the Battalion Commander and company commanders as a trainer for OPDs and NCOPDs.

3. Provides religious support to all student, cadre, staff and faculty families of the battalion and LCIT through counseling, guidance, programs, and presence. Be available, at all times, for pastoral care and counseling for all military and civilian personnel and their families.

4.   Supports the entire installation and community by actively participating and leading a worship congregation on post, and by performing duties and responsibilities as requested by the Installation Chaplain. Provides training to other chaplains.

5.   Supports the battalion's family programs through training, encouragement, and participation. Be an active player in the battalion's Unit Readiness Group.

International Military Student Office

1.   Serves the Fort Gordon Command Group as the primary advisor for the Security Assistance Training Program (SATP, TRADOC).

2.   Manages all support requirements for international military students (IMS) at Fort Gordon.

3.   Manages the SATP Informational Program (IP) at Fort Gordon; coordinates directly with IP manager at TRADOC for all trips to Washington, DC.

4.   Supports the training courses in managing IMS at Fort Gordon.

5.   Coordinates all actions with the Security Assistance Training Field Activity (SATFA), TRADOC, as needed or directed.

Academic Divisions (Leadership Development Division and Professional Development Division)

1. Supervises and manages training development in support of the courses which the division is assigned.

2. Assists S3 in development and revision of job analysis, task analysis, training device documentation, distance learning program/lessons, ETV programs, graphic training aids (GTAs), DA audio visual programs (DAAVPs), Individual Training Plan (ITP), Course Administrative Data (CAD), Programs of Instruction (POIs), learning analysis and design, target population descriptions, media needs statements, master training schedules, training support materials, doctrinal publications, training test support packages, training chapter of O&O plans, DTT training materials, CBTs, and distance learning vehicles for the battalion.

3. Evaluates and/or provides input to ARPRINT, class schedules, doctrinal publications, System ROC/LOA/LR, training input to QQPRI, BOIP, NET plans, STRAPs, JOAs, LSAR training data, New Equipment Technical Manuals, factory/IKP training packages, new equipment test plans, civilian contracts in support of training.

4. Conducts resident instruction for assigned courses.

5. Conducts DTT as required.

6. Develops and coordinates training schedules and training support material for approval.

7. Provides subject matter experts for training development.

8. Implements training site selection, programs of instruction, selected methods and media, course management plans, master training schedules, and all training support materials and tests.

9. Implements program of instructions as directed by the TRADOC first endorsement to the POI.

10. Provides input to SMDR, TDA, COB IMRLs, QTB, MSR, MRAD.

11. Recommends graduation, reclassification, or relief of students.

12. Performs academic counseling of resident students and prepares the Academic Evaluation Report.

13. Identifies requirements for training aids and devices, equipment, training areas, facilities, and personnel required to support programs of instruction.

14. Operates and maintains instructional facilities by performing required maintenance, fire prevention, security, police, and safety functions.

15. Serves as the advisor to the Battalion Commander for training and development for assigned courses of instruction.

16. Plans and conducts TATS training and training support.

17. Requisitions, stores, and issues materials used in support of training.

18. Initiates to S3 facilities engineer work requests.

19. Operates Automated Instructional Management Systems (AIMS) terminals to input student data and to retrieve student information and resource information.

<u>HQ & Company A</u>

1. Provide company level UCMJ and administrative support to the 442nd Signal Battalion Command Group and Staff, Officer Education System Cadre, Training Support Division Cadre, International Military Student Office Cadre, School of Information Technology (SIT) Cadre and Staff, and Leader College for Information Technology (LCIT) Staff and all assigned Department of the Army Civilians.

2. Directly responsible for the training, welfare, and health of all assigned permanent party. Supports 442nd Signal Battalion training missions and LCIT taskings.

3. Ensures the accountability and maintenance of all assigned tactical signal equipment.

4. Responsible for the mandatory training requirements of all assigned permanent party personnel (cadre and support personnel).

Company B

1. Provides company level UMCJ and limited administrative support to students in 6 Officer Education System courses to include: Signal Basic Officer Leaders Course (SBOLC), Warrant Officer Basic Course (WOBC), Electromagnetic Spectrum Management (ESM) Course , and the Local COMSEC Management Software (LCMS) Course, Standardized COMSEC Custodian Course SCCC, and the Joint C4 Planners Course.

2. Directly responsible for the training, welfare, and health of all assigned permanent party personnel.

3. Provides company level administrative and UCMJ support for all permanent party Soldiers.

4. Ensures the accountability and maintenance of all assigned tactical signal equipment and all vehicles.

5. Manages and controls the Battalion Motorpool; to include all tactical vehicles and Communications and Electronic (C&E) equipment.

Company C

1. Provides company level administrative and UCMJ support for students in 11 Officer Education System courses to include: Signal Captains' Career Course (SCCC), Signal Captains' Career Course-Leveler (SCCC-L), Signal Captains' Career Course – Reserve Component (SCCC-RC), the Battalion/Brigade Signal Officer Course (S6), the Information Systems Operations Levelers (ISOL) Course, Individual Ready Reserve (IRR), Telecommunications Systems Engineering Course (TSEC), Information Systems Management (ISM), the Warrant Officer Advanced Course (WOAC), the Command and Intermediate Level Education (ILE) Distance Education Program (DEP) and the Signal Pre-Command Course (PCC).

2. Provides company level administrative and UCMJ support for all permanent party Soldiers.

U.S. Army School of Information Technology

   a. **Mission.** Responsible for Army-wide training and education requirements covering the wide range of Network Operations (NetOps) areas – knowledge management and information dissemination management; information assurance and computer network defense; and, network management subjects for both active and reserve components, civilians, and Joint level functional course training. Conducts resident instruction for Functional Area 53A and 24A; 251A, 254A, and 250N Warrant Officers Basic and Advanced Courses; and BNCOC/ANCOC 25B series NCOs. Conducts automation/telecommunications training for AOC 25 officers. Conducts functional training in information assurance, Defense Message System (DMS), COMSEC Custodian, LCMS, and Joint C4 Planners. Plans future training. Performs job, task, and training analysis, design, development and validation of resident and non-resident training material and courses. Provides input on force development issues, MOS actions, and technical advice on information technology areas of interest. Prepares military occupational classification structure (AR 611-1 and AR 611-201) actions for assigned MOS/SC. Designs, develops and approves

individual training programs. Develops, reviews, verifies, and/or validates doctrinal literature, training support materials, and Soldier training products. Provides target audience Soldiers to verify and/or validate training products, as required. Provides quality control and initial resourcing estimates for instructional programs. Optimizes effectiveness and efficiency of training. Develops, approves, revises and performs initial resourcing estimates for Training Requirements Analysis System (TRAS) documentation. Manages the Internal Control Program.

  b. **Functions.**

Office of the Director

1. Plans, directs, controls, coordinates, and manages all activities of the School of Information Technology (SIT). Serves as advisor to Commandant, LCIT on all matters of training, training development, and doctrine pertaining to the programs for which the school has responsibility.

2. Directs implementation of Department of the Army (DA), TRADOC, USASMA, and USASCOE directives. Sets policy and precedence within the school.

3. Approves for forwarding all SIT job analysis, critical task and site selection, Soldier training publications, training device documents, Army Correspondence Course Program (ACCP) lessons, ITPs, CADs, POIs, course management plans, doctrinal publications, and distance learning/training support packages and programs. Approves the production or development of related methods and media to include multimedia programs, graphic aids, and other audiovisual or computer related training programs.

4. Approves the school's entire budget, manpower, and equipment resourcing.

5. Oversees the school's student elimination program.

6. Approves TRADOC and Fort Gordon Status Reports for the school.

7. Coordinates and approves the preparation of replies to Congressional, special interest, or related inquiries.

8. Provides equipment and personnel in support of post taskings.

9. Monitors civilian awards and recognition program within the school.

Warrant Officer Technical Director

1. Serves as technical Director, School of Information Technology (SIT).

2. Principle advisor to the Director, School of Information Technology on all Signal Warrant Officer's matters related to staff, students, facilities, and the training of all Signal Warrants, Active and Reserve Components.

