

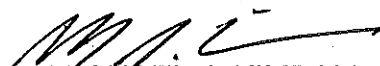
Department of the Army
Headquarters, USAFCEFS
455 McNair Avenue, Suite 100
Fort Sill, Oklahoma 73503

USAFCEFS Regulation 10-5

Organization and Functions U.S. ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL

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History. This publication is a revision of the USAFCEFS Regulation 10-5 dated 25 July 2019. Significant portions affected by this revision are listed in the summary of change.

Summary. This regulation prescribes the organization, mission, and functions of the United States Army Fires Center of Excellence and Fort Sill (USAFCEFS). This is a major revision incorporating changes from various reorganizations and command decisions.

Applicability. This regulation applies to all elements of the United States Army Fires Center of Excellence and Fort Sill.

Supplementation. Supplementation of this regulation is prohibited without prior approval by the Commanding General (CG), USAFCEFS, 455 McNair Avenue, Fort Sill, OK 73503.

Companion Publications. One supplemental publication, USAFCEFS Regulation 10-5-1, serves to outline a more detailed explanation of USAFCEFS governance, organizational roles, responsibilities, and functions.

Suggested Improvements. Users are invited to 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

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(AIEP) Proposal) directly to the Deputy Chief of Staff (DtCoS), USAFCoEFS, 455 McNair Avenue, Suite 100, Fort Sill, Oklahoma 73503.

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Summary of Change

FCoE Regulation 10-5
Fires Center of Excellence and Fort Sill

This revision, dated 02 August 2021

- o Updates organization charts (throughout).
- o Establishes Fielded Force Integration Directorate (FFID) as a FCoE organization.
- o Fires Capabilities Development and Integration Directorate (CDID) as tenant organization.
- o Establishes 1-22 FA BN as part of 434th FA BDE.
- o Establishes the G32 as the FCoE General Intelligence Security (GIS) manager.
- o TRADOC Capability Manager (TCM) change to Army Capability Manager (ACM)
- o Updates mission, organization, major functions and responsibilities of FCoE and Fort Sill organizations.
- o Updates roles, responsibilities, and functions of Staff, Brigades, and Directorates.
- o Revises, IAW doctrine, naming conventions (where applicable) for units.
- o Updates terms and their definitions within the regulation.
- o Eliminates redundant and out of date terms throughout.
- o Eliminates the construct of key enablers and core competencies (where applicable).
- o Makes administrative changes (throughout).
- o Establishes the FA Commandant and ADA Commandant as Deputy Commanding Generals for On Order tasks.

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Chapter 1

Introduction

1-1. Purpose.

This regulation defines the organization of the United States (US) Army Fires Center of Excellence (FCoE) and Fort Sill (USAFCoEFS) and delineates its subordinate and aligned organizations, functions, and responsibilities.

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. The USAFCoEFS Commanding General (CG) will approve changes to this regulation.
- b. USAFCoEFS Chief of Staff (CoS). Reviews recommended changes to this regulation and forwards them to the FCoE CG for approval.
- c. The USAFCoEFS G-5. Serves as the designated lead for this regulation. Review and coordinate proposed changes and forwards recommendations to the DtCoS.

1-5. Scope.

This regulation focuses on the organization, functions, and responsibilities of USAFCoEFS. It describes USAFCoEFS' major organizational structure; core functions; major responsibilities for HQ USAFCoEFS, subordinate and aligned organizations; and relationships between these organizations and their assigned responsibilities. Some tenants on Fort Sill will not be discussed within this document due to their lack of military chain of command or connection; such as: the American Red Cross, Commissary, Exchange, Fort Sill Credit Union, Morris Swett Technical Library, and *etc.*

1-6. Policy.

- a. Responsibility for missions and tasks will be decentralized to USAFCoEFS organizations and the command staff to maximum extent possible.
- b. The USAFCoEFS staff exists to assist the Senior Command (SC) in accomplishing the mission by providing staff management, planning, procedures, funding, manpower, and coordinate capabilities. The command group and personal staff elements provide professional and technical services and advice.

1-7. General Organizational Requirements.

Each USAFCoEFS organization configures units 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

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functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions that do not support assigned missions.

Organization.

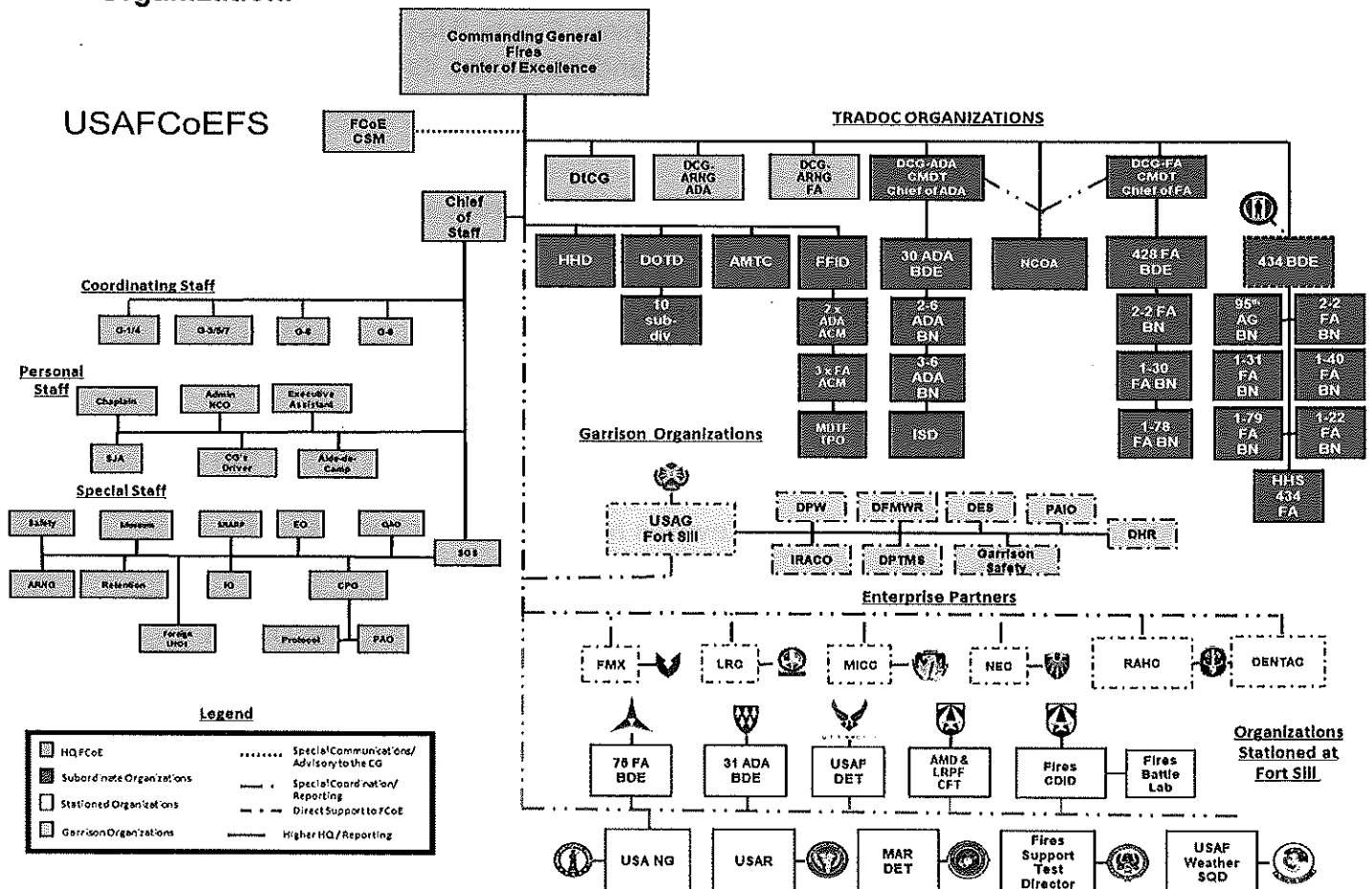


Figure 1-1. USAFCoEFS Organization

1-8. Chain of Command Relationships.

a. **Command Group.** The USAFCoEFS Commander is supported by the Command Group in carrying out his duties. Seven principal assistants support the CG in carrying out the duties and ensuring continuity of command. These assistants are the Command Sergeant Major (CSM), the Deputy to the Commanding General (DtCG), the Field Artillery (FA) and Air Defense Artillery (ADA) Commandants (CMDTs), who also fill the role of Deputy Commanders (DCG's), the Army National Guard (ARNG), FA and ADA DCG's and the Chief of Staff (CoS). Each is authorized to supervise the execution of all decisions, guidance, and policies and interpret them for subordinates as appropriate within the CG's intent, either oral or written, which are available through the Fort Sill intranet or the Commanding General's Planning Group (CPG). The DCG's serve as the principal deputies in the fulfillment of the responsibilities as the FCoE CG and as the SC for FortSill. The DCG's do not

represent a separate level of command, rather they are part of the Command Group.

b. Succession of Command. The USAFCoEFS chain of command runs directly from the CG through the Civilian Deputy to the Commanding General, to the DCG-FA or DCG-ADA, to the Army National Guard (ARNG) FA and ADA DCG's, and then the Chief of Staff (CoS). In the CG's absence, the next senior general officer, either the ADA or FA Commandant, assumes command responsibilities of USAFCoEFS as the acting commander with support from the CoS. In the absence of the CG and other general officers, the CoS will assume command as directed.

1-9. Staff Organization and Management.

a. General. Assisting in the exercise of command, the USAFCoEFS Commander has a coordinating staff; a special staff; and a personal staff. Unless directed otherwise, all general staff officers will coordinate and keep the commander informed through the CoS and GC. The coordinating staff and special staff synchronize all actions across Fort Sill in order to effectively execute all missions and tasks; implement USAFCoEFS command policies, guidance, and intent; address all requirements and requests from higher headquarters; and ensure the requirements of all major subordinate commands (MSC) and Fort Sill units are addressed.

b. Personal staff. Personal Staff officers work under the immediate control of, and have direct access to, the CG. The personal staff provides close, personal advice or services to the commander. The personal staff include: Chaplain, Staff Judge Advocate (SJA), Command Group Administrative NCO, Command Group Executive Assistants, Command Group Drivers, and Aide-de-Camp.

c. Special Staff. Keeps the Command Group informed and coordinates all staff actions through the CoS. Like the coordinating staff, the Special Staff synchronizes and integrates both TRADOC and installation staffs into a cohesive and effective leadership team. The Special Staff include: Inspector General (IG), Safety Officer, Commander's Planning Group (CPG), Public Affairs Officer (PAO), Protocol Officer, Equal Opportunity Advisor, SHARP, and Secretary of the General Staff.

d. Coordinating Staff. Coordinating Staff officers are the commander's principal assistants who advise, plan, and coordinate actions within their area of expertise. The Coordinating Staff synchronizes and integrates TRADOC, Installation Management Command (IMCOM), and other staff leaders into a cohesive leadership team with G-1/HRD, G-2/DPTMS, G-3/DPTMS, G-5/DPTMS, G-4/LRC, G-6/NEC, G-7/DPTMS, and G-8/DRM. The coordinating staff also supports the tasks of the DCG's and operates under the direct supervision and leadership of the CoS.

Chapter 2

Command Group

2-1. Commanding General (CG).

Serves as the Senior Commander (SC) of Fort Sill and is responsible to carry out the duties and responsibilities set forth in AR 600-20, TR 350-10, & TR 350-70. The CG is the TRADOC Mission Commander (MC) and is responsible for supporting the Army's Fires force by training ADA and FA Soldiers in Initial Military Training (IMT), and by

developing ADA and FA leaders in the Noncommissioned Officer (NCO) and Officer Education System. The CG is Fires Force Modernization Proponent. In that role, he is responsible for leading and coordinating future requirements for both the ADA and FA branch DOTmLPP-P solutions. He ensures operational tenant units receive first class training, support, and deployment assistance through mission command.

Major Functions and Responsibilities.

- a. Serves as SC of Fort Sill and the TRADOC MC.
- b. Ensures the readiness of Fort Sill as a premier force projection platform by providing logistical support to train, mobilize, deploy, sustain, and reconstitute forces that stage from Fort Sill for worldwide rapid deployment.
- c. Creates and maintains a positive command climate while maintaining a balance in the areas of leading, caring, training, and maintaining the force and its Families.
- d. Retains a keen personal interest in all aspects of safety throughout the command and expects assistants and subordinates to do likewise.
- e. Serves as Fires Force Modernization Proponent (AR 5-22) with DOTmLPP-P requirements and integration responsibilities for both ADA and FA branches.
- f. Principal advisor to the Army Staff for all matters pertaining to the development, fielding, and sustainment of Fires Force capabilities.
- g. Executes Title 10 responsibilities including Uniformed Code of Military Justice (UCMJ).

2-2. Deputy to the Commanding General (DtCG).

Provides continuity and consistent oversight for long term efforts that require the CG's focus; develops strategies and plans to optimize use of human capital, financial resources, training management, and systems integration. Serves as the senior Army Civilian for all DA Civilian complaints elevated to the command group. Additionally, and as directed by the CG, serves as the commander's principal advisor and the center's senior expert in force management, joint capabilities integration and development system, requirements determination, and materiel acquisition. Assists the CG in exercising command responsibilities; authorized to give orders, directions, and guidance, which have the same force and effect as those given by the CG. Represents the CG at high-level conferences and with distinguished visitors. As designated, serves as the CG's representative at off-post community civic events.

Major Functions and Responsibilities.

- a. Oversees the standardization of functions, application of new technology and long range planning; develops correspondence, conduct meetings, and briefings that communicate the CG's intent on key issues.
- b. Approves expenses related to overtime, within grade increases and approves incentive and monetary awards.
- c. Serves as the CG's principal advisor on DA Civilian matters. Represents the CG in his absence and/or when delegated to do so by the CG, excluding UCMJ and command authority. The succession of command for UCMJ is CG, Senior ADA or FA Commandant, and Senior Brigade Commander.

- d.* Principal advisor and authorized to give orders, direction, and guidance on all chain of command matters.
- e.* Represents the USAFCoEFS at meetings, conferences and engagements with senior officials from TRADOC organizations; Headquarters, Department of the Army (HQDA); Congressional Delegations; Civilian organizations and other DoD services and agencies.
- f.* Coordinates and assists in preparations that will represent CG participation in senior level forums, such as Infantry, Armor, Fires, and Aviation conferences, congressional visits and other defense, industry, and civilian leaders.
- g.* Advisor to command group battle rhythm events.
- h.* Participates in the selection of key DA Civilian staff members under rating chain.
- i.* Leads integration of enterprise partners and subordinates across Fort Sill.
- j.* As directed by the CG, serves as principal for executing CG's responsibilities as Fires Force Modernization Proponent in development of DOTmLPF-P solutions for Fires, ADA, and FA. Serves as principal integrator of FA and ADA branches across DOTmLPF-P.
- k.* Principal advisor to the CG concerning matters relative to future capabilities development for the respective branches of the center.
- l.* Leverages and integrates Joint, Space, and other futures capabilities.
- m.* Leads a collaborative, equity based, and effective governance system. Leads FCoE Directorates (DOTD, and AMTC) Governance and Integration.
- n.* Serves as the Senior Department of the Army Civilian at Fort Sill. Manages FCoE resources for the CG – funding, personnel, and contracts. Leads any sequestration transformation efforts.
- o.* Lead for community engagement and shaping of city, state and federal leadership.
- p.* Serves as primary interface and SME on TRADOC processes.

2-3. Chief of Staff (CoS).

The CoS directs and focuses the daily operations of the staff across doctrine, training, and service and infrastructure support and resources. The CoS supervises the staff and works closely with the Garrison Commander for control and management of the installation. The CoS has management and oversight of systems processes, governance, assessment, organizational structure and management, and business practices. The CoS is the CG's personal representative responsible for administering the day-to-day operations of USAFCoEFS. Moreover, the CoS has full authority over all members of the staff and directorates, and assists the CG in his role as SC through the integration and coordination of tenant organizations and the post's readiness posture. Moreover, the CoS advises the CG in specific functional areas, including: safety, force protection, installation management, administration, human capital (personnel), supply, maintenance, security assistance, operations, planning, training, communications, interoperability, joint exercises, force modernization, force structure, resource allocation, management controls, Equal Opportunity (EO), and Sexual Harassment, Assault Response and Prevention (SHARP).

Major Functions and Responsibilities.

- a. Command the installation in the absence of the Commanding General and other general officers; may assume court martial convening authority, as directed.
- b. Ensures proper coordination occurs between the FCoE and Installation staffs, and that commanders are kept informed.
- c. Ensures good working relationships between the FCoE installation, Combined Arms Center (CAC), Human Resources Command (HRC), and TRADOC staff.
- d. Monitors activities and support of USAFCoEFS tenant units: ensures coordination between the SMC's, ADA and FA Schools, Fort Sill Garrison directorates, and TRADOC/FORSCOM/MEDCOM/DENTAC units.
- e. Personally directs, coordinates, and supervises the following: the Personal Staff, the Special Staff, and the Coordinating Staff. Also supervises the various directorates of FCoE.
- f. Supervises commanders' decision making process, forums, and briefings.
- g. Formulates, announces, and implements policies used to supervise, direct and coordinate command operations. Supervises the development and execution of command briefings, staff briefings, and USR briefings.
- h. Command POC for business transformation, headquarters initiatives, and campaign plans.
- i. Executive oversight of all written communications with higher commands, government and outside agencies.
- j. Coordinates and approves the command and installation long range calendar.
- k. Executive manager over budget execution; chairs various board(s) for fiscal responsibility; ensures execution of FCoE budget IAW CG's priorities.
- l. Develops and coordinates unit priorities for LRC-FMX-NEC to ensure IMCOM requirements are met.
- m. Provides administrative program direction to subordinate commanders and directors; i.e. oversees and is responsible for implementing a compliance-oriented Staff Inspection Program (SIP) with focus on specific functional areas.
- n. Represents the USAFCoEFS at meetings, conferences and engagements with senior officials from TRADOC organizations; Headquarters, Department of the Army (HQDA); Congressional Delegations; civilian organizations and other DoD services and agencies
- o. Coordinates and supports the preparation of the CG participation in senior level forums, such as Fires, Aviation, Infantry and Armor conferences, congressional visits and meetings with defense, industry and civilian leaders.
- p. Responsible for sustaining the command group battle rhythm events.
- q. Participates in the selection of key DA Civilian staff members within span of control.
- r. Executive member of the Contracting Board during approval process with TRADOC HQ.
- s. Provides executive oversight of all key Protocol visits.
- t. Supervises the Protocol officer to ensure visits and other protocol activities are executed within the CG's intent.
- u. Ensures the proper reception, assignment, and equitable distribution of key personnel.

- v. Formulates and announces staff operating policies and procedures.
- w. Leads and expedites matters of special interest to the CG.
- x. Serves as president of the Armed Forces Disciplinary Control Board.

2-4. Deputy Chief of Staff (DtCoS).

The DtCoS is advisor and principal assistant to the USAFCoEFS CoS. Responsible for synchronizing and orchestrating administrative support activities for the CoS. Serves as principal coordinator for staff actions with the staff and subordinate units, schools, organizations, and agencies to ensure timeliness and accuracy of response. Supervises the USAFCoEFS special staff to enhance support to the CoS and the staff. Programs and executes the command group budget.

Major Functions and Responsibilities.

- a. Provides special expertise, continuity, and stability on a variety of functions with which senior leaders may not have in-depth experience.
- b. Represents the USAFCoEFS in events and functions requiring consistent participation between command group, community, and civic leaders.
- c. Provides administrative program direction to subordinate commanders, directors, and their staffs.
- d. Participates in long range planning of activities, new initiatives, and program changes.
- e. Supervises assigned elements of the Command Group support staff and elements of the Coordinating and Special staff.
- f. Represents the USAFCoEFS command group at senior level meetings of steering committees, councils, and advisory boards.
- g. Plans, directs, and coordinates a team effort in responding to special tasking from/for the command group concerning command operational issues.
- h. Reviews all materials prepared for signature and information for the CG, DtCG, and CoS for content, coordination, and consistency with established policies and procedures.
- i. Supervises the Program Budget Advisory Committee (PBAC) process.

2-5. Deputy Commanding General-Army National Guard (DCG-ARNG).

Serves as the Senior Army National Guard Advisor (SGA) for the Fires Center of Excellence. Advises and assists the USAFCoEFS leadership on all ARNG matters. Proponent for all Army National Guard (ARNG) matters. The SGA supports the institutional training of all ARNG Soldiers at USAFCoEFS. Supports the Branch Commandants as the ARNG LNO, along with the ARNG Title 10 AGR personnel in the Fielded Force Integration Directorate (FFID), to assist in their mission of developing related concepts, requirements, and experimentation to validate DOTmLPF-P integrated combined arms capabilities that complement other joint, interagency, and multinational capabilities. Provides oversight for all ARNG Soldiers assigned to Fort Sill with responsibility for all Army National Guard resources. Serves as the Fort Sill link with National Guard Bureau, state Adjutant Generals, senior Field Artillery and Air Defense commands and ARNG Regional Training Institutes.

Major Functions and Responsibilities

- a. Provides oversight over the ADA DAC ARNG and FA DAC ARNG advisors.
- b. Supports the institutional training of all ARNG Soldiers at USAFCoEFS.
- c. Supports the Branch Commandants as the ARNG LNO along with the ARNG Title 10 AGR personnel in the FFID. Utilizes their Title 32 positions to support the CG's initiatives.
- d. Assist FFID in their mission of developing related concepts, requirements, and experimentation to validate DOTLMPF-P integrated combined arms capabilities that complement other joint, interagency and multinational capabilities.
- e. Provides personnel to act as the user representative to the materiel developer for ADA, FA, and AMD systems.
- f. Provides LNO support to Basic Combat Training and Advanced Individual Training with help in developing training and doctrine.
- g. Participates in command functions; represents the USAFCoEFS CG at senior-level meetings, conferences and the ARNG advisory committees.
- h. Serves as the staff link between the USAFCoEFS, NGB, ACOMs, State Adjutants General, senior active duty commands, and ARNG Regional Training Institutes on ARNG matters.
- i. Formulates and revises ARNG plans, programs, policies, and procedures for the execution of the Fires' vision.

2-5. Deputy Commanding General-ARNG ADA (DCG-ARNG ADA).

The DCG-ARNG ADA serves as the advisor to, and personal representative of the CG and ADA Commandant for all ARNG matters. The DCG-ARNG ADA assures full DOTmLPF-P integration of ADA capabilities within the ARNG; monitors all domains of DOTmLPF-P for active component programs and forces for application to ARNG; and assists the ADA Commandant in ADA training through direct oversight of the Regional Training Institutes and integration into the One Army School System. DCG-ARNG ADA ensures the ARNG is fully integrated in FCoE planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution.

2-6. Deputy Commanding General-ARNG FA (DCG-ARNG FA).

The DCG-ARNG FA serves as the advisor to, and personal representative of the CG and FA Commandant for all ARNG matters. The DCG-ARNG FA assures full DOTmLPF integration of FA capabilities within the ARNG; monitors all domains of DOTmLPF for active component programs and forces for application to ARNG; and assists the FA Commandant in FA training through direct oversight of the Regional Training Institutes and integration into the One Army School System. DCG-ARNG FA ensures the ARNG is fully integrated in FCoE planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution.

2-7. Command Sergeant Major (CSM).

Acts as the principal advisor to the CG on all matters pertaining to the NCO Corps, discipline, and Soldier and Family welfare. The CSM closely monitors individual training,

Military Occupational Specialty (MOS) utilization, promotions, discipline, and morale of the command. Responsible for assignments and reassignments of enlisted personnel.

Major Functions and Responsibilities.

- a. Coordinates closely with the installation and directorate staffs and the Command Sergeants Major (CSMs) of Fort Sill assigned and tenant units.
- b. Ensures standards are enforced across Fort Sill.
- c. Has direct access to the CG at all times and keeps the CoS informed on matters that may or will impact the command.
- d. Monitors implementation of guidance and quality of performance, and represents NCOA resourcing and prioritization issues within the Command Group in order to provide additional visibility and integration across the enterprise.
- e. Works closely with the ADA and FA School CSMs to ensure branch specific courses or course content are developed, included, or maintained as needed.
- f. Chairs the NCOA training review.
- g. Oversees special interests over all enlisted matters regarding Sergeants First Class and above.
- h. Oversees Professional Development of Noncommissioned Officers (NCO's).
- i. Provides oversight of the NCO Leader Development Strategy.
- j. Executes talent management of senior NCO's across FCoE.

CHAPTER 3

FCoE Personal Staff

3-1. Aide-de-Camp.

The Aide-de-camp serves as a personal assistant to the CG. The Aide-de-Camp has no coordinating staff responsibility. He/she is authorized for general officers in designated positions. The rank of the Aide-de-Camp depends on the rank of the general officer.

Major Functions and Responsibilities

- a. Provides for the general officer's personal welfare and security, relieving him/her of routine and time consuming duties.
- b. Helps prepare and organize schedules, activities, and calendars.
- c. Prepares and executes trip itineraries.
- d. Meets and hosts the general officer's visitors at his headquarters or quarters.
- e. Acts as an executive assistant.
- f. Supervises other personal staff members (assistant aides, enlisted aides, and drivers).
- g. Performs varied duties, according to the general officer's needs.
- h. Schedules flights/lodging/transportation as required for CG engagements.

3-2. CG's Executive Assistant (EA).

Serves as the secretary to the CG.

Major Functions and Responsibilities.

- a. Represents the Command Group and assists in daily operations. Assist in receiving visitors, taking phone calls/messages, providing phone/GOMO rosters when needed.
- b. In conjunction with the Aide, answers phone calls and schedules office calls.
- c. Prepares and organizes the CG's schedules, activities and calendars.
- d. Assists the Aide in de-conflicting the CG's schedules, activities and calendars.
- e. Responsible for responding to all RSVPs solicited to the CG.
- f. Prepares the CG's DTS authorizations and vouchers.
- g. Maintains the CG's spouse's calendar and is the primary point of contact for her.
- h. Attends the CG's calendar scrubs.
- i. In conjunction with the Admin NCO, responsible for reviewing, finalizing and tracking correspondence.
- j. Conducts a monthly audit of the CG's GOVCC to identify potential discrepancies.
- k. Updates the CG's battle rhythm tracker.
- l. Updates the CG's events calendar.

3-3. Administrative NCO.

Administrative NCO to the CG. Provides direct administrative support to the CG.

Major functions and responsibilities

- a. Responsible for the CG's correspondence. Provides drafts of letters of recommendation, condolences and congratulations for the CG's signature.
- b. Answers phones and records correspondence.
- c. Responsible for the CG's OER evaluation profile.
- d. Responsible for the CG's rating scheme.
- e. Responsible for awards processing and tracking.
- f. Maintains cleanliness and orderliness of the office and sufficient supplies.
- g. Serves as the CG's Executive Assistant when the EA is not available.
- h. Tracks key personnel important dates such as birthdays, anniversaries, etc.

3-4. CG's Driver.

Serves as the official driver to the CG.

Major functions and responsibilities.

- a. Maintenance and cleanliness of the CG's vehicle.
- b. Route reconnaissance and route safety for all driving missions.
- c. Phone answering and assists with cleanliness and orderliness of the office.
- d. Military Air flight coordinator.

CHAPTER 4

FCoE Special Staff

4-1. Secretary of the General Staff (SGS).

Provides direct assistance to the command for all USAFCoEFS administrative staff actions requiring concurrence, approval, or signature by a member of the Command Group.

Major Functions and Responsibilities

- a.* Serve as primary tasking authority for all non-operational tasking generated by the DtCG, CoS, and CG to include due-outs.
- b.* In accordance with USAFCoEFS Regulation 1-11 Staff Procedures, the SGS is responsible to establish policy and procedures to prepare and manage USAFCoEFS correspondence.
- c.* Serves as the sole point of entry and exit for official correspondence leaving the headquarters.
- d.* Provides administrative support to the Command Group with budget, manpower, and personnel administration tasks to include providing office supplies and management of office automation.
- e.* Serves as Information Management Officer for the Command Group.
- f.* Provides staff advice, assistance, and consultation to the CG, DtCG, CoS, FFID, Commandants, and the GC in administrative processes and staff actions throughout USAFCoEFS.
- g.* Coordinates between USAFCoEFS Command Group, ADA Commandant and FA Commandant offices to resolve key leader scheduling problems and continuity of command during absences of CG and other senior leaders.
- h.* Interprets policy, program documents and regulations, and provides advice and assistance to the CoS and Deputy Commandants to resolve problems and maintain continuity of work and training missions.
- i.* Coordinates with SJA and G-3/5/7 when CoS directs a 15-6 Investigation is to be initiated. Tracks the status of the investigation until CoS signs and it is passed to HR.
- j.* Serves as a link between USAFCoEFS units and agencies to the Command Group. Integrates, coordinates, processes and supervises execution of staff actions in the Command Group.
- k.* Coordinates, plans, and sets up Command Group conference rooms and Video Telephone Conferences (VTCs) for Command Group.
- l.* Plans and supervises meetings chaired by members of the Command Group.
- m.* Prepares consolidated, fully staffed USAFCoEFS responses to Congressional Inquiries for CoS' approval and signs in his absence. In process, track, and inform Command Group of Congressional letters.
- n.* Creates and prepares awards for Civilians and Soldiers for CG to approve and sign. Receives and processes all award recommendations from units for CG approval, processes submission to higher headquarters.

- o. Issues instructions in the form of staff memorandums or directives to serve as guides to staff principals relating to administrative and policy functions.
- p. Processes and maintains policy memorandums, regulations, contracts, Memorandums of Understanding (MOUs) and Memorandums of Agreement (MOAs), and Civilian Appraisals for the Command Group.
- q. Provides administrative assistance for USAFCoEFS Command Group hosted conferences.
- r. Directs preparation of itineraries for distinguished visitors to the headquarters.
- s. Tasks for preparation and execution of all official social events and ceremonies involving the Command Group leaders. Monitors receipt of read ahead packages for all official social events.
- t. Proponent for USAFCoEFS Regulation 1-11 (Staff Procedures).
- u. Plans and supervises meetings chaired by members of the Command Group (CG, DtCG, CoS, DtCoS and CSM). Primary Scheduler for events in the Regimental Conference Room and Command Conference Room.
- v. Maintains the USAFCoEFS Installation Master Policy File.
- w. Primary supervisor for the management of the CG's evaluation profile and rating scheme.

4-2. Museum Directorate Mission.

Maintain, preserve, conserve and exhibit artifacts and collections in three museums to include preserving branch artifacts, doctrine and technology per AR 870-20. Provide a high quality, historically accurate, accessible, and professional venue for the display, preservation, and study of the history of the Army, Fort Sill, the FA and ADA Branches, and Southwest Oklahoma. Maintain Museum certification and accreditation. Train and educate Army trainees and students on the Army, the significance of the area, Fort Sill, and the artillery branches in local and American history IAW Army and TRADOC directives. Support branch historians and Commandants as required.

Organization. The Directorate of Museums and Military History oversees the Air Defense Artillery Training Support Facility, Field Artillery Museum and the Fort Sill National Historic Landmark and Museums.

Major Functions and Responsibilities.

