

Department of the Army
Headquarters, United States Army
Maneuver Support Center of Excellence
Fort Leonard Wood, Missouri 65473-5000

*FLW Regulation 10-5

15 March 2015

Organization and Functions

MANEUVER SUPPORT CENTER OF EXCELLENCE

FOR THE COMMANDER:

OFFICIAL:

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History. This publication is a major revision based on the Center evolving to a general staff.

Summary. This regulation prescribes the organization, mission, and functions of the United States Maneuver Support Center of Excellence (MSCoE), incorporating changes from command reorganization.

Applicability. The requirements, policies, and procedures of this regulation apply to all organizations, units, and activities that report to the Commanding General, MSCoE.

Proponent and execution authority. The proponent agency of this regulation is the MSCoE Assistant Chief of Staff (ACOS) G-3/5/7. The proponent has the authority to approve exceptions or waivers to the regulation that area consistent with controlling law and regulations.

Supplementation. Supplementation of this regulation and establishment of command and local forms is prohibited without prior approval by ACOS G-3/5/7, ATZT-OPP, 14000 MSCoE Loop, Fort Leonard Wood, Missouri 65473-8929.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the ACOS G-3/5/7, ATTN: ATZT-OPP, 14000 MSCoE Loop, Leonard Wood, MO 65473-8929.

Distribution: Electronic medium only and posted on the FLW Web site.

*This regulation supersedes FLW Reg 10-1, 17 December 2009.

Summary of Changes

To

FLW Reg 10-5 Organization and Functions

This major revision, dated 25 JUN 2014-

- Updates MSCoE mission statement (para 2-1)
- Updates MSCoE core functions (throughout)
- Adds the G- coordinating staff. (Chapter 5)
- Adds U.S. Army Prime Power School (para 19-33)
- Adds Community Health Promotion Team (para 4-13)
- Incorporates mission command philosophy (throughout)
- Updates mission, organization, and responsibilities of all MSCoE organizations (throughout)
- Directs Schools and Garrison to develop a supporting regulation within 2 years (para 1-5)
- Makes administrative changes (throughout)

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Chapter 1 Introduction

1-1. Purpose

This regulation is the U.S. Army Maneuver Support Center of Excellence (MSCoE) capstone document that defines and delineates organizations, functions, and responsibilities for the command, including the headquarters (HQ) staff and subordinate organizations.

1-2. References

Required and related references and prescribed forms are listed in appendix A.

1-3. Explanation of acronyms, abbreviations, and special terms

The acronyms, abbreviations, and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. The MSCoE Chief of Staff (CoS) will approve changes to this regulation and the supporting regulations.

b. The MSCoE Assistant Chief of Staff (ACoS), G-3/5/7:

(1) Will maintain this regulation for the command.

(2) Will review and coordinate proposed changes and forward recommendations for approval to the MSCoE CoS.

c. The MSCoE ACoS, G-8 will:

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

(2) Review proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and effect on resources to assist the ACoS, G-3/5/7.

d. HQ MSCoE staff and commanders of MSCoE organizations will ensure definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Critical analysis and review of this regulation will occur every other year. Updates will occur as needed to maintain relevancy and ensure MSCoE remains an agile, adaptive, and innovative organization.

1-5. Scope

a. This regulation focuses on the organizational structure, core functions, and major responsibilities of MSCoE and subordinate organizations and schools. It describes the supported operating relationships that create conditions necessary to accomplish assigned missions.

b. All organizations listed in Table 2-1 are required to develop separate supporting regulations to describe their organization's structure, core function responsibilities, and relationships with supporting and supported organizations within 2 years of publication of FLW Regulation 10-5. Staffing of all FLW 10-5 regulations listed in Table 2-1 will, at a minimum, include the Schools (listed in paragraph 3-2) and MSCoE staff (coordinating (paragraph 3-4), special (paragraph 3-5) and personal (paragraph 3-3)). FLW 10-5 series regulations are available at: <http://www.wood.army.mil/doimspt/FLWpubs.htm>.

c. This capstone regulation describes how MSCoE supports the functions assigned to TRADOC and executes missions directly assigned to MSCoE.

1-6. Policy

a. MSCoE employs the tenants of mission command philosophy in its own organizational command structure and operations. Responsibility for missions and tasks is delegated to subordinate organizations to the maximum extent possible.

b. The HQ MSCoE coordinating staff supports the MSCoE Commanding General (CG) to accomplish the mission by conducting staff management, planning, policy development and review, coordination, and recommending priorities. The command group, special staff, and personal staff provide the MSCoE CG with professional and technical services and advice to enable the execution of MSCoE's assigned missions.

1-7. General organizational requirements

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

commander and subordinates is critical to establish a climate of shared understanding and purpose. Based on mutual trust established through regular communication, subordinate leaders are empowered with broad authority to act on matters relating to the execution of their organizations' assigned missions and exercise disciplined initiative to adapt to changing situations.

b. TRADOC focuses on its directed Army missions by defining these as core functions. Those core functions are primarily executed through the Centers of Excellence. While each CoE has unique attributes, one defining characteristic is designation as an Army force modernization proponent (AR 5-22). MSCoE executes force modernization capabilities development responsibilities in support of the Protection warfighting function and also develops and executes doctrine, training, and leader education for the Engineer; Chemical, and Military Police branches. Each integrates within their assigned functional area(s) across doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTMLPF), and laterally across other warfighting functions, and Core Function Leads.

2-4. Centers of Excellence (CoE)

a. CoE definition: Designated command or organization within an assigned area of expertise that:

(1) Executes assigned responsibilities for one or more TRADOC core functions.

(2) Provides TRADOC the ability to develop and integrate DOTMLPF capabilities within and across the Army warfighting functions.

(3) Performs force modernization proponent responsibilities for the Army where assigned.

b. CoE commanding general. The CoE CG serves as the Army's expert source of authoritative information within their assigned area (for example, maneuver, aviation, sustainment, etc.) and executes TRADOC core functions in support of that area, to include developing training, doctrine, and capability requirements. In the role of force modernization proponent, the CoE CG manages change for the Army in one or more designated areas, develops the conceptual vision and requirements for future capabilities, executes force management responsibilities, and integrates across DOTMLPF within CoE areas of responsibility and among other warfighting functions. The CoE CG is accountable for ensuring the quality of CoE products and services provided to the force, managing resources and work priorities, and providing expert knowledge and support to deployed forces, units, and the joint force. In many cases, CoEs have routine relationships with external agencies related to their specialty area, to include other Army organizations, DOD, federal agencies, joint services, and foreign partners.

c. School commandant. The school commandant at a multi-branch CoE is assigned branch proponent and chief of branch responsibilities (AR 5-22). Their primary responsibility is to execute training, leader development and education, and manage personnel proponent requirements. In addition, they may provide branch-specific doctrine input to support the force modernization proponent. Commandants provide command and control for one or more training brigades and ensure the school maintains the highest standards for instructor certification, school accreditation, development and sustainment of courseware, and proper use of Army school system personnel and facilities. Commandants ensure the operational relevance of curriculum through the collection, analysis, and integration of lessons learned and development of realistic scenarios that reflect the operational environment. Commandants employ the Army Learning Model to give Soldiers access and opportunity for learning both in and out of the schoolhouse in a career-long learning construct. School commandants directly impact Army readiness by developing individuals prepared to contribute to operational units.

2-5. Functional roles and relationships

MSCoE uses the terms supported and supporting to designate assignment of specific responsibilities and relationships. Some supported and supporting assignments are enduring. Others extend only for the duration of a temporary task. Designating supported and supporting roles, as defined below, is the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks.

a. Supported. The MSCoE organization or staff element having primary responsibility for a function, task, or role a higher HQ assigns. The supported organization's responsibility begins with initial assignment and ends with its completion, or if it is an enduring responsibility, until relieved from the responsibility. The supported organization is responsible for ensuring the supporting organization(s) or staff element(s) clearly understand the assistance.

b. Supporting. MSCoE organizations or staff elements are designated as a supporting organization when they provide augmentation or other assistance to a supported organization for a function, task, or role. The supporting organization aids, complements, or sustains another organization and is responsible for providing assistance the supported organization requires. The supporting organization is required to comply with the supported organization requirements to ensure completion of a given function, task, or role.

2-6. Governance

a. Synchronizing the diverse missions assigned to MSCoE requires ongoing monitoring to ensure the highest priority missions remain on track to support Army readiness. This is accomplished through the MSCoE Campaign Plan (MCP) and established governance forums. The CG, MSCoE uses the MCP and governance forums to convey guidance, priorities, and intent across the MSCoE.

b. The MSCoE Campaign Plan provides a framework for and describes how MSCoE will plan, monitor, and accomplish its assigned mission. It is a tool for deliberate planning and prioritization of efforts that maintains MSCoE's capacity to adapt to shifting environmental factors. The MCP identifies key decision points and high priority initiatives guided at senior levels through a series of update briefings and meetings to ensure near- to mid-term accomplishment.

c. The staff supports CG, MSCoE decision making by collecting and analyzing information, employing knowledge management tools to effectively synthesize data, gathering feedback on mission execution through quality assurance (QA) metrics. The staff facilitates aligning resources with CG, MSCoE priorities using input from subordinate organizations. The staff conducts mission analyses that assist in understanding situations, sets priorities in accordance with CG, MSCoE guidance and intent, and implements CG, MSCoE decisions. In addition, the staff exercises control over their specific areas of expertise within the commander's intent, such as the management of resources, networks, and manpower.

d. Staff management is a role performed by the staff to assist supported organizations. This broader set of HQ MSCoE staff tasks and functions complement the supported, supporting, and major responsibilities this regulation assigns to each organization.

(1) Staff management is the responsibility of the staff to assist, coordinate with, and support LOE leads and supported organizations' efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff facilitates coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate.

(2) Staff management requires involvement with the supported organization early and often in the process of working an action in order to assist the supported organization or LOE lead and remain abreast of activities so CG, MSCoE and others can be informed of the status. The HQ MSCoE staff

directors and leaders balance staff management activities and other priority actions by weighing resources available and the acceptable risk.

(3) HQ MSCoE staff is responsible for promulgating policy or guidance across MSCoE and to appropriate external organizations and agencies. Additionally, the HQ MSCoE staff is responsible for monitoring compliance in those functions, processes, and tasks to determine if execution of approved policy or guidance meets CG, MSCoE intent and priorities.

e. The HQ MSCoE staff facilitates communication within the command for the CG through command, staff, and technical channels; through the use of plans, orders, and direct taskings; and through established governance forums. The staff provides command positions and priorities on behalf of the CG to external agencies.

2-7. Headquarters (HQ) Staff Role

The HQ MSCoE staff supports CG, MSCoE by providing information and analysis to support decision making, enabling the command to accomplish missions by assisting subordinate organizations, and facilitating communication of the commander's intent, priorities, and guidance within the command and with external organizations. In keeping with mission command doctrine, the staff aids the commander in exercising sufficient control to achieve desired effects while allowing subordinates maximum freedom of action to accomplish assigned tasks.

2-8. Coordination and Taskings

This section provides guidance on coordination and taskings. It is through these procedures that supported and supporting roles are assigned and timelines tracked.

a. Fort Leonard Wood (FLW) Directorate of Plans, Training, Mobilization and Security (DPTMS) Operations and Central Tasking Office (CTO) operate on behalf of the installation Commander, Garrison Commander, MSCoE G-3 and the Director of DPTMS. Collectively, MSCoE G-33 and DPTMS oversee OPORD and task production. DPTMS Operations is the point of contact for MSCoE OPORD production. CTO is the point of contact for all support requests requiring a tasking.

b. CTO tasks organization with an established command or support relationship to FLW MSCoE. Tasking orders and OPORDs are applicable to all Active and Reserve Component, National Guard Bureau and Civilian Agencies located on the installation. Essentially, all organizations and civilian agencies operating from FLW support their parent unit but also support the Installation Commander and can be tasked. Task and OPORD actions are limited if there is an established Memorandums of Agreement/Understanding (MOAs/MOUs) between MSCoE and the organization's parent unit.

c. CTO is the ONLY tasking authority over units and agencies on FLW for administrative support tasks, garrison support tasks, personnel tasks and tasks derived from governance boards and Lines of Effort (LOE) and Lines of Operation (LOO). In addition to CTO, the FLW Installation/Emergency Operations Center (IOC/EOC) maintains voice command (VOCO) tasking authority at any time through the senior commander located in or directing the EOC response during a crisis or emergency situation.

2-9. Supporting Regulations

Table 2-1 lists this regulation's required supporting regulations.

Supporting Regulation	Organization
FLW 10-5	MSCoE HQ Staff
FLW 10-5-1	USAES
FLW 10-5-2	USACBRNS
FLW 10-5-3	USAMPS
FLW 10-5-4	USAG FLW

Table 2-1. MSCoE 10-5 series regulations

Chapter 3 Maneuver Support Center of Excellence Command Element

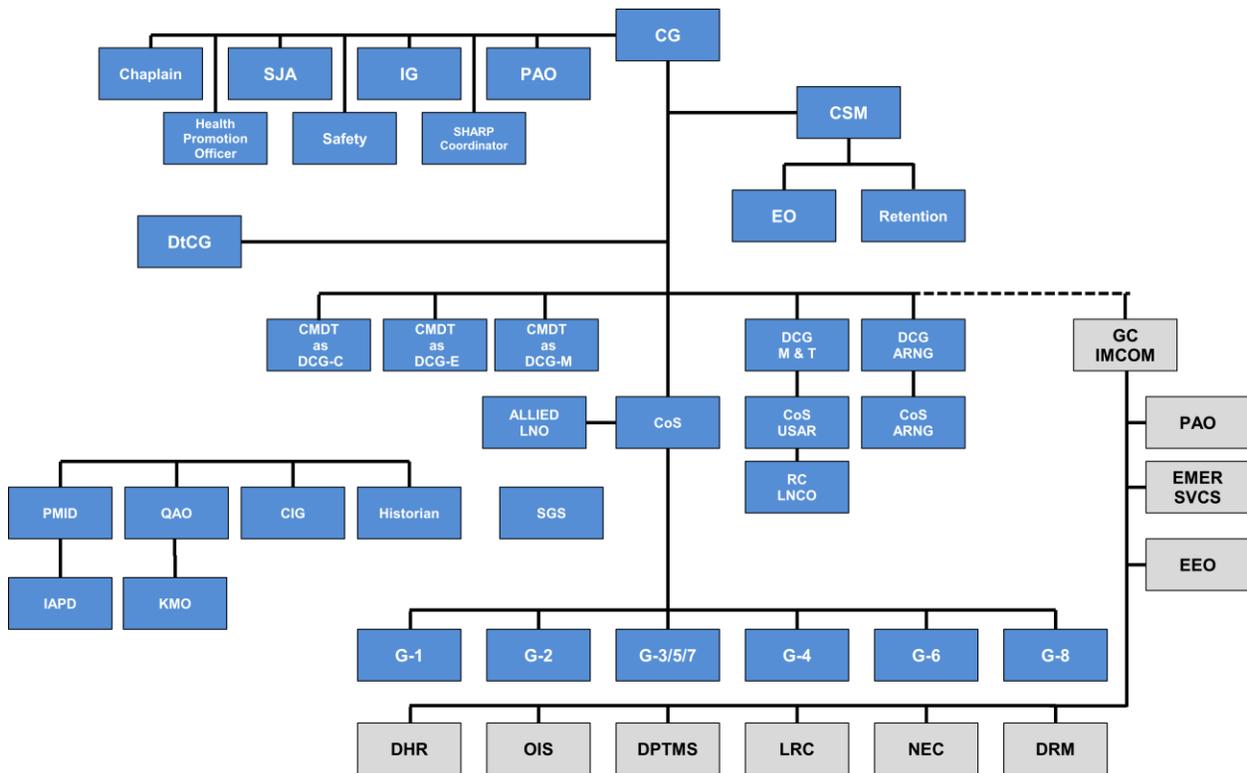


Figure 3-1. MScOE HQs and Staff Organization

3-1. MScOE Command Group

a. The Command Group of the Maneuver Support Center of Excellence (MScOE), Fort Leonard Wood, assists the CG in carrying out his duties. These leaders are the MScOE Command Sergeant Major (MCSM); Deputy to the Commanding General (DtCG); United States Army Chemical, Biological, Radiological, and Nuclear School (USACBRNS) Commandant; United States Army Engineer School (USAES) Commandant; United States Army Military Police School (USAMPS) Commandant; MScOE Chief of Staff (CoS); and the Fort Leonard Wood Garrison Commander (GC). Each member is authorized to supervise the execution of all decisions, guidance, and policies-interpreting them for subordinates as appropriate. The principal sources of guidance and policies are our Fort Leonard Wood mission and priorities; command policies and directives; MScOE, regimental, and school campaign plans; operation orders and fragmentary orders; and decisions from the MScOE synchronization meeting and other battle rhythm decision forums.

b. The Fort Leonard Wood chain of command runs directly from the CG through the DtCG and commandants to the commanders and directors of the major subordinate commands and organizations to include the Garrison Commander. The DtCG and the CoS are not additional echelons in the chain of command; rather, they serve to assist the CG with full authority to direct mission activities and to act in the CG's name to implement and enforce decisions, guidance, and policies. In the CG's absence, the DtCG will direct mission activities within the Center's core functions; the senior commandant on post will assume responsibility as acting commander for purposes of Uniform Code of Military Justice (UCMJ) and other legal or regulatory matters which require a commanding officer or military general officer.

c. Maneuver Support Team. The MSCoE team will always offer the best solutions for the Army through professional discourse. MSCoE will continue to train and develop the best chemical, biological, radiological, and nuclear (CBRN); engineer (EN); and military police (MP) Soldiers and leaders. Force modernization efforts (capabilities development including concepts and doctrine, organization, training, materiel, leadership and education, personnel, and facilities [DOTMLPF] integration) in the Capability Development and Integration Directorate (CDID) will be informed by branches and forwarded to the CG through the DtCG to ensure that we offer the very best solutions for the Army.

3-2. Commanding General

a. Role.

The Commanding General (CG) serves as the CG of the MSCoE and the Installation Commander of Fort Leonard Wood. The CG is responsible for all units assigned to the Installation which includes not only Training and Doctrine Command (TRADOC) units, but tenant units assigned from Forces Command (FORSCOM), and Health Services Command (HSC). The MSCoE CG is the Army Proponent for the designated area as well as branches contained within the MSCoE. The MSCoE CG is responsible for Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, and Facilities (DOTMLPF).

b. Functions.

(1) The CG exercises command authority, delegated through the chain of command, which extends directly to the MSCoE subordinate commanders and their senior leaders, tenant brigade commanders, and the Medical Department Activity Command/Dental Department Activity Command (MEDDAC/DENTAC) commanders.

(2) The CG along with the Commandants (CMDTs) of the USACBRNS, USAES, and USAMPS is responsible for all institutional training conducted at Fort Leonard Wood. The MSCoE Commander is responsible for DOTMLPF for both the Center and Schools. Along with the respective CMDTs, the MSCoE CG is responsible for establishing individual and collective standards of performance for the total Maneuver Support force.

(3) The CG ensures Fort Leonard Wood is a premier force projection platform by providing logistical support to train, mobilize, deploy, sustain, and reconstitute forces that stage from Fort Leonard Wood for worldwide rapid deployment.

(4) The CG 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.

(5) The CG is the senior safety officer of the MSCoE and Fort Leonard Wood. He retains a keen personal interest in all aspects of safety throughout the command and expects assistants and subordinates to do likewise.

3-3. Deputy to the Commanding General (DtCG)

a. Role.

The DtCG is the continuity and strategic planner for the MSCoE who provides enterprise level recommendations to the CG and works collaboratively with commandants, CoS, GC, NCOA, and MSCoE staff to ensure synchronization across the MSCoE enterprise. The DtCG does not constitute a separate echelon of command; rather the DtCG acts as the CG's personal representative.

b. Functions.

(1) The DtCG assists the CG in all of his roles as principal advisor and is authorized to give mission direction and guidance on behalf of the CG for Center-level core functions. The DtCG recommends changes to the CG for executive sessions and other battle rhythm forums, ensures synchronization, eliminates redundancies, and optimizes for success. The DtCG acts as the principal executive to oversee actions to manage the organization. The DtCG oversees the identification, assessment, and course of action development for these initiatives and after a decision is made, oversees the implementation of that decision. Once a specific capability is fully mission capable, the responsibilities transfer to the appropriate functional leader or staff principal.

(2) The DtCG levies staff actions through the CoS. Concurrently, the CoS arranges and facilitates routine and special briefings and studies to the DtCG as needed. The operational environment of the DtCG includes working installation matters directly with outside entities including but not limited to Headquarters, Department of Army (HQDA), TRADOC, IMCOM, Army Corps of Engineers, Office of the Provost Marshal General (OPMG), Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD), and other installations.

(3) The DtCG's special areas of interest include roles and responsibilities outlined in the current FLW Terms of Reference.

3-4. MSCoE Chief of Staff

a. Role.