3. Leads a complex signal warrant officer team consisting of 22 signal warrant officer instructors.

4. Interfaces with four Division Chiefs and Course Managers to ensure all signal warrant students are receiving the latest and relevant IT training.

5. Interface with the RCWO and HRC to obtain the highest quality of future instructors for the school house.

6. Provide mentorship to staff warrants and WOBC & WOAC students.

Sergeant Major

1. Provides counseling to enlisted personnel regarding professional career development, training, and personal affairs.

2. Enforces the policies and precedence set by the SIT Director.

3. Advises the Director on all matters of Health and Morale of all personnel assigned, training, training development, and doctrine pertaining to the programs set within the SIT.

4. Maintains close liaison and working relationship with USASCOE CSM and CSMs of other tenant organizations located at Fort Gordon, FORSCOM, CAC, CAL and USASMA.

5. Responsible for the enlisted assignments, TDA within the SIT organization and reviews all Awards and NCOER, prior to dissemination through the 442d Signal BN and LCIT.

Training Support Division

1. Serves as technical advisor to the Director on operational, logistical, administrative, and training development matters.

2. Manages the school's internal networking, administration section, supply and logistics and training development.

3. Coordinates all civilian personnel actions.

4. Maintains and submits time and attendance reports. Maintains informal personnel files assigned civilian personnel.

5. Initiates or coordinates personnel actions for civilian personnel.

6. Coordinates and records training of civilian personnel.

7. Processes TDY travel orders/claims utilizing the Defense Travel System.

Operations Branch

1. Primary staff agency within the School of Information Technology (SIT) that is responsible for the oversight of daily operations, including management/coordination of all taskings and suspenses internal and external to the SIT.

2. Consolidates all internal and external reports.
3. Consolidates the personnel daily status report.

4. Coordinates the SIT bi-weekly staff meeting.

5. Prepares the SIT's METL and training guidance.

6. Manages Tables of Distribution and Allowances (TDA) requirements and authorizations.

7. Manages input to the Structured Manning Decision Review (SMDR) and Instructor Manpower Requirements List (IMRL).

8. Manages awards and evaluations of military personnel.

9. Implements safety, security, OPSEC, crime prevention, threat, and internal control programs. Coordinates physical security, crime prevention, and key control inspections.

10. Coordinates input to Manual of Organization, Missions, and Functions.

11. Prepares and coordinates resource requirements to include equipment, facilities, personnel, and support equipment.

12. Manages the school's government travel card program to ensure cardholders use for official travel only and bills are paid in a timely manner. Uses the EAGLS program to obtain payment status, card transactions, various reports, and post changes to accounts as required. Processes new applications, transfers incoming and outgoing accounts and ensures that cards are cancelled for those personnel retiring and ETS from the Army.

13. Represents the Director at a variety of meetings.

14. Provides input for the Base Unit Report of the TRADOC Monthly Status Report.

15. Coordinates the staff and faculty command training program.

16. Receives and dispatches correspondence.

17. Prepares, edits, and types various reports and correspondence pertaining to students, staff, and cadre personnel.

18. Oversight of the school's Safety and Occupational Health program.

19. Maintains the school's files, MOIs, policy letters, and SOPs.

20. Documents history of the school.

21. Coordinates the acquisition, allocation, and utilization of buildings and facilities within the school. Initiates requests for new construction, maintenance and/or renovation of facilities.

22. Monitors facilities maintenance status. Coordinates with USASCOE activities for necessary maintenance support.

23. Oversight on all security matters required for classified material including CRYPTO training programs, facilities, and secure devices.

Training Development Branch

1. Training Development Branch manages the Systems Approach to Training (SAT) process for the school. Directs and provides supervision to elements in the analysis, design, development, evaluation/validation of individual training material and the conduct of MOS studies.

2. Conducts Critical Task and Site Selection Boards (CT/SSBs). Coordinates for board representation with other elements in the school/SIGCEN and tactical signal units. Develops minutes of CT/SSB and provides to all representatives. Obtains approval of CT/SSB results and maintains record files of the board's actions.

3. Plans, coordinates, manages, and serves as the office of record for programs and projects common to all divisions within the school such as:

    a.   Training devices and simulators, multimedia, and distributed learning programs.

    b.   Manages the Systems Approach to Training process for the school.

    c.   TRAS products to include the ITPs, CAD, and POIs.

    d.   Input to the LCSMM pertaining to the TDWP, STRAP, QQPRI, and BOIP, concerning new equipment and systems.

4. Reviews and coordinates training resource requirements with the Training Divisions and DOT to include equipment, facilities, support equipment, and funds.

5. Maintains training development audit trail.

6. Develops and conducts the school's quality control program related to training and training development process using evaluation procedures and knowledge of advanced educational and training technologies related thereto.

7. Develops and revises school's MOIs, policy letters, and SOPs related to training, training development, and training management.

8. Develops alternatives and provides workable solutions to training, training development, and training management problems.

9. Manages the Soldier Training Publications (STP) development process for the school.

10. Verifies accuracy and approves the following products for the school: job and task analysis worksheets, test items, learning analysis and design, target population descriptions, media needs statements, training support materials, new equipment technical manuals, and factory/IKP training packages. Provides training data to New Equipment Training Plans (NETP).

11. Recommends approval for the following: distance learning programs and lessons (including ACCP), training device documents, doctrinal publications, trainer input to QQPRI, BOIP inputs, training test support packages, training chapter to O&O plans, MFP, ILSP, and Systems Training Plans (STRAP).

12. Represents the school on USASCOE-wide committees chartered to study training and training development initiatives.

Supply Branch

1. Develops, maintains, and monitors budget and procurement actions as well as Supply Credit Card Account, Print Plant funds, and funds obligated for TDY, overtime, and civilian training. Maintains records to compare obligations versus actual expenditures of funds. Oversight on all aspects of the Supply sections to include expendable supplies, property book, and hand-receipt issues.

2. Develops supply procedures. Supervises command supply discipline program. Processes actions on lost, damaged, or destroyed property.

3. Oversight on the use of all Class V.

4. Oversight on all contract agreements, ensuring services are provided in a timely manner. Reviews contracts on a periodic basis to ensure level of services are still required. Submits appropriate paperwork to renew necessary contracts.

5. Performs acquisition functions.

6. Provides feeder information for equipment authorization documents and budget requirements.

7. Coordinates the logistical support and services to units of the school.

8. Monitors equipment and vehicle maintenance status. Coordinates with USASCOE activities for necessary maintenance support.

Technical Integration Branch

1.   Manages a technical support facility responsible for providing technical assistance and expertise to SIT staff and faculty as well as many other organizations on Fort Gordon in resolving complex automation and networking problems.

2.   Operates/maintains LAN/automation systems and networks used to support training and training management.

3.   Provides Professional Development Network services in evaluating and implementing improved network services and interfaces.

4.   Provides representation to training readiness reviews and maintenance management committees.

5.   Develop and maintain the school's World Wide Web site and the school's Intranet.

6.   Oversight on procurement, distribution and use of supplies, communications, communications support and COMSEC equipment, and logistical services required to support academic training.

Training Divisions   (Information Dissemination Management Division, Network Management Division, Information Assurance Division)

1.   Operate as Centers of Excellence enabling shared training opportunities and better use of resources, covering the entire gamut of NetOps and Services training for the warfighter.

2.   Provides technical communications training for Joint Task Force J6s and their staffs.

3.   Provides Information Assurance training and awareness for all Signal Soldiers and civilians.

4.   Works with the Training Development Branch (TDB) of the Training Support Division in the development of job analysis, task analysis, Soldier training publications, MOS/SC studies, AR 611-1 and 611-201 actions, training device documentation, ACCP lessons, multimedia programs, Joint Optical Information Network (JOIN) films, Individual Training Plan (ITP), Course Administrative Data (CAD), Programs of Instruction (POIs), learning analysis and design, target population descriptions, media needs statements, master training schedules, training support materials, doctrinal publications, training test support packages, training chapter of O&O plans, DTT, DET, and MTT training materials.