- a. Administrative and budgetary oversight for and includes a museum complex of three separate venues, the Fort Sill National Historic Landmark, the Field Artillery museum and Air Defense Training Facility, consisting of collections of foreign and domestic material of intrinsic historical value to the U.S. Army, Oklahoma, and the individual branches.
- b. Serves as primary advisor to the CG and Branch Commandants on all matters relating to Museums, Military History, memorialization and commemoration matters related to the museum system and serves as an advisor to the command on preservation issues.
- c. Supervises the activities of curators for the Field and Air Defense Artilleries and Fort Sill National Historic Landmark and Museum and their subordinate staffs, to include curatorial activities, collections and artifact acquisition, accountability, maintenance,

preservation, conservation and exhibition as well as facilities to include all historical structures IAW AR 870-20 and Department of the Interior regulations to include the National Historic Preservation Act and Native American Graves Protection and Repatriation Act. Oversees program management, history education programs related to the Field and Air Defense Artilleries, Frontier Army and Southwest Oklahoma.

d. Coordinates with outside agencies to include the National Park Service, Department of the Interior, the Department of the Army Center of Military History, TRADOC Directorate of Museums, State Historic Society, the State Historic Preservation Office, civilian and other military museums regionally and nationally to develop educational programs, coordinate events, conduct cooperative programs, and acquire new artifacts.

e. Works with non-profit benefactor civilian organizations, coordinating efforts for volunteer assistance and private fund raising efforts to support museum activities.

f. Develops a comprehensive public relations and information program to raise public awareness of museum activities and local history.

g. Coordinates with branch Commandants and historians to ensure military history education program efforts are coordinated. Ensure adherence to military history learning objectives found in programs of instruction (POI) as coordinated with the DOTD in order to provide Army and branch history education and training to BCT, AIT, NCOES, OES and WOES students per TR 350-13. Additionally perform education programs for, and otherwise interact with, the civilian public, academic, and scientific organizations.

h. Maintain archives, assist with research, and provide responses to public and government information inquiries.

4-3. Retention Office.

The USAFCoEFS Retention Office is the principle advisor of the CG's retention program, providing technical advice to the USAFCoEFS CG on all reenlistment aspects of the Army Retention Program.

Major Functions and Responsibilities.

a. Commanding General's Retention Program.

(1) Administers daily operations of the CG's retention program, providing technical advice to the CG on all reenlistment aspects of the Army Retention Program.

(2) Ensures the Army Retention Program is sufficiently publicized, ensuring information is available and distributed throughout the command.

(3) Ensures completion of all required tasks, functions, duties and program compliance with HQDA and higher headquarters guidance.

b. Support to Commanders within USAFCoEFS Organizations.

(1) Exercises operational supervision over subordinate unit reenlistment programs and personnel.

(2) Prepares and conducts formal training for subordinate personnel, ensuring Soldiers are trained and remain sufficiently proficient to perform their assigned duties and responsibilities in support of the Army Retention Program.

c. Supervision and Support to Reenlistment NCO's.

(1) Maintains and publishes statistics on Army Retention Program eligible personnel, missions, and accomplishments. Maintains mission projections, identifying

potentially detrimental trends and/or retention mission shortfalls. Formulates and submits timely and specific recommendations for the commander to implement. Assigns reenlistment and RC enlistment/transfer missions to subordinate units.

(2) Counsels Soldiers and Family members regarding the benefits and opportunities within the Army Retention Program.

(3) Coordinates payments of reenlistment bonus entitlements and accrued leave, as required, through the servicing FAO. Obtains up-to-date information on reenlistment bonuses for prospective re-enlistees from the servicing FAO.

d. Reserve Component.

(1) Ensures eligible Soldiers not desiring reenlistment are referred to and counseled by the servicing RC Career Counselor, at a minimum.

(2) In the absence of an assigned RC Career Counselor, performs duties and responsibilities stated in AR 601-280 (Army Retention Program).

4-4. Sexual Harassment, Assault Response and Prevention (SHARP).

The SHARP mission is to prevent sexual harassment and assaults before they occur. Promote a culture and command climate that reinforces adherence to the Army Core Values and ensures every member of the team is treated with dignity and respect at all times and in all circumstances. We support mission readiness through prevention, bystander intervention and support to Soldiers, Civilians and Family Members with effective response.

Organization. The USAFCoEFS SHARP is a special staff element consisting of one Program Manager, at least one Installation level Sexual Assault Response Coordinator (SARC), and at least one Victim Advocate (VA). Each Brigade and equivalent size unit has one full time SARC and VA with additional collateral duty SARCs and VAs supporting each Battalion and Battery/Company. Supporting SHARP organizations include law enforcement, legal, medical, chaplains and behavioral health. The SHARP Program has five lines of effort: prevention, investigation, accountability, advocacy/victim assistance and assessment.

Major functions and responsibilities.

a. Provide subject matter expertise, guidance and support to commanders, SARCs and VAs to assist in their execution of the SHARP program

b. Coordinate, schedule and conduct sexual harassment and assault prevention efforts.

c. Provide 24/7 hotline support and advocacy for individuals reporting a sexual assault.

d. Schedule, plan and conduct annual required SHARP face to face and on line training and additional training directed by the Commanding General.

e. Ensure all SARCs and VAs are fully trained, credentialed and on orders prior to conducting SHARP related duties.

- f.* Ensure timely data entry for all reported sexual assaults and harassment incidents and all required reports, notifications are provided to leadership and higher headquarters.
- g.* Provide data analysis and trends to support prevention efforts and awareness.
- h.* Plan, coordinate and execute the monthly Sexual Assault Review Board (SARB) and attend all required meetings.
- i.* Ensure timely response to all tasking and orders both internally and from higher headquarters.

4-5. Chaplain.

The Garrison Chaplain's office provides support across USAFCoEFS, to include Garrison, tenant units, and any other organization that does not have assigned unit ministry personnel.

Major Functions and Responsibilities

- a.* Provides for the free exercise of religion for Soldiers, Family members and authorized DOD Civilians at Fort Sill.
- b.* Serves as the principal advisor to the Commanding General and the Garrison Commander on matters of religion, religious support, morals, and morale.
- c.* Leads, trains, and mentors the FCoE Unit Ministry Teams (UMTs).
- d.* Manages Appropriated Funds (APF) and Chapel Tithes and Offerings Fund (CTOF) in support of UMTs across Fort Sill.
- e.* Coordinates with Department of the Army Chief of Chaplains (DACH) and TRADOC regarding the force structure, assignments, and career development of USAFCoEFS Chaplains and Chaplain Assistants.
- f.* Manages all religious support facilities and chaplain-related Army military construction projects, and supervises the activities conducted therein.
- g.* Establishes and executes chaplaincy mobilization and contingency plans.

4-6. Inspector General (IG).

The USAFCoEFS IG serves as an extension of the eyes, ears, voice and conscience of the CG by performing an independent and impartial assessment of the morale, welfare, and discipline of the command and reports on other matters that impact upon the economy and/or efficiency of the command. Additionally, IG executes their four functions: inspections, assistance, investigations and teaching and training for the specific purpose of enhancing the command's readiness and warfighting capability (AR 20-1).

Major Functions and Responsibilities

- a.* Inspections. The IG inspections function is the primary IG function and the one that allows IGs to have the greatest impact on readiness and warfighting capability throughout the Army. The primary purpose of all IG inspections is to resolve systemic issues throughout the Army and, in doing so, to evaluate the effectiveness of Army policies, determine the root causes of noncompliance, and recommend changes to policy proponents.

b. Assistance. Assistance is the IG function that provides Soldiers, Family members, DA Civilians, retirees, and contract employees the ability to seek help from the IG on matters affecting their health, welfare, and personal readiness. The IG's role, as the commander's representative, is to resolve these issues within the limits of the IG system.

c. Investigations. Investigations is the IG function that provides the commander or directing authority another means through which to resolve allegations of impropriety. The primary purpose of IG investigations and investigative inquiries is to resolve allegations of impropriety; to preserve confidence in the chain of command; and, if allegations are not substantiated, to protect the good name of the subject or suspect.

d. Teaching and Training. Teaching and training is the fourth of the Army IG system's four functions and is traditionally embedded in the first three—inspections, assistance, and investigations. While inspecting, assisting, or investigating, IGs enhance the warfighting and readiness capabilities of the Army by teaching and training commanders, Soldiers, and Civilians at all levels on current Army policy and doctrine.

e. Provides IG support for installation tenant organizations, installation activities under the IMCOM, the activities of other commands under the senior commander's operational control, and other Army agencies.

f. Provides the CG a continuous, objective and impartial assessment of the operational and administrative effectiveness of the command through evaluation of managerial procedures and practices, identification and analysis of the causes of systemic problems, and follow up corrective action.

4-7. Commander's Planning Group (CPG).

The CPG conducts strategic engagement planning, coordination, and synchronization. Conducts research to support and advise the CG on the development of the command communications synchronization plan, engagement plan, as well as the Commander's narrative, guidance, priorities, and key initiatives. Supports G3 planning and coordination for the CG's designated initiatives and key command group actions to ensure CG intent is present and materialized.

Organization

The CPG works directly for the Command Group. The CPG consists of a Director, Protocol staff, Public Affairs Office (PAO) staff, Strategic Planner, Operations Officer, Operations NCO, Speechwriter, Congressional LNO, and Visual Information Specialist.

Major Functions and Responsibilities

a. CG's engagement planning and execution. Develops, manages, and synchronizes the CG's engagement plan. Prepares the CG for engagements with internal and external audiences. Coordinates and prepares the CG for participation in 2-star and higher level forums/conferences, installation visits, outside the continental United States (OCONUS) trips, and other events as required. Serves as the conduit with other commanders' planning groups and CIGs, working groups, and synchronization groups by passing information.

b. Command group research, analysis, and writing. Conducts independent and unconstrained research and analysis. Performs quality control on products and

initiatives as directed. Researches and develops articles, talking points, and speeches as required. Provide products, conduct research, and liaison as needed to prepare the CG for key leader engagements, meetings, and conferences. Conducts final review of other staff sections' communication products.

c. Attends events as directed by the CG to observe and capture major concepts, lessons, and results discussed in professional venues.

d. Communication synchronization planning and coordination. Directs the development, documentation, and update of communications synchronization conducted by the CG. Supporting organization for ensuring the remainder of the command understands the CG's current strategic priorities and communications by publication of notes, guidance, speeches, articles, and priorities. Ensures the professional presentation and accuracy of all products presented to internal and external audiences. Collaborates with FCoE directors and staff to ensure the commander's intent, guidance, and vision are reflected in relevant themes and messages.

e. Conference preparation and coordination. Conducts necessary reconnaissance, coordination and on site preparation and support for the CG's conference engagements.

f. Assists in the preparation of electronic and written correspondence, as directed by the CG.

g. Special Projects. The CPG accomplishes special projects as directed by the CG.

h. Conduct graphics design and produces multimedia products in support of CG's events and messaging.

i. Coordinates strategic message of the Fires Bulletin Magazine.

j. Staff Synchronization Officer is responsible for the coordination of selected activities to include: briefings, meetings, social functions; synchronizes all activities between the Commanding General, Field Artillery and Air Defense Artillery Commandants, FCoE Directorates, subordinate Commanders, and FCoE Staff; writes all speeches and talking points for the CG; ensures efficient and timely dissemination and processing of all guidance, tasking, initiatives, and operations for Fort Sill.

k. The USAFCoEFS Congressional LNO serves with the CPG Director to ensure congressional installation visits, visit executive summaries, and congressional information requests are executed in coordination with Congress and reported to the TRADOC Congressional Actions Office.

4-8. Protocol.

USAFCoEFS Protocol office seeks to advance the FCoE mission and priorities by creating an environment for successful engagements between the FCoE and distinguished visitors.

Major Functions and Responsibilities.

Develop and maintain FCoE policies for visits by distinguished visitors to Fort Sill.

a. Assist the Lead Agency in the Planning, coordination, and execution of visits to Fort Sill by General Officers, (foreign and domestic) and distinguished civilians of equivalent rank or higher.

b. Assist in the planning, coordinating, execution, supervision, and the execution of detailed itineraries based upon time and place of arrival, size and significance of the

group, background and interests, length of stay. Integrate the efforts of each subordinate command, tenant unit, and staff office to achieve an orientation for the visitor in a schedule designed to fit the needs of the visitor and the command.

c. Plan, coordinate, execute, and supervise the conduct of social events (dinners, receptions, socials, and lunches) hosted by the Commanding General.

d. Perform responsibilities IAW the USAFCoEFS Visits SOP for all activities. Advise CEO stakeholders when changes to the Visits SOP are needed. Advise senior leaders and primary staff on the appropriate level of courtesies that should be extended based on level (precedence code) and purpose of all visits.

e. Ceremonies. Coordinate and execute personal recognition ceremonies hosted by the CG, DtCG, or Commandant(s) not managed by DPTMS. Determine guest list and venue, and coordinate with venue and staff offices. Develop invitations, track RSVPs/update CoS in order to obtain additional guidance on guests. Conduct walk-thru/rehearsals, conduct site set up of flags and seating, and establish receiving lines in order to execute the event.

f. Conferences. Provide Protocol support to USAFCoEFS lead by coordinating with venue, hotels, and staff offices, and if required contracting the venue and hotel. Participate in IPRs for large scale social events and coordinate responsibilities with staff elements. Plan, develop, and execute logistical support for VIP guests; augment existing staff to cover established requirements arising from large scale events (transportation, host nation liaison, aviation, information management, etc.). Develop the invitations, menus, agendas (including breaks and socials). Track the conference RSVPs, collect conference fees, and assist check-in of conference attendees.

g. Gift Locker. Provide advice and receive guidance on gift selection, maintain the selected gifts, and monitor and implement legal and budgetary requirements.

h. Submit annual/quarterly budget requests, and review and sign requests for funds prior to submission.

4-9. Public Affairs Office (PAO).

Serves as the public affairs advisor to the CG, USAFCoEFS staff, and Fort Sill.

Major Functions and Responsibilities.

a. Public Affairs Officer

(1) Plans, directs, manages, coordinates and oversees all public affairs actions and public affairs implications for the total Fort Sill community.

(2) Manages and synchronizes communication of the CG's priorities to internal and external audiences, ensuring each message and information product aligns with established communication themes and supports the Commander's Focus Areas.

(3) Traditional Title 10 Public Affairs functions as defined in AR 360-1- Media Relations, Command Information, and Community Relations – are performed by the IMCOM PAO.

b. Public Media Sites Operations

(1) Coordinates public media sites design and development and approves all content published on Fort Sill public-facing media sites except for Directorate of Family and Morale, Welfare and Recreations (DFMWR) and selected standalone tenant organizations such as the RAHC, AAFES and Commissary.

(2) Coordinates with the CIO/CKO/G-6 web services office to provide web-design and web-master services.

4-10. Staff Judge Advocate (SJA).

Provides legal support to the CG, DtCG, DCG's/CMDTs, CoS, DtCoS and all staff directorates. Additionally, the SJA performs The Judge Advocate General designated duties and responsibilities under the provision of AR 27-10. Provides accurate, timely and practical legal advice in the areas of ethics, environmental law, contract law, fiscal law, labor law, military justice policy, Soldier and Army Civilian adverse administrative actions, military and Army Civilian personnel law, IMT policy, operational law doctrine, domestic operational law, and a myriad of complex legal issues regarding operations at FCoE; and monitors force structure/budget for delivery of efficient legal services and activities throughout FCoE.

Major Functions and Responsibilities.

a. The Chief Staff Judge Advocate.

(1) Serves as the chief legal advisor to the CG on all matters concerning the operation of the installation.

(2) Supervises the provision of all installation legal support services including legal assistance, military justice, claims, and administrative and civil law.

(3) Provides administrative support to the United States Army Legal Services Trial Judiciary and Trial Defense Service personnel located at Fort Sill.

(4) Responsible for the Installation Preventative Law Program.

(5) Responsible for the utilization and training of all assigned Judge Advocates and paralegals assigned to and working on Fort Sill.

b. Administrative Law Division.

(1) Provides legal advice pertaining to the interpretation and application of laws, statutes, and regulations affecting the operation of the installation in the areas of labor relations, environmental law, equal employment opportunity and procurement.

(2) Reviews proceedings of officer boards, reports of investigation, and other administrative actions.

(3) Furnishes legal advice concerning appropriated and non-appropriated contracting actions, to include issues involving contract and fiscal law, ethics, and military personnel law and the propriety of expending Government Funds.

c. Criminal Law Division.

(1) Supervises and monitors the administration of Military Justice.

(2) Serves as Government representative at pre-trial investigations to determine efficacy of proposed charges and to determine appropriate manner of disposition.

(3) Coordinates the Federal Magistrate and Felony Prosecution Programs on Fort Sill.

(4) Supervises the installation victim/witness liaison program IAW AR 27-10.

(5) Provides Judge Advocate representation in support of courts-martial and administrative elimination proceedings.

d. Legal Assistance Division.

(1) Provides personal legal assistance to eligible personnel.

(2) Conducts the Installation Income Tax Program.

(3) Organizes and conducts a preventative law program concerning personal legal issues.

(4) Provide Special Victims Counsel.

e. Claims Division.

(1) Responsible for the Installation Affirmative Claims Program, to include processing and settling claims filed by military personnel for loss and/or damage to household goods and personal property.

(2) Responsible for the investigation of tort claims filed against the United States, to include support of litigation conducted on behalf of the United States by the Department of Justice and Department of the Army.

4-11. Safety Office.

USAFCoEFS Safety Office serves to provide USAFCoEFS leaders with proactive safety support. Assist Commanders and Directors with the integration of Safety into all activities, schools, and branches. Develop and implement processes to internalize and integrate risk management into all activities and operations.

Organization. The Senior Safety Director reports to the CG, Senior Mission Commander, and CoS. The Safety Office has two different sub-branches; FA and ADA that manage their respective needs.

Major Functions and Responsibilities.

a. Safety program management. The Senior Safety Director serves as the principal advisor, technical consultant, and coordinator on safety and risk management to the CG. Coordinates with the Army safety staff to ensure compliance with all applicable laws, federal codes, and regulations. Supports TRADOC organizations in safety principles and requirements to training, capability development, and operational aspects of their mission areas.

b. Education, training, and promotion. Provides safety education, training, awareness, and promotion by developing, selecting, and acquiring materials for dissemination throughout Fort Sill.

c. Inspection, survey and assessments. Executes, evaluates, and assesses USAFCoEFS's accident prevention efforts, effectiveness of risk management integration, and the accomplishment of program goals and objectives.

d. Accident reporting and investigations. Perform accident reporting, investigation, and records management. Administers an accident notification and reporting program for USAFCoEFS to ensure timely and accurate notification, investigation, and reporting of accidents.

e. Hazard analysis/countermeasure development. Conducts hazard analysis and develops countermeasures. Develops and publishes findings, recommendations and lessons learned.

f. Provides safety program assistance and services to include occupational health and safety administration. Shared program management includes radiation safety, range safety, ammunition and explosives safety, transportation safety, off-duty and privately owned vehicle safety, risk and contractor safety.

g. Supported organization for risk management integration. Integrates risk management into military operations/training, doctrine, training, leader development, and combat developments.

4-12. Equal Opportunity (EO).

Provide advice and assistance to all commanders, directors, managers, Soldiers, and Family members, in understanding, executing or managing a full service Equal Opportunity Program for USAFCoEFS. The objectives of Equal Opportunity is to formulate, direct, and sustain a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness without regard to race, color, gender, religion, national origin, or sexual orientation.

Major Functions and Responsibilities.

- a. Monitors the installation's EO climate.
- b. Schedules, plans and conducts the Equal Opportunity Leaders Courses and facilitation of courses as needed to ensure each company, battery and battalion commander has trained EO leaders within their units to assist in executing their EO responsibilities.
- c. Collects and maintains statistical data concerning racial/ethnic category and gender for management of personnel and EO action plan initiatives.
- d. Establish an effective link with brigade EO Advocate(s) (EOA) and EEO representatives and assist with training and complaints as needed.
- e. Ensures that the installation EO Program complies with all DoD policies and directives concerning EO.
- f. Assists with EO training, attends EO Conferences and plans ethnic observances IAW AR 600-20. Writes or coordinates for command commemorative letters/memorandums as requested.
- g. Assists commands in requesting The Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS).
- h. Disseminates EO program information.

4-13. Quality Assurance Office.

The Quality Assurance Office (QAO), in compliance with TRADOC QA Program policies and guidance, executes the FCoE's QA Program and assesses the FCoE's ability to meet Army Enterprise Accreditation Standards (AEAS) in developing, educating, and training Soldiers, Civilians, and leaders to meet the needs of the Operational Force. Furthermore, the Quality Assurance Office ensures FCoE training and education executed are in compliance with Army standards and concepts while providing commanders and commandant's feedback on the effectiveness and efficiencies of their programs measured against Army Enterprise Accreditation Standards (AEAS). Provides accreditation oversight and ensures Total Army School System (TASS) compliance across ADA and FA ARNG Regional Training Institutes (RTIs) ensuring ARNG training is equivalent to the Active Component Training.

Major Functions and Responsibilities.

- a. Serves as an authoritative consultant and primary educator in the area of QA evaluation and methodology for the FCoE and Proponent Schools and their functional areas.
- b. Exercises staff management of the QAO to ensure implementation of core functions: internal and external evaluations, Self-Assessments (SA), and accreditation of all functionally aligned RC training battalions and companies IAW with current Master Evaluation Plan (MEP).
- c. Provides QA for each phase of the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) process for those courses for which the FCoE is Proponent.
- d. Plans, coordinates and leads the FCoE's annual and pre-accreditation Self-Assessment (SA) actions.
- e. Provides QAO assistance to Proponent schools, subordinate brigades, resident courses, and FCoE/IMCOM staff agencies in conducting annual/pre-accreditation SA IAW TRADOC guidelines and applicable AEAS and in producing written SA reports for submission to the TRADOC Quality Assurance Office (QAO).
- f. Represents FCoE as the lead assessment agency for functionally aligned NG training and education institutions (TRADOC, non-TRADOC, multi-functional training brigades, NG Regional Training Institutions (RTIs), and other services). This includes planning, organizing, coordinating, scheduling, and leading evaluation teams from FCoE staffs and courses as appropriate on staff assistance and accreditation assessment visits.
- g. Coordinates TRADOC accreditation assessment visits including pre-visit VTCs and the posting of required documentation to the TRADOC QAO SharePoint site. Provides guidance to the FCoE and IMCOM staffs, the Proponent Schools, subordinate brigades, and resident courses on the conduct of triennial TRADOC accreditation assessment visits.
- h. Leads FCoE, Proponent Schools, subordinate brigades, and resident courses in meeting AEAS.
- i. Develops, coordinates, executes, and maintains the FCoE/Proponent Schools' three-year MEP.
- j. Manages the identification and resolution of accreditation-related impact issues for the FCoE, Proponent Schools and NCOA courses, and assessed NG training and education institutions.
- k. Prepares and conducts quarterly DQA briefings for the FCoE senior leadership on resident and NG unit/course assessments with improvement recommendations as required.
- l. Provides QAO support and assistance to education courses (e.g., FACCC, ADACCC, FA-BOLC, ADA-BOLC, *et al.*).
- m. Provides personnel as appropriate to assist the TRADOC QAO in the conduct of accreditation assessment visits.
- n. Maintains strategic communication with other TRADOC centers and schools' QA program leaders.
- o. Conducts special purpose surveys (e.g., Warfighting Challenges Survey, Fires Conference Attendees Survey, etc.).

- p. Plans, directs, coordinates, and reviews the work of military and civilian professional and technical instructional development personnel through designated QAO team leaders of each established QAO team.
- q. Conducts external evaluations at the discretion of either Commanders or Commandants. These could include any initiative to garner feedback from the operational force on education and training outcomes.
- r. Triennial synchronization and coordination for TRADOC Accreditation for the FCoE.
- s. Provides TRADOC assessment oversight to ensure ADA and FA series training at nine ARNG Regional Training Institutes (RTIs) meets TRADOC standards.
- t. Conducts assessment of all aligned ARNG ADA/FA training battalions.
- u. Ensures ADA/FA series ARNG training at the RTI is equivalent to AC training.
- v. Conducts internal and external QAO related evaluations and surveys.
- w. Develops and post ADA and FA MEP to TRADOC QAO SharePoint portal after approval.
- x. Provides leadership accreditation report, concurrence/rebuttal of report and findings.
- y. Identifies and shares best practices, challenges and efficiencies across the FCoE.
- z. Provides oversight and guidance to the ADA and FA QAEs as appropriate, review in detail their reporting documents, and provide applicable guidance based on documentation reviews.

Chapter 5.

USAFCoEFS Coordinating Staff

5-1. G1/G4.

The G-1/G4's mission is to develop, plan, coordinate, and synchronize USAFCoEFS level policies, procedures, and priorities for human resources services and logistics. The G-1 advises the CG and subordinate unit commanders on human resources policies; and additionally provides the direct interface between TRADOC HQ and installation human resources service providers. The G-1 is the principal coordinating staff officer for the USAFCoEFS military and civilian human resources programs. The G-4 advises the Command on all logistics operations and develops and implements appropriate USAFCoEFS level logistics plans, policies, programs, and priorities in order to facilitate quality logistics support across Fort Sill.

Major functions and responsibilities.

a. G1 Functions.

- (1) Monitor and maintain personnel balance among USAFCoEFS and the TRADOC brigades IAW Army and TRADOC Manning Guidance.
- (2) Manages Integrated Personnel and Pay System-Army (IPPS-A). The human resources and multi-component (Active, Reserve, and National Guard) personnel and pay system to deliver Total Force visibility to support Readiness, Talent Management, and Auditability.
- (3) Monitor, review and process awards for the command group.
- (4) Assist subordinate units in resolving personnel issues and discrepancies.

(5) Query personnel information databases (TOPMIS, EDAS, etc.) and analyze data to capture projected gains and losses.

(6) Generate and submit personnel requisitions for officers, warrant officers, NCO's, and Soldiers.

(7) Support and assist subordinate unit's preparation of the Network Unit Status Reporting (NET USR). Prepare talking points for senior leadership.

(8) Conduct Staff Assistance Visits (SAV) to provide guidance and expertise on personnel programs and policy assistance.

(9) Advises the DtCG on Civilian personnel issues. Establishes and manages the Civilian database, and tracks Civilian developmental and mandatory training requirements.

(10) Manages and Maintains the Defense Performance Management Appraisal Program (DPMAP). Provides DPMAP training and support to USAFCoEFS.

b. G4 Functions.

(1) Exercises staff oversight of supply, maintenance, and other logistics services provided to support FCoE.

(2) Advises the FCoE Commander, staff, and subordinate unit commanders on logistics matters affecting FCoE.

(3) Represents FCoE in working logistics support agreements, requirements and issues with HQ TRADOC, supporting Army Materiel Command (AMC) subordinated commands, and other external organizations that logistically support the FCoE.

(4) Develops, coordinates, and synchronizes logistics plans, policies, and programs with the FCoE staff, brigades, and our Enterprise Partners.

(5) Leads, staffs, and oversees FCoE logistics related process improvement and logistics Standard Army Management Information Systems modernization initiatives.

(6) Hosts a monthly FCoE Logistics Readiness Review (LRR) for the Chief of Staff in order to gauge the health and effectiveness of the FCoE's logistics program.

(7) Manages the FCoE's Command Supply Discipline Program (CSDP) and Campaign on Property Accountability (COPA).

(8) Coordinates property disposition actions and addresses equipment shortages with HQ TRADOC, AMC Commodity Item Managers, the Installation Property Book Officer (IPBO), the FCoE G-8, and impacted FCoE organizations.

(9) Provides oversight and processing of high dollar Financial Liability Investigation of Property Loss (FLIPL) actions.

(10) Manages the supply and maintenance portions of the FCoE's Staff Inspection Program.

5-2. G3/5/7.

The G3/5/7 is the Commanding General's sole approval authority for orders and operations. Responsible for developing, coordinating, and synchronizing the orders process across the USAFCoEFS organization for all operations requiring support from, between, and among Fort Sill organizations requiring manpower, equipment, and facilities, and regarding tactical, garrison/installation, and administrative operations.

Organization.

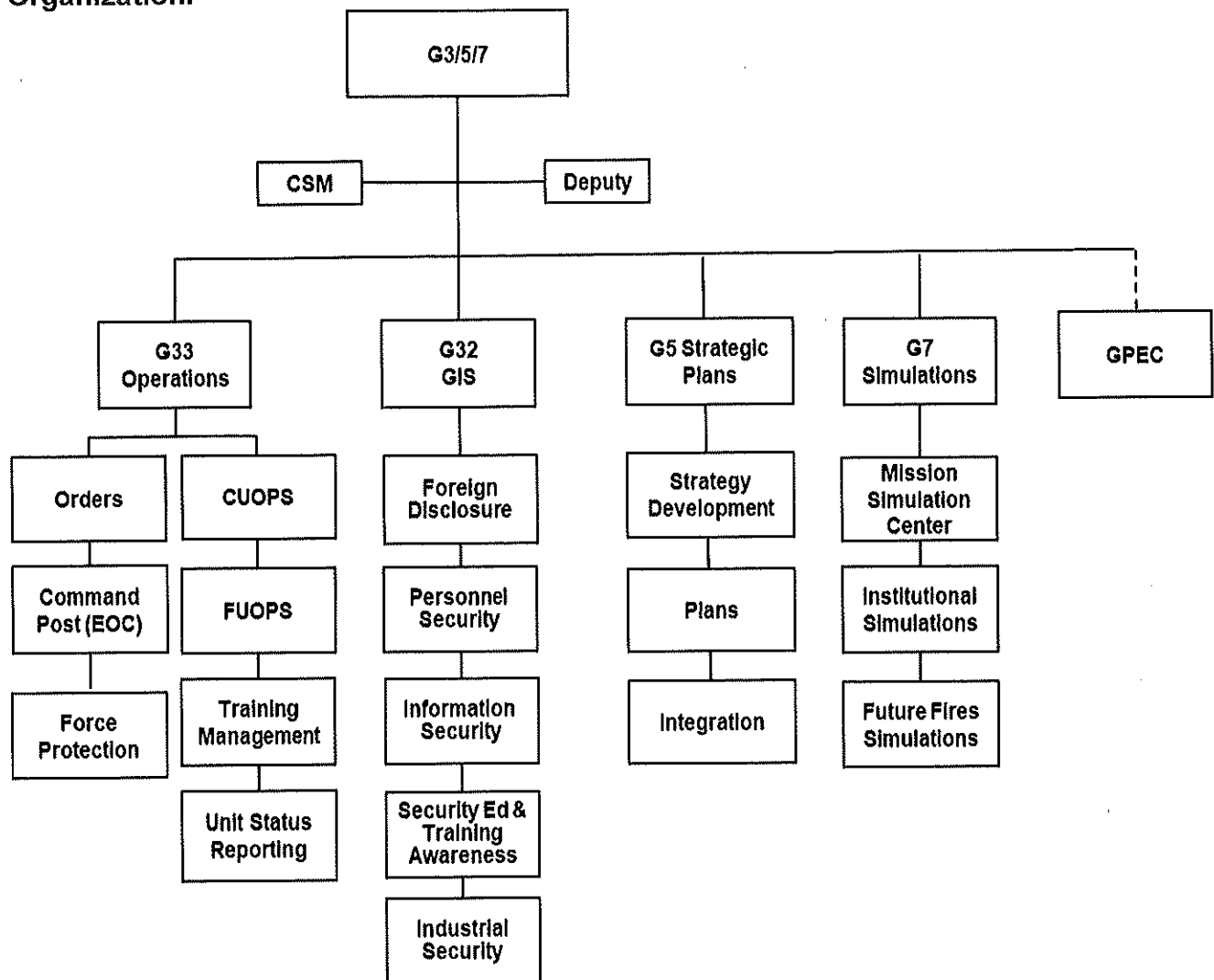


Figure 5-1. G3/5/7 Organization

Major Functions and Responsibilities.

a. G3/5/7.

