

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Eustis, Virginia 23604-5701

\*TRADOC Regulation 10-5-8

02 October 2012

Organization and Functions

INITIAL MILITARY TRAINING CENTER OF EXCELLENCE

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FOR THE COMMANDER:

OFFICIAL:

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**History.** This publication is a rapid action revision. The portions affected by this action are listed in the summary of change.

**Summary.** This regulation prescribes the organization, mission, and functions of the Initial Military Training (IMT) Center of Excellence (CoE).

**Applicability.** This regulation applies to all elements of IMT CoE.

**Proponent and exception authority.** The proponent of this regulation is the Deputy Commanding General (DCG), IMT CoE.

**Army management and control process.** This regulation does not contain management control provisions.

**Supplementation.** Supplementation of this regulation is prohibited unless specifically approved by the DCG IMT, Headquarters IMT CoE (ATCG-MT), 210 Dillon Circle, Fort Eustis, Virginia, 23604-5701.

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\*This regulation supersedes TRADOC Regulation 10-5-8, dated 23 August 2010, and Change 1 to TRADOC Regulation 10-5-8, dated 16 November 2010.

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**Suggested improvements.** Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) through channels to Headquarters IMT CoE (ATCG-MT), 210 Dillon Circle, Fort Eustis, Virginia 23604-5701.

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### Summary of Change

TRADOC Regulation 10-5-8  
Initial Military Training Center of Excellence

This rapid action revision, dated 02 October 2012

- o Updates mission, organization, and responsibilities of Initial Military Training Center of Excellence, staff elements and subordinate commands to include the Drill Sergeant School. (Chap 1-3)
- o Updates the mission and organization of the United States Army Training Center and Fort Jackson. (Chap 4)
- o Updates the mission and organizations of 108<sup>th</sup> Training Command and the 80th Training Command. (Chap 5 & 6)

Change 1 to the regulation, dated 16 November 2010-

- o Changes Training Strategy Support Directorate to Training Support and Schools Directorate.

The original regulation, dated 23 August 2010-

- o Establishes mission, organization, and responsibilities of Initial Military Training-Center of Excellence, staff elements and subordinate commands.
- o Establishes the mission and organization of the Army Training Center and Fort Jackson.
- o Outlines the operational control relationship with 108<sup>th</sup> and 80<sup>th</sup> Training Commands.
- o Reflects the U.S. Army Training and Doctrine Command and Initial Military Training Campaign Plans.

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## **Chapter 1**

### **Introduction**

#### **1-1. Purpose**

This regulation defines and delineates the organization, functions, and responsibilities for the Initial Military Training (IMT) Center of Excellence (CoE) and subordinate organizations.

#### **1-2. References**

Required and related publications and prescribed and referenced forms are listed in [appendix A](#).

#### **1-3. Explanation of abbreviations and terms**

Abbreviations and special terms used in this regulation are explained in the [glossary](#).

#### **1-4. Responsibilities**

a. United States Army Training and Doctrine Command (TRADOC) Deputy Commanding General (DCG) will approve changes to this regulation.

b. The Chief of Staff (CoS) IMT CoE, will-

(1) Serve as the lead for this regulation.

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

c. The Deputy Chief of Staff, G-8 will-

(1) Advise and assist IMT organizations on organizational and functional alignment.

(2) Review proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and effect on resources to assist the IMT CoE.

d. IMT CoE Headquarters (HQ) staff. IMT CoE staff will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Critical analysis and review of this regulation will occur semiannually and updates will occur as needed. This will ensure IMT maintains relevancy by remaining an agile, adaptive, and innovative organization.

#### **1-5. Scope**

a. This regulation focuses on the organization, functions, and responsibilities of the IMT CoE and the DCG, IMT. It describes IMT CoE's major organizational structure, functions, major responsibilities for subordinate organizations, and relationships between these organizations and their assigned responsibilities.

b. This regulation describes how IMT CoE supports the functions assigned to TRADOC.

**1-6. Policy**

a. Decentralize responsibility for missions and tasks to IMT CoE's subordinate agencies to the maximum extent possible.

b. TRADOC has designated lead and assist assignments to specify responsibility and relationships among senior leaders and organizations. Designation of lead and assist assignments is the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks.

(1) Lead: The TRADOC organization having primary responsibility for a function, task, or role. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of planning, execution, and integration across all applicable doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains. The lead organization that receives assistance from other organization(s) or staff element(s) is responsible for ensuring the supporting organization(s) or staff element(s) understands the assistance required.

(2) Assist: TRADOC organizations or staff elements that provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The assist organization aids, complements, or sustains another organization and is responsible for providing the assistance the lead organization requires.

(3) Staff management: The responsibilities of the staff are to assist and coordinate the lead organization's efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate.

**1-7. General organizational requirements**

Each organization structures elements to facilitate effective and efficient mission accomplishment; assigns specific functional responsibilities to each organizational element oriented toward accomplishing missions; groups similar functions; eliminates functions and structures that become nonessential; consolidates functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions that do not support assigned missions.

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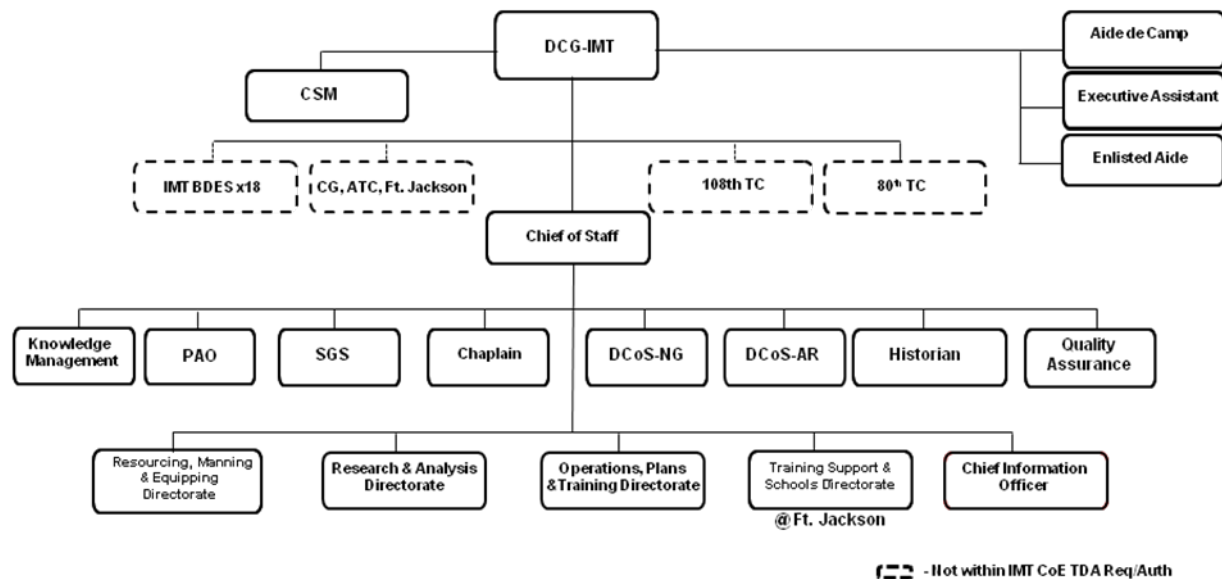
**Chapter 2**  
**Initial Military Training (IMT) Center of Excellence (CoE)**

**2-1. Mission**

IMT conducts Basic Combat Training (BCT), Advanced Individual Training (AIT), One Station Unit Training (OSUT), Warrant Officer Basic Course (WOBC), and Basic Officer Leadership Course (BOLC) in order to transform civilian volunteers into Soldiers who can contribute to their first units of assignment.

**2-2. Organization**

IMT CoE consists of a HQ element, located at Fort Eustis, VA, which directs the aspects of IMT at Army Training Centers (ATC) and CoEs. These ATCs and CoEs develop, refine, and support IMT through policy, doctrine, education, research, quality assurance, and training support to ensure IMT produces trained and educated Soldiers and junior officers. It has one subordinate command, the ATC at Fort Jackson, and exercises operational control (OPCON) for the 108th Training Command (Initial Entry Training (IET)), which serves as the Army's sole U.S. Army Reserve (USAR) IET force provider to support and expand the TRADOC training base; and the 80th Training Command (The Army School System (TASS)), an integral part of TASS, responsible for conducting MOS-T (reclassification), Intermediate Level Education, Senior Leaders Course, Advanced Leaders Course and functional training for Soldiers of all three Army's. (Figure 2-1).