5.   Provides SME support to TSD-training development branch, in the scheduling and execution of job analysis, critical task and site selection, task analysis, Soldier training publications, ACCP lessons, JOIN Films, multimedia programs, Distance Learning Training Material, ETV programs, ITPs, CADs, and POIs.

6.   Evaluates and/or provides input to training device documents, ARTEP-MTPs and Tactical Techniques, POI implementation order, ARPRINT, class schedules, doctrinal publications, TEAs,

System ORD/LOA/LR, training input to QQPRI, BOIP, TEAs, NET plans, STRAPS, training data, New Equipment Technical Manuals, factory/IKP training packages, new equipment test plans, academic facility SOWs, MOUs/MOAs, and civilian contracts in support of DOT actions and training regulations.

7.   Conducts resident instruction for assigned courses.

8.   Conducts test player training, DTT, DET, and mobile training.

9.   Approves training schedules and training support material.

10. Implements training site selection, programs of instruction, selected methods and media, course management plans, master training schedules, and all training support materials and tests.

11. Provides input to SMDR and TDA.

12. Recommends graduation, recycle, reclassification, or relief of students.

13. Conducts academic counseling of resident students and prepares the Academic Efficiency Report.

14. Identifies requirements for training aids and devices, equipment, training areas, facilities, and personnel required to support programs of instruction.

15. Provides instructional support for NETT, DTT, MTT, and DET as required.

16. Coordinates instructor development programs and maintains instructor qualification files.

17. Operates and maintains instructional facilities by performing required maintenance, fire prevention, security, police, and safety functions.

18. Recommends approval for school waivers to DOT.

6-10. Regimental Noncommissioned Officer's Academy

   a. **Mission.** Manages Army-wide training for Signal Noncommissioned Officers, both active and reserve components. Conducts resident instruction. Plans future technical training. Performs job task and training analysis, design, development, and validation. Counsels students. Optimizes effectiveness and efficiency of training. Develops, reviews, verifies, and validates doctrinal literature, training support materials and training products. Provides command and administrative control, to include logistical support, to all assigned and attached Basic and Advanced Noncommissioned Officer Course (BNCOC/ANCOC) students and permanent party personnel. Provides required training to cadre personnel to perform U.S. Army Training and Doctrine Command (TRADOC) and Fort Gordon tasks as assigned.
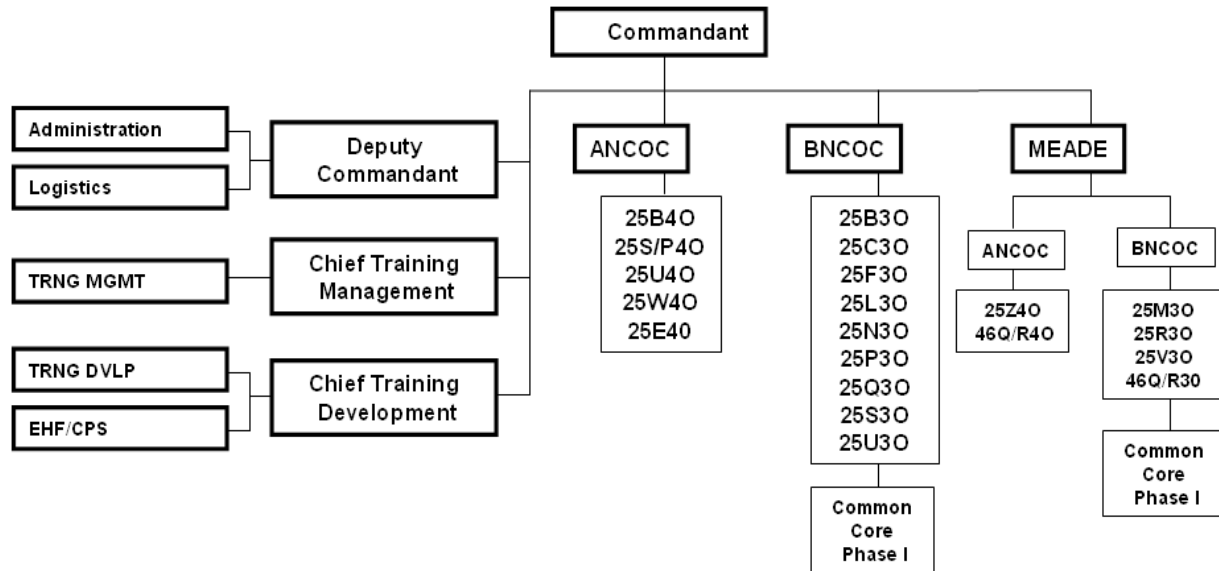
Figure 6-10 Regimental Noncommissioned Officer's Academy

    b. **Functions.** Office of Commandant: Plans, directs, controls, coordinates, and manages all activities of the Academy. Serves as the advisor to the Signal School Commandant and Post Sergeant Major on matters of training, training development, and doctrine pertaining to the programs for which the Academy has responsibility.

        (1) Directs implementation of Department of the Army (DA), TRADOC, USASMA, and USASCOE directives. Sets policy and precedence within the Academy.

        (2) Approves all Training Requirements Analysis Systems (TRAS) documents for all Academy courses.

        (3) Performs internal control, logistics, and maintenance management.

        (4) Provides command, control, administrative, and logistical support for personnel assigned and attached to the Academy

        (5) Controls the Academy's student elimination program.

        (6) Manages TRADOC Monthly Status Report (MSR) for the Academy.

        (7) Spreads Tables of Distribution and Allowances (TDA) authorizations.

        (8) Coordinates all civilian personnel actions for the Academy with the local Civilian Personnel Assistance Program (CPAC). Manages the Civilian Personnel Awards for the Academy.

(9) Manages the Academy's input to the USASCOE Staff Issues.

(10) Coordinates and approves the preparation of replies to congressional, special interest, or related inquiries.

Administrative Branch/S1

1. Advises the Academy Commandant and Staff on necessary matters pertaining to S1 functions.

2. Provides administrative support for the Academy, including forms and records management, and the processing, receiving, and dispatching of all incoming and outgoing correspondence.

3. Prepares, edits and types various reports and correspondence pertaining to students, staff and cadre personnel.

4. Consolidates requirements and requisitions. Distributes regulations and technical manuals for all Academy assets.

5. Coordinates military personnel operations for the Academy: reviews, processes and makes recommendations on military personnel actions.

6. Maintains accountability of all students in training by class designation.

7. Provides administrative support for other elements of the Academy on an as-needed basis.

8. Maintains and reviews SIDPERS rosters to include strength verification. Inputs SIDPERS transactions.

9. Coordinates the Academy reenlistment program.

10. Supervises the Academy postal and mail operations.

11. Conducts the Academy safety program.

12. Manages the Academy awards program for both military and civilian employees.

13. Coordinates the receiving and processing of Academy students.

14. Monitors student out-processing.

15. Supervises and coordinates military personnel strength accounting operations, to include collection of statistical data.

16. Nominates qualified personnel to fill service school quotas and verifies qualification eligibility of individuals applying for school training in coordination with Academy operations.

Operations Branch S2/S3

1. Advises the Academy Commandant and staff in training matters, projects and directives pertaining to S2/S3 operations.

2. Coordinates input to job analysis, critical task selection and Soldier training products. Plans training device documents, Individual Training Plan (ITPs), doctrinal publications, and individual and collective training plans (ICTPs) for BNCOC/ANCOC courses.

3. Recommends approval for the following: training device documents, ETV programs, doctrinal publications, trainer input to Qualitative and Quantitative Personnel Requirements (QQPRI), Basis of Issue Plan (BOIP) final draft (FD) inputs, Individual and Collective Training Plans (ICTPs), and the training chapter to Operational and Organizational (O&O) plans.