(1) Principle staff representative responsible for all aspects of operations and training within the USAFCoEFS.

(2) Facilitates informed leadership decisions by overseeing, coordinating, and assessing all actions pertaining to current and future operations, readiness, tasking, scheduling, training management, future plans, strategy and assessment for USAFCoEFS.

(3) Provides resources to train the world's best Fires Soldiers, leaders, and units to win on the battlefield and supports training across the USAFCoEFS community.

b. G33 Current Operations.

(1) The G33 Current Operations Division focuses on current operations planning and execution (usually within 14 weeks). Executing and synchronizing current operations, execute tasks, manage borrowed military manpower, EOC operations. Prepare, manage, develop, conduct, evaluate, liaise FCoE Anti-Terrorism/Force Protection program with Garrison Protection program. Additionally, provide OPSEC program management, training management, synchronizing FCoE scheduling and training schedule management, managing integration and synchronization of FCoE governance process, and manage Unit Status Reporting.

(2) Supervise, conduct and maintain orders preparation, publishing, and execution.

(3) Supervise, conduct, and coordinate USAFCoEFS's EOC/IOC operations. Prepare, manage, develop, conduct, evaluate, liaise FCoE Emergency management program with garrison Emergency Management program.

(4) Manage and synchronize USAFCoEFS's scheduling and training schedules.

(5) Execute USAFCoEFS tasking.

(6) Prepare, manage, develop, conduct, evaluate, liaise and advise Anti-Terrorism/Force Protection program.

(7) Prepare, manage, develop, conduct, evaluate, liaise and advise FCoE OPSEC program with integration into the Garrison's OPSEC program.

(8) Lead SMDR and TRAP processes, validate training requirements, provide training priorities and guidance, and process training support requests for USAFCoEFS's training management program (manage ATRRS and ARPRINT).

(9) Execute ITDLM program.

(10) Provides supervision, coordination, and management of Troop Schools.

c. G32 General Intelligence Security (GIS).

(1) The G32 serves as the Command Security Manager exercising oversight of the CG's General Intelligence Security (GIS) missions including Information Security (INFOSEC), Personnel Security (PERSEC), Industrial Security (INDUSEC), Security Education, Training and Awareness (SETA) and Foreign Disclosure (FD). Assist and advise IMCOM, FORSCOM and other tenant units assigned to Fort Sill on the above security disciplines IAW Executive Orders and regulatory guidance.

(2) Administer and enforce execution of security programs IAW EOs, DoD and AR security regulations.

(3) Administer, develop, and implement command-wide INFOSEC policies and procedures IAW EO 13526, DoDM 5200.01, Vol 1-4 and AR 380-5.

(4) Administer programs governing investigative requirements and the granting, denying or revoking of personnel security (PERSEC) clearances IAW EO 13467, DoDM 5200.02 and AR 380-67.

(5) Administer the Command's INDUSEC program for all classified contracts IAW EO 12829, DoDM 5220-22.M and AR 380-49.

(6) Establishes and conducts a comprehensive Security Education, Training and Awareness (SETA) program in all related security functions IAW EO 13526, DoDM 5200.01, Vol 1-4 and AR 380-5.

(7) Manages and administers all aspects of the Command's FD program to oversee visits and requests for information by foreign representatives IAW National Disclosure Policy, AR 380-10, and TRADOC Regulation 350-70.

d. G5 Plans.

(1) The G5 Plans Division develops strategies, plans, and policy recommendations to the Command Group for consideration of implementation across FCoE, Fort Sill, and the Fires community. Responsible for analyzing, prioritizing, integrating, and synchronizing command requirements and solutions IAW priorities and develop metrics to support decision making of command and staff requirements.

(2) Develops, updates, and refines USAFCoEFS strategic plans to include the FCoE Strategy ensuring the integration of relevant higher plans and orders.

(3) Assists with the development of assessment metrics for the Command Group.

(4) Responsible for providing oversight of the Governance Process.

(5) Identify gaps in resourcing and leads efforts to identify remedies.

(6) Leads integration and coordination work groups within USAFCoEFS.

(7) Responsible for recommending priorities and requirements for FCoE budget, resources, etc.

(8) Review and coordinate updates for relevant Fort Sill Regulations, to include this regulation.

(9) Manages the long range training calendar.

e. G7 Simulations.

(1) Lead agent to provide focus and unity of effort for the management of Simulations activities throughout FCoE; including supervision and management of the Mission Simulation Center.

(2) Identify, consolidate, and prioritize simulations requirements to achieve FCoE Simulations Strategy objectives in support of generating and operating forces.

(3) Leverage and adapt government-owned simulations to resolve current and future training challenges.

(4) Establish procedures for maintaining Simulations Strategy (Near/Mid/Far Term).

(5) Enhance simulations visibility and collaboration across the Fires community.

(6) Ensure integration of simulations and support into Programs of Instruction (POI).

(7) Represent FCoE on all simulations matters internally and externally to Fort Sill.

(8) Assists branch commandants, FFID, and DOTD in the development of simulations to support training in all domains.

(9) Seeks new and innovative ways to enhance training through simulations.

f. Graham Performance Enhancement Center.

(1) The center and its staff enhances cognitive and physical performance to aid in the achievement of individual or unit health goals, build readiness, and improve the health of the Fort Sill community.

(2) The center consists of a ready and resilient (R2) performance center and the Army Wellness Center -- both serve Soldiers, Department of Army civilians, retirees and their family members; and pregnancy/postpartum physical training and Company/Battery Commander First Sergeant Pre-command course.

5-3. G6/CIO/CKO.

The G6/CIO/CKO office is the senior advisor to the CG, DtCG, and FA/ADA Commandants for all Information Technology (IT), Knowledge Management (KM), Information Management (IM), and Cyber Security (CS) matters necessary for the accomplishment of USAFCoEFS missions and core functions. The G6/CIO/CKO

represents and presents USAFCoEFS organizational IT/KM/IM/CS interests in official forums and workgroups for the integration and advancement of technology within the USAFCoEFS areas of responsibilities. The G6/CIO/CKO coordinates with subordinate organizations in the identification of, and the acquisition for Local and Enterprise Service Providers. The G6/CIO/CKO develops command wide IT/KM/IM/CS plans, policies, procedures, and the enterprise architecture, then manages their implementation and enforcement. Develops requirements for, plans and coordinates the provision of, and monitors the status of mission, installation, and strategic IT/KM/IM/CS initiatives supporting HQs FCoE and its subordinate organizations. Performs actions necessary to ensure USAFCoEFS compliance with IT/KM/IM/CS related statutory and regulatory requirements.

Organization.

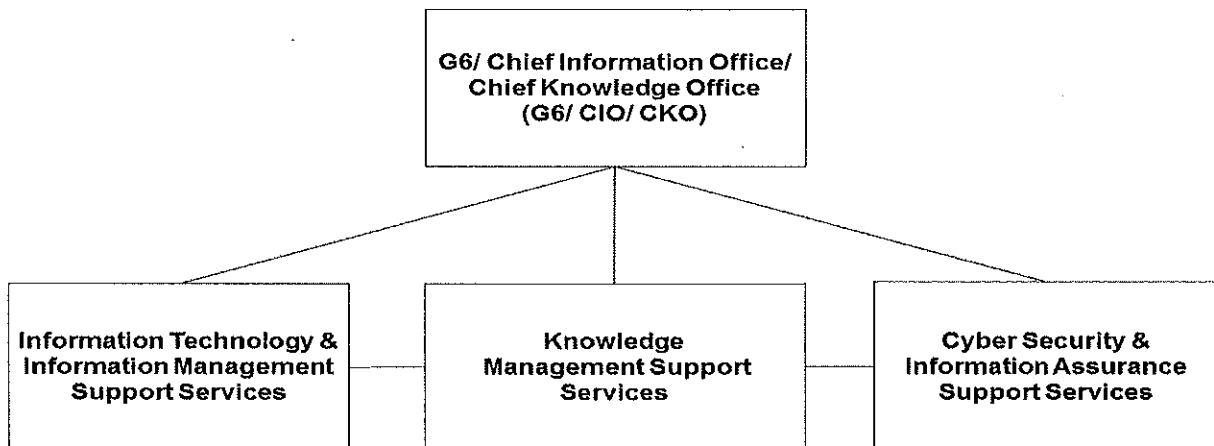


Figure 5-2. G6/CIO/CKO Organization

Major Functions and Responsibilities.

a. Information Technology (IT) and Information Management (IM) Support Services.

- (1) Provide Information Technology support to HQs FCoE.
- (2) Provide audiovisual and video teleconference (VTC) operations to HQ FCoE and subject matter expert (SME) support to its Subordinate Organizations (SOs).
- (3) Provide above NEC baseline IT support for staff offices and Enterprise Classroom Program (ECP) facilities.
- (4) Develop, coordinates, and maintains IT plans and policies.
- (5) Conduct enterprise-level IT acquisitions and provides IT related acquisition assistance and oversight to subordinate activities.
- (6) Develop, supports, and participates in IT governance processes.
- (7) Conduct portfolio management actions and ensures IT investments meeting criteria are registered in the Army Portfolio Management Solution (APMS).
- (8) Develop, implements and monitors FCoE level IT support contract vehicles.

(9) Represent IT/KM/IM/CS interests at local, TRADOC and Army meetings and conferences.

(10) Provide daily oversight of CIO/CKO/G6 staff priorities and workloads.

(11) Coordinate the development and validation of classroom technology requirements, addressing governance, management, design, engineering, integration, property accountability, training, operations, sustainment, and resourcing in support of approved instructional methodologies, Programs of Instruction (POI), and command directed initiatives.

(12) Responsible to ensure compliance with AR 25-1 requirements as above functions are accomplished.

b. Knowledge Management (KM) Support Services.

(1) Manages the KM program to ensure USAFCoEFS stakeholders have required processes and media sites that provide relevant situational awareness to improve decision making.

(2) Advise senior leaders and staff on the effective use of KM programs.

(3) Provide webmaster support services to USAFCoEFS public media sites, SharePoint Portal Sites, and AKO/FKN portal sites.

(4) Provide Senior Knowledge Management Analyst workforce to FCoE units.

(5) Provide KM training to NCOA and Officer Courses.

(6) Provide Warfighter Functional Forum support.

(7) Coordinate with TRADOC and Army to ensure local KM programs are nested with higher headquarters.

(8) Responsible to ensure compliance with AR 25-1 requirements as above functions are accomplished.

c. Cyber Security (CS) & Information Assurance (IA) Support Services.

(1) Manages the USAFCoEFS Cyber Security and Information Assurance (CS/IA) program ensuring adherence to directed policies and standards.

(2) Manages the CS/IA training and certification program to ensure all staff members are fully accredited to perform assigned functions.

(3) Manages the Risk Management Framework (RMF) program to ensure Information Systems meet all requirements to be used on Army Networks.

(4) Manages the Army Training and Certification Tracking System (ATCRS)

(5) Manages the FCoE Organizational Inspection Program (OIP) to facilitate CY/IA requirements and readiness.

(6) Responsible to ensure compliance with AR 25-2 requirements as above functions are accomplished.

5-4. G8/Directorate of Resource Management.

Provide timely, quality resource management advice, products, and services in order to support FCoE missions. Enable resource informed decision making by the CG and senior leaders in a resource constrained environment. Enable FCoE mission through adequate resourcing.

Organization.

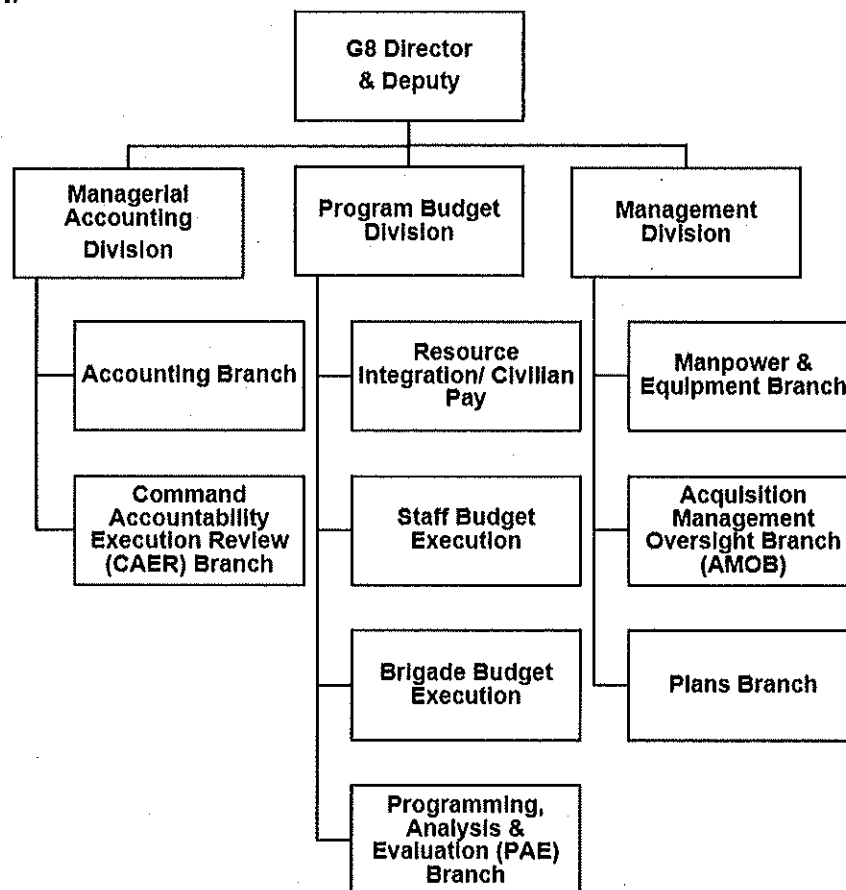


Figure 5-3. Directorate of Resource Management (G8)

Functions and Responsibilities.

a. Office of the Director. Principal resource advisor to the CG on programming, budgeting, accounting, financial management, manpower, Civilian personnel management, and equipment. Develops and evaluates resource management programs. Serves as the program manager for Civilian career program series 11 and 26 personnel.

b. Managerial Accounting Division. Principal advisor to serviced TRADOC organizations on accounting, financial systems and Command Accountability Execution Review (CAER).

(1) Prepares and executes year-end closeout guidance from DA, DFAS and ACOMS and prepares financial system for fiscal year rollover. Manages year-end closeout, guidance, procedures, and yearend report certification.

(2) Implement new accounting/financial systems to produce accurate accounting information and meet legal requirements.

(3) Liaison between installation FCoE, IMCOM and budget offices and servicing DFAS locations.

(4) Manages the Command Accountability Execution and Review (CAER) for the FCoE. The program optimizes the Army's purchasing power and enhances prudent

stewardship of financial resources. The program increases commander and senior leader involvement and visibility in management of Army Operation and Maintenance (O&M) funding to enhance readiness and ensure auditability.

(5) Conducts Audit Readiness. Ensures internal controls and business processes identified in the Commanders Checklist are in place and effective to meet audit standards. Manages FCoE and Fort Sill Audit Readiness Committee on behalf of DtCG.

(6) Manages the Internal Control Program for the FCoE. Conducts Assessable Unit Manager (AUM) training. Prepares the five year internal control plan, coordinates evaluations and prepares guidance to AUM and their coordinators. Receives activity's annual assurance statements and prepares the FCoE CG annual assurance statement IAW guidance from higher headquarters.

c. Program Budget Division. Principal advisor to the FCoE on program budget formulation, execution and support. Plans and implements all budgetary actions.

(1) Manages the International program. Provides input for course cost development for Foreign Military Sales (FMS) and International Military Education and Training (IMET). Completing financial transactions to reimburse FCoE for training provided to foreign nationals.

(2) Facilitate Council of Colonels/Working Program and Budget Advisory Committee (WPBAC) and Senior Program and Budget Advisory Committee (SPBAC) meetings. Allocates TRADOC funds IAW approved priorities communicated through FCoE WPBAC and PBAC forums.

(3) Provide for and analyzes mission needs and requirements for the Program Objective Memorandum (POM) and Budget Estimate Submission (BES).

(4) Prepare and coordinate resource requirements for training mission changes, i.e., Training Requirements Arbitration Panel (TRAP), course change costs for Training Requirements Analysis System (TRAS) Abbreviated Cost-Benefit Analysis (TAC-BA), mobilization plans and tasks.

(5) System administrator/Financial Defense Travel Administrator (FDTA) for the Defense Travel System (DTS) for FCoE. Functions include: establish and maintain lines of accounting in DTS budget module for FCoE activities, retain file of approval letters of appointment for authorizing officials appointed as certifying officials, sends letter signed by the Commander to the appropriate disbursing office stating all authorizing officials have been appointed and delegated in writing, sets access permission levels and routing schemes within DTS, provides for review and approval by appropriate officials.

(6) Serve as installation customer service representative providing customer service for Civilian pay to FCoE and Fort Sill activities; providing training to timecard keepers on Defense Civilian Pay System (DCPS). Performing quality control of data elements interfacing in DCPS.

(7) Serve as the system administrator for ATAAPS.

(8) Process financial transactions in Enterprise Resource Systems (GFEBS, GCSS-A). IAW appropriate controls and business processes needed to meet/sustain Audit Readiness.

(9) Prepare program director status reports to track execution. Includes review of open commitments and obligations, realign/turn in excess funding.

(10) Develop FCoE phase plan; monitors execution and coordinates with RAs and Enterprise Partners.

d. Management Division. Principal advisor to the FCoE on resource-centric planning initiatives, acquisition management operations, management programs, manpower, and equipment documentation.

(1) Plans, assigns, and manages Acquisition Management and Oversight process from start through award. Performs cost management function and advisory services to ensure program efficiency and effectiveness and best value is obtained for FCOE requirements.

(2) Provides Group Administration Manager (GAM) oversight for IRAPT (Invoicing, Receipt, Acceptance and Property Transfer-WAWF) and EDA (Electronic Document Access) programs by processing customer's access requests to databases.

(3) Manages FCoE Contract Review Board on behalf of the Deputy to the Commanding General.

(4) Plans, directs and executes special studies and/ or projects across DRM through the operations process to garner efficiencies and develop resource informed initiatives.

(5) Manages, prepares, negotiates, and monitors memorandums of understanding/agreement (MOU/MOA).

(6) Manages the Civilian Personnel Board (CPB) for FCOE. Serves as the liaison between FCoE and DtCG for all CPB requests.

(7) Applies manpower staffing models, to include participating in Structure Manning Decision Review (SMDR) and TRADOC Review of Manpower (TRM) annually. Determines manpower allocation and distributes higher headquarters manpower allocation using TRADOC Manpower Guidance and the Instructor Manpower Requirements List (IMRL); applying manpower applications (*i.e.*, DSTE, Platoon Sergeant, and AMMO). Documents Table of Distribution and Allowance (TDA) and Mobilization TDA for all FCoE Unit Identification Codes (UICs).

(8) Prepares stationing plans IAW AR 5-10 for individual/leader development training to support system fielding.

(9) Prepares concept plan as required by AR 570-4. Performs analysis of workload changes in support of the Cost Benefit Analysis for Concept Plans; building TDA Crosswalk to show organizational structure changes.

(10) Applies Training Resource Arbitration Panel (TRAP) actions using applicable models, coordinates with schools, G3, and HQ.

(11) Performs analysis of POI manpower workload changes for TAC BA.

(12) Validates manpower resources within the applicable models and other staffing guidelines in support of AMO packets.

(13) Performs studies/analysis to determine minimum essential levels of equipment for all FCoE activities. Assists units in developing justification and DA Form 4610-R for changes in equipment requirements. Processes TDA equipment deletion requests and Common Table of Allowances (CTA) change request. Trains FCoE units on documentation process.

5-5. Headquarters and Headquarters Detachment (HHD).

The HHD supports the FCoE Mission Commander's mission and objectives by providing command, control, administrative, and logistical support to the FCoE staff, directorates, and NCOA. The HHD accomplishes its mission through close coordination with staff and directorates, execution of quality and professional support and promotion of a positive command climate/environment. The HHD is responsible for executing the following core competencies and related functions in support of the FCoE.

Major Functions and Responsibilities.

a. Key Priorities.

- (1) Execute UCMJ responsibilities at the company level.
- (2) Manages and enforces Physical Fitness program policy requirements; provide appropriate support and oversight as necessary.
- (3) Manages and executes the Urinalysis Program.
- (4) Manages and executes the Army Body composition Program (ABCP).
- (5) Provide support related to Command Issues – examples include AER, Red Cross, emergency leaves, pay inquiries, open door issues, flagging actions.
- (6) Responsible for the development and briefing of the detachment monthly NET USR.
- (7) Manages and executes the detachment Suicide Prevention Program.
- (8) Manages and ensures the execution of the detachment and EO Program.
- (9) Manages and executes detachment Retention Program.
- (10) Manages and executes detachment Safety Program.

b. Logistical Support.

- (1) Responsible for Property Accountability and the Command Supply Discipline Program (CSDP) throughout the HHD.
- (2) Manages internal policy and maintain HHD Budget.
- (3) Manages and oversees Headquarters Detachment Temporary Duty (TDY) and Defense Travel System (DTS) actions.
- (4) Responsible for the facility maintenance of McNair Hall.

c. Administrative Support.

- (1) Manages Personnel Accountability for those personnel assigned to the HHD.
- (2) Responsible for the management and execution of awards for those personnel assigned to the HHD.
- (3) Responsible for the management and execution of evaluations (OERs/NCOERs) for those personnel assigned to the HHD.
- (4) Track and execute AR 350-1 training and Civilian mandatory training; ensure compliance with training requirements is achieved.
- (5) Provide for Personnel Actions as required.
- (6) Monitor and supervise Additional Duties as required.

d. Medical Support. Responsible for providing support and ensuring compliance with Medical/Dental Readiness.

Chapter 6

United States Army Air Defense Artillery School (USAADAS)

6-1. Mission.

The United States Army Air Defense Artillery School (USAADAS) trains the Army's air and missile defense (AMD) Soldiers, Fires Leaders, and Civilians; supports training of operational Army forces as well as Joint, Interagency, and Multinational (JIM) Forces; sets the standard for AMD training, provides AMD capabilities and doctrine to support the future force; performs ADA Soldier life-cycle management; and assists in the accession and retention of its Soldiers in the Army.

Organization.

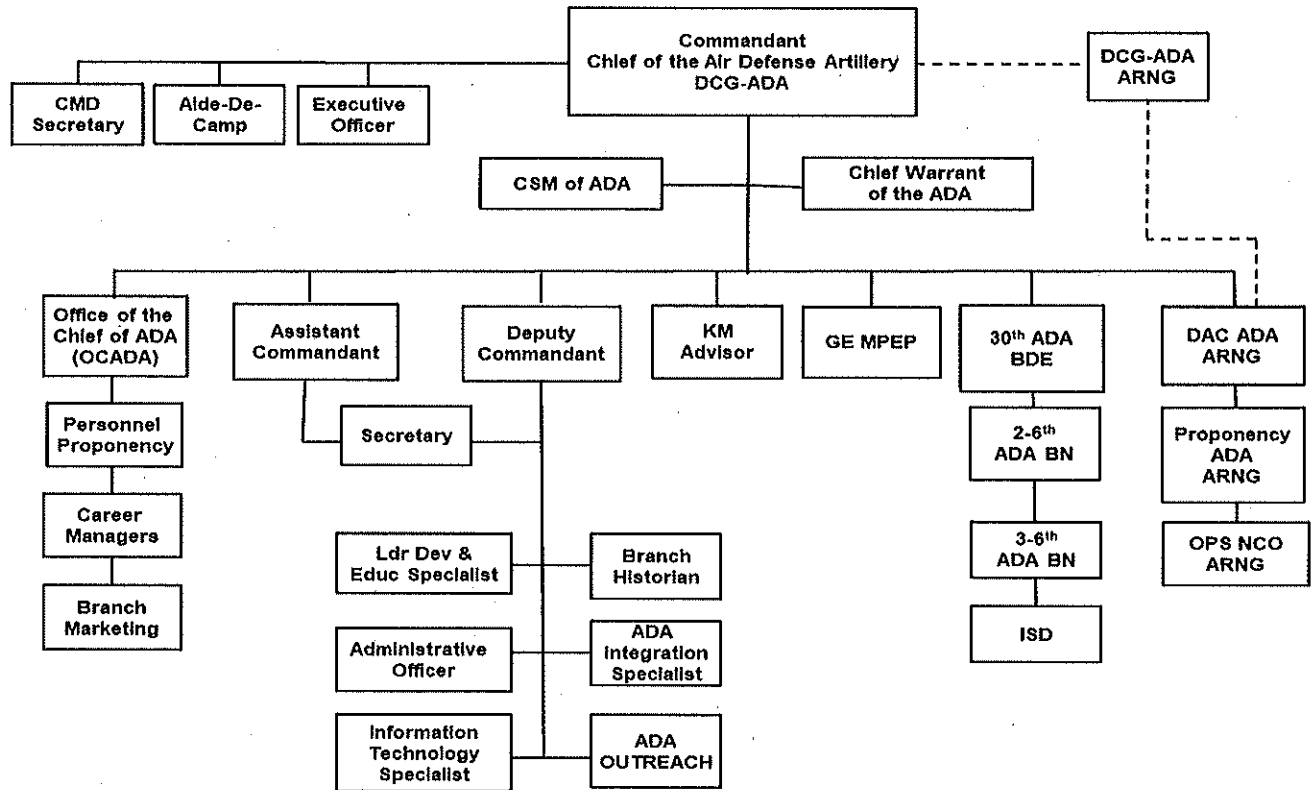


Figure 6-1. Organization of the ADA Commandant

Major Functions and Responsibilities.

a. USAADAS provides skilled ADA Soldiers to the force, capable of fighting interdependently with other elements of the JIM team at strategic, operational, and tactical levels.

b. USAADAS educates and grows leaders. The School creates versatile and adaptive leaders, proficient in their branch and the fires environment through the use of state-of-the-art virtual and constructive training, education, leader development courses, and

materiel which will span individual and collective training, as well as, self-development, institutional, and operational assignment training.

c. USAADAS engages, collaborates, and partners with other branches, military services, coalition forces, and inter-agencies to expand interoperability and integration, and to develop AMD students into master integrators of AMD and fires capabilities at all echelons.

d. USAADAS collects ADA observations from the field and facilitates dissemination of lessons learned to operational forces, the institutional Army, and the joint community, through cooperation with the Center for Army Lessons Learned (CALL), Combat Training Centers (CTCs), and other outside agencies.

e. USAADAS ensures that the history and traditions of ADA are documented and maintained.

6-2. ADA School Commandant (ADA CMDT)/Deputy Commanding General-ADA (DCG-ADA).

The ADA CMDT of USAADAS and Chief of the Air Defense Artillery also serves as the DCG-ADA. The ADA CMDT, as the Branch Proponent, is responsible for personnel and leader development, doctrine and education, and the execution of branch-specific training; leveraging and disseminating lessons learned from the field; developing the accessions strategy; and providing recommendations to senior Army leaders on the personnel life cycle and career path of ADA Soldiers and Leaders IAW AR 5-22. The Commandant is also responsible for the institutional training of all Army, Joint, and Allied air and missile defense leaders. The DCG-ADA assumes responsibilities as CG, FCoE and Fort Sill, when required.

Major Functions and Responsibilities.

a. The DCG-ADA is the course convening authority for all ADA courses, and serves as the TRADOC Training Proponent for all functional areas assigned in TRADOC PAM 350-70-16. As such, he acts as the approving authority for all training POIs assigned.

b. Serves as the proponent with primary responsibility for the execution of training, leader development, education, and personnel responsibilities for the branch. Defines professional development models, career progression plans, and training requirements and approves training strategies to support the total ADA force. Manages the eight lifecycle functions prescribed in AR 600-3 for the Career Management Fields.

c. Exercise command responsibilities for subordinate brigades. Serves as principal advisor in all command matters and is authorized to give orders, directions, and guidance, which have the same force and effect as those given by the CG.

d. Oversee budget execution and personnel manning across the USAADAS. Advises the CG of any key funding issues, personnel issues, shortfalls or other concerns that could potentially negatively impact the ADA School. Recommends USAADAS internal moves of senior leaders; approving authority with the FCoE CG.

e. Counsel, mentor, and develop battalion commanders and mentors battalion CSMs with USAADAS CSM.

f. Furnish subject matter expert support for developing materiel systems and system training support products.

g. Ensure adequate personnel, funds, facilities, and other resources are provided in support of school training requirements.

h. Aid in the establishment and prioritization of requirements for procurement, maintenance, and operation of adequate housing, academic buildings, equipment, training areas, other authorized facilities and training support.

i. Ensure the development, maintenance, and access to training strategies, programs, and doctrine-based instructional materials and resources (CATS, Standards in Training Commission, and STRAPS)

j. DCG-ADA performs duties as the Chief of ADA IAW AR 5-22, the Army Proponent System, and AR 600-3, The Army Personnel Development System.

k. Focuses on the needs of the ADA force and approves changes to doctrine, organizational construct, training, leader development, materiel solutions, and promotion guidance that affect ADA Soldiers and units inside the Army.

l. Provide review, recommendations and approval for the development of ADA doctrine, training, and leader development and establishes individual and collective standards of performance for ADA Soldiers and units at platoon and below. Maintains proponentcy for CMF 14 tasks and currency of ADA Army Occupational Codes (AOC), Military Occupational Specialty (MOS), Skill Identifier (SI), Additional Skill Identifier, Special Qualification Identifier (SQI), and Project Development Skill identifier (PDSI) producing qualifications.

m. Assumes the position as the Deputy CG for specified duties and tasks assigned. Assigned duties and tasks are not to supersede the FCoE Deputy CG, they are to assist when needed.

n. Support the modernization of the DOTmLPF-P throughout the FCoE enterprise in-line with their specific branch.

6-3. ADA School CSM.

The USAADAS' Command Sergeant Major (CSM) serves as the Senior Enlisted Advisor to the ADA Commandant, as well as, to ADA NCO's and enlisted personnel.

Major Functions and Responsibilities.

a. Advises the Commandant on instructor assignments, reception and integration, and certification of NCO's.

b. Provides senior mentorship to resident course students as required.

c. Reviews and provides recommendations for revision of all doctrine material that affects the ADA force.

d. Serves as an advisor to the executing agents within USAADAS on ADA training and development.

6-4. ADA Chief Warrant Officer of Branch (CWOB).

ADA Chief Warrant Officer of the Branch (CWOB) serves as the Senior Warrant Officer Advisor to the ADA Commandant, Director of OCADA, and USAADAS subject matter expert on all matters concerning ADA Warrant Officers within active and reserve components with personnel responsibilities for the branch.

6-5. ADA School Assistant Commandant (AC).

Advises and assists the Commandant on all matters pertaining to the USAADAS. The AC provides over watch and acts as a liaison for the Commandant to ensure intent is carried out in short and long-range planning. The AC serves as a liaison to Directorate of Training and Doctrine Development (DOTD) for all ADA training, doctrine, and leader development. Formulates and revises plans, programs, policies, and procedures, and oversees staff actions, projects, and activities for the execution of the ADA branch vision. Assists in the development and integration of policies and plans for ADA training initiatives and leader training programs within the FCoE. Provides recent operational experience and ensures current lessons learned and evolving TTPs are incorporated into programs of instruction (POIs). Assists the Commandant with external engagement efforts linking the ADA School with the operational force. He assists the Commandant in influencing HQDA, Joint, and TRADOC staffs to realize branch strategies.