**Figure 2-1. IMT CoE**

**(Inspector General, Safety, Equal Opportunity, Equal Employment Opportunity, Sexual Harassment/Assault Prevention Programs, and Command Judge Advocate support is matrixed from the TRADOC HQ staff.)**

**2-3. Lead responsibilities**

IMT CoE has the following lead responsibilities:

a. Core function: IMT CoE. Sets standards for and oversees training in the competencies (knowledge, skills, abilities, attributes) and behaviors needed to become Soldiers who are physically ready, grounded in Army values, and competent in their skills to contribute to their first units of assignment. IMT CoE is the lead for common core task; establishes and maintains warrior tasks and battle drills (WTBDs).

b. IMT CoE includes BCT, OSUT, AIT, BOLC, WOBC, AIT Platoon Sergeant (PSG) Course, United States Army Drill Sergeant School (DSS), and associated cadre leader development training.

c. Other IMT CoE major responsibilities/tasks:

(1) Exercises direct supervision, approval, management, publishing, and oversight for policy, strategy, priorities, waivers and resource prioritization of all matters pertaining to IMT.

(2) Lead for IMT common core tasks.

(3) Exercises operational control authority of Reserve component (RC) organizations.

(4) Under the authority of the CG, TRADOC, directs investigations, inspections, accreditations, and assessments within IMT.

(5) Directs precommissioning common core and officer training requirements set by DCG, IMT in coordination with and executed by the U.S. Army Reserve Command, National Guard Bureau (NGB), U.S. Army Cadet Command Reserve Officers' Training Corps (ROTC), Deputy Commandant, Officer Candidate School (OCS), Warrant Officer Candidate School, and U.S. Military Academy (USMA) to ensure they are linked and standardized.

(6) Directs pilots and surveys within IMT.

(7) Senior rates select IMT brigade commanders (minus ROTC brigades, OCS, and USMA). DCG, IMT rates the 108<sup>th</sup> and 80<sup>th</sup> Training Command commanding general and senior rates the 108<sup>th</sup> and 80<sup>th</sup> Training Command Deputy Commanding Generals and IET division commanders.

(8) Revises, updates, and incorporates WTBDs into IMT.

(9) Directs research and experimentation analysis to improve performance in IMT.

(10) Tracks and assesses equipment fielding and individual equipment requirements in IMT.



(11) Ensures IMT processes and training supports Army Forces Generation (ARFORGEN) requirements.

(12) Coordinates IMT facilities funding strategies and strategic policies, priorities, and implementing instructions with HQ TRADOC.

(13) Reviews all IMT and MOS-T programs of instruction for inclusion of mandated training.

(14) Tracks and reconciles higher HQ IMT issues and requests.

(15) Reviews and recommends changes to the IMT tables of distribution and allowances structure to HQ TRADOC.

#### **2-4. Assist responsibilities of IMT**

IMT has the following assist responsibilities:

a. Leader development. Assists Combined Arms Center by developing, coordinating, and synchronizing enlisted, officer, and cadre training, as appropriate; identifies capabilities and development of requirements for future leader development needs.

b. Functional training. Assists Combined Arms Center with the synchronization of post-IMT functional training and in the identification of capabilities and development of requirements for future functional training needs.

c. Requirements determination. Assists Army Capabilities Integration Center in determining IMT implications during analysis of Army concepts and concept capability plans.

d. Recruitment and accessions. In support of United States Army Recruiting Command and United States Army Cadet Command provides HQDA G1, Human Resources Command and TRADOC with information relevant to the recruitment of Soldiers and the accession and training of pre-commissioned officers (ROTC, USMA, OCS, direct commission).

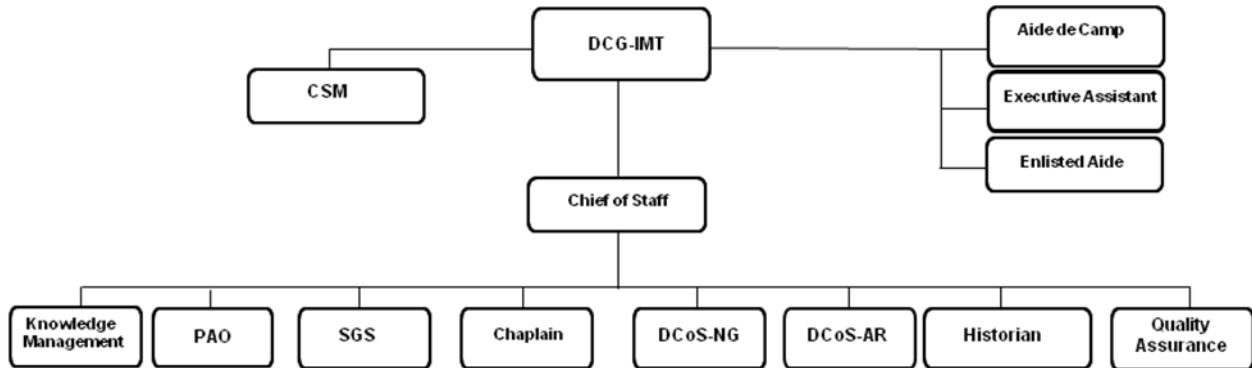
e. Learning model and concept. Provides TRADOC G-3/5/7 with information and data on learning, education, attributes inculcation, and training techniques.

**Chapter 3**  
**Headquarters, IMT CoE**

**Section I**  
**Office of the DCG, IMT Personal and Special Staff**

**3-1. DCG, IMT**

a. Mission. On behalf of the CG, TRADOC, provides command, control, and coordination of the Army's officer, warrant officer, and enlisted IMT. Develops and implements plans, programs, organizations, and resources to accomplish the IMT mission. Sets the standard for IMT leadership training for the skills and tasks inherent in the IMT function and ensures execution to standard. Exercises direct supervision, management, and oversight for policy, priorities, and resourcing prioritization of all matters pertaining to IMT. (Figure 3-1)



**Figure 3-1. Office of the DCG, IMT**

b. Functions and responsibilities.

(1) Serves as the DCG, IMT. Represents CG, TRADOC in matters relating to the Army's officer, warrant officer, and enlisted IMT.

(2) On behalf of the CG, TRADOC, provides command and control for the United States Army Training Center and Fort Jackson (USATC&FJ); exercises operational control for the 108<sup>th</sup> Training Command (IET) and the 80<sup>th</sup> Training Command (TASS).

(3) Exercises direct supervision, management, and oversight for policy, priorities, and resource prioritization of all matters pertaining to IMT.

(4) Revises, updates, and incorporates WTBDs into IMT to ensure institutionalized individual tasks that support the Warfighter and ARFORGEN model.

(5) Establishes officer common core tasks for the Basic Officer Leader Course (BOLC)-Branch, and the Warrant Officer Basic Course (WOBC).

- (6) Directs research and experimentation analysis to improve performance.
- (7) Recommends IMT funding priorities to TRADOC staff.
- (8) Conducts IMT assessment and compliance visits that provide close scrutiny, analysis, and verification of standards.
- (9) Develops and coordinates TRADOC guidance for IMT leader's conferences.
- (10) Conducts the IMT training update briefs and regular commander video teleconferences.
- (11) Develops and coordinates TRADOC policy concerning the operation of fitness training units to include the physical conditioning unit and the Physical Training Rehabilitation Program.
- (12) Develops and coordinates TRADOC policy for the conduct of IET at the Defense Language Institute, Foreign Language Center.
- (13) Develops and coordinates TRADOC military occupational specialty (MOS) retraining and reclassification guidance.
- (14) Develops and coordinates TRADOC policy for addressing Reserve component and Army National Guard (ARNG)-unique IMT issues.
- (15) Develops and coordinates TRADOC IET attrition policy and guidance.

### **3-2. Chief of Staff (CoS)**

a. Mission. Directs the IMT CoE staff. Responsible for the support, interpretation, and dissemination of IMT policies, plans, and decisions to subordinate units and appropriate staff sections. Integrates actions internal and external to the command.

b. Functions and responsibilities.

- (1) Serves as principal assistant to the DCG, IMT for operations and activities of the IMT staff.
- (2) Manages training and development of the HQ staff.
- (3) Functions as the senior coordinator to subordinate and higher HQ.
- (4) Approves and ensures proper and efficient use of IMT CoE's resources.

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(5) Determines the division of responsibilities, authorities, and accountabilities for policy and guidance.

(6) Plans, prepares, and manages Congressional engagement strategy to inform key constituencies.

(7) Responsible to the DCG, IMT for all sections and directorates.

(8) Coordinates projects and staff actions which cross normal staff boundaries as directed by the DCG, IMT.

### **3-3. Command Sergeant Major**

a. Mission. Functions as the senior enlisted advisor to the DCG, IMT for all enlisted policy and training matters as well as oversight of the DSS and its execution.

b. Functions and responsibilities.

(1) Serves as the senior enlisted advisor responsible for the development of tactically and technically proficient Soldiers and noncommissioned officers (NCOs).

(2) Provides as the senior enlisted advisor to the DCG, IMT and TRADOC leaders a perspective on the morale and well-being of enlisted Soldiers in IMT; the quality and effectiveness of enlisted training; and feedback on programs and policies affecting Soldiers.