The primary role of the CoS is to coordinate command policies, orders, and instructions pertaining to MSCoE, the Fort Leonard Wood installation, and its tenant units. The CoS is the focal point for information. The CG's guidance and direction will normally run directly through the CoS to the appropriate command or agency. Similarly, routine information, communications, and feedback will pass through the CoS to the CG, the DtCG, school commandants, and garrison.

b. Functions.

(1) The CoS monitors the activities and support of MSCoE and tenant units; ensures coordination among the staffs of Fort Leonard Wood and tenant units; and personally directs, coordinates, and oversees the MSCoE general staff and leaders. The CoS directly supervises the SGS, Safety, 43d AG Battalion, MSCoE HHC, and general staff primaries.

(2) The CoS's additional areas of interest executed personally or through general/coordinating personal/special staffs include roles and responsibilities outlined in the current FLW Terms of Reference.

3-5. MSCoE Command Sergeant Major (MCSM)

a. Role.

Serves as the principal advisor to the Commanding General on all matters pertaining to the Noncommissioned Officer Corps, discipline, and troop and family welfare. The MCSM is the CG's closest advisor on nearly all aspects of training, leading, maintaining, and caring on the installation. The MCSM closely monitors individual training, enlisted utilization, promotions, discipline, and morale of the command. The MCSM is responsible for all assignments and reassignments of enlisted personnel and for review of all awards/noncommissioned officer evaluation reports (NCOERs) that require the CG's signature; the MCSM also participates in awards boards and is responsible for installation Noncommissioned Officer Professional Development (NCOPD).

b. Functions.

(1) The MCSM coordinates closely with the installation and directorate staffs and the command sergeants major (CSMs) of Fort Leonard Wood's assigned and tenant units.

(2) The MCSM is the example for service member standards across Fort Leonard Wood.

(3) The MCSM has direct access to the CG at all times and keeps the CoS informed on matters that may/will impact the command. He also maintains regular contact with Garrison, the Maneuver Enhancement Brigade (MEB), and inter-Service entities.

(4) The MCSM's special interests include roles and responsibilities outlined in the current FLW Terms of Reference.

3-6. Deputy Commanding General – Army National Guard

a. Role.

Assists the CG in synchronizing the TRADOC effort affecting the mission of the ARNG. Ensures that the ARNG is fully integrated in the planning process, staffing and manning considerations, DOTMLPF activities, and operational execution by all command and staff elements of MSCoE. Serves as advisor to and personal representative of the CG. Supports homeland defense initiatives, CBRNE Enhanced Response Force Package (CERFP), and Weapons of Mass Destruction Civil Support Teams (WMD-CST) training and doctrine development.

b. Functions.

(1) Provides direct assistance to the MSCoE command group in integrating, coordinating, processing, and supervising National Guard staff actions requiring concurrence, approval, or signature of a member of the Command Group.

(2) Plans and implements the Commander's Vision and Warfighting concepts in support of the ARNG CBRN, Engineer and Military Police branch DOTMLPF and soldier requirements processes.

(3) Analyzes training strategy requirements for new materiel and weapon systems for which the MSCoE is proponent affecting Army National Guard (ARNG) Brigade Combat Teams (BCT), and Combat Support (CS)/Combat Service Support (CSS) units.

(4) Coordinates with National Guard Bureau (NGB) and G-3 for actions pertaining to ARNG Bradley New Equipment Training (NET) and NET Plans, as well as virtual trainers specific to the ARNG.

(5) Monitor ARNG resident training activity for the MSCoE.

(6) Provides administrative support to the Reserve Component Office through accomplishment of budget, manpower, personnel administration tasks, also providing office supplies and management of office automation.

(7) Provides staff advice, assistance, and consultation to the CofS, CMDTs, and Garrison Commander in administrative processes and in matters related to ARNG personnel administration.

(8) Coordinates all non-tenant unit training and logistics, to include Annual Training, weekend drill training, and unit mobilization training.

(9) Briefs the G-3 on high-risk and special training requests.

(10) Conducts mobilization station briefings for RC units that mobilize at Fort Leonard Wood.

(11) Integrates RC units assigned to Fort Leonard Wood for mobilization into the Active Component (AC) training structure.

(12) Provides a monthly non-tenant unit training status report to the G-8.

3-7. Chief of Staff – U.S. Army National Guard

a. Role.

Serve as the senior, full-time Army National Guard (ARNG) representative to the MSCoE Commanding General.

b. Functions.

(1) Manage the command's ARNG Active Guard and Reserve (AGR) and Reserve Component – Active Duty Operational Support (RC-ADOS) assets.

(2) Serve as the key staff officer/point of contact (POC) for matters between the CG and the Chief, National Guard Bureau or Director, ARNG.

(3) Serve as liaison with National Guard commands, adjutant generals and the NGB.

(4) Assist the operational staff of the 54 states' and territories' Adjutant Generals' Offices in resolving with problems arising with ARNG Soldiers assigned for training at Fort Leonard Wood.

(5) Support the integration of the ARNG into the homeland security and consequence management effort at MSCoE.

(6) Directly supervise the ARNG Liaison NCOs.

3-8. Deputy Commanding General, Mobilization and Training

a. Role.

Assists in the training, deployability, and readiness of U.S. Army Reserve (USAR) units. Ensures that the USAR is fully integrated in the planning process, staffing and manning considerations, DOTMLPF activities, and operational execution by all command and staff elements of MSCoE. Assists in integration of the Total Army School System and distance learning initiatives. Serves as advisor to and personal representative of CG, MSCoE. Reviews, analyzes, and recommends allocation of resources to support mobilization mission requirements, Supports homeland defense initiatives and Reserve Component weapons of mass destruction-civil support team (WMD-CST) training. Provides letter of input for school reserve deputy assistant commandants.

b. Functions.

(1) Serves as the liaison between Fort Leonard Wood activities and the Office of the Chief, Army Reserve.

(2) Serves as the liaison between U.S. Army Reserve Command and subordinate Command's and Fort Leonard Wood for all Chemical (CM), Engineer (EN), and MP matters.

(3) Provides advice, assistance, and consultation to the Chief of Staff and the Commandants for the Army Reserve training and assists in the development of the full spectrum of CM, EN, and MP training for the Army.

(4) Plans and implements the Commander's Vision and Warfighting Concepts in support of the Army Reserve CBRN, EN, and MP branch DOTLMPF and Solder requirement processes.

(5) Analyzes training strategy requirements for new materiel and weapon systems for which the MSCoE is proponent affecting Army Reserve BCTs and CS/CSS units.

(6) Monitor and ensure Army Reserve resident training adheres to the One Army School System requirements, and is conducted to standard as it pertains to the TRADOC generating force requirement.

(7) Provides advice, assistance, and consultation to the Chief of Staff and the Commandants for the Army Reserve training and assist in development of the full spectrum of CBRN, Engineer, and Military Police training for The Army.

(8) Acts as the liaison between RC units (USAR) and Fort Leonard Wood.

3-9. Chief of Staff – U.S. Army Reserve

a. Role.

Serve as the senior, full-time (USAR) representative to the MSCoE Commanding General and as a member of the General's staff.

b. Functions.

(1) Participate at the command group level in the formulation, development, implementation, and administration of all command policies and procedures directed at or impacting the USAR.

(2) Responsible for total force integration within MSCoE, by ensuring those issues with USAR implications are identified, considered, and coordinated in all MSCoE actions.

(3) Manage the command's Active Guard/Reserve (AGR), ADOS requests, and IMA programs.

(4) Manage the command's Active Guard/Reserve (AGR), ADOS requests, and IMA programs.

(5) Ensure the Chief, Army Reserve's policies and priorities are implemented

(6) Advises the G-3 on all RC issues as it relates to Operations and Training installation-wide to include CM, EN, and MP Regiments.

(7) Provides staff advice, assistance, and consultation to the Commanding General, Chief of Staff, Commandants, and Garrison Commander in administrative processes, DOTMLPF integration and all matters related to Army Reserve personnel.

(8) Advises the G-3 on Structure Manning Decision Review (SMDR) issues and capabilities for the Army Reserve.

(9) Submits reports and processes staff actions as necessary.

(10) Provides staff advice, assistance, and consultation to the Chief of Staff, Commandants, and Garrison Commander in administrative processes and in matters related to Army Reserve personnel administration.

3-10. Commandant/Deputy Commanding General, U.S. Army Chemical, Biological, Radiological, Nuclear School (DCG-C)

a. Role.

Serves as the Commandant and Chief of Chemical and Joint Combat Developer. Responsible for ensuring that the DCG-C's vision for the profession/regiment is nested with and consistent with the CG and MSCoE. DCG-C serves as the Chemical Branch proponent with primary responsibility for training, leader development, and personnel for this Branch and works to integrate those into and across DOTMLPF concerns for his Branch. Focuses on the needs of the Chemical Force while teaming with the other commandants and the DtCG to recommend to the CG changes to doctrine, organizational construct, training and leader development, and materiel solutions. Using military expertise, the DCG-C is responsible to the CG to exercise internal lead, ICW the DtCG (in the DtCG's dual-hatted CDID SES role), for development and integration of the following: CM force structure and capabilities development for homeland security/defense, CBRN passive defense, and CBRN consequence management. Given the CG's approved position, the DCG-C may speak and brief on the CG's behalf for the same areas. The DCG-C has primary responsibility for the subordinate brigade-3d Chemical (CM) Brigade (BDE). Commandant is responsible for Chemical Surety but has a requirement for reporting through the Center.

b. Functions.

(1) Serves as the Chief of CBRN for all matters of CBRN proponentcy. Serves as the CBRN branch proponents with primary responsibility for training, leader development, and personnel for the CBRN branch.

(2) The DCG-C's additional areas of interest executed personally or through general/coordinating personal/special staff include roles and responsibilities outlined in the current FLW Terms of Reference.

3-11. Commandant/Deputy Commanding General, U.S. Army Engineer School (DCG-E)

a. Role.

Serves as the Commandant of the Engineer School. Responsible for ensuring that his vision for his profession/regiment is nested with and consistent with the CG's and MSCoE. Serves as the Engineer Branch proponent with primary responsibility for training, leader development, and personnel for his Branch and works to integrate those into and across DOTMLPF concerns for his Branch. Focuses on the needs of the Engineer Force while teaming with the other commandants and the DtCG to recommend to the CG changes to doctrine, organizational construct, training and leader development, and materiel solutions. Using his military expertise, he is responsible to the CG to exercise internal lead, ICW the DtCG (in the DtCG's dual hatted CDID SES role), for development and integration of the following: EN force structure, CIED defeat the device line of operation (LOO) from the Army CIED training strategy and training standardization, and capabilities development for base camps, geospatial, and environmental integration. Given the CG's approved position, he may speak and brief on CG's behalf for the same areas. Has primary responsibility for the subordinate brigade – 1st EN BDE.

b. Functions.

(1) Exercises command responsibilities for 1st EN BDE. 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.

(2) The DCG-E's additional areas of interest executed personally or through general/coordinating personal/special staff include roles and responsibilities outlined in the current FLW Terms of Reference.

3-12. Commandant/Deputy Commanding General, U.S. Army Military Police School (DCG-M)

a. Role.

Serves as the Commandant of the U.S. Army Military Police School (USAMPS). Responsible for ensuring that the Commandant's vision for the Military Police (MP) profession/regiment is nested with and consistent with the CG and MSCoE. Serves as the MP branch proponent Commandant with execution responsibilities for MP branch training, leader development, education, and personnel shares responsibility for facilities, provides support for policy development and revisions, and supports MSCoE (the force modernization proponent) by providing branch-specific doctrinal input and integrating MP branch initiatives into and across DOTMLPF domains. Focuses on the needs of the Military Police Force while teaming with the other commandants and the DtCG to recommend to the CG changes to doctrine, organizational construct, training, leader development, education, personnel issues, and materiel solutions. Use military expertise and is responsible to the CG to exercise internal lead, ICW the DtCG (in the DtCG's dual-hatted CDID SES role), for development and integration of MP force structure and capabilities development to support MP core competencies (Soldiering, Policing, Investigations, and Corrections), MP Disciplines (Police Operations, Detention Operations, Security and Mobility Support), the protection warfighting function, the Army Protection Program, and force protection mission requirements and all other critical areas (i.e. Nonlethal Weapons, Forensics, and Military Working Dogs [MWD]).

USAMPS trains MP for sustained, large-scale combat operations with capabilities that enable MP assets to conduct and/or support foreign and domestic military operations, including: Stability Operations (foreign/OCONUS; in support of HN), Defense Support of Civil Authorities (domestic/CONUS, in support of U.S. civil authorities), foreign humanitarian assistance (FHA), recovery, noncombatant evacuation (NEO), peace operations (PO), combating WMD, CBRN consequence management, foreign internal defense (FID), counterdrug (CD) operations, combating terrorism, counterinsurgency (COIN) operations, and homeland defense (HD).

b. Functions.

(1) Exercises command responsibilities for 14th MP BDE. Serves as principal advisor in all command matters and is authorized to give orders, direction, and guidance, which have the same force and effect as those given by the CG.

(2) Serves as Chief of the Military Police Corps Regiment to lead the regiment, foster esprit de corps, and maintain the history of the branch.

(3) Ensures Military Police units and Soldiers are prepared to support warfighters through the proper development of concepts, organizational designs, materiel requirements, doctrine, tactics, techniques, training programs and manpower requirements now and into the future.

(4) Approves all proponent actions in support of Army actions and initiatives.

(5) The DCG-M's additional areas of interest executed personally or through general/coordinating personal/special staff include roles and responsibilities outlined in the current FLW Terms of Reference.

3-13. Garrison Commander (GC)

a. Role.

The Garrison Commander is the principal leader in discharging installation responsibilities for the CG. He is responsible for advising on matters of installation management, community activities, family support, financial affairs, environmental restoration, and civilian affairs. He is also charged to supervise the daily business of the installation as well as plans for its future.

b. Functions.

(1) The GC directs, coordinates, and supervises the installation staff and ensures that installation staff works closely with the general staff and is part of the general staff's operations.

(2) Partners with the commandants, the DtCG, and tenant units for future facilities and infrastructure planning, BRAC, and other discretionary moves.

(3) The GC's additional areas of special interest include roles and responsibilities outlined in the current FLW Terms of Reference.

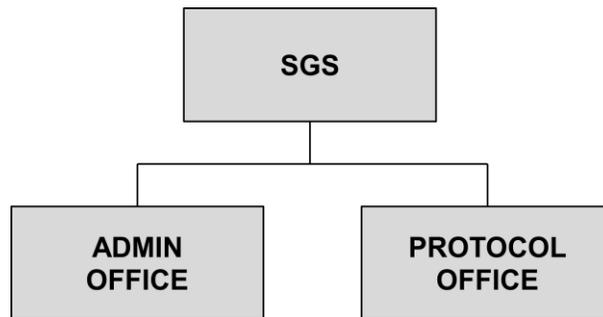
Chapter 4

MSCoE Personal and Special Staffs

To assist in the exercise of command, the CG has designated a personal staff and a special staff. Unless the CG directs otherwise, all general staff officers will coordinate with the CG and keep the CG informed through the DtCG or the CoS. The personal staff and special staff synchronize all actions across Fort Leonard Wood in order to effectively execute all missions and tasks; implement the CG's policies, orders, guidance, and intent; address all requirements and requests from higher headquarters; and ensure that the requirements of all major subordinate commands and organizations and other tenant units are addressed.

The special staff includes those whom the CG personally supervises or has immediate control to include: the CG's secretary, driver, and Aide-de-Camp, Secretary of the General Staff (SGS), Staff Judge Advocate, Chaplain, Inspector General, Public Affairs Officer, and Commander's Initiatives and Engagement Group (CIG). The special staff will keep the command group informed and will coordinate all staff actions through the CoS and DtCG. Like the general staff, some sections of the special staff blend both TRADOC and installation staffs into a cohesive leader team.

4-1. Secretary of the General Staff



a. Role.

The Secretary of the General Staff (SGS) provides the Maneuver Support Center of Excellence command element with continuing administrative, personnel, and logistical support; protocol services; and speechwriting services.

b. Functions.

- (1) Serve as the key advisor to the command for development and administration of command operations, and all matters relating to protocol.
- (2) Analyze, process, and follow up on all correspondence to ensure proper coordination, correctness, timeliness, and completion of assigned tasks.
- (3) Task, coordinate, and track all administrative staff actions.
- (4) Manage command element budget, including civilian pay, travel, contingency funds, automatic data processing equipment, and supply accounts.
- (5) Establish policies, responsibilities, and administrative procedures governing distinguished visitors, domestic and international, to the Maneuver Support Center and Fort Leonard Wood. Develop, coordinate, and execute visit itineraries for all distinguished visitors.

(6) Provide all protocol support to the Commandants of the Chemical, Biological, Radiological, and Nuclear; Engineer; and Military Police schools.

(7) Assist in planning and execution of general officer level meetings and conferences.

(8) Provide all installation ceremonial and general officer heraldry support.

(9) Coordinate and publish installation orientation itineraries for all incoming commanders, directors, and brigade-level and above command sergeants' major and civilian equivalents.

(10) Monitor installation MSCoE Integrated Master Calendar System (MIMCS) to de-conflict command element and general officer calendars.

(11) Serve as liaison with local, state, and federal elected officials on installation visits, events, issues, and/or information.

(12) Schedule the command briefing room (CBR) and the CG's conference room (CG CR).

(13) Create speeches, remarks, and/or briefings to be delivered by the Commanding General and other general officers and command element personnel, as required.

(14) Review and edit material prepared by other agencies for delivery by the Commanding General.

(15) Assist in the development of a variety of ceremonial scripts and narratives for installation-level events.

(16) Proponent for FLW Staff Procedures Guide and Distinguished Visitors Guide.

4-2. USA/NG Liaison Office (RCLNCO)

a. Role.

The ARNG/USAR LNCO assists in the reception and throughput of USAR/NG Soldiers into, through, and to completion of IADT/ADT. LNCO's assist the training unit in the management of ARNG/USAR IAW with DA, NGB, OCAR, TRADOC, and state policies and procedures.

b. Functions.

(1) Serves under the Chief of Staff USAR as a special staff section.

(2) The ARNG/USAR LNCO assists the RECBN/training centers in the reception, orientation, processing, and initial training assignment of RC Soldiers. Services include resolving recruitment problems, reclassification/recycle actions and the individual problems of the Soldier. The LNCO at RECBN/training centers will provide Commander, TRADOC information of early coordination and resolution of ARNG/USAR particular problems.

(3) ARNG/USAR LNCO supports the training unit in reclassification, recycle, ELS counseling, and coordination with RC parent unit. LNCO will assist commanders, including training companies, in resolving problems of the ARNG/USAR soldier. The primary goal is assisting in keeping quality Soldiers in training to a successful conclusion.

4-3. Program Management and Integration Directorate (PMID)



a. Role.

Provides centralized management and program integration functions in direct support of mission activities of the MSCoE. Establishes a fully integrated MSCoE, collaboratively making a difference to the Army, while capitalizing on proponent qualities. Supports the DtCG in center level integration of maneuver support capabilities across the doctrine, organization, training, material, leadership and education, personnel, and facilities (DOTMLPF) domains, synchronizing across schools, garrison, staff, and directorates. Ensures that the MSCoE priorities are defined and executed within the governance processes of the Capability Development and Integration Directorate (CDID), coordinating and special staffs, branch schools, and garrison, and that priorities are based on needs of the center and school commandants, as well as the realities of war and other contingency operations.

b. Functions.

(1) Serves as the deputy and principal advisor to the MSCoE SES/Deputy to the Commanding General (DtCG); acts for the DtCG on matters not requiring SES personal attention or during short absences.

(2) Shepherds a wide range of programmatic, budgetary, and command-directed initiatives; exercises authority to commit the center and make binding decisions on behalf of the DtCG.

(3) Advises the DtCG and confers with affected commanders, directors, and staff regarding which programs or major projects should be initiated, dropped or curtailed; recommends allocation and apportionment of resources to key programs or projects; recommends the sequence and timing for initiating, dropping or curtailing particular programs or major projects; recommends modification for existing programs or parts of programs.

(4) Maintains surveillance over MSCoE activities to ensure the necessary integration, coordination, and administration of key initiatives; conducts deliberate planning and analysis for senior leader forums that shape MSCoE strategic guidance, priorities, resource allocation, and direction for prospective changes in functions, programs, and future mission requirements.

(5) Establishes processes and systems to ensure that force modernization proponentencies assigned to the center are identified, understood, prioritized, and input into higher headquarters' processes. ICW with the CDID, integrates and synchronizes capabilities development through working group processes, leadership councils, and MSCoE Campaign Plan lines of effort (LOE) governance forums.

(6) ICW the Chief of Staff and other staff principals, provides oversight, coordination and integration of competing resource requirements, such as capital equipment, personnel, funds, space, and facilities.

(7) Directs and coordinates the center's marketing plan, strategic communications, and engagement strategy to partner and innovate with the private sector.

(8) Assists the DtCG in executing the full range of human resource responsibilities contained within the "Personnel" domain of DOTMLPF; works with enterprise partners to provide staff oversight of civilian personnel development system life cycle management functions for the MSCoE & FLW civilian workforce.