4. Develops/conducts the Academy's quality control program related to training and training development processes using evaluation procedures and knowledge of advanced educational and training technologies related thereto.

5. Recommends approval for class schedules, and requisitions for automation equipment related to training activities.

6. Evaluates training conduct by the Academy Training Branch's.

7. Develops and revises Academy's LOIs, policy letters, and SOPs related to training and training management.

8. Represents the Academy on school-wide committees chartered to study training issues.

9. Processes permanent party school quotas and allocations.

10. Coordinates civilian training for the Academy.

11. Collects, computes and analyzes data pertaining to training in the Academy.

12. Manages Academy programs to maintain/improve the technical and professional proficiency of the Academy staff and faculty.

13. Monitors diagnostic and remedial physical training.

14. Provides staff supervision on matters pertaining to physical security. Performs physical security, crime prevention, and key control inspections.

15. Implements safety, security, OPSEC, crime prevention, threat, and internal control programs for the Academy.

16. Prepares and submits the Academy's input for the peacetime and mobilization TDAs.

17. Manages the Academy's budget to include the day-to-day status of funds obligated for TDY, overtime, and civilian training. Maintains records to compare obligations versus actual expenditures of funds.

18. Develops the Academy information system plan.

19. Coordinates the Academy's input to Manual of Organization, Missions, and Functions.

20. Coordinates and conducts parades, reviews, graduations, and other ceremonies.

21. Manages the Academy history file.

22. Conducts the Academy equal opportunity and race relations programs.

23. Coordinates and implements the Command Assistance Program for the Academy.

24. Maintains regulations, directives, and file libraries.

25. Supervises athletic and recreational activities for the Academy.

26. Plans, coordinates and manages programs and projects common to all divisions within the Academy.

27. Manages the Army Credit Card Program.

28. Manages instructor certification and competition for awards.

29. Manages test control office.

30. Advises the Academy Commandant and staff on all security matters, projects and directives pertaining to S2 operations.

31. Develops and writes policies, Memorandums of Instruction (MOIs), and Standing Operating Procedures (SOP).

32. Implements security, intelligence, crime prevention, threat, OPSEC, and anti-terrorism programs for the Academy. Performs internal physical security, crime prevention, anti-terrorism, and key control inspections.

33. Directs and manages the communications security (COMSEC) function for the RNCOA, including any contract training for which RNCOA provides administrative support.

34. Manages and controls all security matters required for classified material including COMSEC/CRYPTO training programs, facilities, and secure devices to include supervision of COMSEC accounting procedures for the Academy.

35. Prepares emergency plans for evacuation, destruction, relocation, or other disposition of COMSEC documents, equipment, and materials.

36. Maintains Security Clearance information. Verifies security information for permanent party, students, TDY personnel, and visitors to the RNCOA.

37. Represents the Academy on committees and boards chartered to address security and security-related programs.

38. Advises the Academy Commandant and staff on all issues related to information technology.

39. Develops and implements policies related to automation.

40. Provides and ensures quality end-user service and support.

41. Establishes and manages procedures to obtain system passwords for end users.

42. Develops and plans automation architecture and standards in accordance with DOIM and command guidance.

 43. Procures hardware and software to support automation architecture. Maintains information technology asset database/list.

44. Plans and coordinates the integration of information technology.

45. Maximizes the performance of legacy systems.

46. Plans and allocates systems/resources based on requirements.

47. Develops and implements data management procedures and programs.

Supply Branch/S4

1. Coordinates the logistical support and services to units of the Academy.

2. Coordinates procurement, distribution and use of supplies, communications and communications support equipment and logistical services required to support academic training.

3. Coordinates the acquisition, allocation and utilization of buildings and facilities within the Academy. Initiates requests for new construction, maintenance and/or renovation of facilities: Monitors the self-help program.

4. Requisitions, stores and issues support materials for the Academy in compliance with supply regulations, directives, and authorization documents.

5. Develops internal supply procedures and conducts periodic inspections of Academy activities; supervises command supply discipline program; and processes actions on lost, damaged or destroyed property.

6. Conducts periodic inventories to ensure compliance with all directives for correct disposition of supplies and equipment within the Academy.

7. Maintains property accountability within the Academy.

8. Controls and monitors expenditures of self-service supply account.

9. Plans and coordinates transportation and vehicle requirements.

10. Monitors equipment maintenance status to include facilities and vehicles. Coordinates with USASCOE activities for necessary maintenance support.

11. Requisitions and monitors the use of ammunition used in weapons firing exercises.

12. Manages and maintains arms room for the Academy.

13. Coordinates the logistics support and services to the companies of the Academy.

14. Administers the following programs for the Academy:

   a. Fire protection and prevention.

   b. Utilities conservation.

   c. Equipment maintenance.

   d. Supply discipline.

   e. Energy conservation.

Training Development Branch

1. Manages the Systems Approach to Training (SAT) process for the Academy. Directs and provides supervision to elements in the analysis, design, development and validation of individual training material and the conduct of MOS studies.

2. Reviews and coordinates training resource requirements with the Training Companies and the Signal School Directorates to include equipment, facilities, personnel, support equipment and funds.

3. Develops and provides MANPRINT data.

4. Manages the requisition, and maintains the master files for materials used in support of training.

5. Manages the training development audit trail for the Academy including training material developed by contract personnel and other proponents.

6. Plans and develops procedures for and manages the validation of training and training products developed within the Academy.

7. Supervises and manages training development in support of the training companies.

8. Develops and maintains record files for job analysis, task analysis, MOS studies, learning analysis and design, Course Management Plans (CMP), Student Evaluation Plans (SEP), Master Training Schedules (MTS), and all associated TRAS documents for the Academy courses.

9. Establishes and maintains an audit trail for all training development products.

10. Manages the Test Control Facility for the Academy.

11. Develops and maintains the Training Development portions of the Academy SOP and Policy Letters.

12. Coordinates and produces the input to Job Analysis, Critical Task and Site Selection Boards (CT/SSB), Soldier Training products, Individual Training Plans (ITP), doctrinal publications, and plans for training devices for approval by the Commandant.

13. Represents the Academy on school-wide committees chartered to address training development issues.

14. Develops all Training Requirements Analysis System (TRAS) products and supporting or ancillary system products such as TD2 and CLTM.

15. Ensures all Training Development personnel receive training required in order to perform their required duties.

16. Evaluates Academy training activities to ensure the training is relevant, rigorous, and is conducted IAW applicable lesson plans, directives, and regulations.

17. Provides annual Training Development input to the Academy history file.

18. Responsible for all other related training development issues and actions that pertain to the Regimental Noncommissioned Officer Academy.

19. Works with and provides assistance to the Fort Meade Detachment on all matters related to training development of courses materials.

Companies/Training Divisions (BNCOC/ANCOC)

1. Performs command and control functions for assigned and/or attached personnel.

2. Conducts/coordinates non-academic training for assigned and attached personnel.

3. Provides physical and professional development training for assigned and/or attached personnel.

4. Plans, supervises and inspects permanent party and student training, to include Common Tasks and Phased Training.

5. Monitors student progress and analyzes statistical data pertaining to training effectiveness, such as test results, attrition data, absenteeism, and validation data. Develops alternatives and provides workable solutions to training, training development, and training management problems.

6. Develops and revises or provides input to job analysis, task analysis, Soldier training products, MOS studies, AR 611-201 actions, graphic training aids (GTAs), Individual Training Plan (ITP), Course Administrative Data (CAD), Programs of Instruction (POIs) learning analysis and design, target population descriptions, master training schedules, training support materials, doctrinal publications, and the training chapter of O&O plans.

7. Conducts resident instruction for assigned courses.

8. Managed the storage and issue of materials used in support of training.

9. Approves training schedules and jointly approve training support material.

10. Provides subject matter experts for training development.

11. Implements training site selection, POI, selected methods and media, course management plans, master training schedules, and all training support materials and tests.