(3) Liaison with sergeants major within and outside of IMT. Provides information, assessments, and an experienced viewpoint on discipline, motivation, retention, and other concerns of enlisted Soldiers, drill sergeants, and AIT PSGs.

(4) Coordinates Drill Sergeant of the Year and AIT Platoon Sergeant of the Year competitions with TRADOC HQ.

### **3-4. Command Group Personnel (Secretary of the General Staff (SGS), Aide de Camp and Executive Assistant)**

a. Mission. The SGS coordinates command group operations and is the key advisor to the command group for administration, staff action management, and protocol activities. The SGS is an integral element in the DCG, IMT's engagement activities and a critical link to the field for dissemination of information. Aide de Camp and Executive Assistant provides administrative management of the DCG, IMT office and develops short- and long-range schedules, including travel and calendar synchronization and deconfliction.

b. Functions and Responsibilities.

(1) Manages and administers the budget, travel, security, and logistical support for the IMT Command Group Personnel. (SGS)

(2) Provides administrative support through the accomplishment of budget, manpower, and personnel administrative tasks; integrates, coordinates, and supervises execution of staff actions. (SGS)

(3) Coordinates with HQ TRADOC Command Group Action Office (CGAO) concerning all external command channel taskings. (SGS)

(4) Responsible for recording and tracking all correspondence entering the IMT Command Section. (SGS)

(5) Responsible for capturing DCG, IMT/CoS directed taskings from meetings/briefings involving the DCG, IMT. (SGS, and Aide de Camp)

(6) Coordinates travel for the DCG, IMT. (Aide de Camp and Executive Assistant)

(7) Manages the DCG, IMT's time and information flow. (Aide de Camp and Executive Assistant)

### **3-5. Historian**

a. Mission. The IMT CoE military historian serves as the advisor to the DCG, IMT for all matters related to IMT history. The history program collects, interprets, and instructs military history and heritage. It acquires, preserves, conserves, and makes available to public and private historical researchers both historical property and documents, and emphasizes the human dimension of the profession of arms and the military art.

#### **b. Functions and Responsibilities.**

(1) Advises the DCG, IMT on historical matters, mission, policy, instructional, and statutory responsibilities regarding military history in IMT.

(2) Develops baseline curriculum standards for instruction and professional development in military history and heritage in IMT.

(3) Provides historical services to IMT CoE.

### **3-6. Quality Assurance Office (QAO)**

a. Mission. Conduct assessments of IMT programs and provide leadership the information needed to determine if the IMT mission is being achieved. IMT CoE QAO is responsible for the oversight and execution of the IMT QAO program. This program provides for a systematic and continuous assessment of IMT, functional training, and systems that support training implementation and training support.

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b. **Organization.** IMT CoE QAO develops, executes, and manages the IMT quality assurance (QA) efforts and initiatives. The QAO operates as part of the DCG, IMT's special staff and works directly under the command and control of the CoS. The primary focus of the IMT CoE QAO is the development, execution, and management of the accreditation activities and events involving IMT courses in support of the overall HQ TRADOC QAO Accreditation Program.

c. **Functions and Responsibilities.** IMT CoE QAO's primary function is to furnish the chain of command with the information needed to determine that the organization's mission is being achieved. The quality assurance functions are to:

(1) Serve as advisor to DCG, IMT on the implementation of the IMT portion of the HQ TRADOC QAO program. Provide QA evaluators for IMT assessments during HQ TRADOC QAO accreditation visits to TRADOC centers and schools.

(2) Provide oversight of Training Support and Schools Directorate (TSSD) QAO. Maintain liaison and coordination functions of accreditation activities and events for the DSS, USAPFS, and Leader Development Division.

(3) Conduct special studies and/or projects as directed by the DCG, IMT.

(4) Advise and update the chain of command on the effectiveness of IMT training programs

(5) Apply DCG, IMT approved accreditation standards and guidance in the conduct of evaluations and assessments at TRADOC schools and training institutions for IMT training programs. Prepare IMT accreditation reports for each standard evaluated.

(6) Direct, review, integrate, coordinate, and established QA policy for DCG, IMT.

(7) Maintain strategic communication with other TRADOC center and school QA program leaders.

(8) Collect and analyze QA lessons learned and best practices.

(9) Identifies budget and resources requirements for IMT CoE QAO.

### **3-7. Public Affairs Office (PAO)**

a. **Mission.** The public affairs mission is to strengthen awareness of IMT programs and priorities by communicating with key audiences, building cooperative partnerships with stakeholders and establishing organizational advocates to advance the IMT mission.

b. **Organization.** The public affairs office is a special staff element that reports directly to the CoS.

c. **Functions and Responsibilities.**

(1) Serves as principal staff assistant and advisor to DCG, IMT in execution of Title 10 public affairs responsibilities.

(2) Advises DCG, IMT and staff on operational and public affairs strategies, plans, and operations.

(3) Serves as media liaison and responds to requests for assistance, visits, and interviews from local, regional, national, and international media. Provides statistical data, responses to queries, and background information on IMT CoE programs, initiatives, and activities.

(4) Provides public affairs guidance and assistance with IMT elements on media relations, public information, and community relations.

(5) Coordinates public affairs media and community outreach activities with IMT elements, HQ TRADOC, political, business, civic leaders, external agencies, and organizations in relation to IMT mission and requirements.

(6) Develops strategic media relations, internal information plans and community outreach plans in support of DCG, IMT priorities and desired outcomes.

(7) Prepares news releases and articles for special events and contingencies. Produces audio, video, print, and photo products to support DCG, IMT and command programs and initiatives.

(8) Develops, executes and manages the command's social media program.

(9) Maintains content on IMT Web site, provides operational security support, and ensures content is accurate and within DA, TRADOC, and PAO guidance.

### **3-8. Knowledge Management (KM) Office**

a. Mission. To enable the DCG, IMT to make timely and informed decisions by providing organized information via processes, content, and technological tools in order to collaborate, share, and protect information amongst the IMT CoE staff, the TRADOC Chief Knowledge Office (CKO), IMT brigades, future Soldiers, and their family members.

b. Organization. The KM Division is a special staff element that reports directly to the CoS.

c. Functions and Responsibilities.

(1) Contribute to TRADOC and the Army's transformation initiatives to meet its core competencies, functions, sub-functions and Lines of Operations (LOOs).

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(2) Empower commanders, leaders, staffs, Soldiers, and civilians through Centers of Excellence functional and multifunctional Warfighters' Forums.

(3) Integrate KM across DOTLMPF domains and realize improvements to current and future business processes.

(4) Create, maintain, and promote KM processes for future Soldiers and their families to help integrate them into the Army.

(5) Integrate KM within existing/emerging training and education strategies, not only to train KM, but to use KM to train and develop leaders.

(6) Use knowledge sharing and knowledge management framework as a catalyst for training, education, leader development and lifelong learning.

(7) Promote a collaborative culture throughout IMT, TRADOC, and the Army through a persistent, reliable and responsive knowledge sharing environment.

(8) Promote a doctrine of collaboration using approved TRADOC CKO level architectures and technologies.

(9) Participate in all TRADOC CKO's KM governance boards in order to support it in developing and implementing TRADOC's overall KM Strategy.

(10) Harvest experience, lessons learned, and best practices by exchanging knowledge in IMT.

(11) Make KM beneficial within IMT and prevent knowledge loss.

### **3-9. Deputy Chief of Staff, United States Army Reserve (USAR)**

a. Mission. Provides advice and support to the DCG, IMT on all USAR initial military training and training support augmentation issues. Additionally provides the day-day supervision of the Reserve Forces Office within DCG, IMT, ensuring that all USAR IMT matters are addressed and integrated into training, doctrine, structure, and fielding. Reviews staff actions and policies to maintain proper balance while ensuring Army Reserve equities, quality and completeness. Partners directly with TRADOC DCG-USAR and other USAR organizations to ensure initiatives and responses are totally integrated.

b. Organization. The DCoS, USAR is a special staff element that reports directly to the CoS.

c. Functions and Responsibilities.

(1) Advise and assist DCG, IMT on all USAR IMT issues and capabilities.

(2) Serve as IMT conduit to integrate directly with the 108<sup>th</sup> TC (IET) and 80<sup>th</sup> TC



(TASS).

(3) Ensure that the 108<sup>th</sup> Training Command (IET) and 80<sup>th</sup> Training Command (TASS) are active participants in the doctrine, organizations, training, material, leader development, personnel, and facilities process as it relates to the USAR by actively participating in all TRADOC AC/Reserve Component integration strategy and execution activities.

(4) Ensure that the 108<sup>th</sup> and 80<sup>th</sup> Training Command's training priorities and concerns are communicated to the major TRADOC staffs.

(5) Coordinates with DCG-USAR, Training Operations Management Activity (TOMA), Reserve Component Training Integration Directorate (RCTID) and other agencies with TRADOC as needed to work issues for the 108<sup>th</sup> (IET) and 80<sup>th</sup> (TASS) Training Command's.