(9) Manages the MSCoE Civilian Personnel Board, the principal executive body responsible for manning; recruitment, retention, and relocation; activity career programs; appropriated fund civilian payroll; position management and classification; promotions and reassignments; professional development and re-training; continuing education; and other appropriate administrative actions affecting TRADOC civilian employees assigned throughout the installation's activities.

(10) Administers the MSCoE Mission Support Services (MMSSC) Indefinite Delivery-Indefinite Quantity (IDIQ) Contract IAW applicable Federal Acquisition Regulations; serves as the MMSSC IDIQ Contracting Officer's Representative (COR).

(11) Supervises and directs the activities of the Quality Assurance Office, MSCoE Historian Office, and International Army Programs Division (IAPD).

(12) Serves as the Activity Career Program Manager for CP-51, General Administration and Support.

4-4. International Army Programs Division (IAPD)

a. Role.

Develop MSCoE's international presence by building, expanding, and improving partnerships with U.S. Governmental, international, industrial, and academic organizations. Provide unity of effort by leading and directing center policy, resources and strategy in support of the Building Partnerships Enterprise (BPE) goals and objectives. Exercise continuous supervision and review of international programs and processes that support school and center interests, synchronize and integrate key initiatives and engagements, and develop enduring communication channels and collaborative forums. Provides centralized management and program integration functions in direct support of mission activities of the MSCoE.

Manages MSCoE international activities to synchronize the exchange of DOTMLPF solutions and information with allies and coalition partners IAW DA Pam 11-31, Army Security Cooperation Handbook. This includes management of the MSCoE international activities to integrate building partnership programs and processes, synchronize efforts, establish knowledge management, support the Engagement Functional Concept, and efficiently and effectively support Joint and Army building partnerships enterprise goals and objectives.

b. Functions.

MSCoE lead for TRADOC Building Partnership (BP) strategy under the Develop Capabilities Line of Effort. Coordinates with TRADOC's BP lead, ARCIC's International Army Programs Division.

(1) Joint. Coordinates and represents MSCoE interests at Joint conferences, seminars, and

meetings. Assist MSCoE and schools with developing and implementing Joint Liaison Officer positions and Interservice exchange positions as requested.

(2) MSCoE Lead for TRADOC Building Partnership (BP) strategy under the MSCoE Campaign Plan's Develop Capabilities Line of Effort. Coordinates with TRADOC's BP lead, ARCIC's International Army Programs Directorate (IAPD).

(3) Lead for the American, British, Canadian, Australian and New Zealand (ABCA) Armies' Program and North Atlantic Treaty Organization (NATO) and other multinational engagements IAW Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 2700.01, International Military Agreements for Rationalization, Standardization, and Interoperability (RSI) Between The United States, Its Allies, And Other Friendly Nations, Annex E. Ensures appropriate SME representation by MSCoE at all working groups, panels, teams and meetings. Lead MSCoE's Allied Army Liaison Officers program.

(a) Provide the US Head of Delegation (HOD) for the NATO Military Engineering (MILENG) Working Group.

(b) Support the Chairman of the NATO MILENG Working Group (MSCoE Engineer O6 or equivalent)

(c) Provide the Deputy Chairman of the Materiel Panel of the NATO MILENG Working Group.

(d) Provide the Chairmen of the Camouflage, Concealment, Deception & Denial, Obscurants (CCDO) Working Group of the Joint Capability ISR Group (JCGISR), NATO All Source Intelligence Integration Sub Group (ASIIISG).

(e) Provide the Chairman of the Route Clearance Equipment Team of Experts of the Materiel Panel of the NATO MILENG Working Group.

(4) Organizes multinational engagements as requested by MSCoE Schools or directed by higher HQ.

(5) Conducts direct liaison with Deputy Assistant Secretary of the Army for Defense Export and Cooperation under ASA(ALT) for resourcing and approval of NATO material cooperation IAW DODI 2010.6, Materiel Interoperability and Standardization with Allies and Coalition Partners, for MSCoE proponent areas specified in AR 5-22, The Army Force Modernization Proponent System.

(6) Conducts direct liaison with DA G-35/SSI, Multinational Strategy and Programs, for resourcing and approval of ABCA Armies Program and NATO doctrinal interoperability engagements.

(7) Executes cultural understanding improvements and exchanges, such as providing the Cultural Guest Speaker program, IAW Operations Order 11-013, TRADOC Implementation of the Army Culture and Foreign Language Strategy.

(8) Assist MSCoE and proponents with developing and implementing agreements and partnerships with academic organizations for non-education subjects. Create opportunities to collaborate and cooperate on innovative "DOTM" solutions and best practices. Assist academia's efforts to develop relationships with MSCoE organizations that can facilitate technology transfer and help shape and influence research funds.

(9) Provides the Activity Career Program Manager for CP-60 Foreign Affairs/Strategic Planning.

4-5. Historian

a. Role.

As a member of the Commander's special staff, the Historian serves as an advisor on historical matters affecting the Maneuver Support Center of Excellence (MSCoE), Ft Leonard Wood (FLW), and its proponent areas. The Historian provides professional advice on the requirements of the Army Historical Program, the Training and Doctrine Command (TRADOC) Command History Program and the TRADOC Instruction in Military History (IMH) Program. The MSCoE Historian functions as the Commander's representative on all matters relating to military history and provides professional advice and assistance to coordinators of military history education facilities.

b. Functions.

(1) Plans, develops and directs the MSCoE and FLW historical program. Provides advice and assistance to the MSCoE Commander to meet responsibilities for preparation and use of military history in the accomplishment of mission activities. Advises the Commander on matters concerning the history of MSCoE, FLW, and Maneuver Support organizations and capabilities. Implements history program efforts designed to ensure that the historical dimension is considered in full-spectrum Maneuver Support and Protection doctrinal development, strategic and mobilization planning, professional education and training, enhancement of morale and organizational esprit, and public awareness of the role of Maneuver Support, MSCoE, and FLW in the Army and national life.

(2) Supervises and directs the MSCoE and FLW historical research and analysis program, including receipt of Semi-Annual Historical Reports (SAHR) from the Command Group, Coordinating Staff, Special and Personal Staffs, and proponent activities at FLW. Prepares and edits the MSCoE Annual Command History focusing on Center and post-related activities. Produces historical monographs and special historical studies in support of MSCoE's planning and decision-making processes. Supervises and performs independent research and analysis, generated through requests from the MSCoE Command Group.

(3) Promotes the study and use of military history. Serves as an IMH advisor, at the MSCoE level, for the promotion of history-related officer and noncommissioned officer professional development across MSCoE and FLW. Serves as an advisor for the development and supervision of military history education courses at MSCoE for officers and noncommissioned officer professional development and/or blocks of instruction for Maneuver Support leaders. When directed, serves as a lead military history instructor and adjunct Professor of Military History for topics focusing on historical research methodologies, uses of military history in decision-making processes, and the history of MSCoE, FLW, and Maneuver Support capabilities and organizations. Advises MSCoE and FLW leaders on the infusion of military history into unit training.

(4) Plans, develops and implements a historical research collection, ensuring the availability of key historical source documents that constitutes the corporate memory of MSCoE, FLW, and the development of Maneuver Support doctrine, organizations and capabilities. Provides historical collection advice and assistance to the MSCoE Lessons Learned Program, and as directed, to Maneuver Support organizations. In accordance with TRADOC policy and command guidance, acquires, reconstructs, restores, preserves and maintains administrative control over historical data, wherever located, that constitutes the MSCoE, FLW and Maneuver Support historical research collection. Assists staff agencies and organizations throughout MSCoE and FLW in the identification, electronic preservation and retention of historically significant documents for submission with SAHRs. Plans, organizes and executes a command oral history program, to include end-of-tour interviews with senior commanders, key staff, and other persons of interest for researchers.

(5) Provides historical services for the MSCoE Command Group. Responds to requests for historical information and data from FLW, other Army agencies, other government agencies, academia,

and the general public. Represents the MSCoE Commander to the historical profession, interest groups and other organizations as directed.

4-6. Quality Assurance Office



a. Role.

(1) Provide the leadership of the Maneuver Support Center of Excellence (MSCoE) assistance on doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) processes as they apply to the Army Enterprise Accreditation Standards (AEAS). Ensure the implementation of current and relevant training to educate and support leaders, warriors, and forces for Full Spectrum Operations (FSO) and success in current and future operational environments. Support training development for the Army School System (TASS) to meet the Army Force Generation (ARFORGEN) requirements with effective educational research and analysis.

(2) Provide direct support to MSCoE organizations as they manage change in a digital operating environment by researching, developing, consulting, training, and executing a series of organizational and user level enabling technology projects that enhance learning, aid performance, and promote synchronization, integration, and collaboration. Connect internal and external users with experts and information that can be rapidly retrieved, quickly vetted into knowledge and securely disseminated anywhere anytime. Operates community of practice/purpose through a series of robust knowledge networks and War Fighter/Professional Forums and web portals that foster high levels of participation and engagement.

(3) Provide timely and relevant lessons learned support to the Warfighter and force modernization efforts by collecting, analyzing, disseminating, and archiving lessons learned across all MSCoE proponentencies in order to win the current and future fight.

b. Functions.

(1) Director

(a) Administers Career Program 32, Training which includes intern acquisition and oversight, professional development advice for staff and faculty and participation on TRADOC career program working groups

(b) Serves as the MSCoE Chief Knowledge Officer conducting installation Knowledge Management (KM) strategy formulation, participates on TRADOC KM working groups and integrates warfighter forum efforts with lessons learned program initiatives that support lines of effort.

(c) Participates as the quality assurance expert at command level in the formulation, development, implementation and administration of command policies impacting training programs.

(d) Implements the quality assurance element program and ensures TRADOC requirements are met with available resources

(e) Requisitions additional resources through annual TRADOC budget process.

(f) Develops MSCoE policy and procedure for implementing TRADOC quality assurance guidance.

(2) Evaluation and Accreditation

(a) Provides process oversight of the quality assurance elements assigned to the U.S. Army Chemical, Biological, Radiological, and Nuclear School (USACBRNS), U.S. Army Engineer School (USAES), and the U.S. Army Military Police School (USAMPS) and the MSCoE Noncommissioned Officer Academy (MNCOA).

(b) Develops the annual Installation Quality Assurance Master Evaluation Plan.

(c) Ensures compliance with AR 350-1, TRADOC Regulation 350-18 and TRADOC Regulation 350-70.

(d) Ensures that evaluation personnel have the requisite skills to perform mission to include the Quality Assurance-Evaluator Course (QAEC), Foundation Training Development Course (FTDC) or Systems Approach to Training (SAT), Foundation Instructor Facilitator Course (FIFC) or Army Basic Instructor Course (ABIC), Small Group Instructor Training Course, Video Tele-Training Course, and the Contracting Officer's Representative Course, as required.

(e) Participates as non-voting member on boards and in-process reviews to ensure adherence to Analysis, Design, Development, Implementation, and Evaluation (ADDIE) [formerly SAT] requirements.

(f) Conducts special studies.

(g) Develops data collection models to include surveys/questionnaires/structured reviews, and on-site observations; analyzes/interprets data; provides objective data (table/graphs) for management review.

(h) Manages the American Council on Education (ACE) evaluation of resident POIs.

(i) Monitors the implementation and effectiveness of automated systems such as Automated Systems Approach to Training (ASAT)/Training Development Capability (TDC) Database, Institutional Training Resource Model (ITRM)/Course Level Training Model (CLTM), external survey program, and Army Training Requirements and Resources (ATRRS), etc.

(j) Provides overall supervision and management of installation preparation for the triennial TRADOC QAO Accreditation Visit.

(k) Conducts external evaluations to determine the effectiveness of efficiency of school products.

(3) Quality Assurance Elements (MNCOA and Schools)

(a) Ensures compliance with AR 350-1, TRADOC Regulation 350-18 and TRADOC Regulation 350-70.

(b) Conducts internal evaluations to determine the effectiveness of efficiency of school training products.

(c) Conducts staff assistance visits and accreditation of The Army School System (TASS) Brigades/Battalions and National Guard Regional Training Institutions (RTIs). TASS is a composite school system comprised of the AA, ARNG, USAR institutional training systems.

(d) Provides oversight of instructor certification process in accordance with proponent guidance.

(e) Provides quality control of instructional implementation (i.e., ensure approved Training Development (TD) products are implemented in accordance with Program of Instruction (POI), Course Management Plan (CMP), and individual student evaluation plans (ISEP).

(f) Verifies safety, risk assessment, and any environmental protection measures that have been considered throughout the TD process and incorporated into training products.

(g) Determines the effectiveness of proponent courses of instruction; independently determines quality of training and testing, competency of instructors and examiners, and adherence of course content to the training objective.

(h) Assess effectiveness of distance learning (dL) materials and student management.

(i) Evaluates individual, collective and self-development products and literature for currency, usability, efficiency, and doctrinal and technical correctness.

(j) Verifies that Training Requirement and Analysis System (TRAS) documents (Individual Training Plans (ITP), Course Administrative Data (CAD), and Programs of Instruction (POI) meet regulatory requirements.

(k) Ensures that training courses/instructional materials correctly reflect course design decisions, identify training objectives, and performance standards, and appropriately illustrate and describe course material to be taught.

(l) Ensures that the staff and faculty training requirements (to include instructor certification) in accordance with TR 350-70 are met.

(4) Knowledge Management

(a) Represents MSCoE in the TRADOC KM Council (TKMC) and collaborates with the TRADOC Chief Knowledge Office (CKO) as well as other Joint, Interagency, Inter-service, Multi-National-Industry and Academia (JIIM-IA) partners to enhance MSCoE's Knowledge Management (KM) capabilities.

(b) Organizes sharing of MSCoE intellectual capital with other enterprise partners as well as ensuring vetted contributions to the Army's Dynamic Knowledge environment. Provides a DOTMLPF based content management structure that is a key enabler to the research, development, and knowledge sharing inherent in MSCoE functions.

(c) Uses process mapping, gap analysis, and matrix teams to integrate mission command principles as well as accepted and emerging Process Improvements (PI) strategies to support the Center's Campaign Plan Lines of Effort and Command priorities.

(d) Enhances staff work and aids decision making by promoting the use of digitally collected, analyzed, and organized information.

(e) Serves as the MSCoE level clearing house for recognized and resourced KM-PI processes and programs which includes preparing and staffing the corresponding KM-PI strategies and governance policies and procedures.

(f) Works to link current and relevant operational information directly with both the MSCoE staff and faculty and the Field Army by operating a series of collaborative Regimental, Unit, and Professional Knowledge Networks and Warfighter Forums (WfF) that are focused on shared situational awareness and the profession of arms.

(g) Determines required level of senior leader representation, encourages staff and faculty participation, facilitates connectivity, and tracks MSCoE equities as well as MSCoE proponent school issues across selected major Army Operational Forums.

(h) Provides the requirements to the G-6 and NEC for data structures and architecture required to support KM initiatives, programs and projects.

(i) Serves as MSCoE Point of Contact for the Army Data Management Program with responsibility for identification of supporting functional data managers, representing MSCoE at MACOM and Army level Data Boards, enhancing access to authoritative data sources and knowledge repositories, standardizing data entry processes and procedures, managing the data transformation plan, and developing metrics that measure performance and compliance.

(j) Provides consulting and training to MSCoE organizations requesting specific assistance in using KM-PI enabling tools such as taxonomies, meta-tagging, search engines, dashboards, SharePoint, Mil suite, and peer-based social networking and video delivery portals.

(k) Provides Request for Information services and makes outside Subject Matter Expert request referrals to the appropriate MSCoE organization.

(l) Develop strategies and initiatives which identifies, organizes, and transforms (digitally reformats, and safeguards) key bodies of unique proponent information.

(m) Upon request, train KM principles in School, Academy, and Center Professional Military Education (PME) and functional courses as well as in-house workforce development courses.

(n) Researches and tests selected emerging off the shelf technological solutions related to KM-PI and informs TRADOC OCKO of findings. Also recognizes KM innovation within the workforce and shares best practices.

(o) Assists Training Developers in embedding KM principles into learning outcomes and training exercises related to Army Learning Model and Doctrine 2015 initiatives. This includes incorporating KM-PI principles into diagnostic assessments, surveys, technical digital libraries/archives, and life-long and blended learning products. This also includes initiatives such as on-line career tracking, constructive war fighter exercises, virtual training environments, and gaming.

(p) Represent the MSCoE users in DA and MACOM working user's groups, configuration control boards and KM councils.

(q) Provides technical expertise to MSCoE organizations that have projects that require organizing content, storage and accessibility, and portrayal for decision-making (i.e. dashboards).

(r) Provides advanced user advice on digital support tools and software

(s) Develop Business Cases and standards for digitizing and archiving bodies of proponent information and that support both self-structured study and regional training centers.

(t) Develops and staffs a slate of KM projects and initiatives that will enhance MSCoE ability to collaborate, govern, conduct campaign and project planning, convey Strategic messages, and support Command initiatives.

(u) Serves as MSCoE first unit fielded on selected complex user applications and develops train the trainer packages for workforce training.

(v) Develop performance measurement methods that enable regular feedback on work processes critical to enhanced mission performance and that capture the impact of KM-PI as a key enabler.

(5) Lessons Learned Program

(a) Manage a MSCoE level Lessons Learned Program IAW Army Regulation (AR) 11-33, Army Lessons Learned Program (ALLP) and Department of the Army (DA) PAM 11-13, Army Lessons Learned Program Handbook, as well as developed MSCoE LLP SOPs.

(b) In response to Headquarters TRADOC Task Orders provide collection teams for Combat Training Center (CTC) rotations.

(c) Develop, staff and receive approval for annual Lessons Learned collection plans with input from key MSCoE proponents (CBRNS, USAES, USAMPS and TCM-MS). Each proponent plan will include at least one collection from the USAR and the ARNG.

(d) Serve as the MSCoE lead for the Army Lessons Learned Forum hosted by the Center for Army Lessons Learned (CALL). Ensure that maneuver support issues are represented in the forum and coordinated with the appropriate MSCoE proponent.

(e) Maintain institutional relationship with CALL for the development and dissemination of maneuver support and protection lessons learned and best practices.

(f) Conduct Lessons Learned Collections which consist of active and passive events. Active events are participation in ARFORGEN cycle which consist of unit Umbrella Weeks, Reverse Collection and Analysis Team (RCAAT) events, Key Leader Interviews (KLI), and surveys of Professional Military Education (PME) students. Passive events are Data Mining of Knowledge Management archives, and use of Theater Observation Detachments (TODs) to collect real-time observations on selected topics from deployed units.

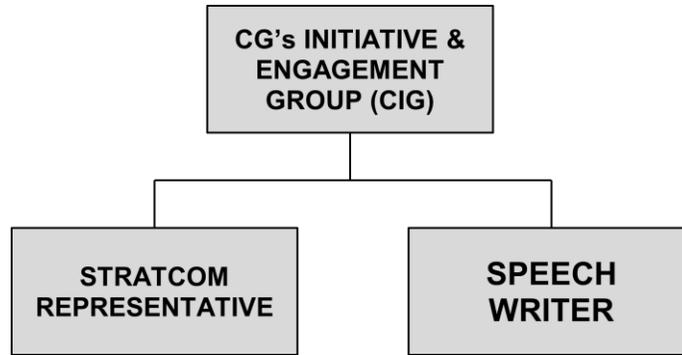
(g) Participate in regimental (CBRNS, USAES, USAMPS) Lessons Learned Integration (L2I) boards to report collection plans, observations and trends analysis, receive regimental feedback, guidance and priorities, and maintain situational awareness of DOTMLPF spectrum changes within the regiments.

(h) Perform analysis of collected information to develop reports and trend briefings on issues and observations requiring further proponent DOTMLPF analysis.

(i) Respond to Inquiries from MSCoE and the field in a timely manner.

(g) Archive observations by proponent into the QAO SharePoint, Warfighter Forum sites, Army Lessons Learned Information System (ALLIS) and the Joint Lessons Learned Information System (JLLIS) to provide readily available, searchable database information supporting future requests for Information.

4-7. Commanding General's Initiatives and Engagement Group (CIG)



a. Role.

Managing Knowledge of the CG's Intent. Ensures CG is provided with informed opinions and perspectives on actions, issues, and opportunities relevant to the MSCoE and schools. Ensures the MSCoE team is provided accurate account of initiatives, tasks, and thoughts, which enables units and staff to support the team as it works towards our priorities. Supports G-3 planning and coordination for CG's designated initiatives and key command group actions to ensure that CG intent is present and materialized. Supports all organizations that are required to interact with the CG, ensuring both quality and expectations are met. Serves as the conduit with other commander's planning groups and CIGs, working groups, synchronization groups by passing information up, down, left, and right.

b. Functions.

(1) Provides analytically-based and technically sound advisement, intellectual thought and preparation for CG and command group.

(2) Helps determine CG's priorities and advises with regard to how the CG and DtCG maximize time and engagements, with focus on chain of command areas of emphasis.

(3) Develops, initiates, shapes concepts and frameworks for staff actions on behalf of the CG and works with other leaders and staff to fully materialize the intent.