12. Initiates a POI as directed by the POI Implementation Order.

13. Provides input to academic facilities Performance Work Statements (PWS), installation contract, TRM, SMDR, TDA, COB, BER, and civilian contracts in support of training.

14. Recommends graduation, reclassification, or relief of students.

15. Performs academic counseling of resident students and prepares the Academic Efficiency Report.

16. Identifies requirements for training aids and devices, equipment, training areas, facilities, and personnel required to support POIs.

17. Implements security intelligence plans and policies.

18. Coordinates instructor development programs and maintains instructor qualification files.

19. Operates and maintains instructional and billeting facilities by performing required maintenance, fire prevention, security, police and safety functions.

20. Recommends to DOT/USASMA for approval for school waivers.

21. Serves as the advisor to the Director of Training for assigned MOSs worldwide.

22. Exercises responsibility for the control of all security matters required for classified material including CRYPTO training programs, facilities, and secure devices.

23. Provides each class a small group leader in accordance with TRADOC Reg 351-10, or as a minimum a permanent party advisor of the same MOS to serve as instructor/counselor and role model.

24. Provides Small Group Instruction (SGI) in Drill and Ceremonies, Physical Training, Inspections, and Leadership Skills.

25. Coordinates college and other self improvement programs for students through the education center, learning centers, and local colleges.

26. Exercises responsibility for coordinating the following support activities as a minimum:

    a. Equipment issues.

    b. Dining facilities.

    c. Individual Learning Centers.

    d. Research libraries.

    e. Chapel activities.

    f. Gymnasiums.

    g. Medical Support Facilities.

Chapter 7
National Science Center

7.1. National Science Center for Communications and Electronics (NSCCE)

a. **Mission.** The National Science Center and Electronics (NSCCE) is a unique partnership between the U.S. Army and a not-for-profit corporation in Augusta, Georgia. The NSC was created under Congressional authority with Public Law 99-145 in 1985 and further amended by the 1996 Defense Authorization Act. The mission of the NSC is to support and improve science, math, communications and electronics education and training; stimulate interest in technology and science; improve technical literacy; and facilitate technology transfer.

b. **Organization of the NSCCE.** The NSCCE consists of four organizational elements plus an executive actions office located in Washington, D.C.
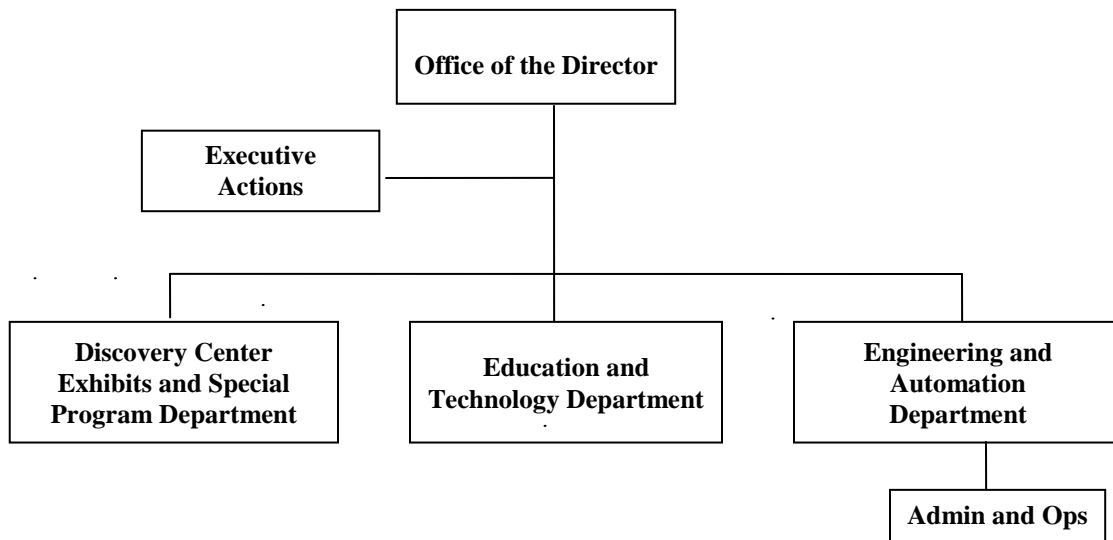
Figure 7-1. National Science Center

c. **Functions.**

<u>Office of the Director</u>

1. Coordinates, integrates, and synchronizes operations of all programs associated with the NSC partnership.

2. Represents the Commanding General, who is the Responsible Official for the Secretary of the Army, in all military matters relating to NSC.

3. Establishes policy and provides expertise and guidance on all aspects of NSC pertaining to the educational mission.

4. Coordinates with outside agencies, Department of Defense (DOD), federal agencies, state and local governments, public education, and higher education academia in the furtherance of NSC educational mission.

5. Coordinates with all levels of Army commands to carry out national mission of educational outreach and meet Department of the Army (DA) guidance and directives.

6. Develops contacts, coordinates with other science centers, academia, governmental agencies, and related professional foundations and organizations, nationally and internationally, maximizing mutual efforts to improve STEM education.

Discovery Center

1. Establishes and oversees development of science and technology based exhibits used in support of both on-site and off-site programming.

2. Provides educational services correlating to exhibits, demonstrations, and science activities.

3. Develops concepts, initiates design, and evaluates interactive the hands-on devices necessary to convey principles and applications of physical science, math, communications, and electronics technology for both in-house and traveling exhibits.

Exhibits and Special Programs/Engineering and Automation Branch

1. Designs, develops, manages, and evaluates informal education programs that support exhibit based programming, to include demonstrations, exhibit-related instruction, workshops, and seminars.

2. Designs, develops, and produces publications and materials to supplement educational information and activities located in the NSC facility, to include pre- and post-visit kits for use by school groups, brochures, information packets, teacher preparation guides, and on-line curriculum support materials.

3. Coordinates and manages specialized programs and activities with organizations such as public and private school systems, military groups, home school associations, and civic groups for appropriate scheduled visits, tours, briefings, specialized workshops or training sessions.

4. Develops contract requirements and monitor/manage contracts as needed to support the educational activities of the NSC.

5. Identifies automation, telecommunications, networking, and other technical requirements necessary to support operation of the NSC facility and conduct of educational programming.

6. Manages the development and implementation of electronic web-based outreach programs, computerized instructional management and delivery programs, and data-base resource support programs to exchange information and materials with a national audience of educators and trainers involved in science, technology, engineering and mathematics education.

7. Manages and operates NSC computer control center, providing overall management of all data, telecommunications, exhibit controls and security systems of the NSC.

8. Provides technical support service for NSC video-conferencing and distance learning broadcasts using Internet Protocol and ISDN based systems.

9. Point of contact for acquisition, operation, training, and maintenance of computer software, hardware, and peripherals throughout NSC, including office automation, classroom support, exhibit control, network operation, and facilities management.

10. Develops and manages contracts required for engineering and information technology support services.

Education and Technology Branch

1. Establishes program policy and manages the planning and implementation for numerous education and training programs that promote science, technology, engineering and math (STEM) outreach programs across the nation.

2. Manages all personnel, operations, and resources associated with educational outreach program development and implementation.

3. Establishes partnerships with academic institutions around the country, the DOD and other federal agencies, local and state government educational agencies, Cadet Command, Accessions Command, and other entities involved in educational outreach initiatives.

4. Develops, conducts, and evaluates in-school, after-school, and summer enrichment workshops and camps, as well as professional development training sessions for teachers and educators in support of STEM initiatives.

5. Establishes and operates both a resident and on-line Teacher Resource Center, offering items to support classroom science and math education to users on a local, regional, and national level.

6. Develops marketing, promotional, and informational materials in support of NSC programs, products, and services.

7. Manages development and implementation of publications that support programs, workshops and camps, to include curricula, brochures, applications, and other descriptive hand-outs.