(6) Responsible for all USAR Active Guard Reserve Soldiers assigned to IMT.

(7) Assist in the efforts to operationalize the 108<sup>th</sup> and 80<sup>th</sup> Training Command's.

(8) Maintain effective and timely communication with the 108<sup>th</sup> and 80<sup>th</sup> Training Command's on all ongoing and future IMT taskers.

### **3-10. Chaplain**

a. Mission. The IMT CoE Chaplain provides advice to the TRADOC DCG, IMT and provides leadership, support, and technical supervision to the twenty IMT Brigade Unit Ministry Teams (UMT) as they execute unit Religious Support (RS), training, and resiliency programs which provide the spiritual component to ensure Soldiers are prepared to contribute as a leader/member of a team upon arrival at their first unit of assignment.

b. Organization. The Chaplain is a special staff element who reports directly to the CoS.

c. Functions and Responsibilities.

(1) Advise the DCT-IMT on religious, moral, and spiritual requirements of all Soldiers, family members, and civilians in IMT units (IET and BOLC).

(2) Serve as a special staff officer under the supervision of the IMT Chief of Staff.

(3) Liaison with the TRADOC Chaplain regarding IMT UMT personnel, training, and RS issues.

(4) Provide leadership to the 20 IMT Brigade UMTs through technical supervision as they provide:

(a) Title X RS to IMT Soldiers, Families, and civilians.

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(b) Relevant and appropriate programs to enhance the quality of life and resilience of IMT Soldiers, cadre, Families, and civilians.

(c) Counseling and crisis intervention.

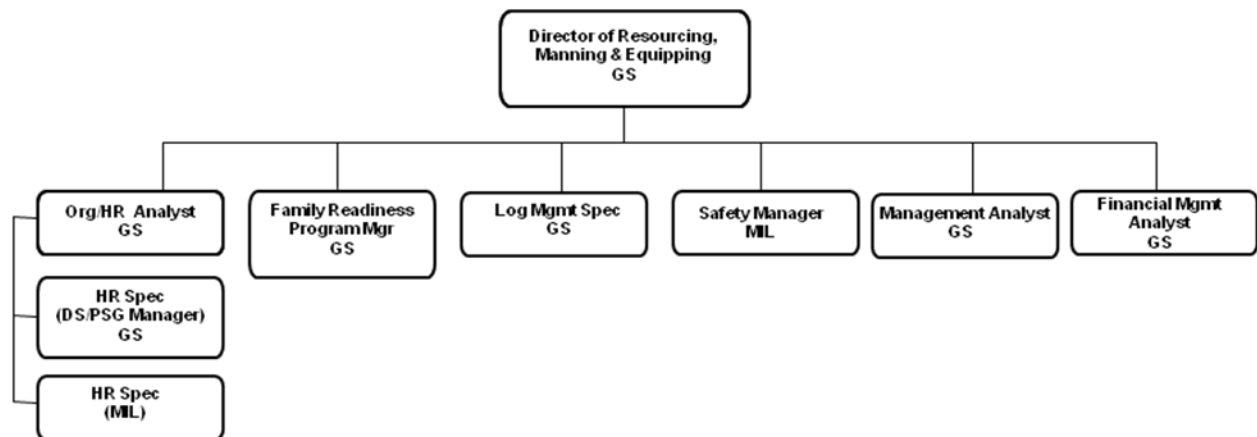
(5) Assist the DCG, IMT during Quick Look Assessments of UMT functions in the area of RS.

(6) Serve as intermediate rater to IMT Brigade Chaplains.

## Section II Coordinating Staff

### 3-11. Resourcing, Manning, and Equipping Directorate

a. Mission. Provides support and advice on military and civilian personnel, manpower and force management, logistics, facilities/environmental management, family readiness, and integration of base support (see figure 3-2).



**Figure 3-2. Resourcing, Manning, and Equipping Directorate**

b. Functions and responsibilities.

(1) Establishes organizational IMT recruiting/retention strategies to provide senior leadership, managers, and supervisors with an ability to fill vacancies as quickly as possible and retain experienced personnel. Projects use of recruitment-retention-relocation incentives and associated costs. Coordinates requirements with Civilian Personnel Advisory Center (CPAC), TRADOC G-1/4 and G-8.

(2) Manages and allocates personnel resources to required activities.

(3) Monitors strength management within subordinate commands and coordinates with HQ TRADOC.

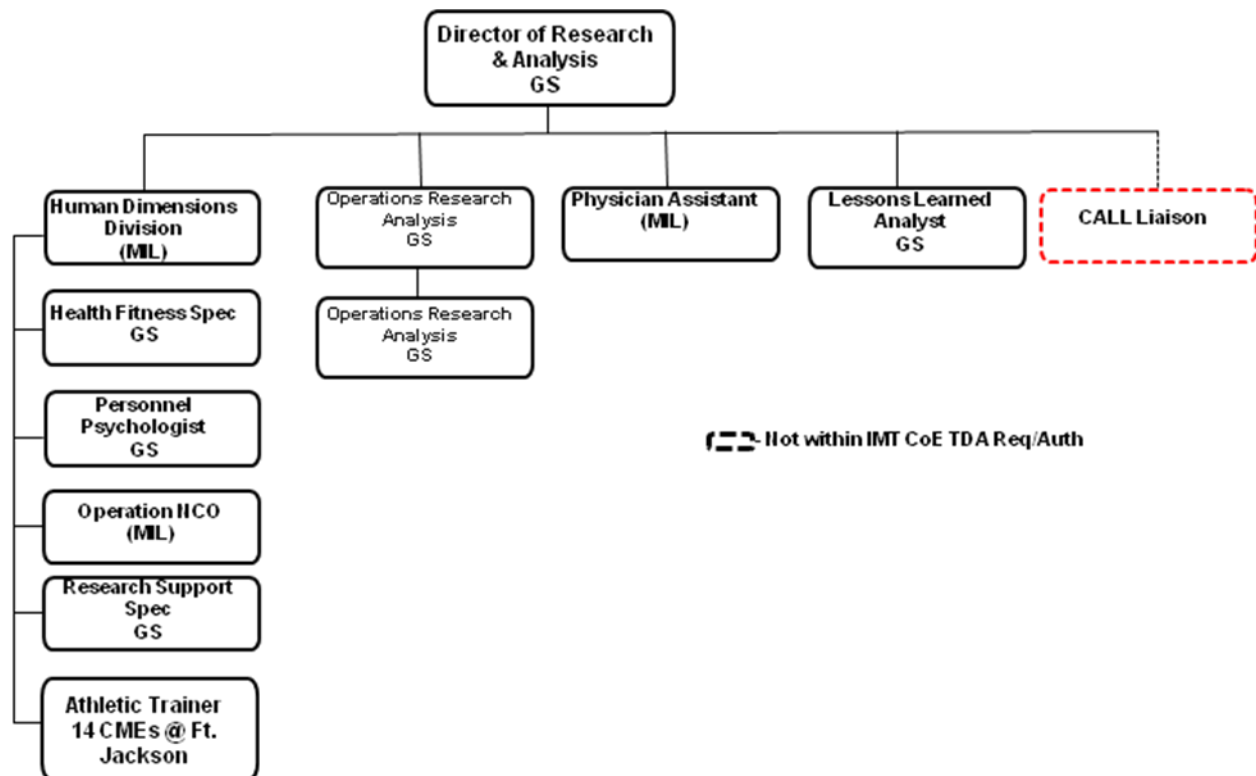
- (4) Coordinates human resources actions for IMT and subordinate units/activities in accordance with HQ TRADOC policy and procedures.
- (5) Assists with the Integrated Personnel and Pay System – Army requirements in support of IMT.
- (6) Serves as IMT liaison with HQ TRADOC for all civilian personnel actions.
- (7) Provides advice to the DCG, IMT leadership on all aspects of civilian and military personnel utilization.
- (8) Researches equipment shortages/modernization issues affecting the IMT mission, coordinates with IMT brigades and TRADOC G-1/4 for support and assistance, and establishes priority of fill within IMT.
- (9) Researches issues related to personal clothing (clothing bag), organizational clothing and individual equipment support, and any maintenance issues effecting readiness to support the IMT mission. Coordinates with IMT brigades and TRADOC G-1/4 for support, assistance and resolution.
- (10) Researches food service, laundry/dry cleaning, non-tactical vehicle support and all other installation support issues affecting support to the IMT mission. Coordinates with brigades and TRADOC G-1/4 for support, assistance and resolution.
- (11) Conducts liaison with TRADOC engineers in all matters pertaining to barracks and training facilities supporting IMT operations.
- (12) Serves as the DCG, IMT's Command Supply Discipline Program Coordinator.
- (13) Serves as the Facility Manager and Activity Environmental Coordinator for IMT CoE facilities at Fort Eustis, VA.
- (14) Oversees IMT force structure, manpower (military and civilian), and equipment requirements and authorizations.
- (15) Serves as IMT lead for manpower programs.
- (16) Reviews and coordinates issues regarding structure and manning decision review requirements as related to manpower.
- (17) Coordinates the IMT CoE's use of resources by managing productivity and efficiency programs; provides acquisition management and oversight.
- (18) Monitors IMT CoE funding and oversees the allocation and management of subordinate IMT resources in coordination with TRADOC G-8.