(4) Ensures that the CG's intent is present in other staff sections' staffing actions and work products.

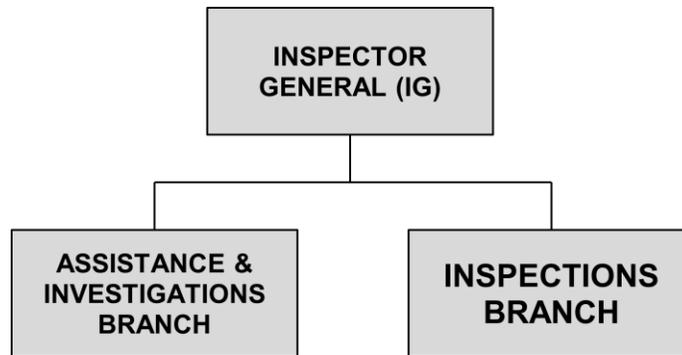
(5) Oversees strategic communication and engagement and command speechwriting capabilities including product development and final review of other staff sections' communication products.

(6) In close coordination with PAO, principal staff advisor to the CG and command group for all facets of internal and external communication.

(7) Provides content input and staff support for planning and executing the civilian greening course.

(8) The CIG's additional areas of special interest include roles and responsibilities outlined in the current FLW Terms of Reference.

4-8. Inspector General (IG)



a. Role.

Provides Inspector General (IG) support to commanders, Soldiers, Family members, civilian employees, retirees, and others with problems related to the U.S. Army at Fort Leonard Wood. Inquires into and periodically reports the discipline, efficiency, economy, morale, training and readiness to the Commanding General of Fort Leonard Wood, Missouri.

b. Functions.

(1) Assistance and Investigations Branch

(a) Provides assistance on an area basis to Soldiers, DA civilians, Family members, retirees, and others who seek help with problems related to the U.S. Army. Maintains a database to support trend analysis.

(b) Administers Inspector General Network (IGNET) for Fort Leonard Wood. Manages IG information and information systems; serves as webmaster for Fort Leonard Wood IG web page and IG SharePoint site.

(c) Makes assistance visits to subordinate commands to evaluate the effectiveness of the local assistance function, identify or prevent problems with MSCoE or local policies, and gauge the pulse of the command.

(d) Conducts inquiries and investigations as directed by the Commanding General, or as prescribed by law or regulation, and provides a report of such investigations and inquiries to the directing authority.

(2) Inspections Branch

(a) Conducts inspections as directed by the Commanding General or as prescribed by law or regulation. Reports inspection results, identifies root causes, recommends solutions, and identifies responsibility for implementation. Considers management controls during inspections and in the assessment of systemic issues and makes appropriate recommendations. Conducts follow-up inspections to evaluate the adequacy and effectiveness of corrective action taken.

(b) Provides intelligence oversight of intelligence activities and components within MSCoE per Executive Order 12333, DoD 5240.1-R and AR 20-1.

(c) Advises commanders and staff on inspection policy and the effectiveness of the Organizational Inspection Program (OIP). Serves as proponent agent for Fort Leonard Wood Regulation 1-201, Guide for OIP.

(d) Supports and coordinates visits from TRADOC IG, DA IG, DoD or congressionally mandated inspection or assessment teams.

4-9. Staff Judge Advocate (SJA)

a. Role.

Provides legal support to the CG, Commandants, and all staff directorates at HQ, MSCoE. Provides accurate, timely and practical legal advice in the areas of ethics, environmental law, contract law, fiscal law, labor law, military justice policy, Soldier adverse administrative actions, military personnel law, IMT policy, operational law doctrine, domestic operational law, and a myriad of complex legal issues regarding installation operations; and monitors force structure/budget for delivery of efficient legal services throughout MSCoE and FLW.

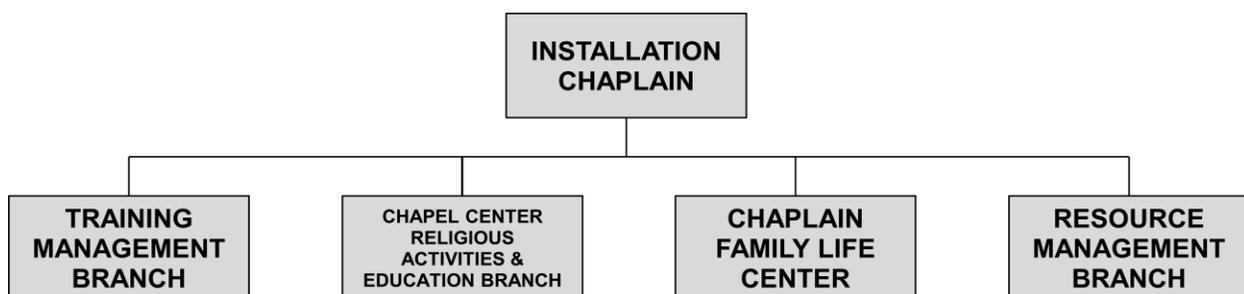
b. Functions.

(1) Administrative and civil law. Provides administrative and civil law support to HQ MSCoE command and staff.

(2) Criminal law and discipline. Provides legal advice to commanders, staff, and law enforcement.

(3) Contract and fiscal law. Provides contract and fiscal law support to HQ MSCoE command and staff.

4-10. Chaplain



a. Role.

Provide comprehensive religious support, to include moral and spiritual needs of active, reserve, National Guard, and retired Soldiers, their families and other authorized civilian personnel.

b. Functions.

(1) Serves as a member of the CG's personal staff. Advises the CG and staff concerning religion, morals and morale as they are affected by religion.

(2) Provides pastoral care for active and retired military persons and their family members, as well as authorized civilians and members of the reserve component for private and public worship; administration of rites/ordinances/sacraments, counseling, visitation, religious education and instruction consonant with the community's needs.

(3) Administers the Command Master Religious Program.

(4) Plans, programs, and coordinates workshops, seminars, and professional training programs for the active duty and Reserve Component (RC) unit ministry teams.

(5) Synchronizes religious support across the installation to include Religious Support personnel, programs and resource management.

(6) Maintains liaison with National Guard and RC unit ministry teams and religious leaders in the civilian community.

(7) Coordinates with other social agencies, such as Army Community Services, Community Mental Health, and civilian service agencies to assist military families.

(8) Supervises the technical operation of all on-post religious and pastoral activities.

(9) Ensures the free exercise of religion by all.

4-11. Public Affairs Officer (PAO)

a. Role.

The Public Affairs Officer establishes and sustains a command-wide synchronized communication program that enables the command's mission and the commanding general's priorities.

b. Functions.

(1) Advisor to the commander and staff. Principal staff assistant and advisor to the CG, MSCoE in execution of Title 10 public affairs responsibilities.

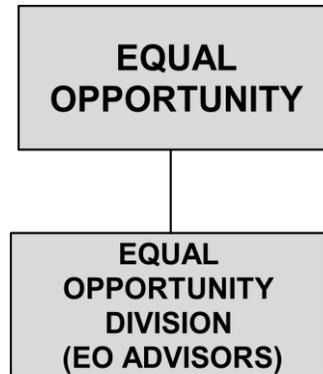
(2) Media relations. Develops and sustains positive relations with the media; facilitates HQ's engagements.

(3) Command Information. Synchronizes internal news and information to promote awareness and understanding of command-wide missions, initiatives, and successes.

(4) Community outreach. Develops and sustains positive relations with the community; and orchestrates an effective command-wide community relations program.

(5) Public affairs planning. Generates and implements strategic, operational, and tactical public affairs plans. Synchronizes an externally-focused command-wide communication program in support of the MSCoE Campaign Plan.

4-12. Equal Opportunity Program



a. Role.

Provides advice and assistance to commanders, managers, Soldiers, family members, appropriated and non-appropriated fund civilian employees, and applicants for employment in understanding, executing or managing a full service Equal Opportunity Program (EOP) for the United States Army Maneuver Support Center of Excellence and Fort Leonard Wood, and tenant organizations. Objectives include ensuring fair and equal treatment without regard to race, color, religion, sex (gender), national origin; and enhance an environment free of sexual harassment that fosters fitness, cohesion and promotes military readiness through the maximum development and utilization of human resources.

b. Functions.

(1) Program Manager/Senior EO Advisor

(a) Functions under the administrative supervision of the Garrison Commander (GC) but also serves as a member of the Commanding General's (CG's) personal staff having executive privilege of direct access to CG, making recommendations on reorganization planning that promotes efficient utilization of human resources.

(b) Fully manages and supervises all EOP office functions.

(c) Provides active leadership to all EOP staff, especially in the development and implementation of administration, training, and special emphasis programs.

(d) Evaluates and reports EOP office effectiveness to the GC and key management officials, making recommendations for change as required.

(e) Ensures discrimination and sexual harassment complaints are processed in a timely and judicious manner.

(f) Provides commanders, managers, supervisors, employees and Special Emphasis Program Committee (SEPC) with technical assistance regarding concerns of Soldiers, family members, women, and minorities.

(g) Authenticates all EEO complaints, reports, letters, etc.

(h) Co-chairs the quarterly EOP (EO) Executive Committee chaired by the Commanding General (CG), for resolution of unit issues.

(i) Administers command climate surveys for unit commanders and provides feedback and recommendations for resolution of unit issues.

(2) EO Advisors

(a) Functions under the administrative supervision of the Chief of Staff, but also serves as a member of the CG's personal staff having executive privilege of direct access to the CG as required.

(b) Serves the commander as cultural change agents.

(c) Writes and coordinates the military installation affirmative action plan with guidance from higher headquarters.

(d) Provides policy development on EO issues.

(e) Coordinates with outside government agencies, and interested parties on functional requirements.

(f) Serves as community liaison between Fort Leonard Wood and surrounding civilian communities outside of Fort Leonard Wood.

(g) Provides organization development expertise and service for civilian and military supervisors, leaders, and commanders.

(h) Receives and assists in processing Soldier and Family member individual complaints of unlawful discrimination in the informal stage and conduct EO inquiries according to the commander's guidance.

(i) Provides conflict resolution for both civilian and military organizations and individuals through certified mediation and consideration of others training and unit climate assessment.

(j) Develops and delivers training to military leaders on EO matters that include ethnic observances, EO complaints administration, and sensitivity training.

(k) Receives and assists in processing individual complaints of discrimination.

(l) Conducts periodic organizational inspections and command assessments as outlined in governing regulations and guidelines.

(m) Provides EO technical support to all activities, including applicable tenants.

(n) Trains units EORs and institutional training/course/service school instructors to assist commanders/commandants in meeting their EO responsibilities.

4-13. Safety Officer (SO)

a. Role.

Integrates safety and risk management doctrine and policy to support operations. Monitors, assesses, analyzes, and develops policy, programs, training, and initiatives to influence Army culture and enable Soldiers and leaders to make informed risk decisions.

b. Functions.

(1) Safety program management. Serves as the principal advisor, technical consultant, and coordinator on safety and risk management to ensure compliance with applicable laws, federal codes

and regulations. Supports MSCoE and FLW organizations in the application of system safety principles and requirements into training, capability development, and operational aspects of mission areas.

(2) Education, training, and promotion. Provides safety education, training awareness, and promotion by developing, selecting, and acquiring materials for dissemination throughout MSCoE and FLW.

(3) Inspection, survey and assessments. Executes, evaluates, and assesses accident prevention efforts, effectiveness of composite risk management integration and the accomplishment of program goals and objectives.

(4) Accident reporting and investigations. Performs accident reporting, investigation, and records management. Administers an accident notification and reporting program to ensure timely and accurate notification, investigation, and reporting of accidents.

(5) Hazard analysis/countermeasure deployment. Conducts hazard analysis and develops countermeasures. Develops and publishes, findings, recommendation, and lessons learned.

(6) Provides MSCoE and FLW safety program assistance and services to include occupational health and safety administration, aviation safety, radiation safety, range safety, ammunition and explosives safety, chemical surety, transportation safety, military training and operations, off-duty and privately owned vehicle safety, risk management, branch safety, and systems safety.

(7) Oversees implementation of the commander's safety and occupational health program

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

4-14. Community Health Promotion Officer/Team



a. Role.

To provide comprehensive health promotion information related to the installation and community environment. Identify and set priorities for installation community health promotion and well-being programs. Provide the Fort Leonard Wood community awareness and easy access to health and

wellness resources. Ensure every level of command works together to identify resource gaps and implements a way forward to mitigate the gaps. Assess and reassess the process to ensure that the solutions that are implemented achieve the desired outcome.

b. Functions.

(1) Oversees the installation health promotion improvement program using existing measures and metrics where possible and developing additional measures and metrics as needed.

(2) Ensures completion of and reviews a quality assurance review once per year or as otherwise directed by the senior commander. The purpose of the review is to objectively evaluate the installation health program, identify areas that need improvement, develop an improvement plan, and request needed resources.

(3) Maintains a comprehensive view of the installation health promotion programs and processes, and analyzes data resulting from any assessments or evaluations of those programs.

(4) Identifies and eliminates redundancies and gaps in the programs and services by evaluating population needs and assessing existing programs.

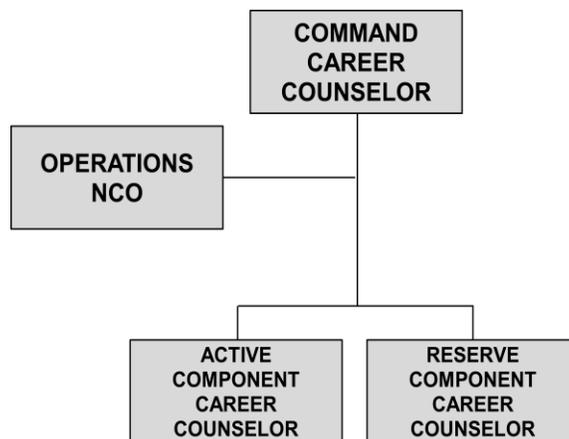
(5) Initiates and coordinates preventive interventions that directly impact the total population to include military personnel (Regular Army, inter-service detachments, Reserve, and National Guard), family members, retirees, Department of Defense civilians.

(6) Promotes and oversees health promotion initiatives to address community needs such as health behavior interventions, media awareness campaigns, classes, seminars, workshops, policy changes, resource coordination/reorganization, and other initiatives to accomplish required goals. Existing programs may be used to meet these needs.

(7) Develops and implements means to allow commanders to monitor health promotion program goals and objectives for their commands.

(8) Ensures necessary health promotion knowledge, skills, and training are available for the total population.

4-15. Retention



a. Role.

Administers the Commanding General's Retention Program for the United States Army Maneuver Support Center of Excellence and Fort Leonard Wood, in accordance with the provisions set forth in AR 601-280. Career counselors (Active Component and Reserve Component) will provide direct support to the Installation Commander, units, and Soldiers within the geographic support area, as defined by the Installation Support Agreement (ISA). Career counselors (AC and RC) will provide expert technical advice to commanders and command sergeants major on all aspects of the Army Retention Program.

b. Functions.

(1) Command Career Counselor

(a) Serve as principal advisor to the Commanding General on all matters related to the Army Retention Program.

(b) Implement and aggressively support the Army Retention Program, assigning "fair share" reenlistment and RC transfer/enlistment mission to major subordinate command.

(c) Develop policies in support of Army retention regulatory guidance.

(d) Ensure all units and organizations are properly staffed or supported by Active Army (AA) and RC career counselors.

(e) Exercise program supervisory responsibility over subordinate career counselors.

(f) Responsible for the overall management of the MSCoE Retention Program.

(g) Make continuing estimates of the Army retention programs (AA and RC) for future planning.

(h) Ensure subordinate career counselors maintain the highest standards of conduct, proficiency, and ethics.

(i) Provide technical guidance to commanders and leaders concerning matters of retention policy.

(2) Operations NCOIC

(a) Perform quality control checks on all retention actions.

(b) Sole operator of the DFAS Case Management System (CMS) for correction of any retention related financial discrepancies.

(c) Review and submit appropriate Soldier actions to higher headquarters and Human Resource Command.

(d) Maintain and publish statistics on Retention Program eligibles, missions, and accomplishments.

(e) Evaluate, advise, and assist subordinate commanders' retention processes, techniques, and abilities to do the same.

(f) Ensure all Soldiers, serving honorably and faithfully, including those with waiverable disqualifications, are counseled and interviewed. Soldiers will be informed that retention in the Army is a privilege earned through continued satisfactory performance.

(g) Ensure a Soldier who desires unbroken service is considered for immediate reenlistment or, if he or she is not recommended for reenlistment, is prevented from reenlisting or extending his or her service.

(h) Ensure all Soldiers scheduled for separation from the Active Army are counseled and interviewed by a career counselor for potential enlistment or transfer into the ARNG OR USAR.

(i) Ensure all units and organizations are staffed or supported by Active Army and RC career counselors.

(j) Ensure career counselors are properly supervised, utilized, resourced, trained, and provided sufficient transportation, funding, office space, and clerical assistance, to accomplish their duties and responsibilities to support of the Army Retention Program.

(k) Ensure training conferences are conducted at least once per quarter. These conferences will be used to instruct commanders, career counselors, and other key personnel in their duties and responsibilities to the Army Retention Program.

(l) Ensure all subordinate commanders allocate sufficient funds to support retention and transition efforts within the command.

(m) Ensure that reporting of reenlistment eligibility codes (ERUP) are processed in a timely manner.

(n) Establish an Army Retention Awards Program, designed to enhance the commander's ability to accomplish assigned retention missions, recognizing subordinate command excellence.

(o) Advise leaders and counsel Soldiers, employing the four phases of the Army Career Counseling System to increase retention and reduce unit level attrition.

(p) Exercise supervision, including inspections as necessary, to ensure that retention policies are executed properly.

(q) Maintain contact with local finance personnel and public information offices.

(3) Active Component Career Counselor

(a) Administer daily operations of the Commander's Retention Program.

(b) Ensure the commander and command sergeant major are continually updated regarding the readiness posture of the organizational Army Retention Program and compliance with HQDA and higher headquarters regulatory guidance.

(c) Ensure completion of all required tasks, functions, duties and program compliance with HQDA and higher headquarter guidance.

(d) Maintain and publish statistics on Army Retention Program eligible population, mission, and accomplishments. Maintain mission projections, identifying potentially detrimental trends and/or retention mission shortfalls. Formulate and submit timely and specific recommendations for the commander to implement. Assign reenlistment and RC enlistment/transfer missions to subordinate units.

(e) Exercise operational supervision over subordinate unit reenlistment programs and personnel.

(f) Prepare and conduct formal training for subordinate personnel.

(g) Counsel Soldiers and Family members regarding the benefits and opportunities within the Army Retention Program.

(h) Ensure eligible Soldiers, not desiring reenlistment, are referred to and counseled by the servicing RC career counselor.

(i) Conduct, at a minimum, quarterly inspection of subordinate unit retention programs.

(j) Advise commanders on bar to reenlistment preparation, imposition and removal procedures, impacts, review and separation requirements.

(k) Determine reenlistment/extension eligibility by thoroughly screening official military personnel file (OMPF), military personnel records jacket (MPRJ), and local training records and roster, as required by regulatory criteria.

(l) Operate the RETAIN system.

(m) Plan and conduct reenlistment/extension ceremonies.

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

(o) Assist the commander in developing, implementing, and maintaining an effective Incentive Awards Program, supporting attainment of assigned retention and enlistment/transfer missions.

(4) Reserve Component Career Counselor

(a) Administer daily operations of the Commander's RC enlistment/transfer responsibilities within the Army Retention Program.

(b) Ensure the commander and command sergeant major are continually updated regarding RC readiness posture of the organizational Army Retention Program and compliance with HQDA and higher headquarters regulatory guidance.

(c) Ensure completion of all required tasks, functions, and duties as specified by HQDA and higher headquarter guidance.

(d) Exercise operational supervision over subordinate RC transfer and enlistment programs and personnel.

(e) Maintain and publish statistics on Army Retention Program (Active Soldiers nearing separation) eligible population, mission, and accomplishments.

(f) Coordinate with Active Army career counselors to ensure all eligible Soldiers scheduled to separate from the Active Army under honorable conditions are interviewed and properly counseled regarding RC opportunities and benefits.

(g) Prepare and conduct formal training for subordinate retention personnel.

(h) Conduct at a minimum, quarterly inspections of subordinate unit retention programs.

(i) Determine enlistment/transfer eligibility by thoroughly screening of OMPF, MPRJ, and/or local training records and rosters, as required.

(j) Operate the RETAIN system.

(k) Plan and conduct enlistment/transfer ceremonies.

(l) Ensure retention publicity items (RPI) and general retention information is requisitioned, distributed, available, and displayed throughout the command.

(m) Operate the RETAIN system.

(n) Plan and conduct reenlistment/extension ceremonies.

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

(5) Silver Siege Officer

(a) Works directly with the installation Reserve Component career counselor (RCCC), Active Component brigade, battalion, and company commanders to present career programs to both officer and enlisted personnel.

(b) Facilitate the transfer of officer and warrant officer application packets from Active to Reserve component service.