8. Develops, produces, and broadcasts STEM based educational video teleconferences to school systems across the nation.

9. Manages the Mobile Discovery Center outreach program, establishing schedules of travel, school coordination, and coordination directly with Accessions Command to ensure resource support, staffing, and overall vehicle maintenance and upkeep.

10. Develops and monitors all contracts necessary to support the educational outreach mission.

11. Develops instruments/metrics for and conduct formal evaluation/data-gathering on educational outreach programs.

Operations and Administration Branch

1. Coordinates all issues relating to resource management, operating policies and directives, organizational studies, fiscal policies and management, logistics, and personnel.

2. Tracks manpower requirements and allocations and coordinate civilian personnel matters with Directorate of Human Resources, Equal Employment Opportunity Office, and Directorate of Resource Management.

3. Coordinates with Directorate of Resource Management regarding implementation of fiscal policy, tracking of budget requirements and expenditures, development of organizational budget requirements, and oversight of annual budget execution.

4. Ensures government property is secured, maintained, and accounted for in accordance with (IAW) government regulations.

5. Ensures adherence to all Fort Gordon regulations and policies, such as energy conservation, physical security, operational security, classified documents, safety, fire marshal, and standards of conduct.

Chapter 8
Allied Liaison Offices

8-1. Canadian Forces Liaison Office

   a. The position of Canadian Forces Liaison Office was established under the auspices of the American, British, Canadian and Australian (ABCA) standardization program. The aims of these programs are:

      (1) To ensure the fullest cooperation and collaboration among the signatory Armies;

      (2) To achieve the highest possible degree of interoperability among the signatory Armies through materiel and non-material standardization; and

      (3) To obtain the greatest possible economy by use of combined resources and effort.

   b. The role of the Canadian Liaison Office to the USASCOE is to meet the ABCA aims by facilitating the two way flow of Signal related information between Canada and the United States.

8-2. French Liaison Office

  a. **Mission.** The mission of the French Liaison Office is aimed towards three issues:

     (1) To increase the interoperability with the U.S. Army;

     (2) To facilitate the standardization of procedures and equipment; and,

(3) To promote the French Army image within the U.S. Army.

b. **Peacetime Missions.** The Liaison Offices are accredited to School or agencies of the U.S. Army. They collect information given by these agencies and report them to the French Army General Staff, in order to promote mutual understanding. When they are permitted to, they attend maneuvers, exercises or tests to achieve their mission. In accordance with the Military Attached in the French Embassy, they attend conferences about matters of mutual interest. They may deliver information about the French Army to staff or trainees whenever they are asked. They have to support French trainees if some are attending courses in the School they are accredited to.

c. **Wartime Missions** In accordance with a mutual agreement between the French Army General Staff and the U.S. Army, the liaison officers will be employed in crisis or war in such a matter that optimal use is made of their expertise and language skills.

8-3. German Army Liaison Office

a**. Mission.** The Department of the Army of the United States of America and the Federal Minister of Defense of Germany agreed to the following tasks of Army Liaison Offices:

b. **Peacetime Tasks**. The Liaison Offices are accredited to agencies of each other's Army. They obtain information from these agencies and report them in order to promote mutual understanding. They inform and advise their respective commanders and their officers on matters of mutual interest. They take part in maneuvers, exercises and service tests where attendance for this purpose is permitted. Moreover they assist in the coordination of all matters concerning the cooperation of the two Armies, especially Army Staff Talks, and carry out individual tasks assigned by their superior national agencies.

c. **Wartime Tasks**. The liaison offices will be employed in crisis or war in such a manner that optimal use is made for the United States of America and the Federal Republic of Germany of their expertise and language skills.

8-4. U.S. Army Elements/Detachments at Other Installations

United Kingdom Detachment

1. Provides resident instruction support to the School of Signals at Branford Camp, England as the American Exchange Officer.

2. Provides exchange noncommissioned officers (Grade E9) for 8th Signal Regiment, Catterick Garrison, England.

Organizations at U.S. Air Force Installations

1. Conducts, in conjunction with the U.S. Air Force, resident instruction for USASCOE proponent courses located at Keesler, Sheppard, Lackland and Vandenburg Air Force Bases.

2. Assists in preparation and/or review of doctrinal, organizational and materiel-related products, Army-Wide and Command-Wide training literature, nonresident materials, and MOS test materials.

3. Assists in preparation of Job Task Data Cards, Training Analysis Information Sheets, and Evaluation Planning Information Sheets for resident course for which USASCOE is proponent.

4. Exercises responsibility for the Regimental Director of Training, USASCOE, provides command, control, administrative and logistical support for all assigned and attached U.S. Army military personnel (instructional cadre and students) at Keesler and Sheppard Air Force Bases.

Appendix A
References

Section I
Required Publications

TR 10-5
Organizations and Functions, U.S. Army Training and Doctrine Command

Section II
Related Publications

AR 350-1
Army Training and Education

AR 350-10
Management of Army Individual Training Requirements and Resources

AR 350-18
The Army School System (TASS)

AR 350-70
Systems Approach to Training Management, Processes, and Products

AR 600-3
The Army Personnel Proponent System

AR 600-8 Series
Personnel

FM 7-0
Training the Force

TR 10-5-1
Organization and Functions, HQ, U.S. Army Training and Doctrine Command

TR 10-5-2
Organization and Functions, TRADOC Futures Center

TR 10-5-3
Organization and Functions, U.S. Army Accessions Command

TR 10-5-4
Organization and Functions, Combined Arms Center

TR 10-5-7
Organization and Functions, TRADOC Analysis Center

TR 25-30
Preparation, Production, and Processing of Armywide Doctrinal and Training Literature (ADTL)

TR 25-36
The TRADOC Doctrinal Literature Program

TR 37-2
Temporary Duty Travel Policies and Procedures

TR 37-3
Government Travel Charge Card Program

TR 37-4
Fund Control, Reconciliations, Certification

TR 350-6
Enlisted Initial Entry Training (IET) Policies and Administration

TR 350-8
Ammunition

TR 350-10
Institutional Leader Training and Education

TR 350-13
Instruction in Military History

TR 350-18
The Army School System (TASS)

TR 350-70

Systems Approach to Training (SAT) Management, Processes, and Products

TR 600-11
Equal Opportunity Action Plan

TR 870-1
United States Army Training and Doctrine Command Military History Program

TP 350-70-8
Total Army School System (TASS) Training Requirements Analysis System (TRAS)

USASC&FG REG 15-1
Training

USASC&FG REG 27-1
Military Justice

USASC&FG REG 210-13
Control of Firearms, Ammunition and other Dangerous Weapons

USASC&FG REG 210-20
Official Visitors and Distinguished Guests

USASC&FG REG 210-21
Range Regulation

USASC&FG REG 220-2
Utilization and Supervision of the United States Army Signal Corps Band

USASC&FG REG 350-2
Staff and Faculty Development Training

USASC&FG 350-3
Training Structure Manning Decision Review

USASC&FG REG 350-5
Academic Practices

USASC&FG REG 350-7
Preparation For and Conduct of Critical Task and Site Selection Boards

USASC&FG REG 350-8
Dismissal of Officers, Warrant Officers, Warrant Officer Candidates and Enlisted Students

USASC&FG REG 350-22
Test Control Policies and Procedures

USASC&FG CIR 680-2
Personnel Information Systems

Section III
Referenced Forms

DA Form 260
Request for Printing of Publication

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028
Recommended changes to Publications and Blank Forms

Glossary

Abbreviations

ABCA	American, British, Canadian and Australian
ABCS	Army Battle Command Systems
ACAT	Acquisition Category
ACCP	Army Correspondence Course Program
ACE	American Council on Education
ACPM	Activity Career Program Manager
ACR	Advanced Concepts and Requirements
ACS	Advanced Civilian Schooling
ACTD	Advanced Concept Technology Demonstrations
ADP	Automated Data Processing
ADS	Army Development Support
AER	Army Emergency Relief
AERS	Army Education Requirement System
AETF	Army Experiment Task Force
AF	Appropriated Funds
AGR	Army Guard Reserve
AIEP	Army Ideas for Excellence Program
AIMD	Architecture Integration Management Directorate
AIMS	Automated Instructional Management System
AIT	Advanced Individual Training
ANCOC	Advanced Noncommissioned Officer Course
AoA	Analysis of Alternatives
AOC	Area of Concentration
APFT	Army Physical Fitness Test
ARFORGEN	Army Force Generation