## **TRADOC Reg 10-5-8**

- (19) Reviews and analyzes IMT unfunded requirements for IMT validation and prioritization in coordination with TRADOC G-8 and G-3/5/7.
- (20) Coordinates programming requirements and oversees IMT budget execution in coordination with TRADOC G-8.
- (21) Reviews and coordinates program objective memorandum requirements for IMT programs and coordinates with TRADOC G-8. Develops cost benefit analysis and concept plans as required to support new requirements.
- (22) Oversees the Defense Travel System for IMT CoE.
- (23) Responsible for the Government Travel Card Agency Program for IMT CoE travel card holders.
- (24) Responsible for providing oversight of the IMT CoE government purchase card.
- (25) Implements and tracks the IMT CoE Soldier, Civilian and Family Readiness Campaign Plan and modifies as required.
- (26) Plans, develops, disseminates and executes IMT policy guidance and professional standards for IMT family programs for Soldiers, Department of the Army civilians and family members assigned to IMT (includes Active Component, Active Guard/Reserve (AGR), DA civilians, and family members at locations throughout the country).
- (27) Researches and evaluates the effectiveness of IMT Family Readiness Programs, and provides guidance and information to DCG, IMT, IMT CoE staff and IMT brigade leadership.
- (28) Establishes current and long range plans for IMT family programs based on surveys, analysis, and instruments that include users' desires for programs/services, the command's mission, troop strength, budget, staff, and facilities.
- (29) Develops and utilizes technology, web sites, and social media to keep the IMT community aware of information that can impact their quality of life.
- (30) Monitors, evaluates, and synchronizes information from IMT brigades monthly commander's USR and elevates issues and trends. Coordinates with brigades and TRADOC G-1/4 and/or G-8 for support, assistance and resolution.

**3-12. Research and Analysis Directorate**

a. Mission. Assist the DCG, IMT and supported staff with analytical support by providing a scientific basis for decisions or actions to improve IMT operations. Conducts strategic level research, studies, and analysis of training processes (reception, processing, and IMT) and integrates results for decision makers. Conducts studies supporting change management. Analyzes the efficiency of operations and develops related best practices. Tests future concepts for the development of resourcing (see figure 3-3).



**Figure 3-3. Research and Analysis Directorate**

b. Functions and responsibilities.

- (1) Formulates IMT research and analysis policy.
- (2) Conducts IMT data mining and analysis.
- (3) Integrates standards, metrics, evaluation tools, and surveys.
- (4) Establishes KM analysis strategy in coordination with IMT KM.

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- (5) Captures, analyzes, and integrates lessons learned.
- (6) Conducts holistic analysis and integration of ARFORGEN requirements into IMT.
- (7) Identifies gaps that drive innovation and training changes related to core competencies.
- (8) Conducts analysis to predict trends.
- (9) Conducts analysis supporting higher HQ requests for information.
- (10) Develops and tracks metrics for training levels.
- (11) Provides input to the TRADOC learning model.
- (12) Develops and tracks cadre screening metrics.

### 3-13. Operations, Plans and Training Directorate

- a. Mission. Manages all aspects of current and future operations within IMT (see figure 3-4).

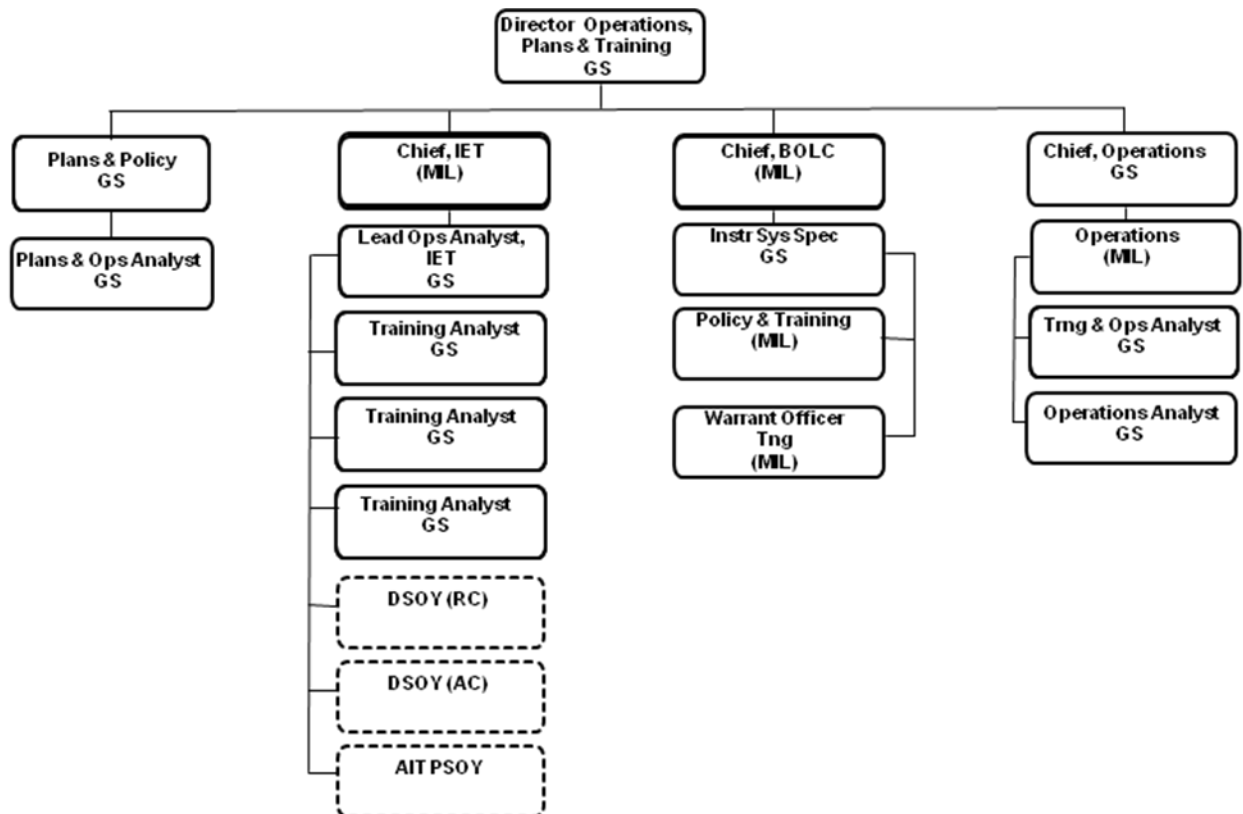


Figure 3-4. Operations, Plans and Training Directorate

b. Functions and responsibilities.

- (1) Principal staff adviser to the DCG, IMT on all matters relating to IMT for regular Army, USAR, officer, warrant officer, and enlisted training.
- (2) Allocates internal IMT resources in coordination with the IMT Directorate of Resourcing, Manning, and Equipping.
- (3) Conducts IMT conferences and commander video teleconferences.
- (4) Reviews and validates proponent changes to POIs.
- (5) Approves and validates IMT pilot programs.
- (6) Develops strategy to incorporate HQ training requirements.
- (7) Provides oversight of IMT taskings.
- (8) Recommends changes to tables of distribution and allowances structure.
- (9) Approves IMT policy waivers.
- (10) Conducts IMT assessment and compliance visits.
- (11) Establishes IMT (BOLC, WOBC, IET) common core tasks.
- (12) Incorporates WTBDs into IMT.
- (13) Executes policy on cadre, drill sergeant, and platoon sergeant training.
- (14) Executes IET policy and standards in accordance with (IAW) TRADOC Regulation (TR) 350-6, TP 350-6 and TP 600-4
- (15) Executes BOLC policy and standards IAW TR 350-36.
- (16) Executes the DSS and AIT PSG policy and standards IAW TR 350-16 and TR 350-37.
- (17) Integrates ARFORGEN cycle into IMT process.
- (18) Participates in IMT joint policy formulation.
- (19) Collaborates with PAO and the chief information officer to ensure all web page input and social networking materials are updated and relevant.

## TRADOC Reg 10-5-8

(20) Responsible for preparing Commander's Unit Status Report (CUSR).