(c) Assist in briefing enlisted Soldiers on commissioning programs in the selected reserves.

(d) Work with RCCC's in identifying qualified Soldiers in earning a commission or warrant and link them with the appropriate state level contact or university PMS.

(e) Administer enlisted oaths as needed. (NG, USAR, AD)

(f) Review state officer/warrant officer vacancies thru the director strength overview database (DSRO) and RETAIN.

4-16. MSCoE Building Management Office (BMO)

a. Role.

To manage the maintenance and care of MSCoE buildings and integrate the process required to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.

b. Functions.

(1) Develop and implement policies and care of MSCoE buildings and integrate the process required to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.

(2) Perform analysis to evaluate feasibility, impact, and cost of any relocation, change, or addition of personnel, furniture, equipment, phones, etc., within the complex.

(3) Monitor, analyze, manage, and make recommendations concerning usage, scheduling, and assignment of MSCoE Complex space.

Chapter 5

MSCoE Coordinating Staff

To assist in the exercise of command, I have designated a general coordinating staff. Unless I direct otherwise, all general staff officers will coordinate with me and keep me informed through the DtCG or the CoS. The general staff will synchronize all actions across Fort Leonard Wood in order to effectively execute all missions and tasks; implement my policies, orders, guidance, and intent; address all requirements and requests from higher headquarters; and ensure that the requirements of all major subordinate commands or organizations and other tenant units are addressed. The general staff also supports taskings from the DtCG and commandants and operates under the direct supervision and leadership of the CoS.

The general staff blends both Training and Doctrine Command (TRADOC) and Installation Management Command (IMCOM) staff leaders into a cohesive leadership team and includes G-1 partnered with the Directorate of Human Resources (DHR) and Civilian Personnel Advisory Center (CPAC), G-2 partnered with the Office of Intelligence and Security (OIS), G-3/5/7 partnered with the Directorate of Plans, Training, Mobilization and Security (DPTMS), G-4 partnered with the Logistic Resource Center (LRC) and the Tank Automotive Command (TACOM), G-6 partnered with Network Enterprise Center (NEC), and G-8 partnered with the directorate of Resource Management (DRM).

5-1. MSCoE G-1 Personnel

a. Role.

Advise the command group, staff agencies, and supported activities on all matters concerning personnel management. Serves as the MSCoE lead for all military personnel management issues and coordinates directly with TRADOC Deputy Chief of Staff for Personnel, Infrastructure, and Logistics and Human Resource Command (HRC) regarding officer and enlisted distribution systems, policies, and procedures. Coordinate with MSCoE's subordinate and separate units and the Garrison Directorate of Human Resources (DHR) concerning personnel accountability and the processing of evaluations, awards, enlisted management and promotions, congressional actions, and casualty affairs.

b. Functions.

(1) Serves as Advisor to the command group, other staff agencies, and all supported activities on military personnel matters.

(2) Develop local policy and procedures necessary to implement and manage DA and command directed military personnel programs at Fort Leonard Wood.

(3) Coordinate and manage installation staff assistance visits (i.e., the Organizational Inspection Program) to ensure military personnel programs are properly administered and executed by all assigned, attached, or tenant units.

(4) Perform officer management and direct officer assignments and reassignments.

(5) Advise the command group, senior leaders, and commanders on officer distribution and utilization.

(6) Ensure completion of recurring TRADOC personnel reports.

(7) Manage the installation by-name, by-position field grade slate.

(8) Analyze assignment of military personnel to ensure equitable distribution of personnel resources IAW TRADOC Manning Guidance and CG priorities.

(9) Maintain OER rating scheme for officers whose rating scheme involves the Commanding General or Chief of Staff.

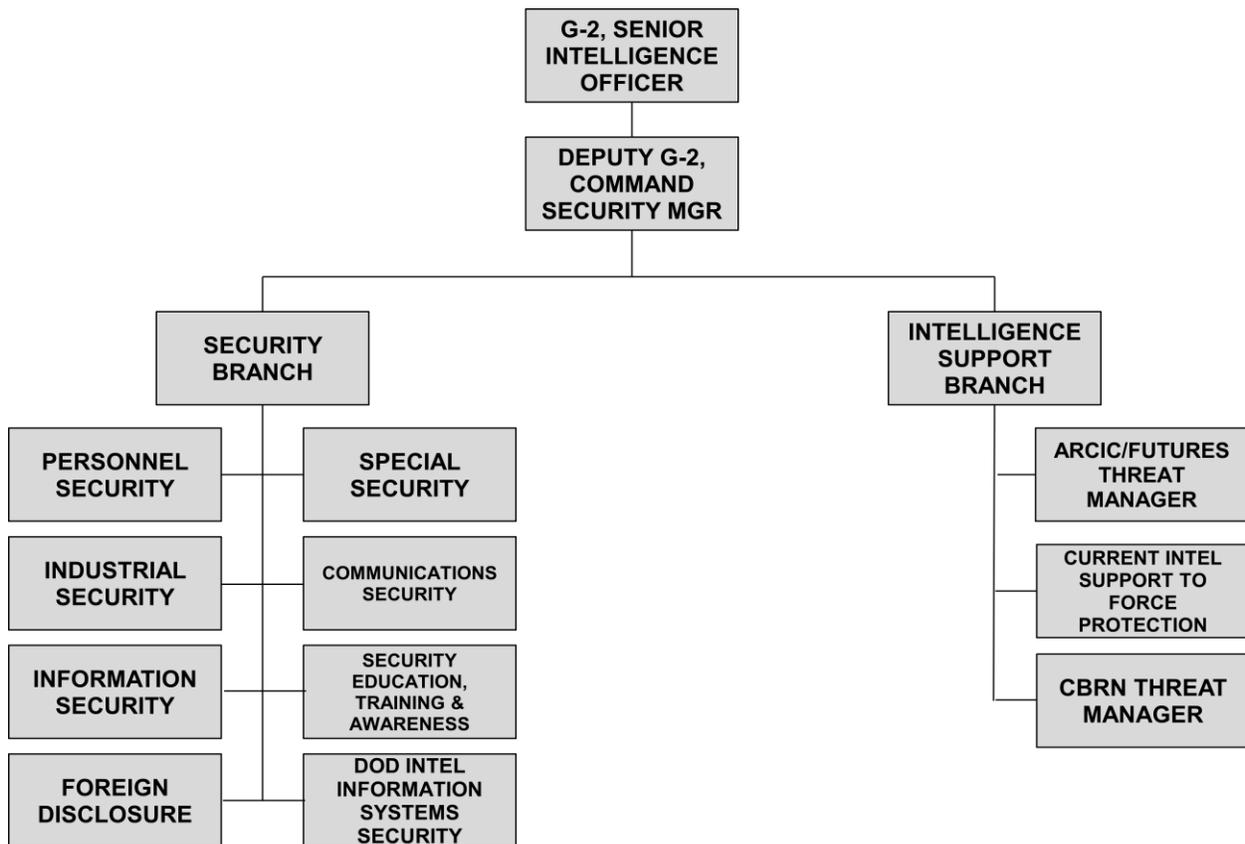
(10) Advise senior leaders, commanders, and senior NCOs on management of evaluations (NCOERs and OERs).

(11) Advise the command group and all assigned, attached or supported organizations of changes pertaining to transition issues to include all enlisted and officer separations and retirements.

(12) Coordinate military personnel actions and issues with TRADOC and HRC.

(13) Provide officer military personnel strength projections and identify personnel issues in support of the Command Unit Status Report (CUSR) process.

5-2. MSCoE G-2 Intelligence



a. Role.

The primary mission is to serve as the installation G-2 and to provide intelligence and security assistance, oversight, administration and support to the command, installation, Fort Leonard Wood (FLW) units, activities, and programs. The G-2 is the installation and command focal point for current and accurate threat data in coordination with outside Intelligence Community (IC) collection and production agencies. This includes analysis of threat tactics, doctrine, equipment and data as it impacts or affects the execution of the U.S. Army's Maneuver Support, CBRN, and Military Police mission areas, plus their related tasks, training, operations, or developmental systems.

Additionally, the G-2 is responsible for threat assessment development and the coordination and analysis of current intelligence assessments to produce reports, briefings, or products in support of force protection, deployment or mobilization, counter-intelligence (CI), and FLW operations and missions.

As the focal point for security issues on the installation, G-2 is responsible for the implementation and operation of the installation and command communications, personnel, industrial, technical (TEMPEST/TSCM/technology protection), and information security programs; the foreign disclosure and the information systems security monitoring programs; and the operation and management of the Special Security Office (SSO) sensitive compartmented information (SCI) security program. As such, G-2 is responsible for coordinating with outside agencies to prepare, brief, or submit security assessments and recommendations affecting FLW and its activities; developing procedures for processing security clearance data and managing classified information access for all FLW personnel; procedures for control, dissemination, transmission, destruction, handling and storage of classified information and sensitive data on FLW; foreign disclosure; procedures for control, distribution, handling and storage of communications security (COMSEC) equipment; plus providing security compliance inspections, evaluations, and assistance to FLW units or activities.

b. Functions.

(1) Intelligence Support to Force Protection

(a) Develops and provides to the Installation Antiterrorism/Force Protection (AT/FP) Officer comprehensive threat assessments for the installation, VIP visits, and special events.

(b) Develops and provides outside continental United States (OCONUS) travel threat briefings provided to all deploying elements and military and civilian personnel traveling overseas on either official or unofficial business.

(c) Chairs the intelligence fusion cell and participates in the AT/FP Working Group, Missouri State Domestic Terrorism Working Group, and Installation Emergency Management Working Group (IEMWG).

(d) Provides intelligence support to the command by coordinating and facilitating intelligence/threat dissemination to key command and installation personnel.

(e) Develops and recommends the command's priority intelligence requirements (PIR), intelligence requirements (IR), and statement of intelligence interests (SII) for approval by the CG.

(f) Participates in installation and facility vulnerability assessments to ensure accurate threat portrayal.

(g) Develops and disseminates threat assessments for the installation, facilities, VIP visits, and special events conducted on FLW.

(h) Develops and disseminates foreign threats to U.S. information operations in support of current military operations and the information assurance program.

(i) Principal advisor on security and intelligence matters for installation mobilization support/contingency planning.

(2) Threat Management

(a) As the threat manager, serves as single point of contact and principal authority on threat

issues or threat support matters for all related activities.

(b) Threat manager coordinates and facilitates threat dissemination to key combat developments, Maneuver Support, CBRN, and Military Police School activities.

(c) Represents or assists the commander in carrying out threat related responsibilities.

(d) Maintains the classified intelligence and threat reference files.

(e) Maintains knowledge of current and projected threat weapon systems, equipment, organization, doctrine, and tactics, plus the capabilities or limitations of threat forces with emphasis towards the direct threat to proponent's mission area.

(f) Submits time sensitive intelligence and threat requirements to the appropriate IC production centers (Defense Intelligence Agency (DIA), National Security Agency (NSA), National Ground Intelligence Center (NGIC), Missile and Space Intelligence Center (MSIC), and Army Counterintelligence Center (ACIC).

(g) Provides the subject matter expert (SME) for appropriate threat coordinating groups (TCG's).

(h) Conducts proponent review of Army Doctrine and Training Literature Program (ADTLP) products (field manuals (FM), technical manuals (TM), training circulars (TC), Army Training Evaluation Program (ARTEP), Soldier training publications (STP), etc.) for accuracy of threat content.

(i) Provides threat support to resident TRADOC boards, TRADOC capabilities managers (TCM), and other resident TRADOC organizations.

(j) Establishes active and frequent threat interface and coordination with Army Materiel Command (AMC) foreign intelligence counterparts.

(k) Prepares and conducts threat briefings as required.

(l) Serves as the approval authority for threat test support packages (TTSP) and threat test and evaluation master plan (TEMP) input for all Military Police and CBRN materiel programs (Army lead CBRN programs only, not CBDDP Chemical Biological Defense Program Joint funded programs).

(3) Support to Concept and Doctrine Development

(a) Reviews the threat in operational concepts and doctrinal literature through MSCoE coordination channels for all TRADOC products. Ensures operational concepts and doctrinal literature is based on the approved assessments and accepted baseline intelligence products.

(b) Disseminates current intelligence and threat projections to concept developers and doctrinal literature writers.

(c) Drafts the threat paragraph for TRADOC pamphlets originating within the Maneuver Support, CBRN, and Military Police areas of responsibility.

(4) Support to Capability Development

(a) Conducts analysis of threats to the Maneuver Support, CBRN and Military Police mission area in support of the JCIDS process.

(b) Provides threat support to mission capability based assessments (CBA), system program reviews (SPR) and functional area assessments (FAA).

(c) Prepares threat statements for JCIDS documents, (ICD, CDD, and CPD).

(d) Prepares system threat assessment reports (STAR) for major, DAP, and intelligence production requirement (IPR) systems in coordination with the appropriate AMC counterpart and/or appropriate DA/DIA authority.

(e) Provides threat support to analysis of alternative (AOA) and abbreviated analysis (AA) studies.

(f) Prepares threat test support packages (TTSP) for initial operational test and evaluation (IOT&E), follow-on operational test and evaluation (FOT&E), and force development test and experimentation (FDTE) evaluations and ensure that threat is accurately portrayed during the test.

(g) Participates in threat coordinating groups (TCGs) and threat working groups (TWGs) as required.

(h) Provides threat subject matter expert (SME) input for validation of scenario developments for computer modeling efforts. Trains the opposing forces (OPFOR) during operational testing to ensure accurate threat portrayal.

(i) Ensures that the Maneuver Support, CBRN, and Military Police threat portrayal in combat developmental modeling, war gaming, and operational testing is accurate and consistently depicts current or projected threat capabilities.

(j) Prepares threat fact sheets and intelligence research for consolidated combat development activities.

(5) Support to Training and Training Developments

(a) Assists resident instructors/POI managers in the writing and revision of all threat related blocks of instruction.

(b) Assists resident SMEs and instructors in obtaining threat reference materials and reviews their products for accurate threat data.

(c) Conducts quality control for integrated threat instruction for accuracy and consistency.

(d) Reviews and approves threat content of training and training developments for which the MSCoE/Schools have approval authority.

(e) Reviews the development of all non-system training devices (such as simulators, graphic training aids, films, television, DVDs, and tapes) for accuracy of threat content.

(f) Maintains threat reference files to support training and training development personnel and SMEs.

(g) Monitors all non-integrated threat classroom instruction for accuracy and maintain records of inspections.

(h) Reviews threat instruction POIs and lesson plans for accuracy and consistency.

(i) Provides SMEs to assist TRADOC G-2 in evaluating the OPFOR Maneuver Support, CBRN, Military Police Battlefield Operating Systems (BOS) at all combat training centers (CTCs).

(j) Provides threat and intelligence instruction for resident training courses and other installation activities.

(k) Provides threat subject matter expertise to assist TRADOC G-2 in writing and developing FMs, TCs, or products.

(6) Security Support

(a) Serves as the Installation/Command Security Manager/Officer (ISO/CSM), the principal authority on security issues, and oversees all aspects of the installation's intelligence-related security programs.

(b) Advises the Command on all matters pertaining to security.

(c) Plans, coordinates, establish policy, and direct activities relevant to security.

(d) Monitors and maintains the installation Joint Personnel Access Program (JPAS) system with the DoD Consolidated Adjudication Facility (CAF).

(e) Provides advice and assistance to directorate and activity security managers.

(f) Monitors and inspects installation activities for compliance with the provisions of AR 380-27, AR 380-67, AR 380-40, AR 380-53, and AR 380-5.

(g) Provides authorized file procurement officer to investigative records repository.

(h) Responsible for reviewing personnel qualifications and authorizing, for the command, the issuance of interim security clearances to military and civilian personnel with a training or operational need for access to classified information or information systems.

(i) Processes information and forwards personnel security investigations to the Office of Personnel Management (OPM).

(j) Processes data and administers classified access validation program for all personnel.

(k) Processes data and administers verification of security clearances on military, civilian, and contractor personnel.

(l) Processes data and administers security investigation actions for initial entry training (IET) and personnel security screening program (PSSP) personnel, plus permanent party military and civilian personnel.

(m) Provides suitability information through intelligence channels to commanders for personnel security clearance evaluations.

(n) Monitors and coordinates the forwarding of adverse information to the appropriate investigative agencies.

(o) Receives, verifies, and processes visit requests and clearances from industrial representatives, and foreign governments and agencies.

(p) Develops, coordinates, reviews, and oversees the installation security education, training and awareness (SETA) program.

(q) Develops and implements the command intelligence oversight program IAW AR 381-10.

(r) Reviews and validates foreign disclosure ratings assigned to all training material developed by the CBRN, Engineer, and Military Police schools in accordance with TRADOC Reg 350-70, "Systems Approach to Training management, Processes, and Products."

(s) Provides oversight, management, and guidance to prevent the compromise or loss of classified information and enforce proper security practices governing the dissemination, reproduction, transmission, and destruction of classified materials.

(t) Manages, processes, and tracks national agency checks (NACs) for suitability requirements of contractors that require information technology (IT) access.

(u) Manages and provides preparation assistance, review and submission of the DD FM 254 contracting process; maintains liaison with contracting facility security officers (FSO) and contracting officer representative (COR).

(v) Validates and tracks visit requests from off-site government agencies/units and contract organizations.

(w) Provides train-the-trainer information and security education to all Directorate/Unit S-2/security managers.

(x) Provides foreign threat to information systems data to G6/NEC in support of the Information Assurance Program (IAP).

(7) Operation of the Special Security Office (SSO)

(a) Ensures the security of sensitive compartmented information (SCI) and provides security support for restricted and special access programs (SAP).

(b) Develops and implements procedures concerning SCI that will provide for security of materials and ensure compliance with Intelligence Community Directives (ICD) 503, 701, 704, 705; the Joint DoD Intelligence Information System (DoDIIS)/Cryptologic SCI Information Systems Security Standards; DoD 5105.21-M-1; DA; and Intelligence Community (IC) regulatory guidance.

(c) Functions as the cognizant security officer for all SCI facilities (SCIF) located on Fort Leonard Wood.

(d) Ensures all SCIFs on Fort Leonard Wood are properly accredited by the Defense Intelligence Agency (DIA) and continue to meet the physical security, TEMPEST, and information systems security requirements necessary for continued accreditation.

(e) Conducts or directs initial security investigations concerning mishandling or possible compromises involving SCI materials. Prepares and submits reports concerning security incidents as required by SSO TRADOC, DA G-2, and DIA.

(f) Administers the SCI personnel access program. Conducts pre-screening interviews.

(g) Provides security training for SCI indoctrinated personnel.

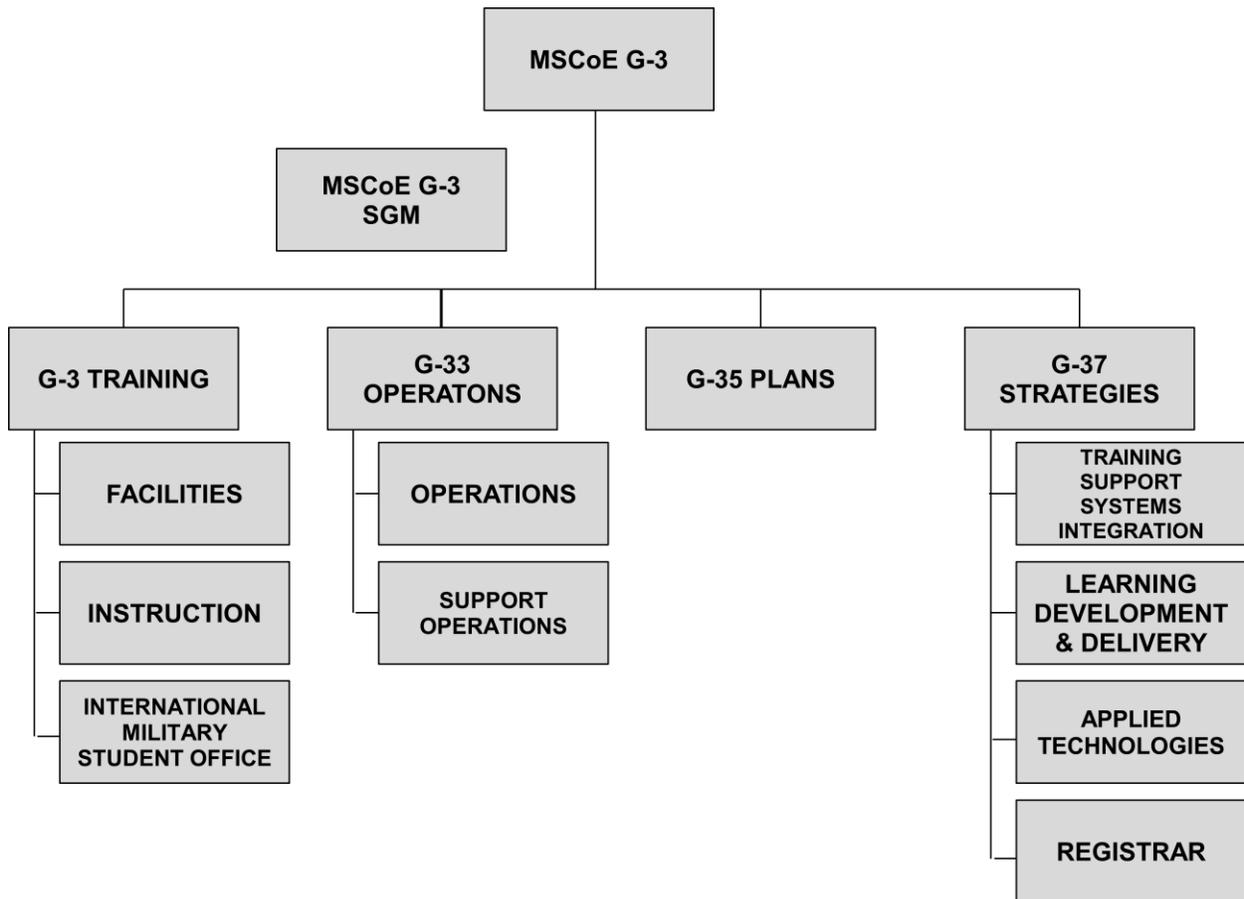
(h) Provides security support for SCI restricted and acquisition, operations, and intelligence SAPs, security support for restricted programs (NATO, chemical, nuclear) and SAPs not involving SCI will be provided as directed by the G2/Senior Intelligence Officer (SIO).