6-6. ADA School Deputy Commandant.

Provides daily technical and managerial direction for the USAADAS and Commandant's staff by coordinating and integrating activities of the 30th ADA Brigade, OCADA, the ADA Branch Historian, and the Commandant's staff. Serves as a liaison and represents the Commandant to FCoE Staff, DOTD, and FFID for all ADA systems, capabilities, and force structure. Formulates and revises plans, programs, policies, and procedures for the execution of the ADA branch vision, and assists in the integration of the USAADAS Training Strategy into the FCoE. Provides oversight on the supporting training strategies, leadership development, simulations training strategy, and ADA future requirements and strategy. The Deputy Commandant may represent USAADAS at events, providing advice and guidance to the Department of Defense, Army Staff, Congressional staffs, major commands, research and study activities and members of the training community. Briefs General Officers, Senior Executive Service personnel and visiting foreign officials on USAADAS actions and initiatives, and assists the Commandant in influencing HQDA, Joint, and TRADOC staffs to realize branch strategies and modernization efforts. Provides oversight of the International Student Division (ISD).

6-7. Office, Chief of Air Defense Artillery (OCADA).

The Office of the Chief of Air Defense Artillery serves as the proponent for the Chief of ADA on all Army Regulation, AR 600-3, personnel proponent actions, requirements, policies, and responsibilities relating to the ADA Forces.

Organization.

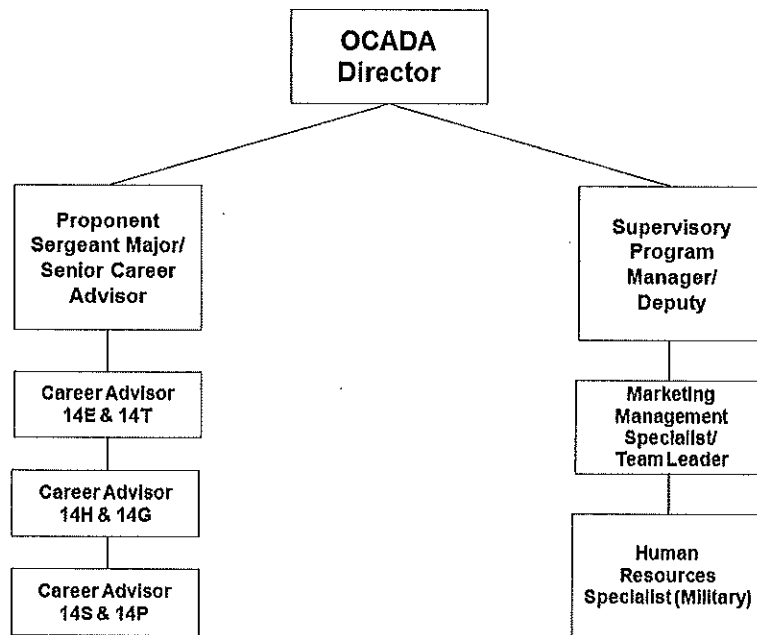


Figure 6-2. Organization of OCADA

Major Functions and Responsibilities.

a. Serves as the integrator for the Chief of ADA on all AR 5-22 branch proponentcy actions, requirements, policies, and responsibilities relating to ADA doctrine, training, organization, and equipment.

b. Advises and assists the Chief of ADA and all principle staff members in the coordination and integration of reserve component ADA concerns and issues; maintains oversight of training, equipment, materiel, and employment by review of unit training; and performs such tasks as may be required by the Chief of ADA.

c. Responsible for the eight life cycle management functions of their prospective career fields. Takes the lead in defining developmental needs, refining requirements in the field, and providing assistance to improve all aspects of the Army's personnel management system. Responsible for developing, monitoring, and assessing equal opportunity and affirmative action for each of the eight personnel life-cycle management functions of their respective career fields.

d. Serves as the liaison between HRC and all units on Fort Sill; assists with follow on schools and assignments for all ADA Basic Officer Leadership Course (BOLC), ADA Captains Career Course; monitors implementation of the lieutenant IMT strategy; provides career counseling and guidance to all officers as requested; and promotes the ADA and Fort Sill assignment opportunities.

e. Provides interface and liaison between all components of the Total Army to ensure that the current and proposed organizational design and resourcing programs are accomplished IAW applicable constitutional, statutory, and regulatory requirements.

6-8. ADA School Management Staff.

Provides direct staff management support to the ADA School. Conducts studies, performs analysis, and leads multifunctional teams in order to deliver actionable plans, information papers, point papers, and decision briefs germane to the ADA School. Additionally, the staff provides for: Training and Education; Training Resource Management; Historian; ADA Strategic Management; and assistance with the ADA's portion of the Fires Magazine.

6-9. Deputy Assistant Commandant (ARNG).

Serves as the advisor to, and as the personal representative of, the ADA Commandant for all ARNG matters. Responsible to ADA Commandant for monitoring all ARNG domains of DOTmLPF-P. Ensures the ARNG is fully integrated in the planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution by all United States Army Air Defense Artillery School Command and Staff elements.

6-10. 30th ADA BDE.

The Mission of the 30th ADA BDE conducts Army, Joint, and Combined AMD training. This includes the AMEDD Direct Commissioning Course on Fort Sill, as well as designated locations, in order to provide the Operational Force with well-trained and disciplined Soldiers, that can have an immediate positive effect at their next Unit of Assignment.

6-11. International Student Division (ISD).

ISD is aligned under 30th ADA BDE. The ISD serves as the principal contact for all International Military Students (IMS) attending courses at Fort Sill, OK. The mission of the International Student Division is to support the Security Assistance Training Program (SATP) objectives through: administration, academics, sponsorship program, and field study program.

Chapter 7

United States Army Field Artillery School (USAFAS)

7-1. Mission.

The United States Army Field Artillery Commandant serves as the center of support for the Branch. The Commandant ensures application and training of instruction on Field Artillery operations and fires that are synchronized with approved doctrine among a range of forces that support the Field Artillery. These include the 428th Field Artillery Brigade which operates the school, the Fort Sill NCO Academy which trains all 13-series MOS' as part of the NCO Education System, the Regional Training Institutes that support Army National Guard (ARNG) 13-series MOS training, the Training Support Brigades that support ARNG training and mobilization, the instructors who provide fires instruction at the Army and sister-services Intermediate Level Education (ILE) equivalent schools, other Centers of Excellence and branch schools, the Combat Training Centers (CTCs), and schools and training teams within the Joint fires

community. There are scores of other commands and agencies that contribute directly and indirectly in the accession of men and women into the Field Artillery force and in the conduct of Initial Entry Training. As the Army transforms to meet the challenges and demands for tomorrow's military, we must internally examine, modify and improve on our institutional processes to better support Force Generation, support the commanders in the field, and in the development of our future leaders.

Organization.

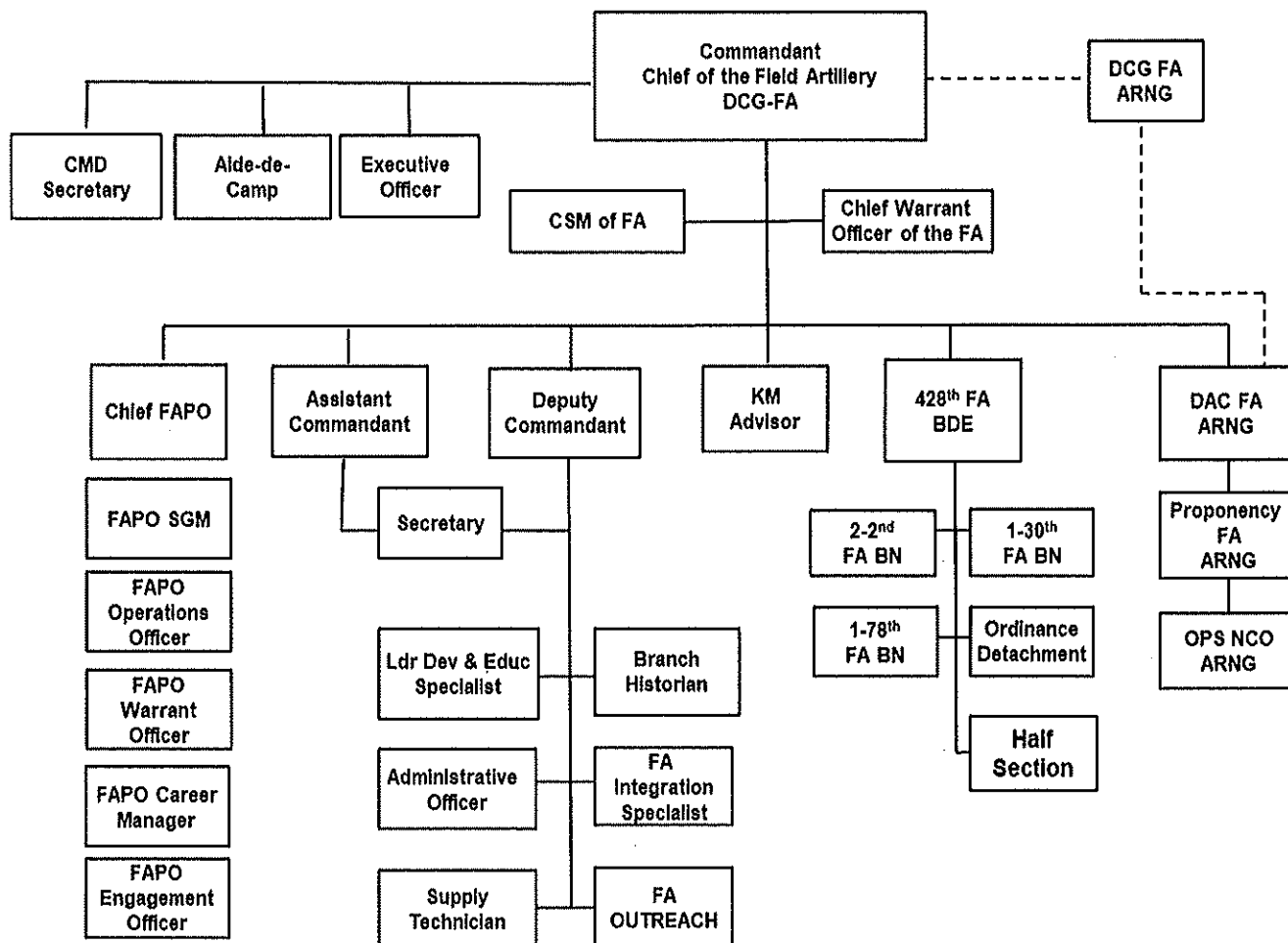


Figure 7-1. Organization of the FA School

Major Functions and Responsibilities.

a. The Commandant trains and educates Field Artillery Soldiers and leaders through hands-on, simulations, and classroom instruction so they are skilled in the science and practice of their profession. The Commandant educates Army and Marine Corps officers and NCO's so they are confident and competent in the art of command and employment of joint fires capabilities.

b. The Commandant engages, collaborates, and partners with sister-Services, other fires warfighting function proponents, and multi-national partners to expand the

interoperability and expeditionary mindset of the students and develop them into master integrators of fires and effects at all echelons of command enabling our Artillerists to effectively and efficiently conduct operations in the joint, interagency, and multinational (JIM) environment.

c. The Commandant supports the Operating Force by providing Master Gunners and subject matter experts. The Commandant designs and instructs Artillery individual and collective training based on the needs of the force.

d. The Commandant collects Field Artillery and fires observations from the field and through collaboration and sharing of knowledge with other Centers of Excellence, branch schools and outside agencies such as the Center for Army Lessons Learned (CALL), the Combat Training Centers (CTCs), and Joint Commands. The Commandant also facilitates the dissemination of these lessons learned to the institutional Army, the Operating Force, and the Joint fires community.

e. The Commandant promotes outreach to the Operating Force, the Joint fires community, multi-national partners, and allies. The Commandant engages, collaborates, and partners with other branches, Services, coalition forces, and interagency partners to expand interoperability and integration, and to develop fires students into master integrators of fires and fires capabilities at all echelons. The Commandant hosts subject matter expert exchanges and visits by senior foreign distinguished visitors and provides training teams and exchanges that support theater engagement plans.

f. The Commandant ensures that the history and traditions of the Field Artillery are documented and accessible for all to read and embrace.

7-2. FA School Commandant (FA CMDT)/Deputy Commanding General-FA (DCG-FA).

The FA CMDT of USAFAS and the Chief of the Field Artillery Branch also serves as the DCG-FA. The FA CMDT, as the Branch Proponent, is responsible for Personnel and Leader Development, Doctrine and Education, and the execution of branch-specific training; leveraging and disseminating lessons learned from the field; developing the accessions strategy; and providing recommendations to senior Army Leaders on the personnel life cycle and career path of FA Soldiers and Leaders in accordance with (IAW) AR 5-22. The FA CMDT is responsible for Field Artillery and fire support institutional training of all Army and USMC FA leaders. Additionally, the Commandant provides recommendations and requirements to the FCoE Commander regarding Field Artillery force management, training development and modernization requirements. The DCG-FA assumes responsibilities as CG, FCoE and Fort Sill, when required.

Major Functions and Responsibilities.

a. The DCG-FA is the course convening authority for all FA courses and serves as the TRADOC Training Proponent for all functional areas assigned in TRADOC PAM 350-70-16. Approves all training POIs assigned courses.

b. Serves as the proponent with primary responsibility for the execution of training, leader development, education, and personnel responsibilities for the branch. Defines professional development models, career progression plans, and training requirements

and approves training strategies to support the total FA force. Manages the eight lifecycle functions prescribed in AR 600-3 for the Career Management Fields.

c. Exercises command responsibilities for subordinate brigades. Serves as principal advisor in all command matters and is authorized to give orders, directions, and guidance, which have the same force and effect as those given by the CG.

d. Oversees budget execution and personnel manning across the USAFAS. Advises the CG of any key funding issues, personnel issues, shortfalls or other concerns that potentially negatively impact the FA School. Recommends FCoE internal moves of senior leaders; approving authority with the FCoE CG.

e. Counsels, mentors, and develops battalion commanders and mentors battalion CSMs with USAFAS CSM.

f. Furnishes subject matter expert support for developing materiel systems and system training support products.

g. Ensures adequate personnel, funds, facilities, and other resources are provided in support of school training requirements.

h. Aids in the establishment and prioritization of requirements for procurement, maintenance, and operation of adequate housing, academic buildings, equipment, training areas, other authorized facilities and training support.

i. Ensures the development, maintenance, and access to training strategies, programs, and doctrine-based instructional materials and resources (CATS, Standards in Training Commission, and STRAPS)

j. The DCG-FA performs duties as the Chief of FA IAW AR 5-22, the Army Proponent System, and AR 600-3, The Army Personnel Development System.

k. Focuses on the needs of the FA force and approves changes to doctrine, organizational construct, training, leader development, materiel solutions, and promotion guidance that affect FA Soldiers and units inside the Army.

l. Provides review, recommendations and approval for the development of FA doctrine, training, and leader development and establishes individual and collective standards of performance for FA Soldiers and units at platoon level and below. Maintains proponency for CMF 13 tasks and currency of FA Army Occupational Codes (AOC), Military Occupational Specialty (MOS), Skill Identifier (SI), Additional Skill Identifier, Special Qualification Identifier (SQI), and Project Development Skill Identifier (PDSI) producing qualifications.

m. Assumes the position as the Deputy CG for specified duties and tasks assigned. Assigned duties and tasks are not to supersede the FCoE Deputy CG, they are to assist when needed.

n. Support the modernization of the DOTMILPF throughout the FCoE enterprise in-line with their specific branch.

7-3. FA School CSM.

The Command Sergeant Major of the Field Artillery serves as the senior enlisted advisor to the Field Artillery Commandant. The Field Artillery CSM Serves as the Commandant's subject matter expert on all matters concerning enlisted training and education. The Field Artillery CSM exercises supervisory mentorship over the 428th FAB and the USAFAS campus facilities. The CSM advises and assists in the formulation and implementation of enlisted personnel management of Career Management Field (CMF)

13 and makes recommendations on the personnel life cycle functions appropriate for the branch. The CSM conducts training, leader development and education, and has personnel responsibilities for the branch.

Major Functions and Responsibilities.

- a. Monitors training (focusing on individual, crew, and small unit tasks), MOS utilization, reenlistment, promotion and disciplinary measures to improve readiness, Soldier welfare and morale throughout the Branch.
- b. Assists in overseeing the planning and execution of ceremonies that involve the Commandant.
- c. Supervises and supports the reenlistment program, within USAFAS, to ensure we retain the best Soldiers in adequate numbers to meet Branch objectives.
- d. Serves as the subject matter expert (SME) on individual and collective training and education for the USAFAS, FSNCOA, AIT, the Master Gunner Division, and the Operational Training Division (OTD).
- e. Assists in integrating the Commandant's priorities with FCoE staff actions, the Army Targeting Center (ATC), Directorate of Training and Doctrine (DOTD), and Capabilities Development and Integration Directorate (CDID).
- f. Advises and assists in the formulation and implementation of enlisted personnel management for CMF 13.
- g. Makes recommendations on the personnel life cycle appropriate for the branch.

7-4. FA Chief Warrant Officer of Branch (CWOB).

Serves as the Chief Warrant Officer of the Branch (CWOB). Acts as a principle advisor to the Field Artillery Commandant. Represents the Commandant at events as needed, providing advice and guidance to the Department of Defense, Army Staff, Congressional staffs, major commands, research/study activities, and members of the training community. Briefs General Officers, Senior Executive Service personnel, and visiting foreign dignitaries on branch actions and initiatives.

Major Functions and Responsibilities.

- a. Serves as the Commandant's principle lead for Warrant Officer issues.
- b. Communicate with the operational force on all Warrant officer related issues.
- c. Represents the Field Artillery on the Army VCOS ASWOC.
- d. Assists the Commandant by developing a strategy and vision on Warrant Officer Development.
- e. Serves as a senior Field Artillery advisor to the Commandant on all technical matters pertaining to Field Artillery Proponency and Training and education for Warrant Officers.

7-5. FA School Assistant Commandant (AC).

Advise and assist the Commandant on matters pertaining to the Field Artillery. Serves as the principle military Assistant to the Commandant and represents the Commandant as required. The Assistant Commandant (AC) ensures the Commandant's intent is carried out in short and long range planning through execution.

Major Functions and Responsibilities.

- a. Serves as the primary liaison for integrating the Commandant's priorities into FCoE external agencies to include the operational force, the other Centers of Excellence and schools, the Department of the Army and Joint agencies, and international partners.
- b. Formulates and revises plans, programs, policies, and procedures for the execution of the vision of the Branch.
- c. Develop policies and plans for the development of Field Artillery Training and leader development programs.
- d. Assist in the integration and execution of the Commandant's Strategy.
- e. Provides recent operational experience, and ensures current lessons learned and evolving TTPs are incorporated into the program of instruction.
- f. Provide oversight on supporting training strategy, leadership development and simulations strategy, and Field Artillery future requirements and strategy.
- g. Approves the command calendar, de-conflict coverage of significant events. Ensure one of the "Top 4" are represented at installation events.
- h. Approves all SITREPs and all other external official correspondence.
- i. Provides oversight of all Field Artillery Major's Artillery professional development at Command and General Staff College (CGSC).
- j. Assists the Commandant with external engagement efforts linking the Commandant and the FA School with the operational force.
- k. Assists the Commandant in influencing HQDA, Joint, and TRADOC staffs to realize branch strategies.
- l. Serves as the Foreign Liaison Officer Contact Officer.
- m. Provides oversight of the Field Artillery Proponents Office (FAPO).
- n. As the Commandant's principle military representative, the Assistant Commandant is delegated to certify (sign) the instructor certification packets.

7-6. FA School Deputy Commandant (DC).

Serves as the principle civilian deputy to the Commandant. Represents the Commandant as needed. The Deputy Commandant (DC) provides advice and guidance to FCoE and USAFAS agencies, integrating the Commandant's vision and carries efforts through execution.

Major Functions and Responsibilities.

- a. Coordinates and integrates the activities of the 428th FAB, the Field Artillery Proponency Office (FAPO), the Field Artillery Historian, the Commandant's staff, FCoE staff, the Army Multi-Domain Targeting Center (AMTC), Director of Training and Doctrine (DOTD), Field Force Integration Division (FFID), and other FCoE agencies.
- b. Responsible for strategic planning for the Commandant.
- c. Formulates and revises plans, programs, policies, and procedures for the execution of the vision of the Commandant.
- d. Develops policies, procedures, and plans for the development of Field Artillery training initiatives and leader development programs in line with the Army and TRADOC Training Transformation.

e. Provides leadership, professional guidance, decisions, and assistance on military and civilian personnel management matters, to include the validation of USAFAS instructor packets.

f. Oversees the Commandant's budget.

g. Provides technical and managerial direction for USAFAS.

7-7. Field Artillery Proponent Office (FAPO).

The Office of the Chief of Field Artillery serves as the proponent for the Chief of FA on all Army Regulation, AR 600-3, personnel proponency actions, requirements, policies, and responsibilities relating to the FA Forces.

Organization.

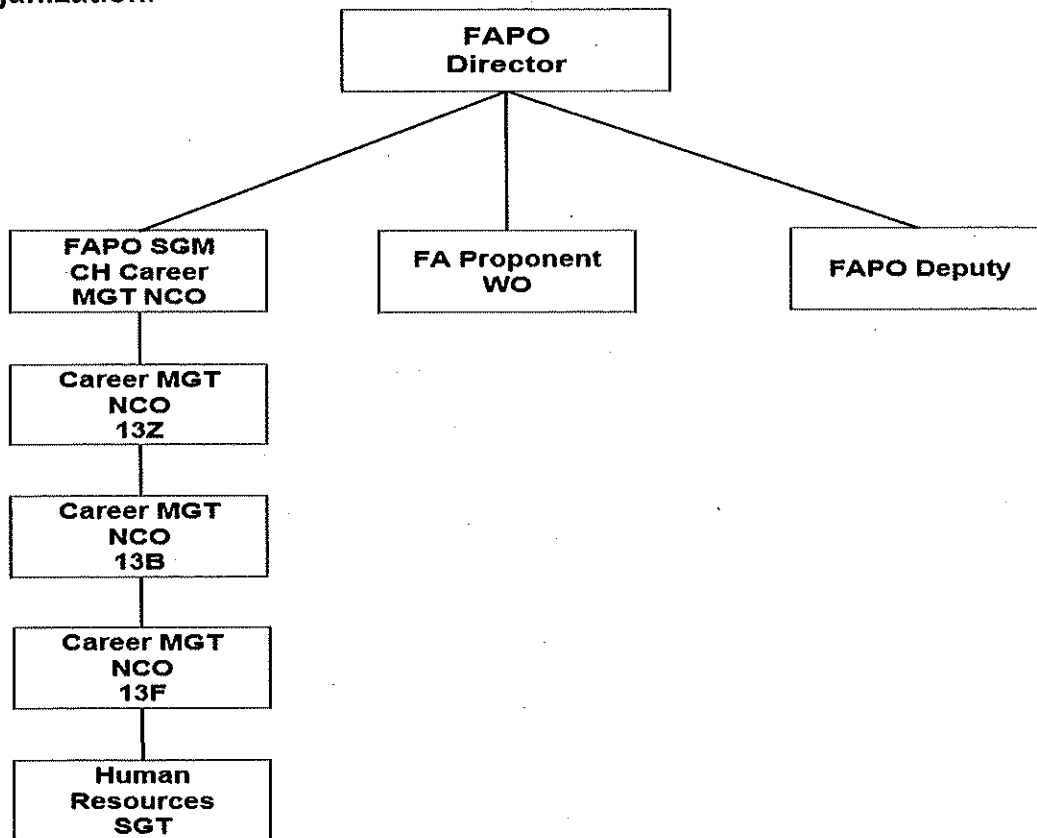


Figure 7-2. Organization of FAPO

Major Functions and Responsibilities.

a. Serves as the integrator for the Chief of FA on all AR 5-22 branch proponency actions, requirements, policies, and responsibilities relating to FA doctrine, training, organization, and equipment.

b. Advises and assists the Chief of FA and all principle staff members in the coordination and integration of reserve component FA concerns and issues; maintains oversight of training, equipment, materiel, and employment by review of unit training; and performs such tasks as may be required by the Chief of FA.

c. Responsible for the eight life cycle management functions of their prospective career fields. Takes the lead in defining developmental needs, refining requirements in the field, and providing assistance to improve all aspects of the Army's personnel management system. Responsible for developing, monitoring, and assessing equal opportunity and affirmative action's for each of the eight personnel life-cycle management functions of their respective career fields.

d. Serves as the liaison between HRC and all units on Fort Sill; assists with follow on schools and assignments for all FA Basic Officer Leadership Course (BOLC), FA Captains Career Course; monitors implementation of the lieutenant IMT strategy; provides career counseling and guidance to all officers as requested; and promotes the FA and Fort Sill assignment opportunities.

e. Provides interface and liaison between all components of the Total Army to ensure that the current and proposed organizational design and resourcing programs are accomplished IAW applicable constitutional, statutory, and regulatory requirements.

7-8. FA School Management Staff.

Provides direct staff management support to the FA School. Conducts studies, performs analysis, and leads multifunctional teams in order to deliver actionable plans, information papers, point papers, and decision briefs relevant to the FA School. Additionally, the staff provides for: Training and Education; Training Resource Management; Historian; FA Strategic Management; and assistance with the FA's portion of the Fires Magazine.

7-9. Deputy Assistant Commandant (ARNG).

Serves as an advisor to, and as a personal representative of, the Commandant on all National Guard matters. The Deputy Assistant Commandant (DAC) is responsible to the Commandant for monitoring all domains of DOTMLPF. Ensures the uniqueness of the National Guard considerations are fully understood and integrated in the planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution.

Major Functions and Responsibilities.

a. Work closely and in concert with the FCoE's Senior Guard Advisor (SGA) to ensure all of the ARNG equities are understood and communicated in all venues.

b. Submit bi-weekly updates to the Commandant's office and the Senior Guard Advisor for inclusion in the FCoE's CG updates and SITREPs.

c. Represents the Commandant at senior-level meetings and conferences as needed and at the ARNG Field Artillery Advisory Committee and ARNG Fires Readiness Advisory Counsel.

d. Represents the Commandant, as required, at Reserve Component meetings, conferences, and activities.

e. Integrates and resolves issues for both the ARNG as they relate to Field Artillery and mobilization training.

f. Serves as the Deputy Chief of the Field Artillery for ARNG Field Artillery Forces, advises and assists the Deputy Commanding General (DCG) Field Artillery ARNG, the Senior Army Guard Advisor, the Assistant Commandant, and the Deputy Commandant

on matters pertaining to the National Guard's Field Artillery. The DAC-ARNG provides over watch for the AC on short & long-range planning through execution.

g. Serves as an ARNG Field Artillery liaison to the AMTC, DOTD, and FFID.

h. Formulates and revises ARNG plans, programs, policies, and procedures for the execution of the vision of the Commandant.

i. Assists in the integration of the Commandant's Training Strategy to include policies and plans for the development of Field Artillery Training initiatives and leader training programs to ensure National Guard perspective is included.

j. Ensures that National Guard input is provided in the development, evaluation, and revision of all Field Artillery training and doctrine products, training devices, and programs of instruction.

k. Serves as the staff link between the Commandant, the DCG (ARNG), the SGA, the NGB, State Adjutants General, senior Field Artillery commands, and the ARNG Regional Training Institutes on National Guard Field Artillery matters.

l. Responsible for orientation and counseling of all National Guard Field Artillery Officers attending Field Artillery courses.

m. Host quarterly ARNG Field Artillery War Fighter Forums to inform the force on the overall state of the Branch, emerging requirements and initiatives, and other pertinent information.

7-10. 428th FA BDE.

The 428th Field Artillery Brigade trains and educates Soldiers and international partners in Field Artillery and Fire Support core competencies and values based leadership and conduct as a member of the profession of arms in order to provide capable and confident leaders and artillery men and women to the operational force.

7-11. Ordinance Training Detachment (OTD).

The OTD is aligned under the 428th FA BDE. The OTD safely trains and develops highly skilled, disciplined, and physically fit Soldiers who are committed to the Army Values and the Warrior Ethos, and are ready to contribute immediately to their gaining unit; provide mission command, force protection, administrative, training, and logistical support for assigned and attached personnel and their Families. The OTD is attached to Fort Sill through the 428th FA BDE. OTD trains the following Soldiers: Ground Radar Repairers (94M) and Patriot Missile Systems Repairers (94S). 94M Soldiers conduct repairs on the following radars: AN/TPQ-36, AN/TPQ-37, AN/MPQ-64, and the Lightweight Counter Mortar Radar (LCMR). 94S Soldiers conduct repairs on AN/MSQ-104 or Engagement Control Stations (ECS) and most of its subsystem components. The OTD is attached to 428th FA BDE.

7-12. Half Section.

The Half Section is aligned under the 428th FA BDE and supports the Senior Commander at various events.

a. The Half Section performs at ceremonies and for visiting dignitaries at Fort Sill.

b. The Section also performs at parades, rodeos, fairs and numerous celebrations throughout the United States in response to military and civilian requests.

c. The Half Section also has a funeral caisson and supports funerals for O-6 and above Medal of Honor recipients and senior dignitaries.

Chapter 8

Basic Combat Training (BCT)

434th FA BDE.

The 434th Field Artillery Brigade receives, administratively in processes, and trains Initial Entry Training (IET) Soldiers transforming Civilians into disciplined Soldiers that possess the Army values, fundamental Soldier skills, physical fitness, teamwork, self-confidence, discipline, and commitment to become adaptive and flexible Soldiers ready to join and contribute to their first unit of assignment. The brigade commander reports directly to the USAFCoEFS CG (TRADOC Mission Commander) and indirectly to the U.S. Army Center for Initial Military Training (USACIMT) Commander (IMT program of instruction lead for TRADOC)

8-1. Mission.

434th FA Brigade conducts reception operations and Basic Combat Training (BCT) by integrating and transforming civilian volunteers into disciplined, motivated and fit Soldiers in order to provide the Army with competent and confident warfighters willing to live the Army Values.

Organization.

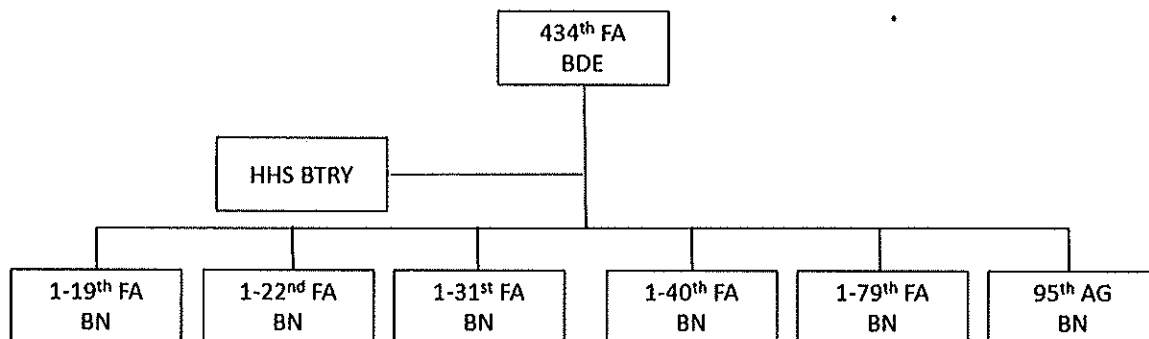


Figure 8-1. 434th FA BDE Organization

Major Functions and Responsibilities.

a. Headquarters and Headquarters Service Battery provides administrative and logistical support to the 434th FAB.

b. 1st Battalion, 19th FA. Conducts Basic Combat Training in order to develop Soldiers who will succeed at Advanced Individual Training and the US Army.

c. 1st Battalion, 22nd FA. Conducts Basic Combat Training in order to develop Soldiers who will succeed at Advanced Individual Training and the US Army.