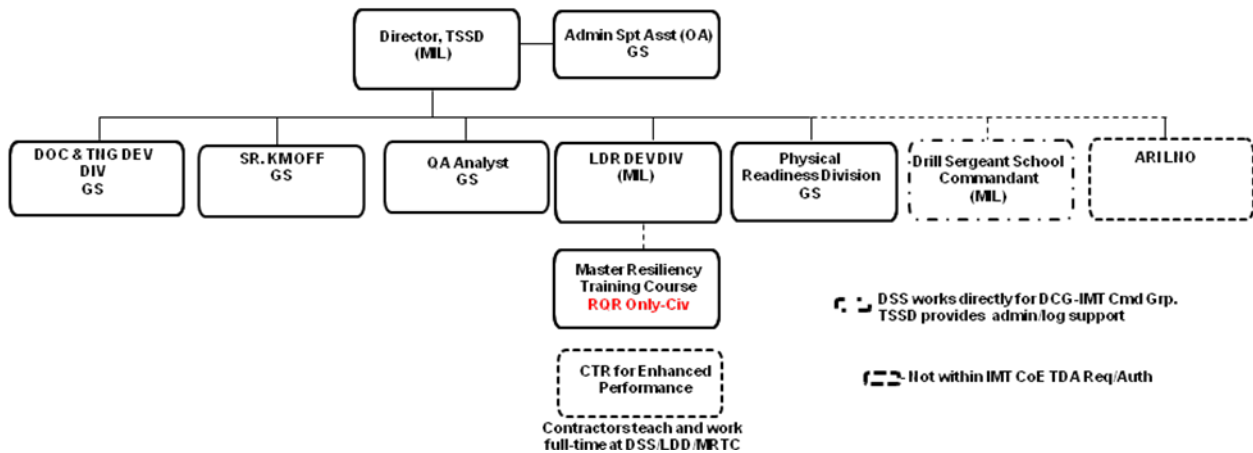
(21) Responsible for personnel and physical security of HQ building.

(22) DCG, IMT lead for Anti-Terrorism/Force Protection (AT/FP)

(23) Responsible to develop and implement IMT future operational and campaign plans IAW higher HQ (TRADOC guidance and direction).

### 3-14. Training Support and Schools Directorate (TSSD)

a. Mission. Develop, refine, and support IMT across the Army through doctrine, education, and training support. Serves as the proponent for Basic Combat Training, Drill Sergeant Program, IMT Reception, IMT Leader Education and Training Courses, and Army Physical Readiness to ensure training is current and relevant. The TSSD operates from Fort Jackson, SC (see figure 3-5).



**Figure 3-5. Training Support and Schools Directorate**

b. Functions and responsibilities.

(1) Perform as proponent managers to ensure program quality and resourcing of BCT, IET reception, and the Army Drill Sergeant Program through Doctrine and Training Development Division.

(2) Serves as the proponent for IMT leader and cadre training through Leader Development Division, including the TRADOC Pre-Command Course, AIT PSG Course, Company Commander and First Sergeant Course and cadre training such as the Cadre Training Course, and as required and identified in TR 350-6 Appendix B. Writes, updates, and publishes TR 350-37. Execute Master Resilience Training Course for the Army.

(3) Serves as the proponent for Army Physical Readiness Training through the Physical



Readiness Division. Analyze, design, develop, implement and evaluate Army physical readiness training and testing; provide training assistance to leaders and units. Writes, updates and publishes the Training Circular 3-22.20, Army Physical Readiness Training.

(4) Maintains lesson plans, and Training Requirements Analysis System documents in the training development capabilities domain.

(5) Formulates and coordinates policy for the fitness training unit and the Physical Training Rehabilitation Program.

(6) Represents IMT on the Army Regulation (AR) 600-9, The Army Weight Control Program, revisions/changes.

(7) Represents IMT for changes to, and the development of, the Army Physical Readiness uniform.

(8) Executes accreditation visits to the 25 satellite Leader Development Division locations.

(9) Coordinates with University of Pennsylvania and the Comprehensive Soldier Fitness Directorate to improve Army wide Master Resiliency Training.

(10) Serves as the IMT subject matter expert for the implementation of the Army Learning Method and its impact on instructional design and execution.

(11) Executes the IMT programs of instruction review as directed.

(12) Develops strategy in support of IMT command assistance program.

(13) Conducts proponent assistance visits and Mobile Training Teams as requested.

(14) Coordinates establishment of IMT common core tasks.

(15) Makes recommendations for revising and updating WTBD.

(16) Formulates IMT policy and standards (TR 350-6, TR 350-37, TC 3-22.20, etc.).

(17) Executes proponent responsibilities for social media publication, development, and mobile training teams.

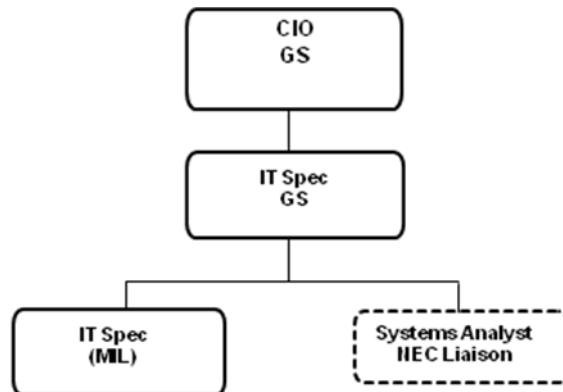
c. Drill Sergeant School. The Drill Sergeant School trains drill sergeant candidates selected from all Career Management Fields for tasks unique to the IET environment. Educate, train, and inspire noncommissioned officers to assume the role of a drill sergeant within the IET environment through firsthand experience with drill sergeant teaching, coaching, and mentoring Soldiers. This training is done in a tough, challenging, and positive environment where leadership is active. Candidates will demonstrate the ability to master the WTBD by execution and teaching. Upon completion of the course each candidate will be qualified in Army

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Combative Level 1, Combat Life Saver, Automated External Defibrillator, Basic Life Support, and Army Basic Instructor Course.

### 3-15. Chief Information Office

a. Mission. Provides information mission support for IMT CoE, its subordinate elements, and external customers (see figure 3-6).



**Figure 3-6. Chief Information Office**

b. Functions and responsibilities.

(1) Serves as the DCG, IMT lead for all information technology (IT) related functions to include capital investment and planning. Primarily responsible for IT project management of command, control, and communications support.

(2) Coordinates IT requirements ICW operations for all DCG, IMT elements to gain CoS efficiencies and enhance computer network defense.

(3) Provides requirements and assistance to the TRADOC G-6 and the local Network Enterprise Center (NEC) as required.

(4) Works with TRADOC G-6 and G-8 to coordinate command, control, and communications service level agreements and MOAs with Network Command.

(5) Establishes means of ensuring external agencies have continuous telephonic access to the appropriate DCG, IMT entities.

(6) Develops plans and policies that integrate information assurance (IA) into major subordinate command operations.

(7) Collect, analyze, and report IA threats and vulnerabilities.

(8) Receive, validate and submit IA requirements.

(9) Allocates and monitors IA resources.

(10) Performs inspections and assessments to validate implementation of IA security policies and services.

(11) Coordinate IT capabilities to support IMT-CoE mission objectives.

(12) Responsible functionally for the G-6 at ATC/Centers of Excellence.

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## **Chapter 4.**

### **United States Army Training Center and Fort Jackson (USATC&FJ)**

#### **4-1. Vision**

Fort Jackson: One of the preeminent Training Centers in TRADOC and an Army Community of Excellence award winner.

#### **4-2. Mission**

The USATC&FJ trains Soldiers and other personnel in support of full spectrum operations; receives and transforms volunteers into Soldiers who are able to function effectively in their first unit of assignment; trains and educates our military and civilian leaders; and provides the highest possible quality of life for our Soldiers and their Families.

#### **4-3. Mission Essential Task List**

Execute IMT in support of ARFORGEN

Conduct Leader Development and Education

Protect the Force

Provide Quality of Life for Soldiers, Families, and civilians

Conduct installation synchronization and prioritization of resources

#### **4-4. Endstate**

Provide our Army with Soldiers and civilians who are technically competent and proficient in their WTBD, who are physically, mentally and emotionally tough, who are disciplined and adhere to standards, who exemplify Army values and live the Soldier's creed, and who are ready to contribute to their first unit of assignment. Support our troops with an installation where Soldiers and their Families are proud to work and live.