(i) Processes data and administers verification of SCI security clearances on military, civilian, and contractor personnel.

(j) Develops and implements procedures concerning accreditation of and access to the Joint Worldwide Intelligence Community System (JWICS) systems. This system provides the installation with access to the Intelligence Community and its assets. This includes developing and validating the system security authentication agreement (SSAA), validating inputs to the DoDIIS Full Service Directory (FSD), and implementation of DoDIIS public key infrastructure (PKI) requirements.

(k) Monitors High Threat and Foreign Travel Briefing Program.

5-3. MSCoE G-3 Operations, Plans, and Training



a. Role.

The MSCoE G-3 ICW the CoS and the DtCG, execute, coordinate, and facilitate battle rhythm and decision-making process for optimal integration and execution of command group decisions. The G3 has direct access to the CG. Additionally, the G3 develops, integrates, and manages training operations and requirements, concepts, policies, and plans and directs operations continuously across MSCoE in support of the CG, MSCoE. This includes coordination and synchronizing resources to train the world’s best Engineer, Military Police and CBRN Soldiers, leaders and units to win on the full spectrum battlefield today and in the future. Member of the Crisis Action Team. Coordinates all training activities, including budgeting, development and maintenance of training areas ICW DPTMS and mission training priorities. Supports training across MSCoE through support operations cell. Plans and controls operations for TRADOC resident units and tenant activities.

b. Functions.

(1) G-3 Training Division (G-3T)

(a) Role. The G-3 Training element trains and prepares adaptive maneuver support leaders for full spectrum operations through the development, maintenance, and execution of specified TRADOC common core, MSCoE shared, common digital battle command, and battle simulations instruction. Within capabilities, provides battle command training support to the operating force. Provides center-level oversight and support to the International Military Student Office.

(b) Functions.

(1) G-3 Training Instruction Branch (G-3T/I)

(a) Provides common Battle Command training to TRADOC Schools and organizations and FORSCOM tenant units at Fort Leonard Wood in accordance with the MSCoE Battle Command Arts and Sciences Program (BCASP).

(b) Provides Leader Development education in support of TRADOC Primary Military Education (PME) Programs of Instruction (POI) for Fort Leonard Wood officer and noncommissioned officer education systems.

(c) Coordinates with MSCoE Schools, other tenant units or activities, and reserve component units to identify training requirements.

(d) Provides BCASP instruction and implementation in selected PME courses offered by proponent schools at MSCoE.

(e) Provides constructive simulations and gaming support to PME courses offered by proponent schools at MSCoE.

(f) Coordinates and executes the MSCoE combined Pre-Command Course (PCC) for the Maneuver Enhancement Brigade (MEB) and Brigade Special Troops Battalion (BSTB) commanders and coordinates the combined portion for the PCCs scheduled by the branch schools within MSCoE and the MSCoE portion of the Brigade Combat Team Commanders Development Program.

(g) Provides Leader Development instruction in selected courses (PCC, OES, WOES, and NCOES).

(h) Provides instruction to international military students during the international student education program.

(i) Coordinates the scheduling and execution of the Commanding General's Leadership Training discussions with PME students.

(j) Provides digital training and constructive simulations support to Operating Force units on an "as available" basis (within the constraints of executing the PME support mission).

(k) Represents MSCoE and its branch schools in the area of training, exercises, and military operations (TEMO) domain of models and simulations at higher headquarters meetings, conferences, councils and board meetings.

(2) G-3 Training Facilities Branch (G-3T/F)

- (a) Provides professionally directed and balanced library services to the entire military community that enhances military readiness and quality of life.
- (b) Offers mission and training information, academic support for education programs, and morale, welfare and recreation programs for Soldiers and their families.
- (c) Analyzes training technology needs in existing facilities and evaluates ability to support the centralized management of “stand-alone” specialized training facilities on the installation.
- (d) Provides oversight and management of the Bruce C. Clarke Library (BCCL) using the Integrated Library System supporting both academic and community services. Coordinates with numerous vendors to ensure that systems within the library are operating properly and providing support to the customers as required.
- (e) Provides professional library services and outreach to support the Maneuver Support Center of Excellence and the Fort Leonard Wood community. This support includes reference and research services, reader services, interlibrary loan, current, retrospective and authoritative multimedia materials and special programs.
- (f) Provides recommendations on technological requirements for future facilities by participating in new construction and remodeling meetings.
- (g) Provides materials to compliment specialized collections in other army libraries and to stimulate the use of library resources throughout the military community.
- (h) Operates two computer labs within the BCCL which offer internet and basic computing services as well as access to the library digital and database collection.
- (i) Oversees collection development for both the BCCL community and academic services are of the library to ensure relevance of the collection in support of the library’s information mission.
- (j) Manages a collection of diverse media types within BCCL (paper, electronic, on-line, digital audio and video recordings, etc) relevant to the information needs of the MSCoE and Fort Leonard Wood training communities.
- (k) Selects books, periodicals, pamphlets, documents, multi-media, and instructional materials for purchase or requisition which support professional development, career, educational and recreational needs of BCCL patrons.
- (l) Provides research and reference assistance and inter-library loan services to students, staff, faculty, and members of the military community.
- (m) Prepares bibliographies as needed for frequently requested materials.
- (n) Maintains special collections, rare books, and unit histories.
- (o) Maintains a digital repository (MSCoE Digital Repository) for the production of digital resources (text based materials, photographs, drawings, audio recordings, video, etc.) in support of military training within MSCoE and Fort Leonard Wood.

(p) Participate as customer's representative in planning for and execution of the construction and occupation of the Digital Training Facility and other future center-level training/education facilities as they are planned and constructed.

(3) G-3 Training International Military Student Office (IMSO) BRANCH (G-3TM)

(a) Plans and executes the international military education and training (IMET) and foreign military sales (FMS) components of the TRADOC Security Assistance Training Field Activity (SATFA) at MSCoE in accordance with Joint Security Regulation AR 12-15. The IMSO provides command and control, liaison, logistical, and administrative support to all assigned international military officers, noncommissioned officers, and their families attending courses throughout MSCoE and other services detachments that are stationed at Fort Leonard Wood.

(b) Works with branch school trainers to implement the International Military Student Sponsor Program.

(c) Performs additional administrative processing required of international military students

(d) Provides/arranges for official escort officers.

(e) Administers the English comprehension test for international military students.

(f) Advises MSCoE branch school trainers on matters pertaining to international military students.

(g) Ensures that academic reports are prepared on each student.

(h) Implements the Department of State and Department of Defense Information Program by planning and conducting educational tours and cultural exchange events (Field Studies Program).

(i) Coordinate conferences and official visits of senior allied officers in conjunction with the Secretary of the General Staff/Admin Services.

(2) G-33 Current Operations Division

(a) Role. Responsible for coordinating and tracking course scheduling, current taskings, logistics and range operations, plans and operations for MSCoE functions. Distributes or receives courtesy copy on all internal taskings in order to maintain oversight of all activities and requirements while not preventing direct coordination or parallel planning. Ensures that commandant/school requirements and needs are understood and integrated into all activities. Operates ICW DPTMS as a coherent team in support of IMCOM, TRADOC, and tenant units.

(b) Functions

(1) Manages training ammunition to include review and editing of forecasts, allocation of short supply items, approval of DA Form 581 ("Request for Issue/Turn-in of Ammunition"), and providing input to the Training Ammunition Management Information System (TAMIS). Coordinates with LRC, DPTMS and subordinate units on the availability of training ammunition.

(2) Responsible for AWSS's delivery and collection of ammo to ranges and training areas.

(3) Responsible for AWSS's water delivery to training units.

- (4) ICW DTPMS schedules class starts and close dates for each resident course, to include adjustments as required by POI or CAD revisions and student shortfall or overfill. Inputs class schedules into the Army Training Requirements and Resourcing System (ATRRS).
- (5) ICW DPTMS determines the schedule requirements and manages the training resource utilization such as classrooms, ranges, training areas and ammunition.
- (6) ICW the Combat Training Company, LRC, and DPTMS, coordinates training resources for the basic combat training courses.
- (7) Serves as the IMT lead for the G-3 and MSCoE. ICW G3 SGM, inspects IMT Ranges and training areas to ensure proper and safe execution of the IMT POI.
- (8) ICW DPTMS allocates training resources IAW the Commanding General's priorities and guidance.
- (9) ICW DPTMS, schedules, resolves discrepancies and coordinates POI updates in regards to EST 2000 and TADSS.
- (10) Provide Chemical Surety representative for installation tasking and coordination support.
- (11) Recommends priorities and provides tasking guidance for personnel and equipment required to fill on and off installation commitments to include short term, long term, and reoccurring taskings.
- (12) ICW with the DPTMS tasking office coordinates and tasks TRADOC, FORSCOM and IMCOM installation support, mission, and training requirements.
- (13) Prepares Weekly Updates and provides command information reporting to TRADOC, FORSCOM, IMCOM, and CAC.
- (14) ICW DPTMS coordinates the installation Staff Inspection Visit and the Staff Inspection Program at the Major Subordinate Commands (MSC) level to provide a routine realistic assessment of the MSC attainment of established MSCoE administrative and operational goals and standards
- (15) ICW DPTMS manages resident training activity for the MSCoE
- (16) ICW DPTMS and G3T assists in developing and maintaining master schedules and related documents for each resident course.
- (17) ICW DPTMS and G3T, compiles statistical data pertaining to programmed and actual student input and training loads, maintains related records, and prepares necessary reports.
- (18) ICW DPTMS processes un-programmed training requirements in response to Training Requirements Arbitration Panels (TRAPS).
- (19) Processes requirements for resident training or student support involving external agencies and activities such as demonstrations, off-site training facilities and FORSCOM units, including Mobile Training Teams (MTT).
- (20) Coordinates and prepares operations and fragmentary orders support or implement projects and directed missions.
- (21) Provides operation control and support to the Combat Training Company.

(22) Compiles the monthly Commanders Unit Status Report (CUSR) for the installation.

(23) Serves as G3 representative for all planning of state, federal, installation, or FORSCOM exercises.

(24) Provide primary and secondary members for installation Crisis Action Team (CAT) and Snow and Ice Removal (SNAIR) panel IOT provide input relating to training impacts and support requirements.

(3) G-35 Plans Division

(a) Role.

Responsible for Center-level future planning and operations to include serving as the primary MSCoE staff coordinator for Center-level products such as the MSCoE campaign plan, command training guidance, and other publications and operations orders. In addition, identifies and integrates school commandant requirements, plans and input into Center plans in order to incorporate their mission, vision and view of future requirements affecting mutually supporting decision/decisive points.

(b) Functions.

(1) Serves as MSCoE lead for the ACP, TSP and MCP and associated campaign plan synchronization meetings.

(2) Serves as the MSCoE lead for the Command Training Guidance.

(3) Develops and synchronizes center-level plans across multiple functional areas. Transitions plans at the appropriate time to the G-33.

(4) Executes CG hosted events such as the Senior Leader off-Site/on-site conferences and prepares the MSCoE CG for attendance at the TRADOC Senior Leaders Conference.

(5) Coordinates G-Staff review of orders prior to publication.

(6) Analyzes higher headquarters strategic documents to maintain situational awareness, to understand the impact on the command, and to provide suggested improvements or changes to higher headquarters.

(7) Ensures strategic guidance and plans from higher headquarters and other commands take MSCoE interests, requirements, and objectives into consideration.

(8) Serves as the MSCoE lead to synchronize the following forums:

(a) TRADOC G-3 Synch Meeting.

(b) Monthly TRADOC Synchronization Meeting (TSM).

(c) Quarterly Army Profession and Army Leader Development Forum (ALDF).

(d) Quarterly Training Integration Forum (TIF)

(9) Executes special projects for the G-3 and Center as required.

(4) G-37 Strategies Division

(a) Role.

Responsible for common training development; staff and faculty training; test control; learning technologies and publications; planning; synchronization and integration of applied training technologies; strategies and requirements involving training and leader development at MSCoE including training ranges and facilities as well as live, virtual, constructive and gaming (LVC-G) strategies; planning for training aids devices, simulators, and simulations (TADSS), Standards of Training Commission (STRAC), Structure Manning Decision Review (SMDR), Training and Doctrine Development-Quality Assurance (TD2-QA), and other training resource-related processes. Operates with DPTMS/IMCOM as a coherent team.

(b) Functions.

(1) Serves as point of contact for Structure Manning Decision Review (SMDR) to validate MSCoE, USACBRNS, USAES, and USAMPS training requirements and capacities.

(2) Works with DA and HQ TRADOC to resolve training constraints.

(3) Develops training capacity data.

(4) Reviews proposed POI changes to determine capability to support.

(5) Coordinates the Semi-Annual Training Brief for MSCoE, USACBRNS, USAES, and USAMPS, and major subordinate commands.

(6) Develops and maintains the installation Long Range Training Calendar.

(7) Manages the MSCoE Cyclic Support Program.

(8) Coordinates all operations orders requiring MSCoE installation support.

(9) Coordinates and prepares operations and fragmentary orders to support or implement projects and directed missions of this headquarters.

(1) Training Support Section

(a) Provide technical support on distance learning (dL) courseware and mobile applications (Apps) development.

(b) Introduce and support advanced learning technology capabilities to the MSCoE Training Development Communities.

(c) Provide learning management system hosting, support and management.

(d) Represent the MSCoE on the Combined Arms Center (CAC) Army Training Support Center (ATSC) Technical Change Control Board for the Delivery Order template used for dL product development.

(e) Provide the MSCoE member to the CAC-T ATSC Distributed Learning Program Review Board.

(f) Serve as the MSCoE Lifelong Learning Center (LLC) representative to TRADOC/CAC.

(g) Manage the MSCoE LLC and toll-free help desk.

(h) Provide technical support to Soldiers, instructors, and training developers on the application and use of academic content development applications and learning management system.

(i) Provide the Technical Contracting Officer Representative (COR)/Point of Contact (POC) (TCOR/TPOC) for the MSCoE Lifelong Learning Center.

(j) Develop policies, procedures, vision statements and budget issues, and projects future plans and lifelong learning initiatives.

(k) Provide logistics, supplies, and services to the G-3/5/7.

(l) Maintain the G-3/5/7 Property Book and Hand Receipts records.

(m) Conduct the procurement, maintenance, distribution/issue, and turn-n of mobile training devices and reference training publications.

(n) Coordinate PME Student lodging requirements with the Intercontinental Hotel Group (IHG).

(o) Manage the Privatization of Army Lodging (PAL) off-post lodging contracts.

(p) Academic Registrar for the MSCoE PME courses.

(q) Scheduling Registrar for PME and other MSCoE courses.

(r) Key Control for MSCoE Complex priority of use and shared academic facilities.

(s) Manages the development of MSCoE Classroom long-range training plan.

(t) Develop and publish the MSCoE Classroom Distribution Plan.

(u) Conduct Test Control and Evaluation for the MSCoE PME and other select MSCoE courses.

(2) Workforce Training and Development

(a) Role.

Responsible for the MSCoE professional development, education and training of staff and faculty assigned to the proponent schools and brigades. Develops and manages the civilian training and development program for the installation, across all Commands. Produces Army Doctrine and Training Literature Products and the professional bulletins for the three MSCoE proponent schools.

(b) Functions.

1. Develops civilian training and development policy on behalf of the CG.

2. Executes the installation mandatory civilian training.

3. Approves non-governmental training for the installation.

4. Responsible for installation civilian professional and leader development to include managing the Activity Career Program Managers.

5. Serves as the training coordinating function for the G-Staff.

6. Produces final electronic file (FEF) of MSCoE and its proponent schools' Army Doctrine and Training Literature Products (ADTLP) including their proponenty Joint, & Multi-Service Publications.

7. Publishes MSCoE branch schools' professional bulletins.

8. Ensures MSCoE civilian and military personnel, involved in the execution and the development of training and education, have the capability to perform their jobs to standard.

9. Manages the instructor certification, development, and recognition program to include the TRADOC Instructor of the Year Program. Proponent for the FLW Regulation 350-1, Instructor Certification, Development and Recognition.

10. Manages the TRADOC Training and Warfighting Development Career Program 32 professional development program which includes budget execution.

11. Executes the Army Training Support Center staff and faculty curriculum IAW TRADOC Regulation 350-70, Army Learning Policy and Systems.

(3) Training Development and Analysis

(a) Develops individual and collective training products, processes, and procedures for MSCoE-level organizations which are included in proponent school code 807.

(b) Develops individual training products, processes, and procedures the G-3 Training in support of their executing common training for the USACBRNS, USAES, and USAMPS.

(c) Coordinates MSCoE participation in the SMDR, tracking total required throughput and coordinating projected constraints and issues for documentation of required resources

(d) Coordinates division analysis and assembles G-37 responses in support of requirement document reviews, SMDR and TRAP actions.

(e) Coordinate the development of MSCoE level consolidated training strategies in support of institutional, operational and self-development training as required. Coordination is with contacts internal and external to MSCoE (to include G-staff as appropriate).

(f) Conducts research and evaluation of new instructional technology.

(g) Represents MSCoE on the ATSC Distributed Learning Program Review Board.

(h) Oversees and coordinates MSCoE implementation of the Army Learning Model.

(i) Manage MSCoE staffing the STRAP Writing Tool (SWT) data base.

(j) Maintains the Training Development Capability (TDC) data base.

(k) Executes the Training and Doctrine Development tool across MSCoE to track TD workload.

(l) Develops and implements a Center-level Training Requirements Analysis System (TRAS) document staffing process.

(m) Archives MSCoE and proponent school TRAS document transmittals to TOMA.

(n) Executes Center-level needs analysis of training support requirements (STRAC, Ranges, Training Land, Facilities, TADSS, classroom technology, and Mission Command Arts and Sciences Program) captured in proponent TRAS.

(o) Coordinate and assist with proponent schools in their submission of STARC requirements to DA, TRADOC, and MSCoE working groups and Councils of Colonels.

(p) Coordinates with DPW as the training customer representative for facility requirements.

(q) Coordinates MSCoE's participation in the Department of Army Training Support Systems Review (TSSR).

(r) Coordinate with TRADOC Sustainable Range Program representative to ensure proponent school POI and CATS based requirements are captured within the Army Range Requirements Module (ARRM) to support DPTMS preparation of the doctrinal analysis containing MSCoE & FLW range and land requirements and assists DPTMS during other phases of the Range Complex Master Planning process.

(s) Validates doctrinal requirements to be submitted to TRADOC for development of MSCoE proponent range and land areas as MSCoE Sustainable Range Program (SRP) proponent representative.

(t) Reviews SRP relevant plans and specifications for range construction and upgrade proposals as MSCoE SRP proponent representative.

(u) Conducts analysis and identifies training facilities requirements within the MSCoE complex to include Hoge, Lincoln, Thurman, Clarke Library, and the Digital Training Facility; includes development of long-range classroom distribution plan, designation facilities as shared, dedicated, or priority of use and adjusting and redistributing facilities as necessary during the year of execution.

5-4. MSCoE G-4, Sustainment

a. Role.

Synchronizes all logistics functions supporting MSCoE, provides technical advice and guidance on logistics programs, recommends policies, and develops procedures for matters related to logistics operations and readiness to/for the Command Group. Coordinates mission related logistics functions with all MSCoE Schools, Brigades, Staff Elements, Directorates and TRADOC G-4 as well as integrate, coordinate, and monitor maintenance and logistics operations with other related functions such as maintenance and supply provided through the local Directorate of Logistics (LRC), and Tank Automotive Command (TACOM), Ground Support Material Management Directorate (GSMMD) in support of MSCoE.

b. Functions.

Primary functions include but are not limited to:

(1) Coordinating element between TRADOC, AMC, TACOM, and subordinate units to MSCoE for logistics and maintenance operations.