- d. 1st Battalion, 31st FA. Conducts Basic Combat Training in order to develop Soldiers who will succeed at Advanced Individual Training and the US Army.
- e. 1st Battalion, 40th FA. Conducts Basic Combat Training in order to develop Soldiers who will succeed at Advanced Individual Training and the US Army.
- f. 1st Battalion, 79th FA. Conducts Basic Combat Training in order to develop Soldiers who will succeed at Advanced Individual Training and the US Army.
- g. 95th Adjutant General Battalion. Responsible for coordination and execution of reception processing of IET Soldiers entering service at Fort Sill.

Chapter 9

Noncommissioned Officers Academy (NCOA)

9-1. Mission.

The USAFCoEFS NCOA enhances Noncommissioned Officer (NCO) leader development through the Basic Leader Course, the Advanced Leader Course, and the Senior Leader Course. The NCOA provides NCO Professional Development System (NCOPDS) Enlisted Professional Military Education (EPME) for ADA and FA Soldiers. The NCOPDS education prepares NCO's to lead and train Soldiers; who work and fight under their supervision, and to assist their leaders to execute unit missions

Organization.

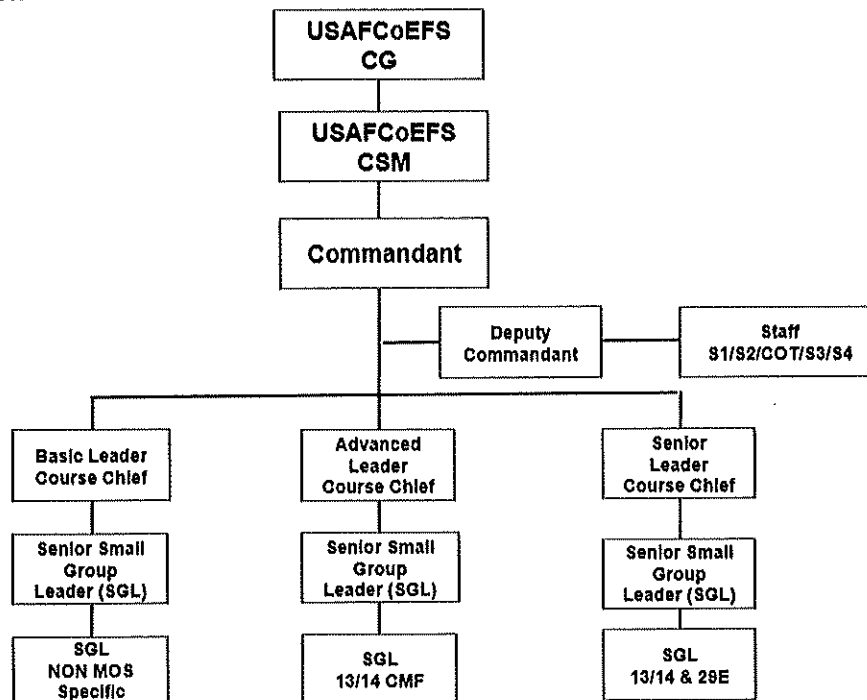


Figure 9-1. NCOA Organization

The NCOA consists of a Headquarters (Office of the Commandant) led by a Brigade nominative command sergeant major (CSM); a DA Civilian, Deputy Commandant; Human Resources Administrative Section, Operations Section, and Supply Section. The

NCOA is a Direct Reporting Unit (DRU) to the USAFCoEFS Commanding General for all mission command issues, with its educational functions and processes aligned under the FA Commandant and ADA Commandant for academic governance.

9-2. NCOA Commandant.

Serves as the Subject Matter Expert (SME) and USAFCoEFS POC for all matters pertaining to NCOPD education including supervision of reviews, updates of comments relating to POIs, regulations, publications, and training materials. Responsible for maintaining a working relationship between the ADA and FA Commandant Offices in order to grow future ADA and FA leaders through a formal NCO Professional Development program.

9-3. Deputy Commandant and HQ Staff.

The Deputy Commandant provides oversight, direction, synchronizes coordination of the activities of the NCOA staff, and executes supervisory responsibilities and mentorship of subordinate staff leads. Additionally, the Deputy Commandant manages the administrative, logistical, and other requirements for assigned personnel and resident students.

9-4. Basic Leader Course (BLC).

Mission at the BLC is to prepare promotable Specialists, and select non promotable Specialists with approximately three years of service for positions of higher responsibility; to educate how to visualize, describe and execute lessons learned while adapting to the demands of Unified Land Operations and prepare them for leadership duties with the self-confidence, knowledge and sense of responsibility necessary to train and lead subordinates. BLC is branch-immaterial, and taught installation and at Regional NCO Academies in a non-live-in environment.

9-5. Advanced Leader Course (ALC).

Mission of the ALC is to prepare promotable Sergeants, and select non promotable Sergeants with approximately 6-10 years of service to perform the duties of Squad Leader in their MOS to be adaptive leaders; critical and creative thinkers; technically and tactically proficient in skill three tasks; and to perform their assigned duties. NCO's learn how to conduct performance-oriented training. Graduates are able to confidently lead and train team/sections for their assigned missions. NCO's also learn some knowledge and skills related to performing as platoon sergeants. Branch specific phases of ALC allow NCO's to enhance their technical and leadership skills within the context of performing in their MOSs. Training builds on experience gained in previous training and operational assignments.

9-6. Senior Leader Course (SLC).

Mission of the Fires SLC is to prepare Sergeants First Class and promotable Staff Sergeants and select non promotable Sergeants with approximately 12-16 years of service to perform the duties of a Platoon Sergeant in ADA, FA, and EW units using small group train-the-trainer concept and to be technically and tactically proficient in skill

level 4 tasks. SLC is a branch specific course that provides an opportunity for Soldiers selected for promotion to SFC to acquire the leader, technical, and tactical skills, knowledge, and experience needed to lead platoon and battery size units. Training builds on experience gained in previous training and operational assignments.

Chapter 10

Fielded Force Integration Directorate (FFID).

The FFID serves as the CG's lead for fielded force capabilities and develops fielded force Fires requirements and concepts across the DOTmLPF-P domains. FFID integrates all of those domains for FCoE but is directly responsible for developing and integrating operational and functional concepts and organizational designs for the fielded force the same way the ADA and FA Commandants are directly responsible for the Training and Leader Development imperatives. FFID serves as the CG's lead for all fielded force fires development issues and ensures coordination and synchronization between the FCoE and external agencies. The directorate works closely with the Chiefs of ADA and FA to ensure effective coordination of fielded force development issues and represents the branch proponents regarding DOTmLPF-P Fires force modernization efforts. The FFID partners with the Combined Arms Center (CAC), Fires Capabilities Development and Integration Directorate (CDID) Army Futures Command (AFC), and ensures effective collaboration with the HQDA, other Centers of Excellence (CoE), other branch centers and program managers.

10-1. Mission.

The FCoE FFID builds the Fires Fielded Force by developing and integrating operational and functional concepts, organizational designs, assist with identifying requirements from the fielded force, and integrating DOTmLPF-P capabilities for FCoE.

Organization.

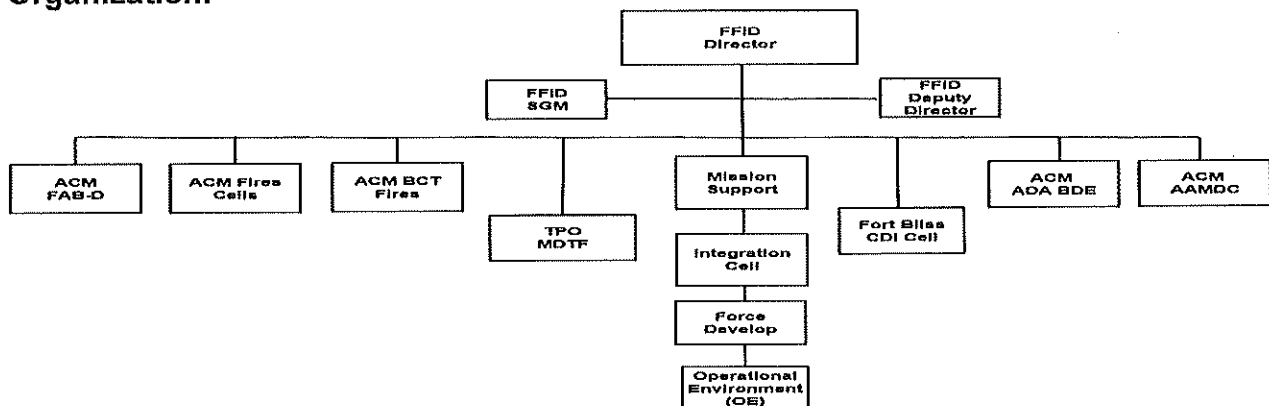


Figure 10-1. Fires FFID organization

FFID Competencies.

FFID supports four major core competencies in order to accomplish its mission.

- a. Core Competency #1 Operational Concept Development.
 - (1) Core Function #1. Operational Requirements Development.
 - (2) Core Function #2. Support Operational Environment Development.

- (3) Core Function #3. Operational Architectures.
- (4) Core Function #4. Operational Environment.
- b. Core Competency #2 Functional Concept Development.
 - (1) Core Function #1. Capability Based Assessment.
 - (2) Core Function #2. Materiel Requirements Development.
 - (3) Core Function #3. Requirements Development Analysis.
 - (4) Core Function #4. Incremental Development.
 - (5) Core Function #5. Test and Evaluation Support.
 - (6) Core Function #6. Studies and Analysis.
- c. Core Competency #3 Organizational Design Development.
 - (1) Core Function #1. Organization Modeling.
 - (2) Core Function #2. Organization Development.
- d. Core Competency #4 Capability Management.
 - (1) Core Function #1. DOTmLPF-P Integration.
 - (2) Core Function #2. Synchronize Field Force Systems Life Cycle Management.
- e. Supporting Functions.
 - (1) Supporting Function #1. Integrate/Manage Fires Warfighting Function.
 - (2) Supporting Function #2. Manage FFID Operations/Mission Support.

Major Functions and Responsibilities.

The major functions of FFID are to develop operational and functional concepts, organizational designs for the fielded force, assist in determining requirements, and integrate capabilities across Soldiers systems and brigade combat team formations. In performing these functions, the FFID facilitates the assessment, management, validation, and synchronization of DOTmLPF-P integration into combined arms capabilities that complement joint, interagency, and multinational capabilities.

a. Through the Integration and Mission Support Division, the FFID integrates and synchronizes internally within the directorate and FCoE, and externally with other AFC CDIDs, CoEs, and various external organizations. For those systems and other DOTmLPF-P solutions not chartered to a FFID, the FFID Mission Support must coordinate within FCoE and across the community in order to ensure that all capability disconnects are closed.

b. Through the Mission Support Division and Army Capability Managers (ACM) supports AFC as a member of an integrated concept team formed to write and review the concepts, scenarios, and operational environments that generate requirements for the fielded and future force.

c. The ACM serve as the FFID's single point of contact to oversee DOTmLPF integration for the Soldier, DIVARTY, Air Defense Artillery BDE, Field Artillery BDE, ABCT, SBCT, and IBCT IAW their charters.

(1) Represent the users for systems, system-of-systems, or a family-of-systems that provide required functional capabilities.

(2) Assess FA, ADA, and EW formations for current requirements. Serves as the primary user interface with the materiel developer, TRADOC, AFC CDIDs, and HQDA G-8 and G-3.

10-2. FFID Director.

The FFID Director Serves as the primary fielded force developer for operational and functional concepts, organizational designs, and fielded force requirements across the DOTmLPF-P domains. Serves as operational and functional concepts, organizational designs development activities lead for the Fires Center of Excellence for all fielded force activities for Field Artillery and Air Defense Artillery within the Fires Warfighting function. Manages eight core divisions (including five ACM) while providing oversight for four distinctive core mission sets (Operational Concepts, Functional Concepts, Organizational Design, and Fielded Force Capability Management). Provides required and timely capabilities to the Combatant Commanders and Operating Forces within the prescribed regulations and JSCIDS process. Acts as the FCoE executive agent for DOTmLPF-P integration. Represent the user in the development of current and future fielded force capabilities in support of current operations and contingency missions.

Major Functions and Responsibilities.

- a. Develops FCoE related operational and functional Concepts, organizational design, and fielded force capability management to validate DOTmLPF-P integrated combined arms capabilities that complement other joint, interagency, and multinational capabilities.
- b. Acts as the user representative to the material developer for FA and AMD systems.
- c. Responsible for future fielded force fires through programming, POM material integration and management of studies and analysis.

10-3. Mission Support Cell.

Serves as the operations staff for the FFID director in the execution of their responsibilities. This office focuses on the Integration and Operations that support or enable wide-ranging Fires Fielded Force capabilities. The Mission Support Cell is comprised of elements responsible for Fires integration functions, CDI Detachment functions, Fielded Force concepts and force development functions, and operational environment (OE) functions.

a. **Mission Support and Operations Roles and Responsibilities.** Lead the development of concepts, organizational designs, and operational environment (OE) products.

- (1) Provide internal controls, administration support, resource management, supply and logistics, information technology management and facilities management functions.
- (2) Oversee interoperability and commonality of related systems or functional capabilities for the Directorate.
- (3) Develop and maintain policy, procedures and business practices.
- (4) Develop and maintain business practices, and procedures.
- (5) Develop and maintain fiscal and personnel resource plans.
- (6) Supervise receipt analysis, status, and disposition of incoming actions, programs, tasking's, and visitor requirements.
- (7) Provide administration and logistics assistance to all directorate employees and associated contractors.
- (8) Provide information technology support and services.
- (9) Maintains all property book items.

(10) Prepares and executes budget

b. Fires Integration Cell Functions and Responsibilities.

(1) Coordinate actions that require integration across the FFID Divisions, ACMs, the FCoE Directorates, as well as external CoEs or other agencies.

(2) Ensure interoperability and commonality of related systems or functional capabilities for which the FCoE has proponentcy.

(3) Develop and maintain comprehensive plans to provide an integrated Fires capability to the Army.

(4) Executive agent for DOTmLPF-P synchronization throughout the FCoE.

(5) Maintain DOTmLPF-P synchronization plans ensuring all system/cross-system/integrated systems are synchronized for the Fires Fielded Force.

(6) Oversee and coordinate the management of internal and external integration efforts for the Directorate through FCoE, TRADOC, AFC Fires CDID, and DA staffs.

(7) Assist the Branch proponents in coordinating activities supporting the DOTmLPF-P process, Program Objective Memorandum (POM), funding priorities and strategy, and Capability Portfolio Reviews (CPR).

c. Fielded Force Development and Force Concepts Functions and Responsibilities. Leads the development of Field Force concepts that provide the context for assessment and analysis within the JCIDS process. These Field Force concepts illustrate how current forces will operate; describe the competencies required to carry out a range of military operations against adversaries in the expected joint operational environment; and demonstrate how a commander, using military art and science, might employ these capabilities to achieve desired effects and objectives.

(1) Leads organizational development, which includes developing and maintaining Unit Reference Sheets (URS), Tables of Organization and Equipment (TOE), force design updates, and rules of allocation for TOE and HQDA modeling.

(2) Participates in the TRADOC requirements determination process in support of Total Army Analysis (TAA).

(3) Reviews concepts, scenarios, and the operational environment that underpin the requirements for the fielded force and leads capabilities based assessments to include functional area, needs, and solutions analyses.

(4) Conducts DOTmLPF-P studies and analysis to support the Fielded Force fielding process. Utilizes, as part of the analysis effort, analytical tools and techniques such as models, simulations, literature searches, unit feedback, and subject matter expert panels.

(5) Develops and assists TRADOC in the development of analytical tools and techniques to support studies for which the FCoE is proponent. Monitors assigned studies being conducted under contract. Develops organizational structures, personnel, and equipment requirements in support of studies.

(6) Conducts short-term studies involving approved proponent organizations and assists in the long-term conceptual and derivative studies pertaining to those organizations.

(7) Develop future Fielded Force Design Updates (FDU).

(8) Develop doctrinal rules of allocation (ROA) for all TO&Es for HQDA modeling.

(9) Provide SME input to develop and maintain Manpower Allocation Requirements Criteria (MARC).

- (10) Assesses the impact of organizational design for all formations.
- (11) Provide DOTmLPF-P Force Structure/Manpower and Organizational Design domain assessments/coordination data for the ADA/FA Synchronization Plan and provide the organizational input into the concepts.
- (12) Lead the writing of future Fielded Force concept capability plans.
- (13) Develop and review Concept of Operations (CONOPS) and white papers.
- (14) Develop and review Fielded Force concepts and scenarios
- (15) Participate in the AFC concepts Community of Practice.
- (16) Participate in the development of joint concepts and leverage them in the development of Army Concept Framework.

d. Operational Environment Functions and Responsibilities.

- (1) Support future operational environment development.
- (2) Support TRADOC DCSINT development of Test Threat Support Packages (TTSP) by assisting in the development of threat TTSPs used in testing, modeling and simulation, for assigned areas.
- (3) Participates in support and maintenance of OE, with TRADOC and the CoE DCSINT, by operationalizing and continuing efforts to maintain currency and relevance in the understanding and portrayal of the OE and the threats that operate within that environment.
- (4) Maintain a knowledge base which encompasses geopolitics and globalization in economics, technology and demographics and incorporates both U.S. and threat military developments.
- (5) Provide Operational Environment/Threat statements for FCoE CDID JCIDS and associated system development documents, operational concepts, and FCoE DOTD doctrinal and Concept of Operations documents.
- (6) Coordinate draft System Threat Assessment Reports (STAR) and Validated Online Lifecycle Threat (VOLT) with system responsible CDID and ACM staff officers.

10-4. Army Capability Managers (ACM) Overview.

a. The FCoE ACMs two major roles. The first is to manage capability areas throughout the entire development process. The second is to maintain an operational unit focus for a system, a system-of-systems, or a family-of-systems as the user representative to the materiel developer. In both roles, the ACM integrates and synchronizes DOTmLPF for assigned systems, capabilities, and organizations. ACMs coordinate the integration of DOTmLPF in various formations, primarily conducted through visits to the Combat Training Centers and their respective units.

(1) The ACMs are TRADOC's primary agent for ensuring materiel systems are fielded with sufficient capability to implement the overarching and supporting concepts; that they are fielded with the adequate training, documentation, supportability systems (including establishing maintenance and spares), and facilities. The ACMs are the primary TRADOC technical interface with the materiel developer for assigned systems, and they participate in the development of key combat and materiel development documents to ensure acquisition phases, milestone decisions, and supporting documents are in keeping with the JCIDS process.

(2) The ACMs serve as the DOTmLPF coordinator and integrator for chartered systems ensuring all TRADOC DOTmLPF products are produced in sufficient time and quality to support development, testing, war fighting, and fielding objectives. For those capabilities not chartered with an ACM, vertical integration is the responsibility of the CDID ISO. The ACMs review all TRADOC applicable DOTmLPF products to include capability documents, and coordinate with other ACMs, TRADOC offices, and materiel developers for the purpose of providing DOTmLPF products key to their assigned formation and/or systems' fielding and operations.

(3) The ACMs are individually chartered by the TRADOC CG and assume responsibility authority from him through the proponents for the total system management of assigned systems and/or formation, having full-line authority for centralized management of assigned systems.

(4) The ACMs serve as the FCoE and TRADOC representative to the Program Executive Office (PEO), PM, and HQ G-8/G-3 for assigned systems and formation. The ACMs represent the FCoE and TRADOC CG at Army, Joint, multinational, and coalition requirements forums. The ACMs represent TRADOC in working with the PMs to identify and protect critical program information.

b. Common Functions and Responsibilities across all ACMs.

(1) Plan and implement the FCoE Commander's vision and war fighting concepts in support of the Capstone Concept in the requirements determination process.

(2) Provide analysis of mission and program accomplishments as a basis for management decisions.

(3) Oversee the acquisition program schedule.

(4) Provide management analyses of organizations and management of chartered systems to improve the acquisition process.

(5) Develop the total user/TRADOC documentation required to develop, field, test, and sustain a chartered system in the field. Manage milestones to ensure timely development of training and training support to permit testing and fielding of chartered systems.

(6) Participate in team meetings related to integrated concept and integrated product.

(7) Enforce established policy and procedures and reviews new policies and procedures for Soldier system development and supports concept studies, trade off analysis, analysis of alternatives, and cost as independent variables.

(8) Apply the objectives of manpower and personnel integration to achieve total system performance.

(9) Assist the acquisition program managers with the development of the TEMP to ensure a crosswalk between requirement document characteristics and testing issues.

(10) Maintain liaison with DOD, Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT), DA, AMC, PEO, and PMs, other services, agencies, and industry to ensure inputs into concepts and funding that influence development of assigned systems.

(11) Collaborate with FCoE Directorates, operational units, PMs, ASAALT, and TRADOC ARCIC, in the development and coordination of improved incremental and/or block capabilities for assigned systems

(12) Interface with selected PMs and prime contractors to ensure requirements are met.

(13) Conduct routine operational based assessments in order to determine existing gaps in capabilities and assist TRADOC in determining prioritization efforts on those gaps.

(14) Provide Subject Matter Experts to proof tactical scenarios developed by TRAC White Sands Missile Range modeling and simulation efforts to ensure they comply with the latest Doctrine and Tactics, Techniques and Procedures (TTPs).

(15) Prepare input for the quantitative war reserve requirements – munitions process.

(16) Coordinate and synchronize all doctrine and training products for assigned vehicles, systems, and equipment.

(17) Monitor and coordinate all actions for successful Initial Operational Test and Evaluation (IOTE) of assigned vehicles, systems, and equipment.

(18) Supervise and coordinate improvements of assigned vehicles, systems, and equipment.

(19) Assist in fielding and institutional training for all assigned vehicles, systems, and equipment.

c. Materiel Major Functions and Responsibilities within ACMs.

(1) Identify user needs across the DOTmLPF domains.

(2) Assist requirements divisions with updating and maintaining the Operations Mode Summary and Mission Profiles (OMS/MP) for assigned vehicles, systems, and equipment.

(3) Ensure all elements of system fielding, including training support packages, new equipment training teams, facilities, initial support, and sustainment are in place prior to fielding.

(4) Ensure communications with industry adhere to regulatory restrictions.

(5) Synchronize the development of training test support package to include the system training plan, new equipment training, POIs, and training certification plan.

(6) Synchronize the development of threat training test support package to include opposing force training program of instruction and a training schedule.

(7) Synchronize the development and execution of SME training and certification planning.

(8) Complete combat developer and trainer operational test readiness statements prior to start of IOTE.

(9) Synchronize the development of failure definition scoring criteria necessary for IOTEs.

(10) Ensure organizational equipment performs as advertised.

(11) Continue efforts to resolve logistics support issues.

d. Doctrine and Organization Functions within ACMs.

(1) Ensure doctrine is pertinent, published, and accessible at every level (Squad thru Brigade-level).

(2) Monitor doctrine and assist DOTD in the coordination and synchronization of doctrinal reviews related to assigned formations, vehicles, systems, and equipment.

(3) Ensure TOEs accurately reflect warfighting requirements. This requires ACMs to collaborate with associated organizations, TRADOC HQ, proponents, and DA agencies to ensure the organizational structures remain relevant.

(4) Conduct matrix support coordination within the FCoE to ensure that DOTmLPF domains are integrated within the force.

(5) Review post combat surveys from multiple sources, to include personal visits and CDD, SD and MRD input, in order to prepare analysis and recommendations for follow-up action.

(6) Visit operational units to ensure that fielding and associated DOTmLPF requirements are being met.

(7) Coordinate with ACMs internal and external to FCoE to ensure DOTmLPF integration of assigned systems with the force.

(8) Participate with FCoE CDD, SD, and MRD in the development and staffing of capabilities based assessments (CBA), and JCIDS requirements documents.

e. Training and Leader Development Functions within ACMs.

(1) Ensure that institutional training strategies address the appropriate skills required for operational forces.

(2) Ensure that institutional training strategies support operational force OPTEMPO.

(3) Ensure that institutional Programs of Instruction provide effective content that is revised when appropriate to reflect DOTmLPF changes stemming from identified trends and gap analysis.

f. Common Functions of Formation ACMs.

(1) Monitor TRADOC proponent support for new equipment training for fires systems.

(2) Ensure training aids, devices, simulators and simulations accurately simulate combat systems, are fielded to the force ICW Army requirements, and are repaired rapidly

(3) Ensure facilities for training and maintenance requirements are identified and documented. Coordinate with all fires units basing locations, TRADOC schools, and training centers to ensure facilities required for maintenance and training are adequate.

(4) Monitor the development of individual and collective combined arms training strategies for fires units.

(5) Monitor development and execution of training brigade POIs to ensure course content is consistent with the identified needs of the user community.

(6) Function as primary collector of lessons learned from fire units', ensure delivery to identified offices of primary responsibility (OPRs), and integrated into appropriate institutional and operational training strategies.

(7) Develop modernization plans, programs, and strategies.

(8) Serve as TRADOC's primary stakeholders for materiel systems development and integration.

(9) Provide input to proponent schools, PMs, and HQDA G-8 during the development of program objective memorandums, prioritization of planned upgrades (1-N list), and future research and development efforts.

(10) Provide input and support to the fires force development efforts.

(11) Develops and revises operational mode summary and mission profiles for the fires force.

(12) Participate in the capabilities needs analysis (CNA) process and lead the capability portfolio review (CPR) process for their respective fires unit.

10-5. ACM Army Air and Missile Defense Command (AAMDC).

Monitor and synchronize all aspects of total system development, testing and evaluation, corrective actions, acquisition, materiel release, and fielding, to include direct interaction with the Missile Defense Agency, program/project/product managers (PMs) and materiel developers (MATDEVs) of the primary and ancillary system(s), test community, and the fielding/gaining commands.

Major Functions and Responsibilities.

a. Serve as the TRADOC user representative and single FCoE POC for the AAMDC systems and programs in accordance with the ACM charter.

b. Provide intensive, centralized, total system management synchronization and integration of all DOTmLPF-P considerations.

c. Using an Integrated Concept Team (ICT) with empowered membership from schools and MATDEVs, coordinate the development and documentation of all related materials, as needed.

d. 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.

e. Prepare TRADOC position, receive TRADOC leadership approval, and participate in decision reviews (In Progress Review (IPR)/Army Systems Acquisition Review Council/Army Requirements Oversight Council (AROC)/Functional Capabilities Boards/Joint Requirements Oversight Council (JROC)/Defense Acquisition Board) for THAAD. Provide user input for documentation of these reviews, such as Acquisition Program Baseline. Act as user representative on any other acquisition reviews/boards for assigned systems.

f. Identify and prioritize system hardware and software deficiencies to the MATDEV for corrective action. Review and evaluate proposed actions and engineering change proposals of the project or program manager to ensure that user requirements are adequately addressed.

g. Provide for system improvements (Preplanned Product Improvements, System Enhancement Program, Service Life Extension Program, recapitalization efforts, etc.) in coordination with the proponent. This is accomplished through the identification of Science and Technology, Science and Technology Objectives, Advanced Technology Demonstrations, Advanced Concept Technology Demonstrations, and Concept Experimentation Programs for systems assigned to the ACM.

h. Coordinate all user involvement in system testing (for example, scenario development, test support, unit training, and user subject matter expertise). 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.

10-6. ACM Air Defense Artillery Brigade (ADA BDE).

The ACM ADA BDE serves as TRADOC's centralized manager for user activities associated with the ADA BDE. ACM ADA BDE coordinates DOTmLPF-P activities and their integration into ADA BDEs to ensure success on the battlefield. ACM ADA BDE executes its mission by coordinating DOTmLPF-P development to ensure these key areas remain integrated and support operations requirements. ACM ADA BDE coordinates with ADA BDEs supporting Program Managers (PM), associated ACMs, other related capability developers, and the Fires CDID to accomplish this mission.

Major Functions and Responsibilities.

- a. Executes the duties outlined in TR 71-12, U.S. Army Training and Doctrine Capability Management and TR 71-20, Concept Development, Capabilities Determination, and Capabilities Integration.
- b. Coordinates and receives assistance from applicable force modernization proponent capability developers, ACMs, materiel developers, testers, Army commands, the Army Capabilities Integration Center, and the Department of the Army on DOTmLPF-P solutions and issues affecting fielding, deployment, and sustainment of ADA systems associated with the ADA BDE and subordinate organizations.
- c. Ensures human system integration (HSI) is integrated into the system acquisition process as early as possible; that dependencies with other programs and/or organizations are identified and assessed, and that an audit trail of HIS issues and concerns is provided in appropriate program documentation.
- d. Perform as the counterpart and user advocate to the PEO-MS, PEO-C3T, MDA, SMDC, and their associated AMD Project/Program Managers.

10-7. ACM Fires Cells.

ACM Fires Cells, representing the Commanding General (CG), TRADOC and reporting to the Director, Fielded Force Integration Directorate (FFID), Fires Center of Excellence, acts as TRADOC's centralized manager for all user activities associated with Fires Cells Fire Support Command, Control and Communications system software applications, and Fire Support Sensor Systems, both mounted and dismounted. ACM Fires Cells is the user advocate and counterpart to the associated program managers and program executive officers representing these systems. ACM Fires Cells coordinates with Army, Joint, and International partners and/or agencies to ensure these key areas remain integrated and support operational requirements.

Major Functions and Responsibilities.

ACM Fires Cell serves as the primary stakeholder and user representative for the following currently fielded and developmental acquisition programs: Advanced Field Artillery Tactical Data System (AFATDS); Forward Observer System (FOS); Pocket-sized Forward Entry Device (PFED), Increments I and II; Lightweight Technical Fire Direction System (LWTFDS) Centaur; Gun Display Unit-Replacement (GDU-R); Joint Automated Deep Operations Coordination System (JADOCS); Dismounted Forward Observer Sensors (Joint Effects Targeting System, Lightweight Laser Designator Rangefinder (LLDR), LLDR2, LLDR-2H and LLDR3); Fire Support Vehicles (Bradley

Fire Support Team M3A3 and M7, Stryker Fire Support Vehicle, and M1200 Armored Knight); and the Profiler Meteorological System.

a. ACM Fires Cell continues the development of network centric command and control operations as well as monitoring DOTmLPF-P impacts associated with this effort.

b. Coordinates with the Combined Arms Center (CAC) Mission Command Center of Excellence (MCCoE) in the development of capability solutions ensuring integration of the cognitive, physical, and social components of the human dimension to ensure human performance optimization as outlined in TRADOC Pamphlet 525-3-7.

c. Serves as user representative for developing, adjudicating, and approving additions, deletions, and adjustments to fire support software applications through requirement submission documents (software change requests) to PMs.

d. Documents and maintains the archive for all tactical software requirements submitted for the FSC3 software applications.

e. Manages IT Box construct/process under the Fire Support Tactical Software Requirements Governance Charter for both Service and Joint software applications managed by FCoE.

f. Assumed focus on the Counter Unmanned Aerial Vehicles (CUAS) mission. Continues developmental efforts associated with the integration, interoperability, and DOTmLPF-P impacts of CUAS at the tactical edge (below the brigade level). ACM Fires Cells will remain in a supporting role as ACM ADA BDE is the lead FCoE organization for CUAS.

g. Develops efforts and maintains user representation associated with the integration, interoperability and DOTmLPF-P impacts associated with PFW. PFW developments will fall under the approved PFED Increment II program.