#### **4-5. Organization.**

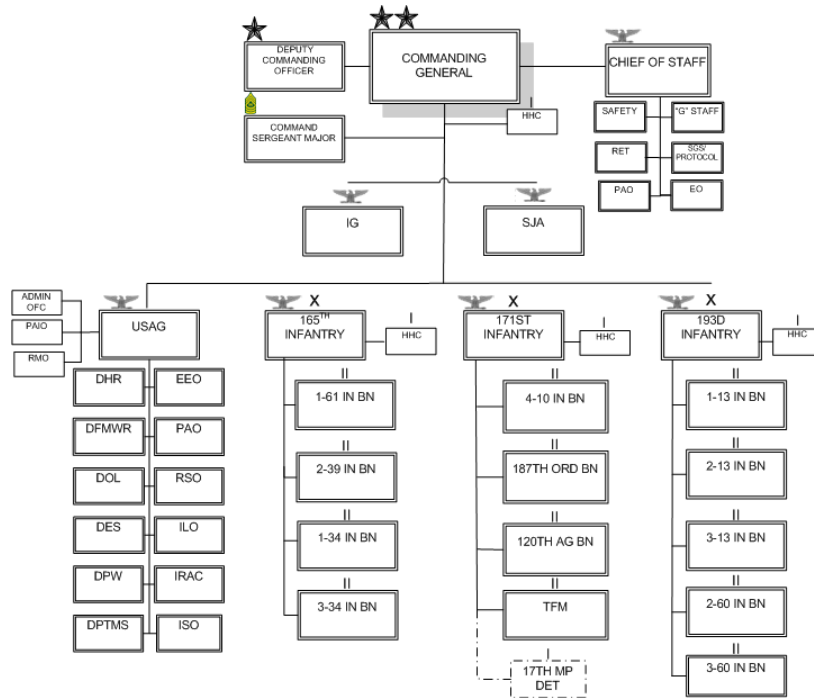


Figure 4-1. U.S. Army Training Center and Fort Jackson

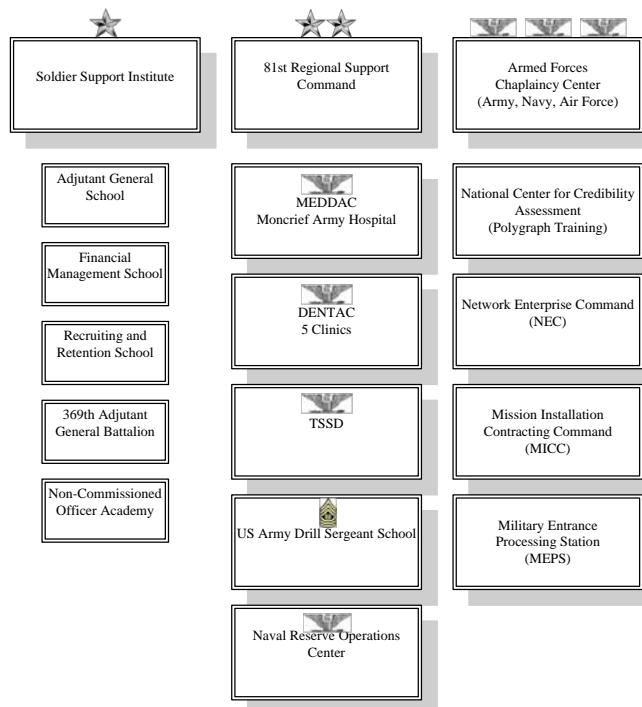


Figure 4-2. Partners in Excellence - Major Organizations

#### **4-6. Core Competencies**

- a. BCT.
- b. AIT.
- c. Reception Operations.
- d. Provide Quality of Life for Soldiers, Families, and civilians.
- e. Service support and sustainability operating systems.

#### **4-7. Responsibilities**

a. Command and control over USATC personal and special staffs; 165th Infantry Brigade; 171st Infantry Brigade; 193d Infantry Brigade; U.S. Army Student Detachment; 17th Military Police Detachment; and 282d U.S. Army Band. Provide administrative control over United States Army Garrison, U.S. Army Chaplain Center and School, and the TSSD.

b. Exercise general courts-martial convening authority for all ATC subordinate units; United States Army Garrison, U.S. Army Chaplain Center and School, U.S. Army Medical Department, Moncrief Army Community Hospital, U.S. Army Dental Command, Fort Jackson, and TSSD.

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### **Chapter 5**

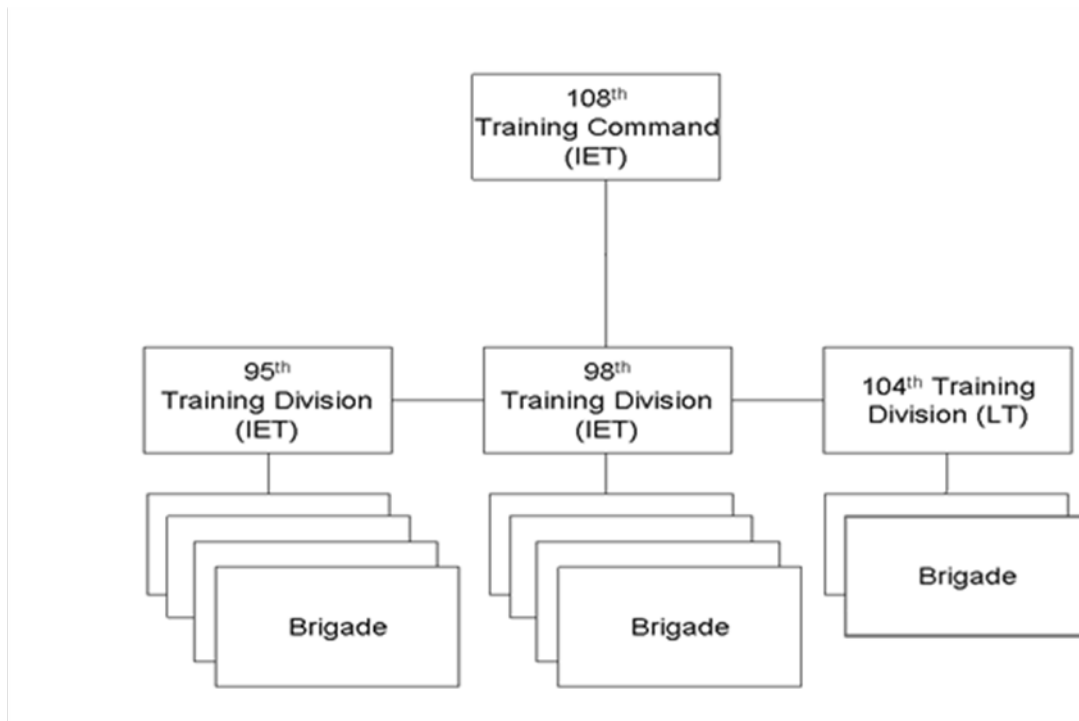
#### **108th Training Command (Initial Entry Training (IET))**

##### **5-1. Mission**

Serves as the Army's sole USAR IET force provider to support and expand the TRADOC training base and train the Army's future Soldiers and officers.

##### **5-2. Organization**

The 108th Training Command consists of a headquarters element and three divisions. The 95th and 98th Training Divisions (IET) are organized into four brigades in each division. These units provide command and control of BCT and OSUT units. The 104th Division (Leader Training) is organized into two brigades which consist of three senior ROTC battalions, one Leader Development and Assessment Course battalion, one Leader Training Course battalion, one USMA battalion, and eight Training Support battalions providing reception and committee support.



**Figure 5-1. 108th Training Command (IET)**

### **5-3. Functions and responsibilities**

- a. Conducts TRADOC BCT and OSUT training base expansion missions.
- b. Provides training in support of individual premobilization training requirements for Army reserve operational and functional commands.
- c. Supports foreign military training missions.
- d. Provides training support to Army training center committee and reception operations.
- e. Supports individual training or Soldier readiness processing of Individual Ready Reserve, ROTC, USMA, or other services.
- f. Supports USAR and ARNG Pre-BCT or future Soldier training programs.
- g. Provides training support to Warrior Forge/ Leader Development and Assessment Course, Leader Training Course, and USMA battalions.
- h. Assists professors of military science in the classroom with teaching.
- i. Provides support to the Navy Individual Augmentee Combat Training Course.