(2) Command Supply Discipline Program (CSDP) oversight. Ensure that command supply discipline policies are in effect and being followed on Fort Leonard Wood IAW AR 710-2, para 1-10.

(3) Coordinate monthly Installation Asset Visibility meeting and Logistics Readiness Review (LRR).

(4) Work with Schools, Brigades, and TRADOC G-4 to support POI and mission based TDA requirements.

(5) Assist MSCoE G-8 with 4610-R equipment authorization documents submitted by Schools, Brigades for DA Equipment Review Boards.

(6) Assist Brigade Property Book Officers to identify low usage or non-POI supported equipment and work with Brigades, TRADOC G-4, Item Managers, and support elements to request disposition instructions for lateral transfer directives and or for turn-in directives.

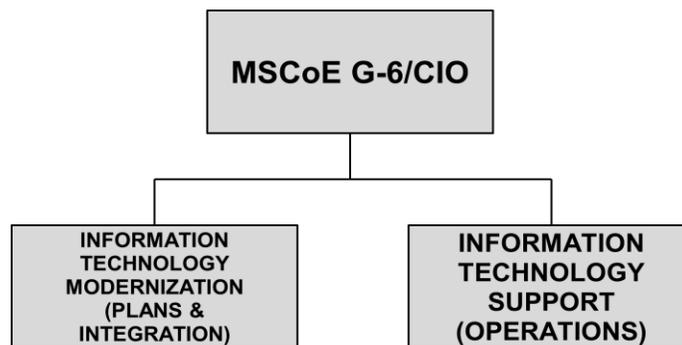
(7) Identify new, and/or incoming equipment early in the process in order to ensure training/support is adjusted accordingly.

(8) Work with Schools, Brigades, and TACOM to determine training/mission significant and critical fleets in order to understand maintenance and supply priorities.

(9) Assist Schools/Brigades with Training Resource Arbitration Panel (TRAP) related issues for resourcing of equipment and coordinate support from TRADOC G-4.

(10) Provide technical assistance to MSCoE G-8 for manpower and funding issues related to logistics, supply, and maintenance support matters.

5-5. MSCoE G-6 Command, Control, Communications and Computer Operations (C4OPS)



a. Role.

MSCoE lead ICW NEC for Command, Control, Communications, Computers, and Information Management (C4IM) services, automation management, network management, information assurance (IA), and Communications Security (COMSEC) ICW G2. Provides for development, acquisition, integration, operation, and sustainment of secure and non-secure Information Technology (IT) and Information Management (IM). Support Knowledge Management (KM) efforts (website tools and applications) as they tie into IM. Work with MSCoE staff, schools, training Brigades, and the Network Enterprise Center (NEC) on IM/IT policies, processes and standards including resource management and service support. Ensure the suite of IM/IT services, (voice, data, video) is available to the MSCoE and FLW community of users ICW NEC, TRADOC G6, DA CIO/G6 and DISA. Account for IM/IT assets, oversee the life cycle management of IT mission-related equipment and systems and C4IM common levels of service provided by the NEC via the service level agreement (SLA) for baseline and above baseline IM/IT services to include COOP, disaster recovery, and forward staging IM/IT support. Develop and validate IM/IT requirements, obtain resources, and monitor execution of garrison, installation, and strategic voice, data, and VTC in support of the MSCoE. Support deploying units, tenant activities, training Brigades, and CBRN, EN, MP, and NCOA Schools in meeting Army Learning Model (ALM) goals.

b. Functions.

(1) Administration and Policy

(a) Develop MSCoE IT/IM policy, processes, and SOP documents.

(b) Update the IT/IM Master Plan at least annually to align with MSCoE Campaign Plan lines of effort.

(c) ICW Schools and G-Staff, plan the modernization and development of an effective "infostructure" with new facilities, classrooms, and training areas ISO ALM.

(d) Unify the user experience, develop the IT workforce and leverage IT investments ISO MSCoE/FLW.

(e) Develop, implement, and manage IT lifecycle replacement programs, C4IM services contracts (i.e. SLAs, MOUs), MSCoE Staff IT equipment/services BOIP plans, and resourcing strategies to achieve desired IT/IM objectives IAW MSCoE Campaign plans.

(f) Provide IT resource expenditure control/oversight across MSCoE.

(g) Develop and validate user C4IM requirements ICW NEC and supported activities to ensure requirements are effectively met.

(h) Review and validate all above-NEC-baseline IT Business Case Proposals (BCP) for C4IM contracts and services across the Center with focus on integration with TRADOC, DA, and DoD architectures and services.

(i) Work with Higher HQs G6, NETCOM, and local NEC on all long term C4IM infrastructure upgrades.

(j) Plan and budget IM/IT products and services to meet DA/TRADOC enterprise-focused IM/IT service integration efforts.

(k) Prioritize C4IM projects, work orders, and system outage restoral plans across MSCoE with NEC and track them until completion.

(l) Support STRATCOM and PAO in delivery of public communications.

(m) ICW NEC - conduct or attend quarterly Information Assurance Support Officer (IASO) meetings across the center.

(n) ICW NEC ensure IM/IT goals of modernizing IM/IT infrastructure, providing assured information access, supporting new facilities, classrooms, and developing the IT workforce are synchronized with key stakeholders and supported.

(o) ICW NEC mentor and guide IM/IT workforce by planning career progression, career training, career enhancement and recognition opportunities.

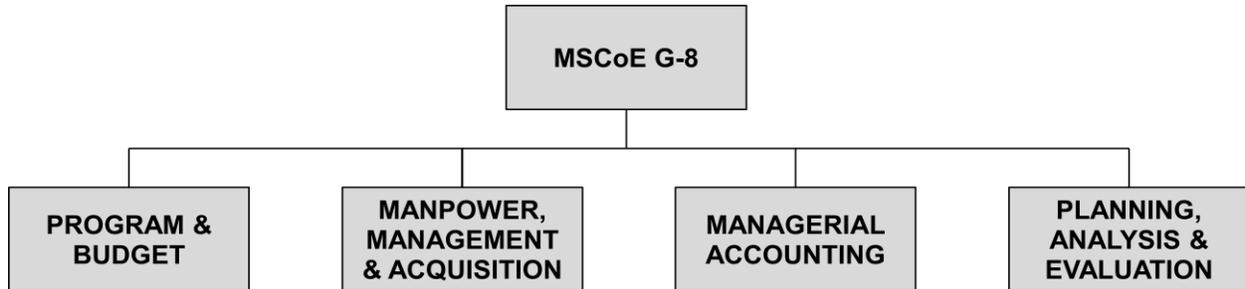
(2) Information Technology (IT) Modernization (Plans & Integration)

- (a) Act as MSCoE liaison to TRADOC enterprise classroom programs and Mission Command Arts & Science Program (MCASP).
- (b) Serve as contracting officer technical representative (COTR) for audio-visual training, equipment fielding, local purchase approval and contract oversight.
- (c) Coordinate with TRADOC and DA POCs on identifying and securing funding for IM/IT-based facilities improvement projects in support of the “training the force” mission.
- (d) Provide advice and instructional/technical support to the installation and upgrade of conference and training classrooms.
- (e) Ensure installation of IT in support of training meets proponent/School or activity requirements and supports ALC 2015 strategy.
- (f) Develop recommendations and validate requirements on IT equipment and applications supporting missions of future training (per ALC 2015) or simulation facilities.
- (g) Provide consulting services and instructional technology-technical support to the MSCoE and FLW customer base.

(3) IT Support Operations

- (a) Manage and provide Information Technology (IT) support to the Institutional Training Technology Program (ITTP) classrooms and facilities across the installation and provide life-cycle management and maintenance on all Classroom XXI facilities to include new standards in support of the Army Learning Model.
- (b) Support ALM goals with classroom upgrades, networking, and visual information aids; improve IT services in support of training. Provide IM/IT services support classroom contractor oversight.
- (c) Coordinate with TRADOC Enterprise Classroom Programs and ITTP managers to ensure supported training and conference facilities meet requirements of Schools and activities.
- (d) Meet with and assist instructor base in leveraging new IT/IM equipment in classrooms to migrate to a blended and learner-centric learning environment.
- (e) Promote use of social media, mobile communications, and scenario/simulation-based training capabilities in support of both initial and advanced training programs with focus on the Warfighter.

5-6. MSCoE G-8, Resource Management



a. Role.

Fight and win MSCoE and Fort Leonard Wood's resource battles; facilitate the training of technically and tactically proficient Soldiers and development of leaders and capabilities by resourcing the Command's highest priorities first; allocate resources (manpower and dollars) based on mission needs; correctly execute budgetary authority received; correctly record and account for resources; identify and program long-term resource needs; provide world class customer service; conduct business in an honest and open environment.

b. Functions.

(1) Office of the MSCoE G8

(a) Coordinates the efforts of the Program and Budget Division; Manpower, Management and Acquisition Division; Managerial Accounting Division; and Planning, Analysis and Evaluation Division in accomplishing the organization's mission statement.

(b) Primary financial advisor to the command's senior leadership.

(c) Serves as chairperson of the working Program Resource Advisory Committee (PRAC).

(2) Program and Budget Division

(a) Provides budget status of funds and other briefings to the Command Group.

(b) Distributes annual funding programs and quarterly allowances to program directors, and inputs into financial systems.

(c) Provides program director support for all assigned activities.

(d) Serves as advisor on all budget matters to supported activities.

(e) Administers the financial management of the International Military Education and Training (IMET) and Foreign Military Sales (FMS) programs.

(f) Responsible for providing TRADOC with financial status reports on contingencies and other operations.

(g) Develops reimbursement cost for Inter/Intraservice Support Agreement (ISA) customers, initiates reimbursement earnings, and ensures all earnings are properly costed within appropriate Army management accounts.

(h) Analyzes Center's training workload execution, i.e., Basic Training (BT), One Station Unit Training (OSUT), Advanced Individual Training (AIT), and General Skills Training (GST), ensuring execution is consistent with financial levels.

(3) Manpower, Management and Acquisition Division

(a) Manpower/Equipment/Force Management Team:

(1) Prepares and submits tables of distribution and allowances (TDA) in conjunction with mission schools/activities (includes peacetime and mobilization documents).

(2) Serves as mission POC for concept plans.

(3) Provides manpower/equipment/force management services for mission activities.

(4) Provides management analysis support for special task force study groups.

(5) Serves as mission POC for Manpower Staffing Standards System (MS3) studies, manpower assessments, and equipment surveys.

(6) Serves as the central POC for processing requests for personnel actions (RPAs) for the MSCoE G-Staff.

(b) Acquisition Management and Oversight (AMO) Team:

(1) Manages/directs the Managers' Internal Control (MIC) Program (in accordance with AR 11-2).

(2) Manages/directs the Competitive Sourcing/Commercial Activities (A-76) Program for mission activities.

(3) Provides acquisition management oversight for contracted services (in accordance with TRADOC Regulation 5-14).

(4) Advises/assists customers with acquisition planning and exploration of options.

(5) Assists with acquisition document preparation to ensure effective expenditure of funds and receipt of a deliverables vs. fixed, time-based payments.

(6) Ensures all acquisition approvals and legal opinions are obtained prior to award of contract.

(7) Provides quarterly contracting officer representative (COR) in-progress reviews (IPRs) and training.

(8) Ensures all service contracts or supply/product contracts with embedded services obtain appropriate required written approval by School Commandant or CG to initiate contracting efforts.

(9) Maintains/reports monthly contracted services information, as directed.

(10) Ensures mandatory documentation of service contracts into the Contract Manpower Reporting Application (CMRA) database in accordance with TRADOC Regulation 5-14 and SecArmy Memorandum, dated 7 June 2005.

(4) Managerial Accounting Division

(a) Interprets financial management policy and provides advanced guidance to staff elements, to include publishing installation financial management directives and procedures.

(b) Identifies, monitors, and reports trends in financial management systems and installation program performance. Recommends needed changes and improvements.

(c) Reviews unliquidated obligations, unmatched disbursements, and reimbursable orders; performs reviews as required.

(d) Manages and certifies availability of Mission prior year funds.

(e) Provides liaison services with activity directors and external auditors as required. Performs as liaison between installation and multiple Defense Finance and Accounting Service sites.

(f) Manages the execution of the Mission Government Travel Card Program. Provides significant accounting and system support to the Government Purchase Card Program.

(g) Acts as installation proponent for the implementation and interpretation of new financial systems and concepts.

(h) Provides functional support to financial systems.

(i) Provides customer service representative (CSR) to work civilian pay issues.

(5) Planning, Analysis and Evaluation Division

(a) Provides staff surveillance and assistance on long-range resource planning processes and programs.

(b) Serves as quick reaction analysis team for CG directed taskers involving resources.

(c) Evaluates resource programs and trends in missions, technology, manpower and fiscal resources and other factors influencing future needs.

(d) Identifies new and emerging resource management issues and coordinates and/or develops recommended solutions.

(e) Serves as the resource planning and programming liaison and point of interface for manpower, budget, management studies and acquisition management and oversight actions.

(f) Provides advice on effective and economical management planning, development, documentation and implementation of long-range resource planning and programming.

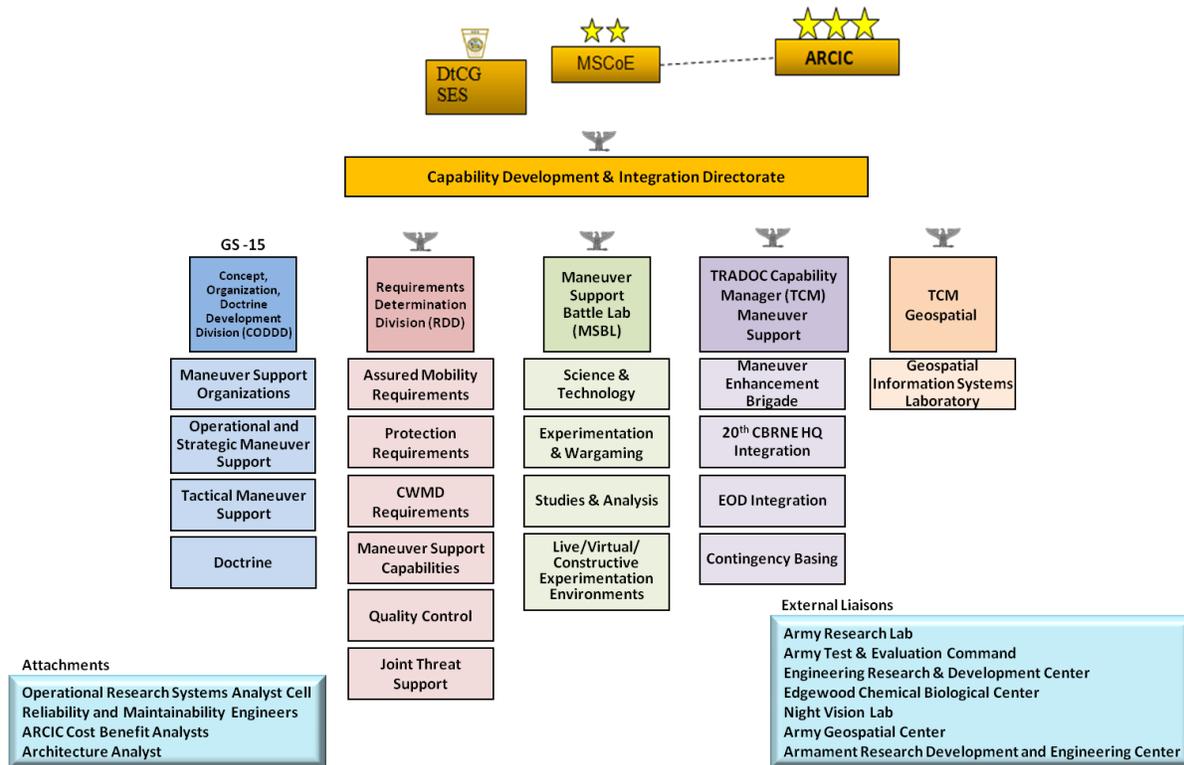
(g) Develops, coordinates and staffs submission of the Program Objective Memorandum (POM).

(h) Reviews and validates Training Resource Arbitration Panel (TRAP) requirements and processes related resourcing needs.

(i) Conducts and/or participates in special studies, including but not limited to, Base Realignment and Closure (BRAC), Stationing/Restationing, and Interservice Training Review Organization (ITRO).

(j) Coordinates and reviews all Support Agreements involving Mission activities, to include DD Forms 1144, Memorandums of Agreement (MOAs), and Memorandums of Understanding (MOUs).

Chapter 6 Capability Development and Integration Directorate (CDID)



6-1. Mission

The MSCoE CDID develops protection and maneuver support-related concepts and determines maneuver support and Joint CBRN, Engineer, and Military Police organization and materiel requirements through capabilities-based assessments and experiments. Defines doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF)-integrated combined arms capabilities to assure the mobility, freedom of action, and protection of Army forces.

6-2. Headquarters

a. Role.

The CDID headquarters is responsible for the vertical and horizontal integration and synchronization within CDID, MSCoE organizations, TRADOC Army Capabilities Integration Center (ARCIC), TRADOC Combined Arms Center (CAC), other TRADOC Centers of Excellence (CoE) CDIDs, HQDA, Joint services, and external organizations for its core functions.

b. Functions.

(1) The CDID Director serves as the DOTMLPF coordinator and integrator for the MSCoE CG in order to ensure that documents from CG, TRADOC chartered systems are produced in sufficient time and quantity to support development, testing, warfighting, and fielding objectives.

(2) Oversees and integrates capability development activities for all MSCoE, CBRN, Engineer, and Military Police proponents.

- (3) Ensures necessary and effective interface, handoffs, and integration with the MSCoE Program Management and Integration Directorate (PMID), MSCoE Command Group, commandants' staff, training, training development, experimentation, evaluation programs, and other related actions.
- (4) Conducts evaluations and assessments throughout the life cycle of materiel systems; concepts, and organizations to ensure goals are achieved.
- (5) Establishes and develops administrative policy and procedures.
- (6) Coordinates acquisition of military personnel, ratings, awards, disciplinary actions, leaves, special duties, etc.
- (7) Administers the CDID TDA process.
- (8) Evaluates, processes, and disseminates information to decision-makers concerning information management, command-wide trends, and associated equipment and processes.
- (9) Supports visits from foreign countries, TRADOC, Department of the Army, and other dignitaries.
- (10) Provides and/or coordinates for provision of administration and logistic support of CDID operations and provides logistic accountability of all office equipment and automation systems.
- (11) Oversees management and execution of the CDID physical, informational, and automation security matters, to include secure internet protocol router (SIPR) and NATO compliance and execution. Oversees the MSCoE special access program (SAP).
- (12) Oversees CDID budget obligations and liquidations.
- (13) Coordinates CDID Government Purchase Card (GPC) and Defense Travel System (DTS) programs.
- (14) Coordinates CDID civilian personnel actions and incentive awards program. Provides managers, supervisors, and employees with technical assistance on civilian objective/performance evaluations, disciplinary actions, pay problems, and other areas relating to civilian personnel.
- (15) Integrates CDID input to the monthly TRADOC Status Report (TSR) and MSCoE annual command historical reports.
- (16) Maintains CDID repository for memorandums of understanding and memorandums of agreement.
- (17) Serves as print control officer, approving official TDY orders, copier control officer, publications officer, and internal management control officer.
- (18) Oversees CDID contracting activities and submittal of confidential financial disclosure reports.
- (19) Coordinate MSCoE's input into the TRADOC capabilities needs assessment (CNA) process.

6-3. Concepts, Organizations, Doctrine Development Division (CODDD)

a. Role.

The CDID Concepts, Organizations, and Doctrine Development Division (CODDD) leads the development of concepts that provide the context for assessment and analysis within the Joint Capability Integration Development System (JCIDS) process. These concepts illustrate how current and future forces will operate; describe the capabilities 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. The CODDD also leads the development of organizational and doctrinal requirements and solutions.

b. Functions.

(1) Participate in either a lead or supporting role in chartered integrated capability development teams (ICDT) as directed by the Director, ARCIC. Provide analysis and recommendations as to other MSCoE DOTMLPF domain participation in subject ICDT's.

(2) As a lead or member of an ICDT, manages the assessment and development of key steps in the capabilities development process, to include developing ICDT charters, writing white papers and concepts, and participating in or conducting capabilities based assessments (CBA), to include writing the DOTMLPF Integrated Change Request (DICR).

(3) Participate in select experimentation venues, as required, to harvest analytical underpinnings in support of conceptual products and deliverables.

(4) Provide support, as required, to RDD in the development of follow-on ICDT products, to include the initial capabilities document (ICD).

(5) Serves as the primary activity to develop proponent- related Army, and Joint concepts.

(6) Develops or supports the development of Army and Joint capstone and keystone doctrine, requirements documentation, and training material.

(7) Leads organizational development including developing and maintaining Tables of Organization and Equipment (TOEs), Force Design Updates (FDUs) and unit reference sheets (URS).