10-8. ACM Brigade Combat Team (BCT) Fires.

Serves as TRADOC's centralized manager for all user activities associated with assigned organization(s) per TRADOC charter. Responsible for integrating, synchronizing and coordinating efforts across doctrine, organization, training, materiel, leadership and education, personnel, facilities domains and policy implications (DOTmLPF-P) in support of the chartered Brigade Combat Team Field Artillery Battalions and BCT FA BN systems to ensure battlefield success.

Major Functions and Responsibilities.

a. Serves as the primary stakeholder and user representative for all current and developmental: Field Artillery howitzers, associated ammunition support vehicles, and associated system trainers. 155mm and 105mm howitzer munitions (primers, propelling charges, projectiles, and fuses). Field Artillery survey systems including aiming circles.

b. Provides lifecycle oversight for all field artillery howitzers, associated ammunition support vehicles, and associated system trainers; all 155mm and 105mm howitzer munitions, and all survey systems.

10-9. ACM Field Artillery BDE-DIVARTY (FAB-D).

ACM FAB-D is responsible for integrating, synchronizing, and coordinating effort across DOTmLP-F domains in support of all FABs and DIVARTYs to ensure success on the

battlefield. ACM FAB-D coordinates with Army, Joint, and international partners and/or agencies to ensure key areas remain integrated and support operational requirements. ACM FAB-D is also responsible for fielded and developmental field artillery rocket, missile, and radar systems, and is the user advocate and counterpart to associated program managers. ACM FAB-D is responsible for the duties outlined in TR 71-12 and TR 71-20.

Major Functions and Responsibilities.

a. Coordinates with all FAB and DIVARTY basing locations, to include TRADOC Schools and test centers, to ensure a common understanding of required rocket, missile, and radar systems maintenance and training facilities and combined arms training and live fire range requirements to conduct FAB and DIVARTY training.

b. Serves as the Primary Stakeholder and Army user representative for the following fielded systems: M142 High Mobility Artillery Rocket System; M270 and M270A1 Multiple Launch Rocket System (MLRS) MLRS Rockets and Missiles (free-flight, guided, and Army Tactical Missile; AN/TPQ-36 Radar System; AN/TPQ-37 Radar System; AN/TPQ-50 Radar System; and AN/TPQ-53 Radar System.

c. Coordinates with FCoE Concepts and Requirements Development Divisions, the FAB-D will continue to pursue scalable capabilities and options enabling further limiting of collateral damage during the execution of full spectrum operations.

d. Identifies and supplements FAB and DIVARTY capability gaps based on feedback from FAB and DIVARTY commanders, and perform a FAB and DIVARTY DOTMLP-F assessments to determine possible solutions that mitigate or eliminate these gaps.

10-10. Multi Domain Task Force (MDTF) TRADOC Project Office (TPO).

The MDTF TPO is the FCoE lead for MDTF development. The mission of the MDTF TPO is to provide the FCoE CG and TRADOC CG with concept and capability development recommendations that meet Chief of Staff of the Army (CSA) MDTF guidance. The MDTF TPO will transform into an ACM cell when the MDTF becomes IOC. The MDTF TPO manages the Integrated Capabilities Development Team (ICDT) as a governing body IAW HQDA EXORD 296-17, FRAGO #1, 2, 3, to manage and synchronize CoE and S&T efforts.

Key tasks.

a. Serve as the overall TRADOC lead to manage the development of the Multi-Domain Task Force (MDTF) to include the intensive and centralized coordination, integration and synchronization of DOTMLPF requirements.

b. Coordinate with related Army Capability Managers, TRADOC Project Offices, COE agencies and CDIDs, materiel developers, and operational commands.

c. Coordinate with Brigade to Corps and Army Service Component Commands to ensure integrated DOTMLPF products and services.

d. Support CG TRADOC initiatives to advance this CSA directed priority and development of a new strategic level organization with initial operating capability (IOC) in FY20.

e. Rapidly advance the development of the MDTF in the Army and promote the integration of this organization and its capability with joint USAF and USN partners.

f. Serve as lead executive agent on behalf of the CG FCOE for the administrative control of the MDTF Integrated Concept Development Team.

g. IAW HQDA EXORD 296-17, FRAGO #1, 2, 3, directly coordinate with USARPAC and I Corps to ensure the MDTF Pilot Program informs the DOTMLPF Assessment, MDTF Organizational Design, MDTF METL, and MDTF Doctrine, and MDTF Build in the TAA process.

MDTF ICDT Purpose

The MDTF TPO manages the MDTF ICDT established by a TRADOC approved charter. This multidisciplinary ICDT TPO will collaboratively identify required capabilities that meet warfighting needs, address acquisition strategy, test and evaluation requirements; and comply with portfolio affordability constraints. The major functions of the ICDT is to develop operational and functional concepts, organizational designs, capabilities, determining requirements, and integrate the MDTF across the DOTmLPF-P.

MDTF TPO Key ICDT Tasks.

- a.* Establish the TPO battle rhythm, de-conflict meeting schedules and announce ICDT meetings that support ICDT process.
- b.* Establish internal processes, milestones, and conduct in-progress reviews for the MDTF ICDT chartered activities.
- c.* Coordinate and develop a DOTmLPF-P assessment in support of the MDTF assessment and force modernization efforts.
- d.* Develop training development concepts, draft Mission Essential Task Lists (METL), and unit reference sheets to inform Pilot objectives.
- e.* Inform senior leader decisions related to MDTF development.

Chapter 11

Directorate of Training and Doctrine (DOTD).

The Directorate of Training and Doctrine serves as the lead and primary coordinating agency for all doctrine and training development related to the FCoE's mission, including the FCoE's institutional training mission and the FA and ADA branches' proponent responsibilities while remaining compliant with Army policy operating along Fires Center of Excellence Learning Policy and Systems (USAFCoEFS Reg. 350-70).

11-1. Mission.

FCoE's DOTD develops doctrine and training products, programs, and services to enhance the combat effectiveness of the current and future fires force.

Organization.

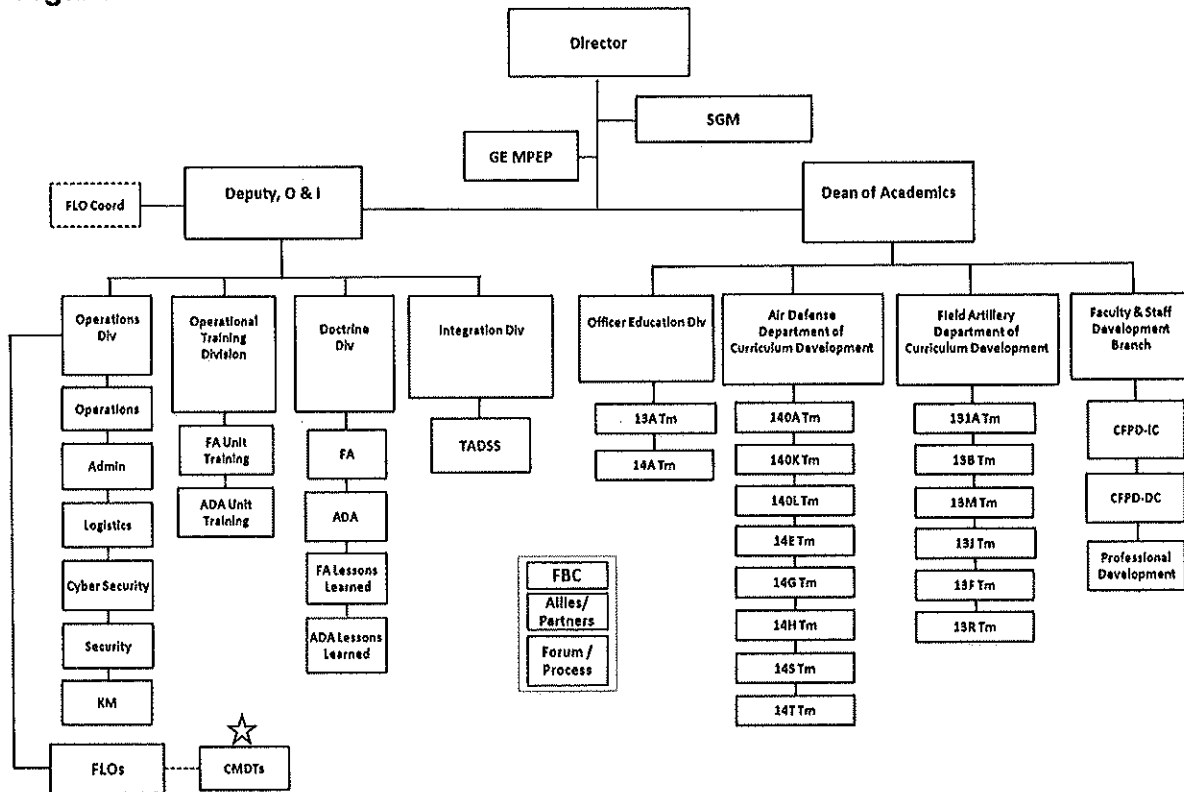


Figure 11-1. Directorate of Training and Doctrine

Core Functions.

- a. Core Function #1: Training Development. DOTD provides learning products supporting two branch proponents in their delivery of instruction within the institutional schools. When resourced, may produce self-development courseware (USAFCoEFS Reg. 350-70).
- b. Core Function #2: Collective Training. DOTD provides collective training products to support operational readiness through mission analysis and the identification of collective and mission essential tasks to inform a combined arms training strategy.
- c. Core Function #3: Doctrine. DOTD conducts research to write, coordinate, disseminate, and inculcate Fires, Air Defense, and Field Artillery bodies of knowledge to enhance a unit's ability to operate as part of a Joint force in support of unified land operations.
- d. Core Function #4: Lessons Learned. DOTD collects data through site visits and operational feedback for the purpose of informing the Fires Force of DOTmLPF-P issue resolution process and disseminating lessons and best practices to the institutional and operational forces and unified action partners for all military operations and for all levels of war.
- e. Core Function #5: Faculty and Staff Development. Instructs foundational courses which qualify Soldiers, Army Civilians, and Contractors to develop curriculum and instruct. Advanced development and instructional programs are formed under the

direction of the Dean of Academics. Conducts studies which contribute to the areas of adult education, and learning, supporting program evaluation.

f. Core Function #6: Force Modernization. DOTD supports FCoE force modernization through the analysis, governance, and integration of Doctrine, Training, and Leadership and Education requirements with Fires branch proponents and through coordination with commands or organizations Army-wide.

Major Functions and Responsibilities.

a. Works closely with CDID, all TRADOC BDEs on Fort Sill, USAFAS, USAADAS, and Commandants to ensure effective coordination of current force doctrine. Works with the FCoE directorates and staff on unit and institutional training issues.

b. Manages the FCoE's responsibilities under the Army Doctrine and Training Literature Program (ADTLP). Supervises and coordinates the development, revision, and publication of all doctrine and training publications for which the FCoE is responsible under the ADTLP.

c. Develops training strategies and products for the Fires force and Soldiers (FA and ADA). Develops, validates, publishes, and evaluates FA and ADA proponent training programs and tasks, courseware, POIs, and products, strategies, and systems to support the Army Learning System as described in TRADOC Regulation 350-70. Develops all FA/ADA proponent collective and individual tasks. Coordinates Fires branch specific training development with the respective branch proponent for concurrence.

d. Serves as subject matter expert to the CG, FA CMTD and ADA CMTD for all Fires unit tactical doctrine, training development, and Training Aids, Devices, Simulators, and Simulations (TADSS) related developments for which the FCoE is the proponent. Represents the FCoE in doctrine, training, and TADSS discussions with external agencies, activities, and organizations. Represents FCoE at critical Department of the Army/TRADOC level conferences/working groups related to doctrine, training, and leader development such as the Commandant-Director of Training (C-DOT) conferences and Combined Arms Training Support System-Review (TSS-R) conferences.

e. Maintains, and develops or assists in all FCoE, NCOA, USAFAS, and USAADAS Training Requirements Analysis System (TRAS) documents to include, Individual Training Plans (ITP), Course Administrative Data (CAD), and Programs of Instruction (POI) through a bi-annual lay down process that culminates in Commandant, CG and TRADOC approval. Manages FCoE responsibilities within the TRADOC training development database. Supports the FCoE G-3 and G-8, General Staff, and Directorates of the FCoE preparation and submissions for the annual Structured Manning Decision Review (SMDR) and supporting Army Program for Individual Training (ARPRINT) development.

f. Coordinates training for new systems and new organizations with AFC Fires CDID and FFID. Develops System Training Plans (STRAPs) for new systems according to the Joint Capabilities Integration Development System (JCIDS). Develops Training Test Support Packages (TTSP) and Doctrine and Tactics Training (DTT) strategy, and approves the NET strategy for new systems. Coordinates the review of all STRAPs

developed by other proponents. Reviews DOTmLP-F development, JCIDS documents for impact on FA and ADA training and doctrine.

g. The Directorate of Training and Doctrine is the FCoE CG's executive agent, expert and primary governing body for doctrine, training and education development, and leader development activities across the center, collaborating with branch proponents and branch schools through a formal program review methodology. (USAFCoEFS Reg. 350-70).

11-2. DOTD Director.

The DOTD Director develops and sustains doctrine, training and education products for the operational, institutional and self-development domains to enhance combat readiness and effectiveness of the current and future Fires Force. Serves as the staff proponent for developing Fires, ADA, and FA doctrinal products, review of Army, Coalition (NATO), and Joint Doctrine, and develops training and education materials for institutional, operational, and self-development, training domains. Primary functions include:

Major Responsibilities and Functions.

- a. Serves as the CG's lead for all doctrine and training development related to the fires force.
- b. Designs and manages learning products along the ADDIE process in support of the institutional, operational, and self-development domains.
- c. Develop training, education, and leader development training support materials (Design and Development).
- d. Develops institutional training, education, and leader development instructional materials for Active and Reserve Component, resident and non-resident courses.
- e. Creates and manages learning products in support of Commandant requirements along the Training Requirements Analysis System (TRAS) to ensure USAADASCH, USAFAS, and Reserve Training Institutes (RTIs) receive the institutional training resources necessary to conduct standardized effective and efficient instruction.
- f. Participates in key Army policy and process forums that influence the learning enterprise
- g. Develops collective training instructional materials to support operational Army needs and improve the effectiveness and efficiency of home station training.
- h. Develops Joint, Fires, FA, and ADA doctrine.
- i. Participates in the staffing and development of joint and coalition (i.e. NATO/ABCA) doctrinal materials.
- j. Participates/leads the Program Review Board and other processes described in USAFCoEFS Reg. 350-70, Learning Policy and Systems.

11-3. Operations Division.

Operations Division provides operations, security, administration, logistics, digital, and resourcing support to the directorate's Command Group and Divisions in order to enable them to meet their core functions as efficiently and effectively as possible.

Major Functions and Responsibilities.

a. Performs operations staff functions to support the Directorate.

(1) Performs Budget Management for the Directorate.

(2) Represents Director and/or Deputy in meetings, working groups, and conferences as required.

(3) Responsible for Directorate physical, personnel, information, and intelligence security.

(4) Manages all internal and external tasking requirements, operations orders, track status, and ensure tasks are completed.

(5) Manages both internal and external staffing actions for the Directorate, using both standard staffing process and the GEARS system for tracking actions.

(6) Coordinates DOTD support for U.S. and Foreign VIP visits to the Fires Center of Excellence and acts as the Protocol Liaison for the Directorate.

(7) Provides support to the Directorate for Meetings, Special Event Support, conference room scheduling, briefings and the VTC Facility.

(8) Monitor all calendars, websites, Facebook, SharePoint sites pertinent to Directorate, update and or initiate actions as required. Also serves as SharePoint Administrator for the Directorate.

(9) Maintains Directorate Recall Roster, monitors Retirement Packet processing, and processes military awards and leaves. Compiles the Daily Status Report and Accountability Drills, maintains physical fitness, medical readiness status and mandatory training for the Directorate using the Digital Training Management System.

(10) Conducts special project, analysis, studies, write papers, reports and conducts Internal Controls with IRACO for the Directorate.

(11) Manages key control, facility management & repair, assigning additional duties to personnel, and the Directorate Sponsorship Program.

(12) Maintains the Directorate SOP and policy repository.

(13) Maintains the Duty Roster/DA Form 6 for the Directorate.

(14) Responsible for the Directorates Equal Opportunity, Master Resiliency Trainer, Required Mandatory Training, Volunteer Management Information System and Sponsorship Programs.

(15) Performs duties as the Registrar and schedules classes for the FCoE.

(16) Provide support for the DOTD assigned MPEP.

(17) Provide Foreign Liaison Officer Program Oversight

b. Performs administrative staff functions to support the Directorate.

(1) Authorizes, processes and manages the directorate Defense Travel System (DTS) actions. Also process invitational travel orders, OCONUS travel and country clearances. As well as personnel's Government Travel Cards.

(2) Personnel administration processing of officer evaluation reports (OER), noncommissioned officer evaluation reports (NCOER), rating schemes, all civilian personnel actions, civilian appraisals, awards and in/out processing of military, civilian and Government contractors.

(3) Manages Civilian Hiring Actions and Retirement Processing, Civilian Personnel Requests, Civilian Personnel Requests, Defense Civilian Personnel Data System, and AutoNOA.

(4) Manages the Automated Time Attendance & Production System, Workers Comp, and Leave and overtime/compensatory time and strength reporting processing.

- (5) Table of Distribution and Allowances and manpower actions.
- (6) Manages phone line access and processes work orders.
- (7) Maintains the DOTD office phone roster, Alpha roster, Database, Mail, Distro and Publication actions.
- (8) Maintains the Directors and Deputy Directors Calendars, and Provides support for the Directors Administrative Assistant.
- (9) Alternate Security Manager/Processes Joint Personnel Adjudication System Requests.
- (10) Provides Reports and Spreadsheets as needed.
- (11) TASS for Contractors
- c. Performs Information Technology functions to support the Directorate.
 - (1) Responsible for the Directorate's DoD Cybersecurity Awareness Training.
 - (2) Provides oversight and controls the Directorate's NIPR/SIPR Accounts, SIPR Cafe and NIPR/SIPR Accreditation venues. Provides Remedy Incident Service Requests along with Incident Report/Response Support and Management.
 - (3) Provides LAN Management for the Directorate with IMAGE Station management, Active Directory Container Management, Laptop and Desktop Warranty Support and Automation Equipment Management.
 - (4) Provides IT equipment lifecycle support for the Directorate, performs inventory and property accountability, printer consumable management, print server management operations systems and Mobile Device management.
 - (5) Manages software updates, licenses management and IT COR Support and management.
 - (6) Provides organizational share drive management and support, along with conference and classroom management and support with VTC/GCS/DCS capabilities.
 - (7) Provides IT support for the assigned DOTD MPEP and Foreign Exchange Officers.
 - (8) Manages IT specific OPORD/TASKORD support tasking, maintains the IT portion of the DOTD SOP which outlines in and out processing procedures.
 - (9) Represents the Directorate with the NEC/TRADOC G6 Liaison Team.
- d. Performs Logistic functions to support the Directorate.
 - (1) Responsible for property accountability for primary hand receipt, EPA's, inventories, and turn-in of unserviceable equipment.
 - (2) Responsible for Government Purchase Card management.
 - (3) Manages the Directorate budget to ensure maximum utilization in support of the mission.
 - (4) Provides Customer Service to the Directorate with supply services to include ordering and issuing expendable and non-expendable supplies and maintaining expendable supply stock and performs accountability inspections and complies AMO Packets as required.
 - (5) Manages facility maintenance and work orders and handles all Hazmat management for the Directorate.
 - (6) Initiates, processes, and implements all service contracts. Performs contracting officer representative functions.
 - (7) Manages Resources and Utilities for the Directorate
 - (8) Manages the Government Vehicle requirements for the Directorate.

(9) Provides Conference Support for the Directorate.

e. Performs Security functions to support the Directorate.

(1) Responsible for the Directorate's facility physical security and implementation of actions directed by Directorate Security Officer.

(2) Processes Joint Personnel Adjudication System Requests and manages Directorate personnel security clearance issues.

(3) Conducts Information Security Risk Assessments, Investigates and Studies compromising Emanations and is the Directorate lead for Subversion and Espionage Directed against the Army.

(4) Manages Industrial Security Program with DD 254 DoD Contract Security Specifications.

(5) Conducts preliminary investigation and fills out Incident Reports.

(6) Is responsible for the Directorate's Antiterrorism, Force Protection and Security training.

(7) Manages Site Visit Requests, issues Foreign Travel Briefings and coordinates all Directorate Foreign Disclosure program actions.

(8) Manages ISOPREP/PRMS/PROFILE Systems

(9) Manages the Directorate's classified document program, actions on the classification and declassification process and manages the courier card program. Conducts safe inspections and combination changes for the Directorate.

(10) Manages the Directorate physical security by monitoring the Key Control Program, inspects the Directorate Safes, maintains the Crime Prevention Program, maintains open storage accreditation for two facilities and manages the DD 254 process.

11-4. Doctrine Division.

Develop, maintain, and update all doctrinal materials for both Field Artillery and Air Defense Artillery; review, coordinate, and provide FCoE input for other Army branches and Joint Doctrinal publications; and serves as the FCoE representative to North Atlantic Treaty Organization (NATO), and America, Britain, Canada, Australia, and New Zealand (ABCAN) Armies, and other Allied doctrinal meetings, working groups, and exchanges. Moreover, collects and provides lessons learned to provide input to doctrine and the entire FCoE enterprise.

Major Functions and Responsibilities.

a. Serves as the Coordinator for Doctrine issues within the DOTmLP-Fs; provide input to the FCoE DOTmLP-F quarterly reviews.

b. Develops, maintains and updates all Fires, Air Defense Artillery, Field Artillery and doctrine manuals IAW TR 25-36.

c. Reviews and provides subject matter expert (SME) input on all Army (includes other branches), joint, multi-service, other service, and allied doctrine publications.

d. Distributes joint, multi-service, and allied doctrine publications, received for FCoE review, to other directorates, agencies or units for their review and comment.

e. Consolidates all internal FCoE input into a single FCoE position to the requesting agency.

- f.* Develops the required documentation (e.g., Performance Work Statements (PWS) and Management Decision Documents (MDD)) for contracting the development/revision of Fires, Air Defense Artillery, and Field Artillery doctrine manuals.
- g.* Conducts SME reviews to adjudicate all recommended changes to draft doctrine manuals.
- h.* Supervises the development of all FCoE proponent manuals whether conducted in house or by a contractor.
- i.* Represents the FCoE at NATO, ABCANs, Army and Joint doctrinal conferences, meetings or exercises.
- j.* Provides doctrine input into the annual AFC Futures and Concepts Center (FCC) and CAC Capabilities Needs Analysis (CNA) requirements and represents the Domain at the CNA reviews and AOWGs.
- k.* Provides input into Training and Doctrine Development Quality Assurance Management System (TD2QA) for resource and manning validation.
- l.* Collects, processes, analyzes, packages, archives, and disseminates lessons learned from military operations, major exercises, and experiments.
- m.* Performs detailed DOTmLP-F analysis on available data and assist in developing both near-term and long-term solutions.
- n.* Facilitates integration of key Observations, Insights, and Lessons (OIL) into institutional, operational and self-development domain processes.
- o.* Establishes and maintains an electronic library of lessons learned data.
- p.* Edits, designs, and formats draft through final electronic file copy of ADTL and related ADA material.
- q.* Serves as point of contact for the ADTLP, ADA Glossary, and the Training Development Capability (TDC).
- r.* Participates in the Program Review Board and other processes described in USAFCoEFS Reg. 350-70, Learning Policy and Systems.

11-5. Operational Training Division.

The Operational Training Division develops and maintains the Sustained Readiness Training Models which includes Training Event Matrixes for the ADA and FA Standard Requirement Codes (SRC) in the operational force. OTD participates in the quarterly Standards for Training Readiness Advisory Group (STRAG) formerly titled the Army Metal Working Group (AMWG) and full integration of the Objective-Training (Obj-T) concepts into the institutional, operational and self-development, domain of ADA and FA training development products. Analyzes, designs, and develops training products to include Combined Arms Training Strategies (CATS) Warfighter Training Support Packages (TSP), Training Circulars (TC), and collective tasks. The Operational Training Division also serves as the FCoE lead POC for standardized Mission Essential Task List (METL) development and revisions to DA PAM 350-38 Standards in Training Commission (STRAC).

Major Functions and Responsibilities.

- a.* Serves as the point of contact on all matters relating to the collective training, CATS, Drills, Training Circulars (TC), and other training publications for FA and ADA branches.

- b.* Develops and sustains standardized METL for designated ADA and FA organizations.
- c.* Conducts mission and collective task analysis for ADA and FA organizations.
- d.* Develops and sustains Crew certification and Gunnery Tables and Manuals for FA units.
- e.* Develops drills, TCs, TSPs, and other products to support ADA and FA unit training.
- f.* Serves as a DOTD training representative at all Integrated Concept Teams (ICTs) and Integrated Product Teams (IPTs), as required.
- g.* Identifies missions and critical collective tasks for specific type units of a weapon system.
- h.* Develops collective task performance specifications for critical tasks and TSPs for the operational force.
- i.* Develops/monitors Standards in Training Commission (STRAC) Field Artillery and Air Defense Artillery weapons standards, annual training strategies, training events and frequencies, TADSS integration strategies, and ammunition resource requirements for DA Pamphlet 350-38, Standards in Weapons Training.
- j.* Provides the collective training point of contact to unit personnel to address problems with the operation of FA and ADA systems.
- k.* Develops Sustained Readiness Training Models for all ADA and FA SRC,s alternating each year between the Active component and Reserve component Models.
- l.* Participates in the Program Review Board and other processes described in USAFCoEFS Reg. 350-70, Learning Policy and Systems

11-6. Integration Division.

Provides technological and knowledge management support aimed at improving Soldier and Civilian performance across all three training domains in a career continuum of learning to prepare our warfighters and Civilian workforce for the dynamic challenges of the future.

Major Functions and Responsibilities.

- a.* Identifies, researches, pilot-tests, and proliferates educational technology tools to support training development and instruction.
- b.* Serves as FCoE lead agent for Distributed Learning.
- c.* Monitors existing learning technology requirements and conducts research on emerging initiatives.
- d.* Sustains an instructional media and material repository.
- e.* Designs and develops IMI products for the institutional, operational, and self-development training domains.
- f.* Serves as the FCoE liaison with ACM-DL in matters of distributed learning.
- g.* Coordinates, prioritizes, and monitors science and technology research, experimentation, studies for training, education and leader development.
- h.* Improves Fires Warfighter capability by strengthening and developing new capabilities for training and education across the institutional, self-development and operational domains using adult learning models coupled with advanced training and education technology.

- i.* Develops and supports development of desktop games and simulations to improve instructional quality, relevance, immersion, and distribution.
- j.* Supports the development, integration, and management of Systems and Non-Systems Training Aids, Devices, Simulators, and Simulation (TADSS) across the institutional, operational, and self-development training domains.
- k.* Provides input for the integration, synchronization, and prioritization of training support capabilities consistent with current force capabilities and Army modernization initiatives.
- l.* Participates in internal and external training support system working groups and program management reviews.

11-7. Officer Education Division.

Executes Lifecycle Program Management and support for Fires Officer and Warrant Officer training and education to provide the best trained Fires Leaders to the Force.

Major Functions and Responsibilities.

- a.* Oversees the design of institutional and self-development courses of instruction for ADA and FA Officer AOCs and Warrant Officer MOSs
- b.* Design and develop ITPs, CADs, and POIs, for ADA and FA Officer AOCs and Warrant Officer MOSs in accordance with SMDR timelines.
- c.* Approves and reviews officer course content. Supports STRAP and TADSS development.
- d.* Provides oversight and TRAS support to FA and ADA Branches.
- e.* Supports STRAP and TADSS development.
- f.* Participates with the determination of DOTmLPF impacts associated with the acquisition of new equipment training.
- g.* Conducts Critical Task Site Selection Boards (CTSSB) in order to identify critical individual tasks and develop the Individual Critical Task List (ICTL) for each ADA Enlisted MOS (Job Analysis).
- h.* Supports the ADMOS and FAMOS training developer in the JCIDS Functional Area Analysis (FAA), Functional Needs Analysis (FNA), and Function Solution Analysis (FSA) to support ICD, CDD, and CPD development.
- i.* Supports the development of Training Test Support Packages (TTSP) to support pre-test training prior to operational or user testing.
- j.* Design and develop self-development training courses, modules, and lessons to include interactive multimedia instruction to support blended institutional training.
- k.* Maintains instructional materials on the appropriate Learning Management System (LMS) to support distribution to active and reserve component training managers, instructors and students.
- l.* Manage workload requirements along the Training and Education Development Workload Management (TEDWM) process.

11-8. Field Artillery Department of Curriculum Development.

Field Artillery MOS/AOC (FAMOSAOOC) leads the ADDIE process in the analysis and design, while supporting the development of learning products for enlisted Field Artillery

Soldiers; in the institutional, operational, and self-development training domains. It provides advice and guidance to support the development of training products for new and evolving Field Artillery systems.

Major Functions and Responsibilities.

- a. Oversees the design of institutional and self-development courses of instruction for ADA MOS's/AOC.
- b. Manages the Training Requirements Analysis System (TRAS) and maintain accounting for FCoE training resources.
- c. Conducts Critical Task Site Selection Boards (CTSSB) in order to identify critical individual tasks for an MOS/AOC in a specific duty position (Job Analysis).
- d. Develops System Training Plans (STRAP) to accompany requirements documents for approval of materiel programs.
- e. Participates as the training developer in the JCIDS Functional Area Analysis (FAA), Functional Needs Analysis (FNA), and Function Solution Analysis (FSA) to support ICD, CDD, and CPD development.
- f. Analyzes training requirements for new materiel and weapon systems for which the Field Artillery School is the proponent or sub-proponent.
- g. Develops the training paragraph for all Joint Capabilities Integration and Development Systems (JCIDS) Initial Capability Document (ICD), Capability Design Document (CDD) and Capability Production Document (CPD) for all Field Artillery proponent programs including identification of high-dollar training support resources.
- h. Serves as the Manpower and Personnel Integration (MANPRINT) point of contact for all FA new systems development.
- i. Develops requirements documentation for Systems and Non-Systems Training Aids, Devices, Simulators, and Simulation (TADSS) including training ammunition as appropriate.
- j. Determines training issues to be evaluated during materiel testing as part of the Test and Evaluation Master Plan (TEMP).
- k. Develops Training Test Support Packages (TTSP) to support pre-test training prior to operational or user testing.
- l. Conducts pre-test training, certify new materiel training and render Operational Test Readiness Statement (OTRS) prior to operational or user testing.
- m. Conducts validation and verification of Training Support Packages (TSP), Training Devices, TMs, IETMs, TBs, Computer/Web Based Training Packages, and Training Instructor Guides.
- n. Coordinates FCoE input for training impact and Basis of Issue Plan (BOIP) requirements for proponent and non-proponent systems that affect Field Artillery MOS/AOC and courses of instruction.
- o. Designs and develops self-development training courses, modules, and lessons to include interactive multimedia instruction to support blended institutional training and Army Correspondence Course Program (ACCP).
- p. Manages workload requirements along the Training and Education Development Workload Management (TEDWM) process.
- q. Participates in the Program Review Board and other processes described in USAFCoEFS Reg. 350-70, Learning Policy and Systems.