**Chapter 6**

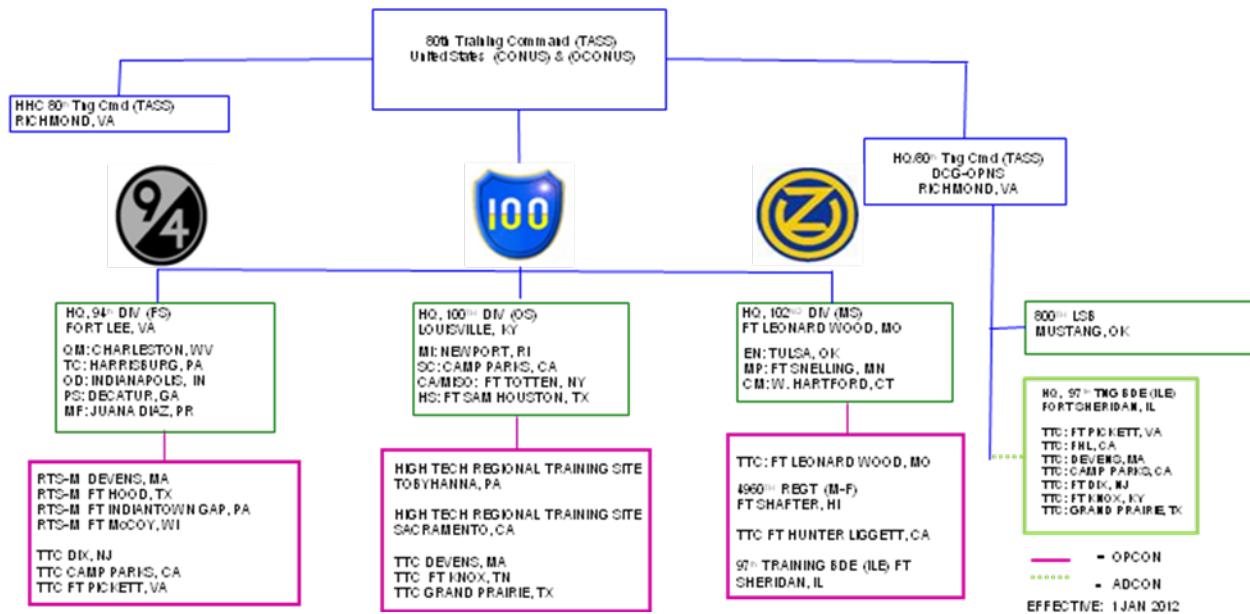
**80th Training Command (The Army School System (TASS))**

**6-1. Mission**

The 80<sup>th</sup> Training Command provides command and control functions for the USAR; TASS Command and additionally provides coordinating and special staff support for three TASS divisions located in the continental United States and one Multi-Functional Brigade located outside the continental United States.

**6-2. Organization**

The 80<sup>th</sup> Training Command is also responsible for the training of, but not limited to, four Regional Support Commands, 11 Functional Commands, one Training Command (IET), one Training Command (Leader Development), one Battle Command and Staff Training, and the National Guard of the 50 States and four U.S. Territories. During peacetime, provides a full range of command, support, and management functions for the assigned three divisions, 11 TASS Brigades, 1 Logistics Support Brigade, 2 Multi-Functional Brigade, 55 TASS Battalions, 5 Logistics Support Battalions, 4 Multi-Functional Battalions, four Regional Training Sites-Maintenance, two High-Tech Regional Training Sites Maintenance Centers, eight TASS Training Centers and numerous satellite TASS Training Centers. (see figure 6-1)



**Figure 6-1. 80th Training Command (TASS)**

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### **6-3. Functions and responsibilities**

a. During mobilization provides individuals, teams, and units to support the TASS requirements at ATCs and augmentation of TRADOC proponent schools with instructors and other personnel.

b. Coordinates directly with United States Army Reserve Command and TRADOC concerning policies, programs, actions, and procedures. These areas include, but are not limited to, the areas of personnel management, operations, training, logistics management, comptroller activities, information management, engineer activities (to include facility management), physical/personnel/information security, force development, chaplain, medical, legal activities, public affairs (including community information), inspector general activities, and internal review.

c. Provides command and control of subordinate units conducting MOS reclassification, Phase II Noncommissioned Officer Education System MOS specific courses and Intermediate Level Education.



**Appendix A**  
**References**

**Section I**  
**Required Publications**

AR 10-87  
Major Army Commands in the Continental United States

TR 10-5  
Organization and Functions, U.S. Army Training and Doctrine Command

TR 350-6  
Enlisted Initial Entry Training (IET) Policies and Administration

TR 350-16  
Drill Sergeant Program

TR 350-36  
Basic Officer Leaders Course Training Policies and Administration

TR 350-37  
Advanced Individual Training Platoon Sergeant Program

TP 350-6  
Trainee Abuse Prevention Program

TP 600-4  
IET Soldier's Handbook

**Section II**  
**Related Publications**

AR 11-7  
Internal Review and Audit Compliance Program

AR 20-1  
Inspector General Activities and Procedures

AR 27-1  
Legal Services, Judge Advocate Legal Services

AR 40-1  
Composition, Mission, and Functions of the Army Medical Department

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AR 40-5  
Preventive Medicine

AR 145-1  
Senior Reserve Officers' Training Corps Program: Organization, Administration and Training

AR 165-1  
Chaplain Activities in the United States Army

AR 350-1  
Army Training and Education

AR 350-51  
U.S. Army Officer Candidate School

AR 360-1  
The Army Public Affairs Program

AR 385-10  
Army Safety Program

AR 690-12  
Equal Employment Opportunity and Affirmative Action

FM 7-0  
Training the Force

TR 350-10  
Institutional Leader Training and Education

TR 870-1  
TRADOC Military History Program

TRADOC Memorandum 1-11  
Staff Procedures

### **Section III Referenced Forms**

DA Form 1045  
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028  
Recommended changes to Publications and Blank Forms

**Glossary**

**Section I  
Abbreviations**

AIT	advanced individual training
AR	Army regulation
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ATC	Army Training Center
BCT	basic combat training
BOLC	Basic Officer Leaders Course
CoE	Center of Excellence
CoS	Chief of Staff
DA	Department of the Army
DCG	Deputy Commanding General
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DSS	United States Army Drill Sergeant School
HQ	Headquarters
IA	information assurance
IAW	in accordance with
IET	Initial Entry Training
IMT	Initial Military Training
IT	information technology
KM	knowledge management
MOS	military occupational specialty
OCS	Officer Candidate School
OSUT	One Station Unit Training
PAO	Public Affairs Office
PSG	platoon sergeant
QA	quality assurance
QAO	Quality Assurance Office
ROTC	Reserve Officer' Training Corps
SGS	Secretary of the General Staff
TASS	The Army School System
TR	TRADOC regulation
TRADOC	United States Army Training and Doctrine Command
TSSD	Training Support and Schools Directorate
USAR	United States Army Reserve
USATC&FJ	United States Army Training Center and Fort Jackson
USMA	United States Military Academy
WOBC	Warrant Officer Basic Course
WTBD	warrior tasks and battle drills

## **TRADOC Reg 10-5-8**

### **Section II**

#### **Terms**

*Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.*

#### **Assist**

TRADOC organizations or staff elements a higher HQs directs to provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization that aids, complements, or sustains another organization, and is responsible for providing the assistance the lead organization requires. (TR 10-5)

#### **Basic Officer Leader Course (BOLC)**

Two-phased IMT for active and reserve officers. The first phase (BOLC-Accessions) is pre-commissioning/pre-appointment (USMA, OCS/OCS-ARNG, ROTC, and Warrant Officer Candidate School). The second phase (BOLC-Branch/WOBC) is the branch specific and/or technical phase.

#### **Coordination**

Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work. (TR 10-5)

#### **Direct Authority**

Broad authority to act on matters relating to the execution of an organization's assigned functions and responsibilities. The latitude direct authority provides is bound by the overall commander's vision, priorities, and guidance, both written and verbal. Direct authority is a measure of control less than that included within the term command and more than that included within the term administrative control. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not to control day-to-day operations. (TR 10-5)

#### **Executive Agent**

A delegation of authority by the Secretary of Defense, to a subordinate, to act on the Secretary's behalf. Designation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions; or it may be delegated authority, direction, and control over specified resources for specified purposes. (Department of Defense Dictionary of Military Terms)

#### **Key Enabler**

A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more organizations can perform this function. (TR 10-5)

**Lead**

The TRADOC organization or staff element having primary responsibility for a function, task, or role a higher HQ assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of execution and integration of all applicable DOTMLPF domains. The organization that receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required.

Specifically, lead has three areas of responsibility:

- a. Develop, coordinate, and recommend command policy.
- b. Develop, coordinate, and recommend command guidance.
- c. Develop, coordinate, and recommend taskings to execute specific missions or tasks or provide specific support. (TR 10-5)

**Major Subordinate Organization**

A command directly subordinate to, established by authority of, and specifically designated by a Army command. (TR 10-5)

**Memorandum**

Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; pattern of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TR 10-5)

**Plan**

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming. (TR 10-5)

**Policy**

A high-level plan embracing the general goals and acceptable procedures of an organization, in light of given conditions, to guide and determine present and future decisions. (TR 10-5)

**Program**

An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements. (TR 10-5)

**Reception Station**

An activity specifically designated to provide receiving orientation, classification, testing, clothing, assignment, and movement of personnel enlisted, inducted, or ordered to active duty.

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### **Regulation**

Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs or which support or better define command guidance derived from ARs and Department of Defense directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms. (TR 10-5)

### **Requirement**

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TR 10-5)

### **Staff Management**

The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (TR 10-5)

### **Strategic Communications**

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the command develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command-wide unity of effort. Effective strategic communication not only serves the command, but must support the Army and the joint communities in their strategic communications efforts. (TR 10-5)

### **Supplement**

Supplements contain policies, responsibilities, and administrative procedures required to implement ARs. It is the only medium authorized to provide subordinate commanders additional instructions to implement an AR. Supplements do not supersede, change, or rescind any portion of an AR. (TR 10-5)