ARISS   Army Recruiting Information Support System
ARNG   Army National Guard
AROC   Army Requirement Oversight Counsel
ARPRINT   Army Program for Individual Training
ARTEP-CATS Army Training and Evaluation Program-Combined Arms Training Strategy
ASARC   Army System Acquisition Review Counsel
ASAT   Automated Systems Approach to Training
ASC   Army Signal Command
ASF   Army Stock Fund
ASIMS   Army Standard Management System
ASIP   Army Stationary and Installation Plan
ATD   Advance Technology Demonstration
ATRRS   Army Training Requirements and Resources System
AUM   Assemble Unit Manager
AVPRO   Audio Visual Program Director
BCBL   Battle Command Battle Lab-Gordon
BCT   Brigade Combat Training
BCT   Brigade Combat Team
BET   Basic Electronic Training
BER   Budget Execution Review
BFA   Battlefield Function Area
BLCSE   Battle Lab Collaborative Simulation Environment
BNCOC   Basic Noncommissioned Officer Course
BOIP   Basis of Issue Plan
BOS   Battlefield Operating Systems
BRAC   Base Re-alignment and Closure
BRC   Battalion Reserve Component
C&A   Certification & Accreditation
C&E   Communications and Electronics
CA   Commercial Activities
CAAS   Contracted Advisory and Assistant Services
CAC   Combined Arms Center
CAD   Course Administrative Data
CAI   Computer-Aided Instruction
CALL   Center for Army Lessons Learned
CAO   Central Accounting Office
CAR   Chief, Army Reserve
CASCOM   Combined Arms Support Command
CATS   Combined Arms Training Strategy
CBA   Centrally Billed Account
CBI   Computer-based instruction
CDB   Concepts and Doctrine Branch
CDID   Capabilities Development Integration Division
CED   Concept Experiment Document
CFO   Chief Finance Officer
CG   Commanding General

CGA	Capabilities Gap Analysis
CGSC	Command and General Staff Course
CFO	Chief Finance Officer
CIA	Central Intelligence Agency
CID	Criminal Investigation Detachment
CIP	Command Inspection Program
CLTM	Course Level Training Model
CMF	Career Management Field
CMO	Contract Management Office
CMP	Course Management Plan
CMRP	Command Master Religious Program
CNA	Capabilities Needs Analysis
CO2	Consideration of Others
COBE	Command Operating Budget Estimate
COIC	Critical Operational Issues and Criteria
COMSEC	Communications Security
COR	Contracting Officer's Representative
CofS	Chief Of Staff
COTR	Contracting Officer's Technical Representative
CP	Career Program
CPAC	Civilian Personnel Advisory Center
CPD	Compatibility Production Document
CRYPTO	Crypto-graphic
CSC	Command and Staff College
CSM	Command Sergeant Major
CSR	Customer Service Representative
CTA	Common Table of Allowance
CTC	Cadre Training Course
CTC	Combat Training Center
CTEA	Cost & Training Effectiveness Analysis
CTSSB	Critical Task and Site Selection Board
CTT	Common Task Test
CVS	Contract Verification System
DA	Department of the Army
DAAVP	Department of the Army Audiovisual Program
DAB	Defense Acquisition Board
DAC	Department of the Army Civilian
DAIG	Department of the Army Inspector General
DAO	Defense Accounting Officer
DAP	Designated Acquisition Program
DAPR	DA Program Review
DC	Deputy Commander
DCD	Directorate of Combat Developments
DCR	DOTMLPF Change Request
DCSCD	Deputy Chief of Staff for Combat Development
DCPS	Defense Civilian Payroll System

DCST	Deputy Chief of Staff for Training
DDEAMC	Dwight David Eisenhower Army Medical Center
DEP	Distance Education Program
DETP	Displaced Equipment Training Plan
DFAS	Defense Finance and Accounting
DGCPC	Direct Ground Combat Probability Coding
DHR	Directorate of Human Resources
DIA	Defense Intelligence Agency
DIWG	Documentation Integration Working Group
dL	Distributive Learning
DMS	Defense Message System
DoD	Department of Defense
DOIM	Directorate of Information Management
DOT	Directorate of Training
DOTD	Directorate of Training Development
DOTML-PF	Doctrine, Organization, Training, Material, Leader Personnel and Facilities
DOTSP	Doctrine, Organization Test Support Plan
DPTMS	Directorate of Plans, Training Mobilization and Security
DPW	Directorate of Public Works
DRM	Directorate of Resource Management
DSARC	Defense System Acquisition Review Counsel
DTLOMS	Doctrine, Training, Leader Development, Organization, Materiel, and Soldiers
DTS	Defense Travel System
DUI	Driving Under the Influence
EAGLS	Electronic Accounting Government Ledger System
ECP	Engineering Change Proposal
ED	Experimental Division
EEO	Equal Employment Office
ENRMO	Environmental and National Resources Management Office
EO	Equal Opportunity
EOC-APFT	End-of-Course Army Physical Fitness Training
EPA	Environmental Protection Agency
EPMS	Enlisted Personnel Management System
EPMD	Enlisted Personnel Management Directorate
ESM	Electromagnetic Spectrum Management
EXEC RC	Executive for Reserve Component Affairs
FAIR	Fund Allowance Incident Report
FAA	Functional Area Analysis
FCM	Fund Control Module
FCS	Future Combat System
FDU	Force Design Update
FDD	Force Design Directorate
FFT	Future Force Training
FG	Fort Gordon
FI	Force Integration
FLB	Family Life Branch

FORMAR   Force Management Analysis Revision
FORSCOM   Forces Command
FRHN   Fixed Regional Hub Node
GBNP   Global Block Numbering Plan
GC   Garrison Commander
GOSIP   Government Open Systems Interconnection Profile
GRSOC   Gordon Regional Security Operations Center
GTA   Graphic Training Aid
HQ & CO A. Headquarters and Company A
HQDA   Headquarters, Department of the Army
IAM   Information Assurance Manager
IAVA   Information Assurance Vulnerability Alert
IAW   In Accordance With
ICD   Initial Capability Document
ICDTs   Integrated Capabilities Development Teams
ICR   Internal Control Review
ICT   Integrated Concept Team
ICTP   Individual Collective Training Planner
IET   Initial Entry Training
IG   Inspector General
IGAR   Inspector General Action Request
IKP   Instructor and Key Personnel
ILE   Intermediate Level Education
ILMS   Interim Learning Management System
ILSE   Integrated Logistics Support Element
IMI   Interactive Multimedia Instruction
IMRL   Instructor Manpower Requirements List
IOCF   Information Operations Career Field
IOQ   Instructor of the Quarter
IPT   Integrated Product Teams
IPR   In-Process/Progress Review
IPR   Intelligence Production Request
IRAC   Internal Review and Audit Compliance
IRR   Individual Ready Reserve
IS   Information System
ISA   Installation Support Agreement
ISM   Information Systems Management
ISAO   Information Assurance Security Officer
ISOL   Information System Operations Leveler
ISR   Individual School Requirement
ITC   Instructor Training Course
ITP   Individual Training Plan
ITRO   Inter-service Training Review Organization
JCIDS   Joint Capabilities Integration and Development System
JOIN   Joint Optical Information Network
JPAS   Joint Personnel Adjudication System