11-9. Air Defense Department of Curriculum Development.

Air Defense Artillery MOS/AOC (ADMOSAOC) leads the ADDIE process in the analysis and design, while supporting the development of learning products for Enlisted/Officer Air Defense Artillery Soldiers/Officers; in the institutional, operational, and self-development training domains. Provides advice and guidance to support the development of training products for new and evolving Air Defense Artillery systems.

Major Functions and Responsibilities.

- a. Oversees the design of institutional and self-development courses of instruction for ADA MOS/AOC.
- b. Manages the Training Requirements Analysis System (TRAS) and maintain accounting for FCOE training resources.
- c. Conducts Critical Task Site Selection Boards (CTSSB) in order to identify critical individual tasks for an MOS/AOC in a specific duty position (Job Analysis).
- d. Develops System Training Plans (STRAP) to accompany requirements documents for approval of materiel programs.
- e. Participates as the training developer in the JCIDS Functional Area Analysis (FAA), Functional Needs Analysis (FNA), and Function Solution Analysis (FSA) to support ICD, CDD, and CPD development.
- f. Analyzes training requirements for new materiel and weapon systems for which the Air Defense Artillery School is the proponent or sub-proponent.
- g. Develops the training paragraph for all Joint Capabilities Integration and Development Systems (JCIDS) Initial Capability Document (ICD), Capability Design Document (CDD) and Capability Production Document (CPD) for all Air Defense Artillery proponent programs including identification of high-dollar training support resources.
- h. Serves as the Manpower and Personnel Integration (MANPRINT) point of contact for all ADA new systems development.
- i. Develops requirements documentation for Systems and Non-Systems Training Aids, Devices, Simulators, and Simulation (TADSS) including training ammunition as appropriate.
- j. Determines training issues to be evaluated during materiel testing as part of the Test and Evaluation Master Plan (TEMP).
- k. Develops Training Test Support Packages (TTSP) to support pre-test training prior to operational or user testing.
- l. Conducts pre-test training, certify new materiel training and render Operational Test Readiness Statement (OTRS) prior to operational or user testing.
- m. Conducts validation and verification of Training Support Packages (TSP), Training Devices, TMs, IETMs, TBs, Computer/Web Based Training Packages, and Training Instructor Guides.
- n. Coordinates FCoE input for training impact and Basis of Issue Plan (BOIP) requirements for proponent and non-proponent systems that affect Air Defense Artillery MOS/AOC and courses of instruction.

o. Designs and develops self-development training courses, modules, and lessons to include interactive multimedia instruction to support blended institutional training and Army Correspondence Course Program (ACCP).

p. Manages workload requirements along the Training and Education Development Workload Management (TEDWM) process.

q. Participates in the Program Review Board and other processes described in USAFCoEFS Reg. 350-70, Learning Policy and Systems.

11-10. Faculty and Staff Development Division.

The Faculty development office delivers foundational instructor and developer courses. Advanced development and instructional programs are formed under the direction of the Dean of Academics. Develops course-related original research, i.e., research adding significantly to the existing knowledge of the field. Studies developments in the fields of education and training contributing to the Dean's program evaluation of the branch schools. Research findings are written in reports and may be submitted for publication.

Major Functions and Responsibilities.

a. Serves as the lead action officer for Faculty Development and Recognition Program (FDRP) under direction of the Dean of Academics.

b. Assist the Activity Career Program Manager (ACPM) in training and managing DA and local Career Program (CP) 32 interns and fellows.

c. Supports FCoE Lead proponent (Academic Dean) for Faculty and Staff Instructor/developer qualifications, advanced faculty development courses, and Dean of Academics professional development programs.

d. Plans and conducts evaluation of foundational courses taught and course graduates as part of the Dean's broader, Program Evaluation platform.

e. Lead action office for coordination of FSDP waivers and requests for exceptions to policy through the Dean of Academics to ArmyU CTLE.

f. Maintain FCoE instructor/developer qualification databases.

g. Investigate emerging learning methodologies, validate them for applicability within the FCoE, and develop and execute an implementation plan to faculty and staff.

h. Exercise quality control of staff and faculty training in meeting individual and organizational needs.

i. Maintain approved staff and faculty development course POIs IAW the Training Requirements Analysis System (TRAS).

j. Supports the Dean of Academics by providing an FCOE wide professional learning framework as directed.

k. Serves as lead action office for Policy Guidance Oversight Committee.

l. Serves as lead action office for Instructor of the Year and Curriculum Developer of the Year programs.

m. Serves as the DOTD lead and participates in all Training and Education Development (TED) workload and manpower management initiatives and reporting efforts.

n. Participates in the Program Review Board and other processes described in USAFCoEFS 350-70, Learning Policy and Systems.

Chapter 12

Army Multi-Domain Targeting Center (AMTC).

12-1. Mission.

The AMTC Center serves as the US Army's proponent for targeting. The AMTC represents the Army and joint targeting forums and facilitates federated target development.

Objectives.

The AMTC executes cross-domain, cross-warfighting function DOTmLPF-P proponent responsibilities for targeting on behalf of the Army force modernization proponent (FMP), CG FCoE; codifies the Army targeting enterprise; represents the Army and FCoE at joint and multinational targeting and joint fires forums; and facilitates federated target development for the operational force in order to enable Army headquarters to meet joint targeting and fires integration standards. The AMTC is also responsible for a wide range of joint fires integration activities to include doctrine review, TTP development and working group participation, while exercising limited oversight or proponent responsibilities, on behalf of the FA CMTD, over Joint Fires Observer (JFO) training standardization and Battlefield Coordination Detachments (BCD) and multinational interoperability for fires.

12-2. AMTC Director.

The AMTC Director works directly for the FCoE CG and looks across the fires force to improve Army and joint targeting forums and facilities focused on target development.

12-3. Major Functions and Responsibilities.

- a. Execute targeting and modernization proponent for the CG, FCoE.
- b. Establish accreditation and provide program oversight for targeting courses.
- c. Align Army targeting with joint standards.
- d. Represent the Army at Joint Targeting Forums.
- e. Build a federated target development capability for operational Forces.
- f. Provide program oversight for targeting and joint fires integration leader education courses, specifically the Joint Operational Fires and Effects Course (JOFEC).
- g. Serve as Army POC for targeting, including serving as the Army lead for Joint Staff Action Processing (JSAP) that involve targeting topics.
- h. Represent the Army at the Joint Fires Support Executive Steering Committee.
- i. Represent the Army at the Military Targeting Committee (MTC).
- j. Support the JAGIC initiative in training and exercises.
- k. Support the FA CMTD's oversight of BCDs.
- l. Support the development of Army Corps - USAF TACS integration.
- m. Chair or provide SME to support Army and joint working groups regarding targeting, joint fires integration and/or multi-national interoperability.
- n. Provide SME support to write, review, and provide feedback on Army, joint, and multinational doctrine, policy, and CONOPS.
- o. Represent the Army at miscellaneous joint and multinational targeting forums.

p. Provide joint fires and targeting SME support to JFO Course, 13F AIT, 13F MG, FA BOLC, FA CCC, Fires PCC, BCT PCC, and JOFEC.

Chapter 13

US Army Garrison, Fort Sill (USAG Ft. Sill).

13-1. USAG, Ft. Sill.

USAG Fort Sill integrates and delivers installation support to enable a mission-ready fires force and military community.

Organization.

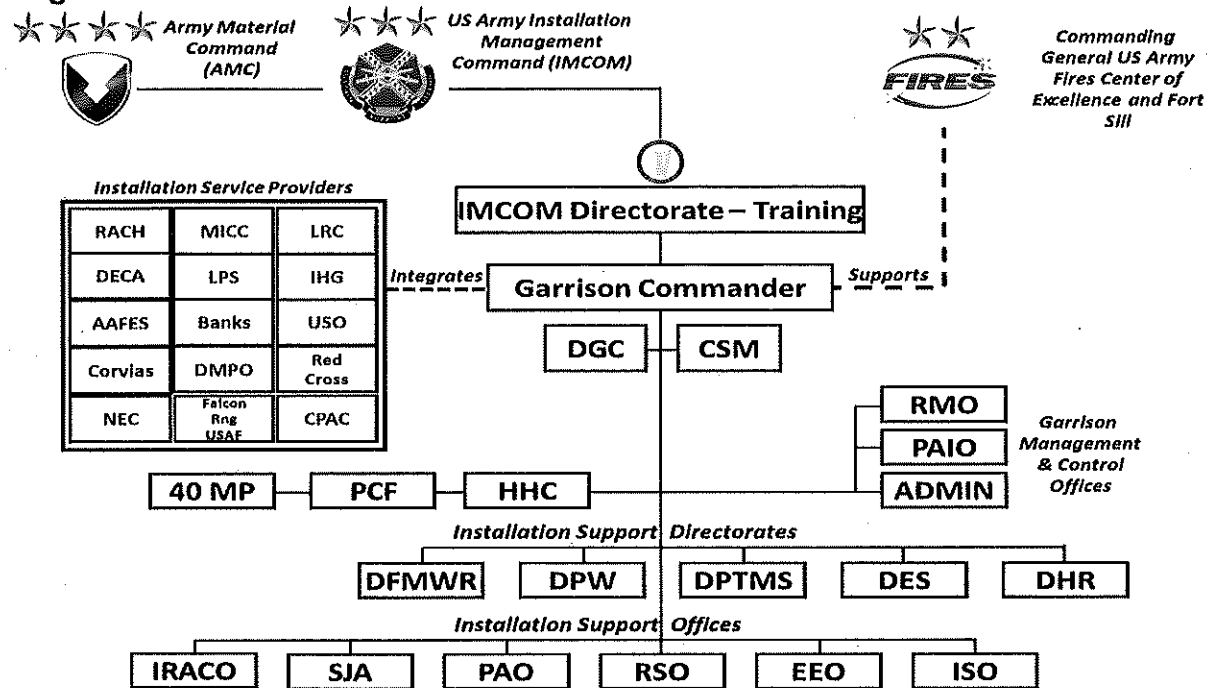


Figure 13-1. Fort Sill Garrison

Major Functions and Responsibilities.

- Garrison Commander. Provide command oversight for the Soldiers assigned to the staff and directorates of the Garrison. Responsible for all command responsibilities as prescribed in the Army Command Policy.
- Garrison CSM. Serves as the senior enlisted member of the Detachment and advisor to the GC.
- Garrison Headquarters and Headquarters Detachment (HHD). Conducts daily support operations on Fort Sill; provides command and control, training, administrative support, and discipline to all assigned/attached Garrison staff.

13-2. Directorate of Public Works (DPW).

Provides, operates, repairs, and maintains the installation's real property facilities; perform minor and major construction; housing; provides space management; conducts long range master planning; and manages energy, environmental, historical cultural, and natural resources programs.

Organization.

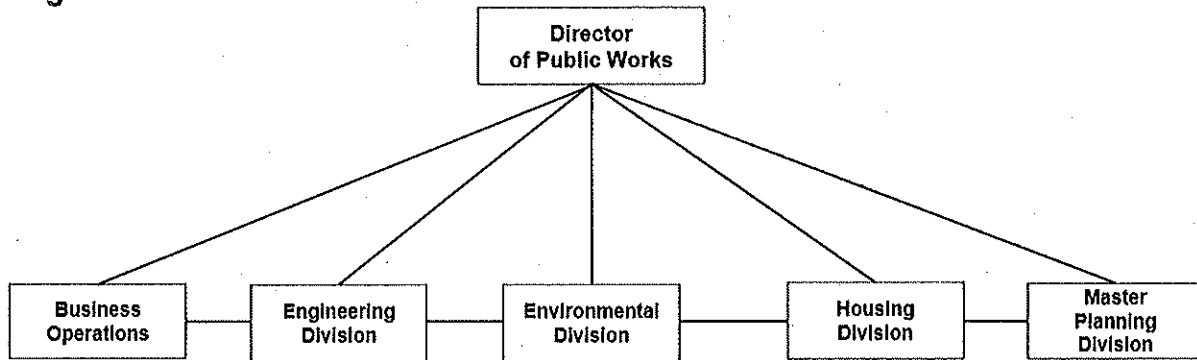


Figure 13-2. Directorate Public Works (DPW)

Major Functions and Responsibilities.

a. Director of Public Works.

(1) Acts as the principal installation advisor as to the nature, scope and feasibility of engineering and public works services available, planned or contemplated.

(2) Provides advice on and is responsible for engineering functional annexes to mobilization and other emergency operation plans.

(3) Provides and/or manages the Installation's housing, engineering, master planning, environmental, natural resources, and facilities programs.

b. Inherent Operations and Maintenance Responsibility.

(1) Performs professional engineering and architect duties in planning and managing repair and maintenance of installation buildings and structures.

(2) Conducts program management for snow and sand removal, waste water operations, water production, utility usage and payments, landfill operations, grounds maintenance, pest control, self-help operations, work reception and scheduling, installation facilities system operations, Geographic Information System Mapping and energy conservation.

c. **Environmental Division.** Manages pollution control and compliance programs to include hazardous materials management plan, and the recycling policy and resources program.

d. Housing Division.

(1) Assists Soldiers and Families with all housing needs by providing guidance and assistance to all incoming and departing personnel.

(2) Maintains and provides quality up-to-date information for Soldiers and Families pertaining to all aspects of military relocation and mediating disputes; counsels customers, educates, and provides guidance on local housing needs.

e. **Engineering Division.** Conducts annual work planning, prioritization, and execution; conducts annual design and construction acquisition planning; oversees installation custodial services, manages installation refuse collection and disposal operations; oversees anti-terrorism and force protection engineering and certification.

f. **Master Planning Division.** Functions include areas such as real property management, installation design guide, real estate services and leases, military construction and facilities reduction, and the real property planning board.

g. **Business Operations Divisions.** Conducts activity based costing/management, common levels of support accountability, base operations support contract quality assurance, business engineering, reimbursable work planning, and integration and execution.

13-3. Directorate of Family and Morale, Welfare and Recreation (DFMWR).

The DFMWR's mission is to enhance the quality of life for the Total Army Family by delivering Family, social, and morale, welfare and recreation programs and services. Services include extensive Family support programs, child, youth, and school services, entertainment, recreation, and Family readiness programs and services.

Organization.

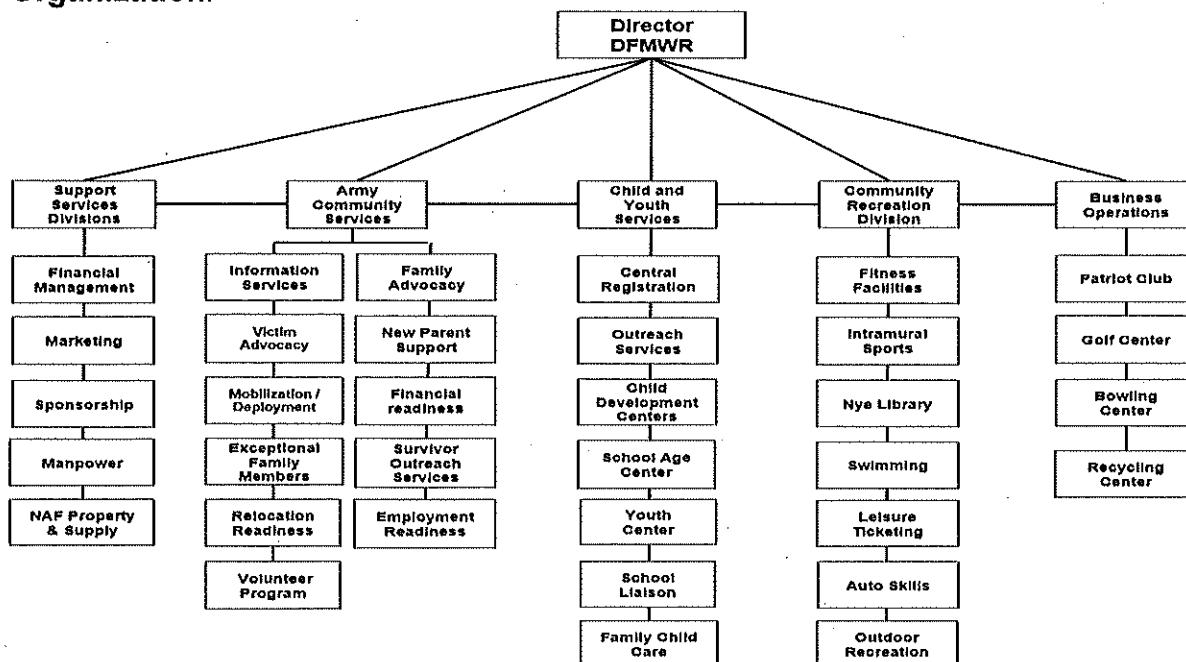


Figure 13-3. Directorate of Family and Morale, Welfare and Recreation (DFMWR)

Major functions and responsibilities.

a. Support Services Division.

(1) Conducts financial management for the installation, overseeing the revenue-generating business entities for DFMWR.

(2) Provides marketing and sponsorship for DFMWR.

(3) Oversees facility management and NAF Property Book/Warehouse, and NAF Construction.

b. Army Community Services.

(1) Manages and oversees the Family Advocacy Program, Exceptional Family Member Program, and Mobilization and Deployment.

(2) Facilitates and provides counselors for relocation readiness.

(3) Conducts financial and employment readiness classes and private counseling sessions.

(4) Manages Army Emergency Relief operations.

(5) Oversees the Army Volunteer Corps program.

(6) Provides information and referral for installation programs as well as supporting programs and services in the local community.

(7) Provides Soldier and Family support regarding deployment, mobilization, and stability.

(8) Manages the Survivor Outreach Services Program.

c. Child and Youth Services.

(1) Operates installation child development centers, Family child care, middle school, and teen centers.

(2) Provides school age services; operates the youth sports and fitness facilities and programs; provides youth education support services.

(3) Provides School Liaison and Outreach Services to include Partners in Education Program Services.

d. Community Recreation Division.

(1) Provides sports, fitness, and recreation centers across the installation; supports installation-wide special events, such as Independence Celebration, Oktoberfest, and concerts.

(2) Provides an automotive skills center equipped with vehicle lifts and a broad selection of tools and state-of-art equipment for self-help repair and maintenance of personal motor vehicles.

(3) Manages parks and picnic areas; manages the outdoor recreation facility; manages Warrior Adventure Quest Program and Recreational Shooting Complex.

e. Business Operations.

(1) Manages and operates business operations such as golf, bowling, and a variety of Food, Beverage and Entertainment.

(2) Manages and operates the Recreational Lodging and Recycle Center.

13-4. Directorate of Emergency Services (DES).

Plan, direct, and conduct first class law enforcement, installation access control, physical security, and fire & emergency services in order to provide a safe and secure environment for Service Members, Families, Civilians, and visitors who comprise the Fort Sill community, while enabling a mission-ready Fires force. On order deploy trained Military Police personnel of the 40th Military Police (MP) Detachment and the 902nd Military Working Dog (MWD) Detachment in support of worldwide contingency operations.

Organization.

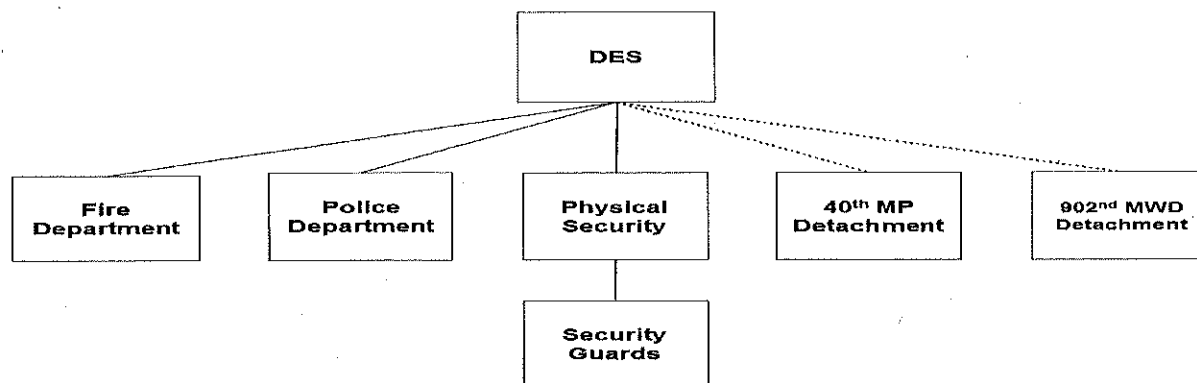


Figure 13-4. Directorate of Emergency Services (DES)

Major functions and responsibilities.

a. DES Director. Services as the GCs lead for all aspects related fire, police, and physical security services.

(1) Plans, directs, and controls all activities of the directorate.

(2) Advises the CG and command groups on all matters for which the directorate is responsible.

(3) Organizes and allocates resources within the DES and response to National Incident Management (NIM) actions.

b. Fire Department and Emergency Services.

(1) Manages and directs all fire and emergency programs on Fort Sill, providing emergency incident command and management; all-hazards response services for technical and specialized rescue incidents; wild land fires; structure issues; aircraft issues; Hazardous Materials (HAZMAT); Chemical, Biological, Radiological, or Nuclear (CBRN) incidents; and Weapons of Mass Destruction (WMD) incidents.

(2) Enforces the daily application of sound fire prevention practices on the installation for high, medium and low hazard buildings. This includes conducting inspections, reviewing engineering plans for Military Construction (MILCON) projects and design review, and conducting public education.

(3) Provides non-transport emergency medical services response in support of RAHC and Fort Sill.

(4) Manages the Fire and Emergency Training Program and designs, develops, and conducts specialized training.

c. Police Department and Provost Marshal.

(1) The Police Patrol Section enforce criminal law, maintain law and order and investigate crimes, while providing a friendly and professional environment for Soldiers, Family members, and retirees. The police are primarily responsible for the maintenance of public order, prevention, and detection of crimes on the installation. Provide security for major events on the installation.

(2) The Police Liaison serves warrants, conducts Absent without Leave (AWOL) apprehension and civil liaison operations. Coordinates with local, state and Federal law enforcement agencies for police reports. Coordinates with the local detention facility and

unit to arrange the release of military offenders per the instruction of the Magistrate. Coordinates with the Army Correction Command to arrange the transport from Fort Sill to a designated place of confinement for military offenders.

(3) The Police Intelligence Section and Military Police Investigations advise the Armed Forces Disciplinary Control Board (AFDCB) and Juvenile Review Board, and conducts investigations of larcenies, damages, assaults, domestic and juvenile crimes, as well as the testing and identification of drugs and the collection of evidence.

(4) The Traffic Investigations section ensures safe and efficient movement of personnel and vehicles on and off post through the use of traffic control devices, targeted traffic enforcement, child safety seat training and investigations of motor vehicle accidents on Fort Sill.

(5) The Conservation Law Enforcement Officers (CLEO) investigate primarily wildlife crimes, habitat destruction, and unlawful commercial exploitation of wildlife and enforce wildlife protection laws, in addition to routine law enforcement duties, including the enforcement of criminal law, maintaining law and order and investigating crime.

(6) The Fort Sill Military Police desk provides administrative and customer service support to the brigade, battalion and company commanders of Fort Sill as well as the local Magistrate Court and Crime Record Center; initiates information blotter entries for criminal events from military police reports submitted by law enforcement patrols; conducts law enforcement reporting IAW AR 190-45. Provide command and control of the police patrols and provides information and guidance as they request it.

(7) The Police Administrative Records section inputs, files, processes, prints, scans, and sorts Military Police reports, and maintains Military Police records; initiates and processes required documents pertaining to Soldiers who are in an AWOL or Desertion status IAW AR 630-10; conducts weapons registration for the installation.

d. 40th MP Detachment and 902nd MWD Detachment.

(1) The Military Police Detachment conducts law enforcement in support of Fort Sill, Oklahoma and the Department of the Army and, on order, deploys teams and individuals in support of worldwide Military Police contingency operations.

(2) The Military Police desk provides administrative and customer service support to the brigade, battalion and company commanders of Fort Sill as well as the local Magistrate Court and Crime Record Center; initiates information blotter entries for criminal events from military police reports submitted by law enforcement patrols; conducts law enforcement reporting IAW AR 190-45.

(3) The Military Working Dog Detachment conducts law enforcement operations by providing drug and explosive detection capabilities. On order, deploys teams in support of contingency operations.

e. Physical Security Division.

(1) Provides installation access control, with the utilization of security guards through the Department of the Army Security Guard (DASG) Program, at all open roadways onto Fort Sill.

(2) Conducts visitor and contractor vetting through the use of the National Crime Records Center database allowing only those authorized personnel to enter the installation after undergoing a thorough background check and being approved for a visitors pass.

(3) Conducts physical security inspections, staff assistance, and surveys IAW AR 190-13 and AR 190-11. Advises the Garrison and tenant unit commanders, directors, and unit personnel on physical security requirements.

13-5. Plans Analysis and Integration Office (PAIO).

Delivers equitable services, promoting business transformation and monitoring performance results; facilitates vertical and horizontal integration for Garrison efforts; oversees Garrison Force Structure; and coordinates stationing actions, strategic initiatives, and concept development to steer the Garrison in meeting current and future needs. The PAIO acts as the garrison's focal point for strategy and management planning.

Organization. The PAIO Chief oversees both the Plans Branch and the Analysis Branch.

Major functions and responsibilities.

a. Planning Integration Branch.

(1) Provides analysis and advice to the GC, garrison staff, DPTMS, and operating officials, through independent assessments of program alternatives and priorities.

(2) Executes short and long range planning programs and selected business improvement initiatives, coordinates garrison participation, and provides advice to the GC on strategic plan development.

b. Management Analysis Branch.

(1) Provides analysis and advice to the garrison commander and program oversight to assigned garrison officials and staff.

(2) Oversees and executes the relevant performance measurement programs and initiatives.

13-6. Directorate of Human Resources (DHR).

Provides military human resources services for the installation, its sub-activities, and tenants to include Army Reserve, National Guard, Active Army units, other supported agencies, and AR 5-9 areas of support responsibilities. Provides planning and execution of daily operations, strategic and operational planning, and support for unit/individual readiness in military personnel services, include administrative services, continuing education services, and substance abuse and prevention. Executes installation military human resources services in conjunction with the USAFCoEFS G1.

13-7. Community Readiness and Resiliency Integrator (CR2I) Office.

The USAFCoEFS CR2I Office integrates and synchronizes multiple efforts and initiatives to improve the readiness and resilience of the Total Army - Soldiers (Active Duty, Reserve, National Guard), Army Civilians and Families. Through the Community Health Promotion Council (CHPC) process, CR2I will assist the installation to build upon the Psychological, Physical, Spiritual, Family and Social Domains of Readiness. This process is focused on personnel readiness, organizational cohesion and a continuing commitment to the Army's Ethics and Values enabling greater contributions by every

individual. The personal readiness of Soldiers, Army Civilians, and Family members is paramount to unit readiness and the readiness of the overall force.

Mission. The CR2I through multiple entities improves the overall health and readiness of the population by synchronizing assets, community programs, and unit commands to attain maximum impact on readiness and resilience of Soldiers, Civilians, and their Families.

Major Functions and Responsibilities.

a. Serves as the primary advisor to the CG on all matters pertaining to the HQDA Ready and Resilient (R2) concept and the Community Health Promotion Council process.

b. Manages the implementation of the installation's R2 and health promotion programs, interprets guidelines, and provides expertise and input for policy recommendations.

c. Serves as the installation subject matter expert on the process of implementing a holistic community health and well-being program and is responsible for a variety of assignments/projects which will be cross functional in other program lines of authority.

d. Coordinates with professionals from higher headquarters, tactical units, medical facilities, and resource personnel in the military and civilian community.

e. Serves as the staff proponent for at-risk Soldier identification and mitigation process.

f. Assesses existing resources, community needs, and risk factors to identify capability gaps in services and training.

g. Ensures completion of all required tasks, functions, duties and program compliance with HQDA G1, Army Resiliency Directorate and higher guidance.

h. Facilitates the Community Health Promotion Council (CHPC) process and assists with the implementation of associated sub-councils, committees, working groups and unit Health Promotion Teams (HPTs).

i. Conducts an annual review of the CHPC process to include all executive sub-councils, committees and Health Promotion Teams (HPTs). Assists with Ready and Resilient (R2) program, policy and initiative evaluations/assessments as requested.

13-8. Directorate of Plans, Training, Mobilization, and Security (DPTMS).

Coordinates and synchronizes daily operations across all Garrison directorates, support offices, tenants, partner organizations, and off-post agencies (such as Federal, State, County, and City as required). Provides command and control through the Installation Operations Center. Provides planning and execution of daily operations, contingency plans, crisis/consequence management, exercises, force protection, and emergency management. Manages installation training support, force integration, airfield operations and air traffic control services, mobilization/deployment, redeployment/reintegration, events and ceremonies, central taskings office, military schools for tenant units, and ammunition. Provides situational awareness for actions necessary to maintain life, health, safety, and mission essential functions IAW AR 500-3.

Organization.

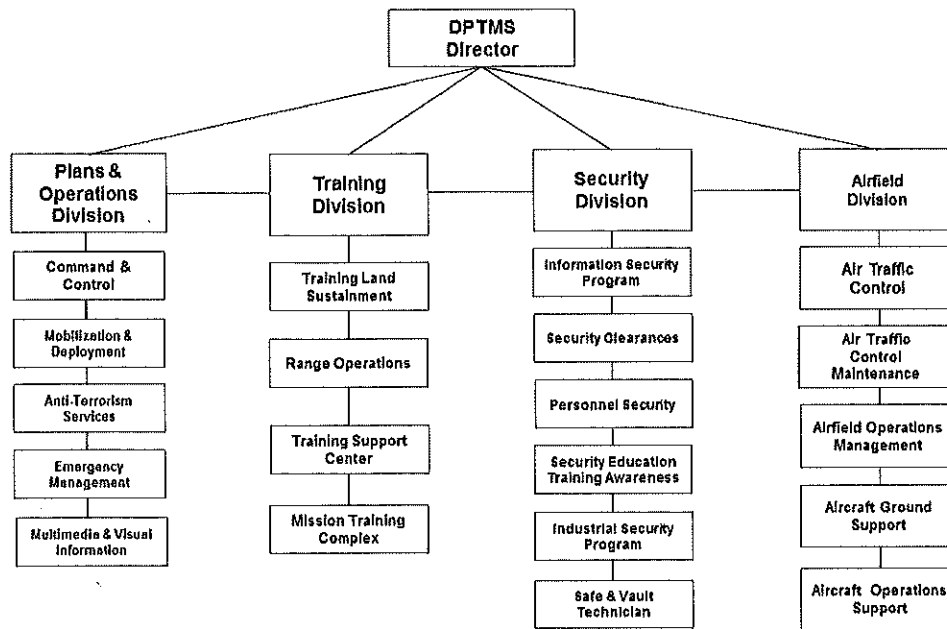


Figure 13-5. Directorate of Plans, Training, Mobilization, and Security (DPTMS)

Major functions and responsibilities.

a. DPTMS Director.