JROC	Joint Requirements Oversight Council
JWG	Joint Working Group
LAN	Local Area Network
LCIT	Leadership College for Information Technology
LCMS	Local COMSEC Management Software
LCSMM	Life Cycle Systems Management Model
LIN	Line Item Number
LNO	Liaison Officer
LP	Lesson Plan
LSA	Logistics Support Analysis
LWNeU	Land War E-University
MACOM	Major Army Command
MANPRINT	Manpower and Personnel Integration
MARC	Manpower Authorization Requirement Criteria
MCA	Major Commercial Account
MCA	Military Construction Army
MCP	Management Control Program
MCRC	Management Control Review Checklist
MEO	Most Efficient Organization
MEP	Master Evaluation Plan
MI	Method Improvement
MI	Method Intelligence
MMCA	Minor Military Construction Army
MMEWR	Minimum Mission Essential Wartime Requirement
MOB	Mobilization
MOBTDA	Mobilization Table of Distribution and Allowance
MOCS	Military Occupational Classification and Structure
MOI	Memorandum of Instruction
MOS	Military Occupational Specialty
MTOE	Modification Table of Organization and Equipment
MSR	Monthly Status Report
MTS	Master Training Schedule
MTSB	Monthly Training Status Brief
MTSS	Military Training Support System
MTT	Mobile Training Team
MWRS	Morale Welfare Recreation and Support
NAF	Non-Appropriated Funds
NBC	Nuclear, Biological, and Chemical
NCO	Noncommissioned Officer
NCOA	NCO Academy
NCOER	NCO Evaluation Report
NETOPS	Network Operations
NETP	New Equipment Training Plan
NGB	National Guard Bureau
NGIC	National Guard Intelligence Center
NOSC	Network Operations and Security Center

NRCC	North Regional Contracting Center
NSA	National Security Agency
NSCCE	National Science Center Communications & Electronics
NSC-T	Network Service Center-Training
O&O	Operational and Organization
OCOS	Office of the Chief of Signal
ODP	Officer Distribution Plan
ODS	Operational Data System
OER	Officer Evaluation Report
OES	Officer Education System
OFIS	Operational Forces Integration Session
OFS	Officer Foundation Standards (to become obsolete)
OI	Organization Integration
OIP	Organization Inspection Program
ONN	Operational Network Nodes
OPCF	Operations Career Field
OPLOCS	Operational Locations
OPM	Office of Personnel Management
OPMS	Office of Personnel Management System
OPSEC	Operational Security
ORD	Operational Requirements Document
OTP	Outline Test Plan
OTRS	Operational Test Readiness Statement
PAL	Pre-Affiliation List
PBAC	Program Budget Advisory Committee
PBO	Property Book Officer
PCC	Pre Command Course
PEO	Program Executive Officer
PEO-STAMIS	Program Executive Office Standard Army Management Information System
PEP	Personnel Exchange Program
PERSCOM	Personnel Command
PERSSO	Personnel System Staff Officer
PIN	Personal Identification Number
PM	Program Manager
POC	Point of Contact
POI	Program of Instruction
POM	Program Objective Memorandum
POR	Program of Record
PPBES	Planning, Programming, Budgeting, and Execution System
PRAC	Program Regimental Advisory Committee
PW	Project Warrior
PWS	Performance Work Statement
QMP	Qualitative Management Program
QQPRI	Qualitative and Quantitative Personnel Requirements Information
QRR	Quick Reaction Request
QTB	Quarterly Training Briefing

R&D	Research and Development
R&M	Reliability and Maintainability
RAB	Religious Activity Branch
RC	Reserve Component
RDA	Research, Development, and Acquisition
RDL	Reimer Digital Library
RFP	Request for Proposal
RITMS	Residential Individual Training Management System
RMB	Resource Management Branch
RMT	Resource Management Tool
RNCOA	Regimental Non-Commissioned Officer Academy
ROA	Rules of Allocation
ROTC	Reserve Officer Training Corps
RPA	Request for Personnel Action
S&T	Science and Technology
SaaS	Soldier as a System
SAT	Systems Approach to Training
SAT-B	Semi-Annual Training Branch
SAV	School Assistant Visit
SBOLC	Signal Basic Officer Leader Course
SCCC	Signal Captains' Career Course
SCCC-L	Signal Captains' Career Course-Leveler
SCCC-RC	Signal Captains' Career Course-Reserve Component
SCI	Sensitive Compartmental Information
SD	Special Duty
SEP	Student Evaluation Plan
SFDB	Staff and Faculty Development Branch
SGLI	Servicemen's Group Life Insurance
SID	System Integration Division
SII	Statement of Intelligence Instruction
SIO	Senior Intelligence Officer
SIT	School of Information Technology
SJA	Staff Judge Advocate
SKO	Sets, Kits and Outfits
SLAMIS	SSN-LIN Automation Systems
SLC	Senior Leaders Course
SLEP	Service Life Extension Program
SMDR	Structured Manning Decision Review
SME	Subject Matter Expert
SMMP	System MANPRINT Management Plan
SMS	Strategic Management System
SOAC	Signal Officer Advance Course
SOBC	Signal Officer Basic Course
SOP	Standard Operating Procedure
SOS	System of Systems
SOW	Statement of Work

SPA	Skill Performance Aids
SRI	Signal Restructuring Imitative
SSC	Senior Service College
SSD	Senior Safety Director
SSEB	Source Selection Evaluation Board
SSMP	System Safety Management Plan
SSO	Special Security Office
STAR	Systems Threat Assessment Report
STEM	Science, Technology, Engineering and Math
STO	Science & Technology Objective
STP	Soldier Training Publication
STRAP	System Training Plan
TAA	Total Army Analysis
TAADS	The Army Authorization Document System
TADSS	Training Aids, Devices, Simulations and Simulators
TAQ	Total Army Quality
TASS	Total Army School System
TATS	Total Army Training System
TATS-C	Total Army Training System-Courseware
TCG	Threat Coordinating Group
TCM	TRADOC Capability Management
TDA	Table of Distribution and Allowance
TDB	Training Development Branch
TDD	Training Development Division
TDWP	Training Development Workload Planner
TDY	Temporary Duty
TEIPT	Test and Evaluation Integration Product Team
TEMP	Test and Evaluation Master Plan
TFC	TRADOC Futures Center
TFIS	Tactical Forces Integration Session
THN	Tactical Hub Node
TIG	The Inspector General
TIWG	Test Integration Working Group
TLC	Tactical Leaders Course
TMD	Training Management Division
TMEC	TRADOC Material Evaluation Committee
TMG	TRADOC Manpower Guidance
TMOPS	TRADOC Mobilization and Operations Planning System
TMSR	TRADOC Monthly Status Report
TOE	Table of Organization and Equipment
TOL	TRADOC On-Line
TPIO	TRADOC Program Integration Office
TRAC	TRADOC Analysis Center
TRADOC	Training and Doctrine Command
TRAS	Training Requirements Analysis System
TSARC	Test Schedule and Reserve Committee

TSEC	Telecommunications System Engineering Course
TSR	TRADOC Status Report
TSTNS	Tactical Switching Telephone Networking System
TTSP	Threat Test Support Package
TWI	Training With Industry
UCMJ	Uniform Code of Military Justice
UFR	Unfunded Requirement
UIT	University of Information Technology
UMR	Unit Manning Reports
URS	Unit Reference Sheet
USAFMSA	U.S. Army Force Management Support Agency
USAG	U.S. Army Garrison
USASCOE	U.S. Army Signal Center of Excellence
USAR	U.S. Army Reserve
USASSD	U.S. Army Signal School Detachment
USAWC	U. S. Army War College
UTB	Unit Training Branch
VCSA	Vice Chief of Staff, Army
VITA	Volunteer Income Tax Assistance
VTC	Video Teleconference
VTT	Video Teletraining
WARSIM	Warfighter Simulation
WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course
WOES	Warrant Officer Education System

……………………………………………………………………………………………………..

(ATCH-RMR)

FOR THE COMMANDER:

OFFICIAL: JACKIE J. BRYANT
                                          Colonel, GS
                                          Chief of Staff

/ORIGINAL SIGNED/
GWENDOLYN GARFIELD
Director Human Resources
 /Adjutant General