- (1) Serves as the DPTMS for the US Army Garrison Ft. Sill.
- (2) Serves as the senior staff director for training, plans, operations, mobilization, security, and airfield operations.
- (3) Exercises management control responsibilities and complies with AR 11-2.
- (4) Supports and enforces the occupational and safety program IAW AR 385-10.

b. DPTMS Key Functions.

- (1) Provide planning and operations coordination, support for power project, force protection. Prepare, manage, develop, conduct, and evaluate, anti P Terrorism/force protection, emergency management, and OPSEC programs.
- (2) Conduct planning and operations for non-TRADOC resident units and activities.
- (3) Provide training support and coordination for resident units and activities and training facilities management.
- (4) Manage Army airfield operations and services.
- (5) Manage range operations and training area management.
- (6) Oversee Integrated Training Area Management (ITAM).
- (7) Provide training aids, devices, simulations, and simulators.

c. Plans and Operations Division.

- (1) Provide planning and operations coordination, support for power project, force protection (anti-terrorism, response, emergency management and CBRN) force integration.

(2) Provide Fort Sill and its units and activities a safe and relevant environment to work, train, prepare for combat, and projects forces anywhere in the world on short notice.

(3) Provide plans and operational support for mobilization and deployment support for all FCoE tenants.

d. Training Division.

(1) Provide training land sustainment services IAW Common Level of Support (CLS) Service 903, Training Land Sustainment.

(2) Provide range and training land services IAW CLS 904, Range Management.

(3) Provide Soldier Training Support Program services IAW CLS 905, Training Support Center (TSC).

(4) Provide Mission Command Training Support Program support IAW CLS 906, Mission Command Training Support Program.

(5) Identify Army Training Support System requirements and shortfalls for the installation for the SC through the Range Complex Master Plan (RCMP), Senior Commander Installation Needs and Issues (SCINI), and other means as directed.

e. Security Division.

(1) Assist and advise USAFCoEFS and tenants on all security discipline functions pertaining to Personnel Security (PERSEC) Security Education Training and Awareness, and Information and Industrial Security programs.

(2) Ensure compliance with AR 380-5, AR 380-67, and AR 380-49.

f. Airfield Division. Provide a safe airfield environment through compliance with Army and Unified Facilities Criteria. Air traffic control services are provided within Restricted Special Use and delegated Army Radar Approach Control airspace to support Fort Sill ground and aviation missions.

13-9. Garrison Safety.

Garrison Safety Office serves as the garrison advisor for all safety issues relating to IMCOM matters. Monitors, assesses, analyzes, and develops programs, training, and initiatives to influence Army safety culture and enable Soldiers and leaders to make informed risk decisions.

Organization. The FCoE Safety and Garrison Safety are co-located, but not integrated. The Garrison Safety Director reports to the GC.

Major functions and responsibilities.

a. Safety program management. Garrison Safety Manager serves as the principal advisor, technical consultant, and coordinator on safety and risk management to the GC. Coordinates with the Army safety staff to ensure compliance with all applicable laws, federal codes, and regulations. Supports IMCOM organizations in safety principles and requirements to training, capability development, and operational aspects of their mission areas.

b. Education, training, and promotion. Provides safety education, training, awareness, and promotion by developing, selecting, and acquiring materials for dissemination throughout the Garrison elements. This includes the Army Traffic Safety program.

- c. Inspection, survey and assessments. Executes, evaluates, and assesses Garrison's accident prevention efforts, effectiveness of risk management integration, and the accomplishment of program goals and objectives.
- d. Accident reporting and investigations. Perform accident reporting, investigation, and records management. Administers an accident notification and reporting program for Garrison entities to ensure timely and accurate notification, investigation, and reporting accidents.
- e. Hazard analysis/countermeasure development. Conducts hazard analysis and develops countermeasures. Develops and publishes findings, recommendations and lessons learned.
- f. Provide Garrison safety program assistance and services to include occupational health and safety administration. Shared program management includes aviation safety, radiation safety, range safety, ammunition and explosives safety, transportation safety, off-duty and privately owned vehicle safety, risk and contractor safety.
- g. Supported organization for risk management integration. Integrates risk management into military operations/training, doctrine, training, leader development, and combat developments.
- h. Key Programs. The following are the key safety functions: Army Traffic Training Program, Radiation Safety Program, Construction Plan Review, Explosive Safety, Hazard Abatement Plan, Hazards Inspections, and Inspect Child Care Facilities.

13-10. Internal Review and Audit Compliance Office (IRACO).

Internal review is an independent, objective assurance, and consulting activity within the command designed to add value and improve the command's operations. The objective of the Army's IR program is to provide commanders and their staffs with a full range of professional internal review services that are timely, support local decision makers, and ensure effective stewardship. Internal review is a primary tool of the commander's system of command and control.

Major functions and responsibilities.

- a. Act as the Principal USAFCoEFS advisor on all audit matters.
- b. Direct, manage, and execute the full range of professional audit services as prescribed in AR 11-7 and AR 36-2 to evaluate risk, assess management controls, foster stewardship, and improve the overall quality, economy and efficiency of operations conducted on Fort Sill.
- c. Act as the Audit Focal Point per AR 36-2.
- d. Act as the primary audit readiness focal point for all testing and implementation of corrective actions across all business processes and financial statements.

13-11. Office of Equal Employment Opportunity (EEO).

The Equal Employment Opportunity (EEO) office executes the Department of the Army's Policy on EEO by providing equal opportunity in employment for all employees and job applicants, promote the full realization of EEO through a continuing affirmative employment program plan, and prohibits discrimination in all aspects of employment and Civilian personnel management because of race, color, sex, age, national origin, religion, handicap, genetics or reprisal.

Major functions and responsibilities.

a. **Equal Employment Opportunity Manager.** Serves as the principle advisor and staff officer to the CG and GC for all matters pertaining to EEO for the installation. Provides oversight responsibility for the installation's EEO program areas, such as Affirmative Employment Program, EEO Complaints, Special Emphasis Programs, and the Individual with Disabilities Program, to ensure compliance with statutory laws and regulatory requirements.

b. **Affirmative Employment Program.** Formulates, coordinates, implements, directs, and monitors the installation's AEP program. Develops policies to overcome the effects of past and present discriminatory policies, using structured plans designed to meet local goals and objectives to achieve a balanced workforce at all grade levels and occupational categories that are representative of the appropriate civilian work force.

c. **EEO Complaints Program.** Manages the installation's informal and formal EEO complaint processing procedures including an Alternate Dispute Resolution (Mediation) process. Ensures that all aggrieved persons are afforded due process in managing installation's employment discrimination complaints.

d. **Special Emphasis Program.** Prepares and conducts appropriate training in EEO/SEP subject areas to ensure managers are aware of their responsibilities in implementing the installation's EEO program policies.

e. **Individuals with Disability Program.** Provides advice and guidance needed to implement and monitor compliance with the laws and regulatory guidance mandating the installation's Individual with Disability Program (IWDP). Provides information and training to managers, employees, and job applicants seeking reasonable accommodations in employment at Fort Sill.

Chapter 14

Other Enterprise Partners

14-1. 77th Army Band.

Provide music throughout the full spectrum of military operations and instill in our Soldiers the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad. The 77th Army Band is a Musical Performance Unit (MPU) that also can perform as Musical Performance Teams (MPT) in order to provide support in multiple operational environments that require various genres of music. The 77th Army Band is a separate MToE company element, ADCON to the 95th AG BN.

Major Functions and Responsibilities. The Band renders honors, strengthens unit morale and esprit de corps as well as communicates national values and beliefs. The 77th Army Band accomplishes this through supporting official ceremonies, Soldier and Family events, community relations (COMREL) events throughout Oklahoma, along with educational outreach and recruiting initiatives.

14-2. Network Enterprise Center (NEC).

The NEC's mission is to enable mission command through Command, Control, Communications, Computers, and Information Management (C4IM) support to the Fort Sill garrison and tenants; advises the SC and GC in all Information Technology (IT) matters (data, voice, and video), provides IT planning and services, oversees the development, coordination, procurement, and fielding of all IT equipment and systems, and ensures cyber security for tenants.

Organization.

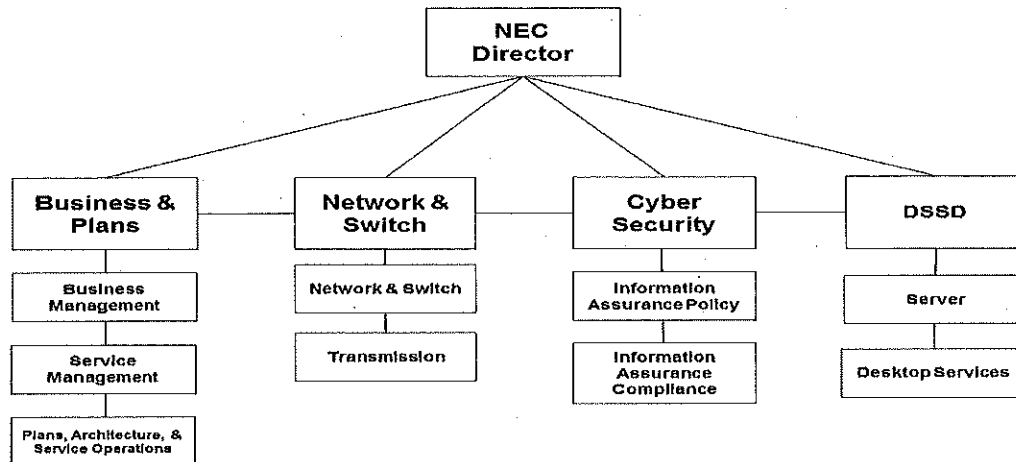


Figure 14-1. Network Enterprise Center (NEC)

Major Functions and Responsibilities.

a. Director.

- (1) Serves as principle advisor to the CG for C4IM services on the installation.
- (2) Plans, programs, directs, budgets, develops, and promulgates policy and standards for automation, telecommunications, and information systems security for the installation and satellite organizations baseline IT services.
- (3) Supervises support to installation personnel regarding information management programs, technology operations and services, information system security, and information planning.
- (4) Supervises the installation Information Assurance (IA) program.
- (5) Approves requirements for activity IT systems and equipment.
- (6) Integrates military personnel plans and policies as champion of the installation's information management key support process team.

b. **Network and Switch Division.** Develops and plans IT projects, other missions include IT metrics, work order management, telephone management, service level management, Land Mobile Radio infrastructure and quality assurance.

c. **Cyber Security Division (CSD).** The CSD is primarily responsible for ensuring the data and systems on the network are secure. This is done by providing patching and scanning, and by developing policies and procedures to safeguard the USAFCoEFS Enterprise Network. The CSD also provides IA training for users. Additional functions

include network certification and accreditation, acceptable use policy, and Information Assurance Vulnerability Alert compliance.

14-3. Logistics Readiness Center (LRC).

The LRC provides logistics support to the installation and all tenants on Fort Sill.

Organization.

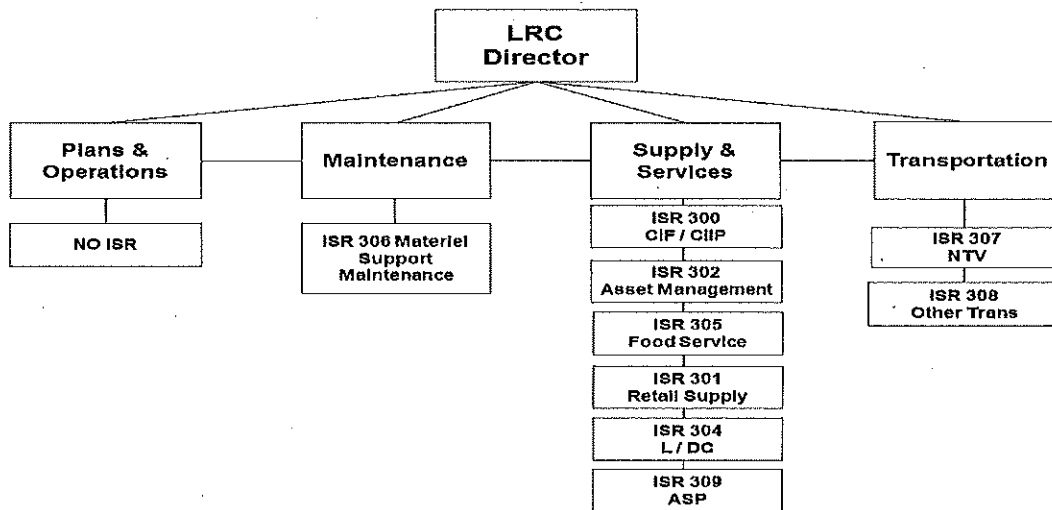


Figure 14-2. Logistics Readiness Center (LRC)

Major Functions and Responsibilities.

- a. Installation Ammunition Supply Point (ASP) IAW Army regulations and policies.
- b. Providing field maintenance and selected sustainment maintenance services.
- c. Central Issue Facility and Clothing Initial Issue Point.
- d. Retail supply services to include Installation Supply Support Activity (ISSA), Bulk Fuel and Hazardous Materiel Management Program (HMMP).
- e. Consolidated installation Property Book Office.
- f. Materiel support maintenance services.
- g. Transportation services to include deployment/redeployment, personal property moves, cargo movement/freight, rail movement, personnel movement and travel services for official travel, and non-tactical fleet management.
- h. Food service operations and dining facilities.
- i. Laundry and dry cleaning of linens and organizational clothing and individual items (excludes personal clothing items).

14-4. Mission and Installation Contracting Command (MICC).

The Mission and Installation Contracting Command (MICC) provides contracting support to FCoE, IMCOM, U.S. Army Forces Command (FORSCOM) and tenant units located on Fort Sill. The MICC Director oversees the Installation Support division and Mission Support division.

14-5. Fleet Management Expansion (FMX).

Optimizes USAFCoEFS's training equipment availability and readiness by providing responsive, reliable, and uninterrupted field-level maintenance support IAW appropriate Technical Manual (TM) Maintenance Allocation Chart (MAC) "F" level-coded functions to training fleets and equipment. FMX serves to increase the availability of equipment to meet USAFCoEFS's training load and serves as a single point of entry to AMCOM for FCoE-organic maintenance requirements. This enables USAFCoEFS to focus on their primary mission – training.

Organization.

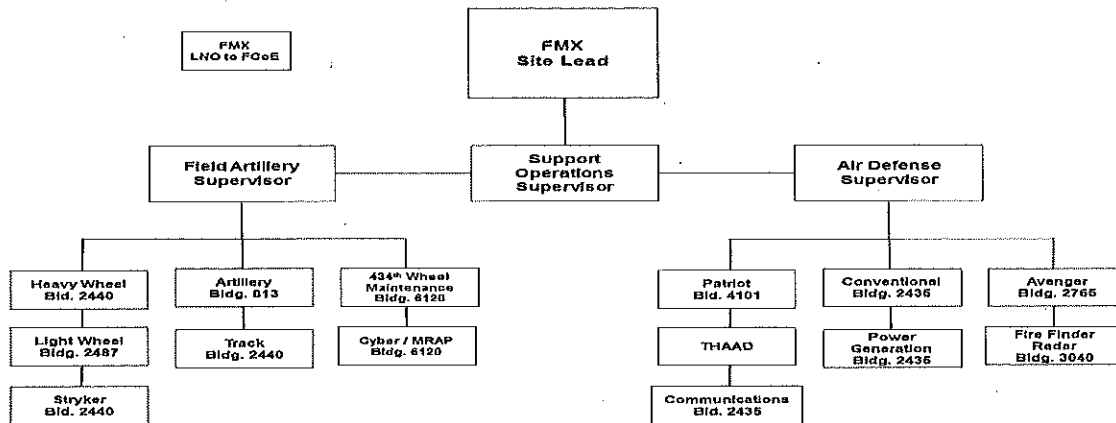


Figure 14-3. Fleet Management Expansion (FMX)

Major Functions and Responsibilities.

a. FMX Site Lead. The FMX Site Lead, along with the Field Artillery Supervisor, the Air Defense Artillery Supervisor, and Support Operations Supervisor operate under the approved FMX MOA guidelines and metrics and receives additional operating guidance and assistance from Army Materiel Command (AMC), Aviation and Missile Command (AMCOM), and Aviation Center Logistics Command (ACLC). The Site Lead manages oversight of all subordinate organizational elements and coordinates and maintains liaison with USAFCoEFS organizations, installation support agencies, and internal DOTS Divisions.

b. FMX Support Operations. Acts as the principal office for internal resource management to include personnel, property, and facilities to facilitate field-level support to USAFCoEFS's training equipment. Material management, readiness monitoring and reporting, analysis, and other logistic support functions are also conducted from the support operations office.

c. Common Functions.

- (1) Unscheduled maintenance and scheduled services.
- (2) On-site contact maintenance support, vehicle recovery and coordination for the evacuation of equipment for sustainment maintenance support.
- (3) Maintenance quality assurance and inspection programs.
- (4) Maintenance support/expertise for equipment issue/turn-in process.
- (5) Material expeditor operations.

(6) Army Oil Analysis Program.

(7) Maintenance facilities stewardship, which includes shop-level safety and environmental responsibilities and scrap metal and hazardous waste disposal requirements.

14-6. Reynolds Army Health Clinic (RAHC).

Reynolds Army Health Clinic continuously provides safe, high-quality, accessible, patient-centered healthcare within our area of operations to enable USAFCoEFS deliver the world's premier Fires Force to the Army.

Organization.

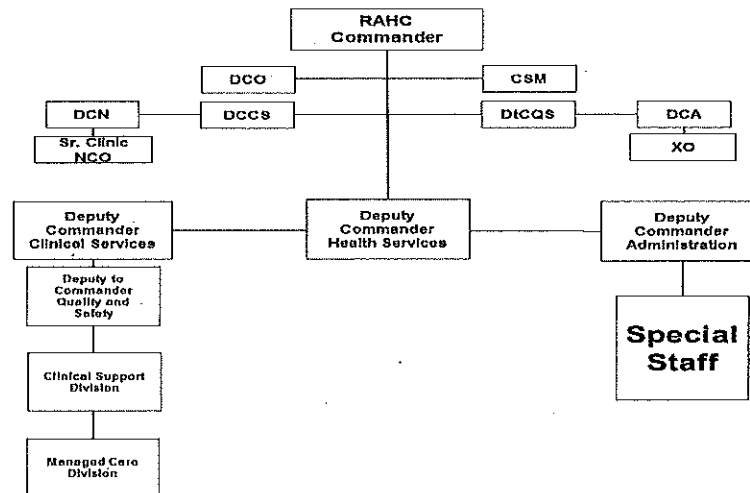


Figure 14-4. Reynolds Army Health Clinic (RAHC)

14-7. Dental Health Activity (DENTAC).

The USAFCoEFS Dental Health Activity continuously provides active duty Soldiers with dental care and education to promote wellness and readiness, healthy lifestyles, and professional development for our teams and beneficiaries that are a part of the Fort Sill healthcare system. Currently, there are four dental clinics on Fort Sill. Allen Dental Clinic is on the eastside of Fort Sill in the 434 FA BDE footprint and supports the First Term Dental Readiness Mission. The Military Processing Site (MPS) Dental Clinic is within the 95TH AG Reception Complex and supports initial entry dental processing of Basic Training Soldiers. Cowan Dental Clinic is located next to Butner Field off of Randolph Road and supports the Go First Class Mission of permanent party Soldiers and houses the Advanced Education in General Dentistry 1-year Residency. Dental Clinic #2 is located within RAHC and provides oral surgery treatment needs.

14-8. Civilian Personnel Advisory Center (CPAC).

Fort Sill's CPAC provides comprehensive human resources services resulting in a civilian workforce that successfully supports our nation's defense. Provides human resources services in the areas of classification and position management, recruitment

and placement, labor and management employee relations, and non-appropriated funds (NAF). CPAC services about 2900 appropriated funds (AF) employees with service to six Military Entrance Processing Centers and 450 NAF employees.

Chapter 15

Other Fort Sill Tenants

15-1. FORSCOM Tenant Units.

The two largest tenant units on Fort Sill are the 31st ADA Brigade and the 75th FA Brigade. Additionally, there are many company sized units or elements located on Fort Sill as well, which are discussed below as well.

15-2. 31st ADA Brigade.

Trains, supplies and maintains a brigade headquarters, two patriot battalions, one M-SHORAD Battalion, and one Indirect Fire Protection Capability (IFPC)/Avenger battalion for forward deployed operations. On order, 31st ADA BDE rapidly deploys trained forces globally to defend designated U.S. Combatant Command forces/critical assets against air, missile, and indirect fire attacks, supports operational and strategic priorities, provides mission command for an Integrated Air Defense System, and serves as the Army's certification authority for all IFPC Mission Rehearsal Exercises.

Organization.

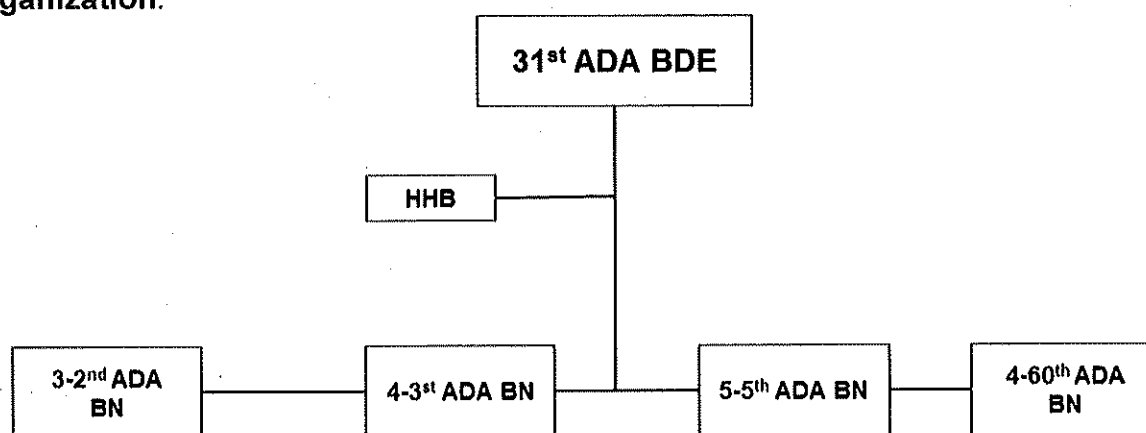


Figure 15-1. 31st Air Defense Artillery Brigade

15-3. 75th FA Brigade.

The 75th Field Artillery Brigade trains and remains "READY NOW" for Large Scale Combat Operations; on order deploys to any area of operations to plan, synchronize, integrate and execute combined, joint and multinational fires in support of Unified Land Operations (ULO).

Organization.

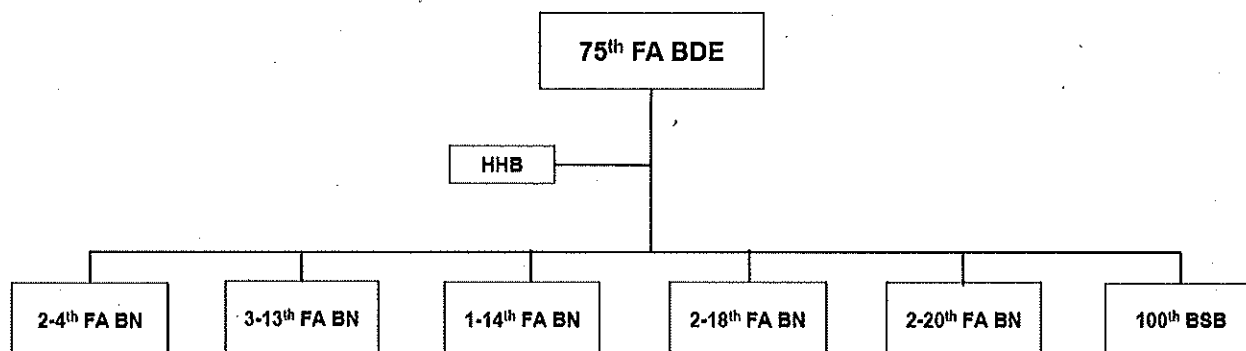


Figure 15-2. 75th Field Artillery Brigade

15-4. United States Marine Corps (USMC) Artillery Detachment (MARDET).

The Commanding Officer of the United States Marine Corps Artillery Detachment, a co-located separate service command, is responsible for all Marine Corps matters on Fort Sill. The primary duty covers oversight of all Marine Corps training on Fort Sill in order to provide the Fleet Marine Forces with entry-level artillery Marines; as well as advanced skills training. The MARDET Commander coordinates all inter-service training with USAFCoEFS to include administrative, logistical, and disciplinary matters for all Marine Corps students attending the various schools on the post. Furthermore, the Commander provides oversight on instruction, curriculum, and training methods and serves as the Commandant of the Marine Corps' representative to the USAFCoEFS CG.

15-5. 761st Explosive Ordnance Disposal (EOD) Company.

Provide EOD support to ULO by detecting, identifying, conducting on-site evaluation, rendering safe, exploiting, and achieving final disposition of all explosive ordnance, including Improvised Explosive Device (IED) and weapons of mass destruction (WMD); provide support to joint, interagency, and multinational (JIM) operations as required. This includes captured enemy ammunition, unexploded ordnance (UXO), IED, and Chemical, Biological, Radiological, and Nuclear (CBRN) munitions. The 761st EOD Company is aligned with 428th FA BDE for organizational oversight and deploys for missions around the globe.

15-6. 167th MP Detachment, Criminal Investigation Division (CID).

As the U.S. Army's primary criminal investigative organization and the Department of Defense's premier investigative organization, the U.S. Army Criminal Investigation Command is responsible for conducting criminal investigations in which the Army is, or may be, a party of interest. Also, provides protective services functions for senior DoD personnel.

15-7. Fire Support Test Directorate (FSTD).

U.S. Army Operational Test Command, Fire Support Test Directorate plans, conducts, and reports on independent operational tests, assessments, and experiments in order to provide essential information for the decision making process for acquisition and fielding of fire support, field artillery, and non-lethal fire systems. The FSTD is attached to Fort Sill with its higher headquarters located in Fort Hood, TX.

15-8. USAF 301st Fighter Wing (FS).

The 301st Fighter Wing operates Falcon Range within the Quanah Range area on USAFCoEFS. Falcon Range provides a weapons range for the employment and scoring of air-to-surface munitions, including inert and training unguided and guided bombs, rockets, strafe, and lasers. The range also provides electronic warfare threat simulators, and gives aircrews a tactically realistic target array in order to build and maintain skills needed to fly, to fight, and to win.

15-9. Henry Post Army Airfield, USAF Weather Squadron OL-E, 3 WS.

Operating Location E, 3d Weather Squadron (OL-E, 3 WS), is the USAF weather station on Henry Post Army Airfield. OL-E, 3 WS provides or arranges for tactical-level weather support for USAFCoEFS. Forecasters provide tailored products translating decision-quality environmental information into operational impacts for mission planning and execution. OL-E, 3 WS's higher headquarters is located at Fort Hood, TX.

15-10. Army Counterintelligence North Texas - Oklahoma.

The Army Counterintelligence North Texas – Oklahoma Office, D Company, 308th MI Battalion, 902nd MI Group conducts full spectrum Counterintelligence operations for the Army enterprise to protect forces, information and technologies by detecting, identifying, neutralizing and exploiting Foreign Intelligence Services, international terrorist organizations and insider threats to U.S. Military forces at Fort Sill and throughout North Texas and the state of Oklahoma.

15-11. 95th Training Division.

The 95th Training Division conducts initial entry training (IET) and is headquartered within USAFCoEFS. The division's peacetime mission is to support TRADOC during yearly surge training periods. The 95th TNG DIV provides Drill Sergeants to conduct IET for new Soldiers entering the Army. The division additionally provides personal in support of ULO, foreign military training, and ROTC summer training. In the event of mobilization, the division will augment TRADOC installations by providing companies or battalions as necessary.

15-12. Capabilities Development and Integration Directorate (CDID) Army Futures Command (AFC).

CDID serves as the AFC's lead for all future Fires force development issues and ensures coordination and synchronization across the DOTmLPF-P domains. The AFC CDID develops operational and organizational concepts, identified requirements, and conducts experiments to validate combined arms capabilities and integrated DOTmLPF-

P capabilities that complement joint, interagency, and multinational capabilities. The directorate works closely with the FCoE FFID and Chiefs of ADA and FA to ensure effective coordination of future force development modernization efforts issues.

Major Functions and Responsibilities.

The major functions of CDID are to develop concepts, ascertain requirements, conduct experiments, and integrate capabilities across Soldiers systems and brigade combat team formations. In performing these functions, the CDID facilitates the assessment, management, validation, and synchronization of DOTmLPF-P integration into combined arms capabilities that complement joint, interagency, and multinational capabilities.

a. Through the Integration and Operations Division, the CDID integrates and synchronizes externally with other AFC CDIDs, TRADOC CoEs, and various external organizations. For those systems and other DOTmLPF-P solutions not chartered to a CDID division, the CDID Integration and Operation Division must coordinate within AFC and the FCoE FFID in order to ensure that all capability disconnects are closed.

b. Through the Concepts Development Division, the CDID leads the development of concepts that are central to the Joint Capability Integration and Development System (JCIDS) process. Additionally, it supports AFC as a member of an integrated concept team formed to write and review the concepts, scenarios, and operational environments that generate requirements for the future force.

c. Through the Fires Battle Lab, the CDID identifies and verifies acceptable solutions for required changes in DOTmLPF-P to achieve significant advances in current and future capabilities. This organization can enable improvement of operational concepts and reduce risk to Soldiers by conducting concept development and prototype experiments and providing credible analysis to support decision making for the current and future force.

15-13. Cross Functional Team (CFT) Army Futures Command (AFC).

In July 2018 the AFC was established as the lead for all Army future development with the intent to oversee the streamlined acquisition process. The Army established six modernization lines of effort across eight CFT teams to assist integration of the accelerated acquisition process. The Air and Missile Defense (AMD) and Long Range Precision Fires (LRPF) CFTs are the AFC's Fires acquisition integration teams. The team's primary function is to accelerate delivery of modern AMD and LRPF capabilities to the warfighter that enable overmatch through focused collaboration between industry, academia, and the warfighter. CFTs rapidly integrate and synchronize the requirements development process, acquisition process and resources to deliver Fires capabilities to the warfighter faster and to inform AFC Headquarter of acquisition actions.

15-14. Fires Software Engineering Division (FSED) Communications-Electronics Command (CECOM).

The core functions of CECOM include field support, foreign military assistance, supply chain management, and logistics, sustainment planning, and execution. Additional services related to these functions include interoperability certification, software

sustainment, manufacturing, repairs, and systems engineering and integration. FSED mission is to provide 100% of the critical capabilities required by the Warfighter to rapidly and accurately locate and engage hostile threats safely in support of the maneuver commander.

Appendix A

References

Section I: Required Publications

AR 5-22
The Army Proponent System

AR 600-3
The Army Personnel Proponent System

TR 10-5
TRADOC Organization and Functions

TR 10-5-1
Headquarters, TRADOC Organization and Functions

TR 10-5-4
United States Combined Arms Center

TR 71-12
TRADOC System Management

USAFCoEFS 1-11
Staff Procedures

Section II: Related Publications

AR 11-2
Management Control

AR 350-1
Army Training and Leader Development

AR 350-10
Management of Army Individual Training Requirements and Resources


AR 380-5
Department of the Army Information Security Program

The Army Campaign Plan, Decision Point 91, 17 April 2008

TRADOC Regulation 350-18
The Army School System

TRADOC Regulation 350-70
Systems Approach to Training Management, Processes and Products

ATZR-C



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