(8) MSCoE lead organization in TRADOC requirements determination process in support of Total Army Analysis (TAA). Develops Rules of Allocation (ROA) to include Engineer Construction Tasks for use in HQDA modeling for Maneuver Support, Protection, CBRN, Engineer and Military Police Proponencies. Provides MSCoE response to Basis of Issue Plans which affect Maneuver Support, Protection, CBRN, Engineer and Military Police proponencies.

(9) Develops MSCoE equities to Joint and Army concepts, scenarios, and the operational environment which underpin the requirements for the future force.

(10) Develops doctrine for Maneuver Support, Protection, CBRN, Engineer, and Military Police proponencies.

(11) Supports development and reviews of Multinational, Joint, Multi-Service and Army Doctrine.

(12) Support MSCoE and proponent Intermediate Level Education, Pre-Command Courses and Captains Career Courses as needed; ensure stakeholder understanding of proponent organizations/formations.

6-4. Requirements Determination Division (RDD)

a. Role.

The RDD serves as the Army's warfighter representative for all Maneuver Support, Assured Mobility, Combating Weapons of Mass Destruction (CWMD), and Protection materiel requirements in order to ensure mobility, freedom of action, and protection of the supported force.

b. Functions.

(1) Serves as the primary author of JCIDS requirement documents and training development programs while providing input for Joint and International programs.

(2) Serves as the User representative for Training and Capability Developments on all JCIDS developed material solutions.

(3) Advisor to the MSCoE CG; CBRN, Engineer, and Military Police commandants; and program executive offices (PEO) and program managers (PM) for all actions encompassed by the capability developments process for which MSCoE or its subordinate schools are proponent.

(4) Participates with ICDTs, IPR and meetings to develop the necessary requirement products associated with JCIDS analysis and documentation phases (e.g., initial capability document (ICD), capability development document (CDD), capability production document (CPD), System Training Plans (STRAP), and other DOTMLPF integrated change recommendations (DICR)).

(5) In collaboration with the Concepts, Organization, Doctrine Development Division (CODDD), assesses concepts to identify gaps in required capabilities and conducts capability gap assessments for the current and future force.

(6) Coordinates with the CODDD for organization and doctrine implications, MSCoE G-3/5/7 for functional training implications, MSCoE proponent schools for leader development implications and other joint and branch technical aspects, and the branch proponent office for personnel implications.

(7) Supports JCIDS capability-based assessment (CBA) by providing the capabilities-based identification of needs from the combination of joint concepts with analysis.

(8) Responsible for the management of MSCoE test and evaluation requirements.

(9) Oversees the Joint CBRN Threat Support Office.

(10) Provide support, as required, to CODDD in the development of the CBA and follow-on ICDD products, to include the DICR.

(11) Training and Capability Developers serve as the lead DOTMLPF integrator for systems and sub-systems for material solutions.

(12) Determines requirements for New Equipment Training (NET), and Doctrine and Tactics Training (DTT), and serves as the user's representative during acquisition, development and testing of a system and subsystem training enabler.

(13) Serves as the training developer for the system and capability developer for the training enabler (system and non-system Training Aids, Devices, Simulations, and Simulators [TADSS]).

(14) Serves as the signature authority and User representative for all Training Materials Verification and Validation (VAL/VER).

6-5. Maneuver Support Battle Lab (MSBL)

a. Role.

The MSBL conducts experimentation and performs analysis that supports capability developments and influences science and technology to help ensure the mobility, protection, and freedom of action of Army and Joint forces.

b. Functions.

(1) Explores innovative methods of operations, especially to assess their feasibility, evaluate their utility, or determine their limits to reduce risk in the current force and future force.

(2) Evaluates proposed solutions for required changes in DOTMLPF to achieve significant advances in current and future capabilities.

(3) Provides information that enables improvement of operational concepts and reduces risk to Soldiers by conducting concept and prototype experiments; provides credible analysis to support decision making for the current and future force.

(4) Applies structured assessment procedures to substantiate the effects of proposed warfighting capabilities using discovery, hypothesis-testing, and demonstration, as appropriate.

(5) Participates in the refinement of operational concepts, identification of DOTMLPF capability requirements, and assessment of potential DOTMLPF capability solutions through analysis, based on experiments, using venues ranging from war gaming (principally used for concept development) through integrated live, virtual, and constructive experiments.

(6) Leads MScOE science and technology program to provide the Soldier requirements that drive technology development for solutions to current and future capability gaps to Army Research and Development Laboratories.

(7) Develops and contributes to computer based Models and Simulations to ensure they accurately represent Maneuver Support and Protection functions on the battlefield in force on force computer simulation software packages. Operates and manages live and computer based venues to conduct experimentation, assessments and studies.

6-6. TRADOC Capability Manager (TCM) Geospatial

a. Role.

As the TRADOC geospatial capability manager, TCM Geospatial performs as TRADOC's centralized manager for coordination, integration, and synchronization of all Army geospatial information, digital terrain data, and geospatial service requirements for capability development, force development, training, experimentation, and modeling and simulations. This mission incorporates the integration and interoperability of geospatial information and services for all Army systems that consume and/or produce geospatial information and services in support of current and future forces in compliance with the Army's Common Operating Environment (COE) and Army Geospatial Enterprise (AGE).

b. Functions.

(1) Executes Army Geospatial Enterprise (AGE) and Standard and Sharable Geospatial Foundation (SSGF- a Mission Common Essential Capability) capability development efforts per TRADOC approved Geospatial Functional Solutions Analysis and the JROC approved Net-Enabled Mission Command Interim Capability Document (NeMC ICD) that are compatible, compliant, and interoperable with the COE.

(2) Executes/integrates DOTMLPF domain solutions for Geospatial Engineering. Provides SME expertise in the areas of geospatial doctrine, organizations, and materiel/capability development.

(3) Capability developer of geospatial information & services for DCGS-A Geospatial through TCM Sensor Processing to ensure DCGS-A is geospatially capable to execute geospatial engineer missions and Mission Command requirements in compliance with the COE and AGE. Supports PM DCGS-A with the migration of DTSS capabilities into DCGS-A Geospatial to ensure the Geospatial Engineer requirements are fully incorporated throughout the development, production, and deployment of the system and incremental improvements/versions of the software. Also provides capability development for the Geospatial Remote Sensing for Mission Command (GRSMC) / Buckeye wide area mapping capability.

(4) Conducts limited production to support analysis, experimentation, and training including geospatial databases, e.g., ARCIC's *Arc of Instability* terrain and urban locations, TRADOC Analysis Center (TRAC), Maneuver Support Battle Lab (MSBL) experiments, and USAES NCOA.

(5) Participates as a member of the National System of Geospatial-Intelligence (NSG) Geospatial Working Group (GWG) Standards Working Group to address content & utility of the Ground-Warfighter Geospatial Data Model (GGDM) – formerly identified as the Army Geospatial Data Model (AGDM). Incorporates content from the Army, USMC, Special Operations communities to accommodate and incorporate what is important to the ground combatant with regards to geospatial feature data.

(6) Participates as a core member of the ASA (ALT) COE Geospatial Cross Cutting Capability (CCC) to work towards a SSGF across all COE Computing Environments (CE) such that geospatial will be interoperable between and among the CEs. TCM Geospatial also participates in Trade Studies to determine how the SSGF is applied for each CE and its supporting geospatial client.

(7) Partners with the U.S. Army Corps of Engineers' Army Geospatial Center (AGC) to determine ways to further enhance the AGE and SSGF.

(8) Lead for writing the bi-annual Army Geospatial Information and Services (GI&S) Requirements Letter to the National Geospatial-Intelligence Agency (NGA) through TRADOC ARCIC, Chief of Engineers and DCS, G2. Describes the 'what' Army systems require of GI&S to perform their intended roles/mission. Conducts collaboration and data calls include AGC, TRADOC TCMs, ARSTAF and Program Managers per CJCSI 3901.01C.

(9) Participates as a member of the Simulation to Mission Command Integration Overarching Integrated Program Team to address geospatial aspects of modeling and simulation to mission command integration. Ensures that developments adhere to COE and AGE geospatial formats and standards, and are doctrinally viable.

6-7. TRADOC Capability Manager – Maneuver Support (TCM-MS)

a. Role.

(1) TCM-MS serves as TRADOC's centralized manager for all DOTMLPF activities related to the Maneuver Support formations 20th Chemical, Biological, Radiological, and Explosive Command (20th CBRNE CMD), Maneuver Enhancement Brigade (MEB), Contingency Basing, and Explosive Ordnance Disposal (EOD) Integration. The TCM-MS provides proponent level representation linking the TRADOC and Maneuver Support Center of Excellence (MSCoE) Commanding Generals to the operational formations. TCM-MS is an organizational and functional TCM. TCM-MS coordinates across all echelons from Battalion through Joint levels with a disparate array of stakeholders including the Centers of Excellence (Maneuver, Fires, etc.), other TCMs, Capability Development Integration Directorates (CDIDs), and Joint Services to fulfill its mission.

(2) The TCM-MS is responsible for duties as outlined in TRADOC Regulation 71-12, TRADOC System Management under the authority of AR 5-22. Assisted by the Chemical, Biological, Radiological and Nuclear (CBRN), Engineer, and Military Police and other key proponents (such as Explosive Ordnance Detachment), TCM-MS will ensure associated deliverables are developed along the timelines to meet capability milestones.

(3) EOD Integration coordinates efforts in matters pertaining to the EOD program in support of the MSCoE. Specifically, integration of EOD DOTMLPF within the Protection Warfighting Function and facilitate coordination with the EOD Directorate (EOD-D) and Ordnance School at the Sustainment Center of Excellence (SCoE). Ensures EOD's equities are considered and integrated with the U.S. Army Military Police, Engineer and CBRN Schools and the Directorate of Counter Improvised Explosive Devices (DCIED).

b. Functions.

(1) Lead agent for the MEB, the 20th CBRNE CMD, Contingency Basing, and EOD Integration.

(2) Synchronize MEB, 20th CBRNE CMD, Contingency Basing, and EOD Knowledge Management efforts related to the MS Magazine, the MEB tri-folds, the MEB WfF, TCM-MS SharePoint site and periodic newsletters.

(3) Provide centralized coordination and long range planning for the requested DOTMLPF integration requirements in support of the MEB, 20th CBRNE CMD, Contingency Basing, and EOD

(4) Synchronize all MEB, 20th CBRNE CMD, Contingency Basing, and EOD actions/issues/lessons learned throughout MSCoE, TRADOC, the Army and Joint partners.

(5) Provide proponent support to professional forums, seminars, pre-command courses, PME, and specialized training.

(6) Conduct external DOTMLPF coordination as directed.

(7) Support MSCoE and proponent Pre-Command Courses as needed; ensure stakeholder understanding of MS organizations/formations.

(8) Support experiments, simulations, and exercises as required to determine capability gaps and requirements

(9) Host commanders' conferences to share lessons learned and best practices.

(10) Clearly define/delineate concepts and DOTMLPF roles and responsibilities for EOD regarding Explosive Ordnance and Explosives Hazards. Publicize developed EOD roles and responsibilities in order to provide education and awareness of Explosive Ordnance and Explosives Hazards policies and procedures to all supported forces. Provide MSCoE definitive doctrine on Explosive Ordnance and Explosives Hazards. Provide revised Explosive Ordnance and Explosives Hazards doctrine to support MSCoE future operations.

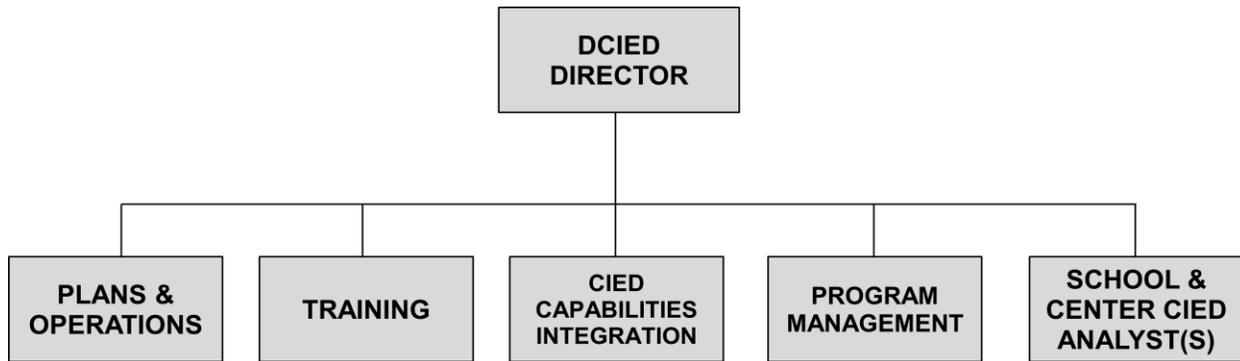
(11) Sustain and strengthen current and future operational relationships between the joint service Engineer, CBRN, MP, and EOD communities. Maintain responsibility to coordinate Maneuver Support with the USACBRNS, USAES, Combined Arms Support Command, EOD Training Department, and any other applicable organization(s).

(12) Participate as required by CG, MSCoE as EOD Coordinator and subject matter expert for EOD related issues, requirements, and DOTMLPF solutions in direct support of the Army and MSCoE. Coordinate and assist TRADOC DCIED, Site Exploitation Concept of Operations and gap leads as identified by TRADOC. Serve as the EOD subject matter expert for the DCIED with the G-38, EOD-D, 20th CBRNE CMD and Ordnance Center and School EOD Stakeholders, providing input and assistance as needed.

(13) Serve as EOD POC to provide overview of weaponized chemical munitions for chemical officers and NCOs through USACBRNS professional military education, assistance in doctrinal and training issues with regards to CBRN response for the Army (includes MEB EOD personnel within Protection Cell and the Combat Training Centers) and coordinate CBRN requirements with MSCoE Requirements Determination Division and USACBRNS for material solutions and combined efficiencies in CBRN, Weapons of Mass Destruction – Elimination, and Counter-Weapons of Mass Destruction.

(14) TCM-MS maintains the portfolio for the 20th CBRNE CMD whose downtrace subordinate elements include both active duty EOD Groups and Training Readiness Authority to the National Guard Army EOD Groups. The EOD Integration Office ensures visibility on the full spectrum of EOD capabilities to include conventional ordnance, CIED, CBRNE, Weapons of Mass Destruction, Defense Support to Civil Authorities and Humanitarian Demining Operations. Supports the MSCoE/CDID in all areas of directed interest and provides reachback that includes HQDA G-38, FORSCOM, Intelligence Community, Joint EOD, and deployed forces.

Chapter 7 Directorate for Counter Improvised Explosive Devices (DCIED)



a. Role.

The MSCoE DCIED is TRADOC's Counter-IED lead supporting the Army's ability to execute missions in an operational environment where IEDs are a threat. DCIED provides TRADOC's Tri-chair representative to the C-IED Governance Integrated Process Team (IPT); providing policy and management oversight of all efforts implementing the Army C-IED Strategy; coordinating and implementing materiel and non-materiel C-IED solutions and initiatives in support of current Army operations. Leads TRADOC's efforts to rapidly identify, select, develop, integrate, and assess C-IED capabilities and generate DOTMLPF C-IED solutions providing the operating force with capabilities to predict, detect, prevent, avoid, or neutralize IEDs along the Army's Defeat the Device (DtD) line of effort (LOE). Manages the TRADOC C-IED Campaign Plan (CP), serving as TRADOC lead for the Governance and Strategic Communications (G&SC), DtD and Adapt the Force (AtF) LOEs to synchronize and integrate TRADOC C-IED activities internally and externally across Army Service Component Commands (ASCCs) and Combatant Commands (COCOMs) ensuring C-IED is nested within the efforts of the Department of Defense and the Army. Additionally DCIED manages supplemental funding to support C-IED efforts across TRADOC and the Army.

7-1. DCIED Director's Office

a. Role.

Provides technical C-IED expertise to organizations and staffs throughout the Joint and Army communities. As the TRADOC Tri-Chair representative to the Army C-IED IPT, synchronizes C-IED efforts across TRADOC, and coordinates C-IED materiel and non-materiel initiatives across four LOEs. Serves as the TRADOC C-IED CP lead for the G&SC, and the AtF LOEs to synchronize and integrate TRADOC C-IED activities internally and externally across commands.

b. Functions.

- (1) Performs liaison functions with Joint, Theater of War locations, Army and TRADOC-level staff directors and leads along C-IED strategic communications (STRATCOM).
- (2) Serves as TRADOC Tri-Chair representative during the C-IED IPT Councils of Colonels (CoC).
- (3) Oversees and maintains the TRADOC C-IED CP for CG, MSCoE.
- (4) Establishes and develops C-IED related policy and procedures for CG, MSCoE in his role as the TRADOC Lead for C-IED.

- (5) Provides oversight of four Divisions within the DCIED and supplemental funding.

7-2. Capabilities Integration Division (CID)

a. Role.

The Capabilities Integration Division integrates and synchronizes C-IED Capabilities Development actions, both in Accelerated Capabilities Development (ACD) and Acquisition through the JCIDS process, along the C-IED DtD, Attack the Network (AtN), and AtF LOEs. Provides over-all C-IED TRADOC Lead guidance to TRADOC Schools and Centers analysts for C-IED LOE capabilities development. Responsible for managing, reviewing, validating, and analyzing all C-IED Joint Urgent Operational Needs Statements (JUONS), Operational Needs Statements (ONS), supporting documents, and analysis related to materiel solutions identified through DOTMLPF and capability gap analysis approved by the General Officer Steering Committee (GOSC) or C-IED Governance Boards (CGB). Integrates and synchronizes solutions conducting DOTMLPF assessments as required, in support of identified capability gaps. Reviews, recommends and validates capability documents and supporting documentation pertaining to the acquisition and life cycle of materiel within C-IED functional areas. Performs staff management for the concept development, determination of requirements, and development of capabilities for C-IED solutions to include necessary coordination and support to TRADOC ARCIC C-IED efforts. Provides staff management of C-IED ACD, to include guidance concerning the development for C-IED functional areas and materiel systems to TRADOC and non-TRADOC proponents. Manages, prepares, and synchronizes the Capabilities Development for Rapid Transition (CDRT) plan and submission for MSCoE, including materiel and non-materiel solutions sponsored by USAES, USAMPS, and USACBRNS.

b. Functions.

- (1) Integrates, synchronizes, and conducts assessments as required of DOTMLPF solutions for capability gaps within the C-IED functional area.
- (2) Reviews, recommends, and validates capability and supporting documents pertaining to the acquisition and life-cycle of materiel within the C-IED functional area.
- (3) Manages, reviews, and validates supporting documents and analysis pertaining to JUONS / ONS within the C-IED functional area.
- (4) Performs staff management for the concept development, determination of requirements, and development of capabilities for C-IED.
- (5) Provides TRADOC staff support of development activities of ICDTs / IPTs, TRADOC and non-TRADOC proponents, TCMs, and CDIDs relating to C-IED.
- (6) Provides guidance concerning the capabilities development for C-IED functional areas and materiel systems to TRADOC and non-TRADOC proponents.
- (7) Provides staff management of C-IED ACD for TRADOC.
- (8) Manages, prepares and synchronizes the CDRT plan and submission for MSCoE.

7-3. Training Division

a. Role.

Consisting of Institutional and Operational Training Branches, this Division is responsible for managing and developing C-IED training throughout the institutional training domain (TRADOC), operational training domain (collective training, initiatives, enablers, MTT, Functional Courses and Home Station Training [HST]), and the self development training domain. The Proponents continue to analyze tasks and develop Training Support Packages (TSP) IAW AR 5-22. The Division also provides analysis, validation, assessment and coordination of Operational Training initiatives and enablers for TRADOC and non-TRADOC organizations concerning C-IED training requirements. Assists in the development of PME and training products supporting enduring C-IED training requirements. Provides guidance for Army and Joint-wide C-IED training in order to leverage the knowledge and experiences of its partners in providing Warfighters the best solutions, orientation, familiarization, and C-IED training support. The DCIED produces C-IED deliverables, inclusive of TC(s), Training Aids, TSPs, Lesson Plans, and other training products. C-IED taskings include C-IED TC management, institutionalization of contingency training programs, coordination of C-IED enablers and assisting both ASCCs and COCOMs.

b. Functions.

(1) Analyzes, validates, assesses, and coordinates Operational Training initiatives and enablers for TRADOC and non-TRADOC organizations.

(2) Develops education / training products supporting enduring, nonstandard and niche C-IED training requirements.

(3) Provides recommendations to Army and other services on C-IED Training.

(4) Serves as the TRADOC Lead for the Governance of C-IED Training.

7-4. Program Management Division

a. Role.

The Program Management Division acts as the resource manager for JIEDDO, HQDA, and TRADOC funded C-IED initiatives and provides support to current operations. Participates in the assessment and preparation of C-IED long-range plans and strategies and assists in planning, coordination, and execution of DCIED special projects and activities to include work on the concept, institutionalization, CPs, and financial and synchronization / integration requirements.

b. Functions.

(1) Provides program and technical managerial oversight of TRADOC and Army C-IED initiative resource management and contractual requirements.

(2) Provides Program Management of supplemental funded C-IED initiatives.

(3) Generates Manpower and Personnel Management documentation.

(4) Manages DCIED Program Budget.

(5) Executes and monitors C-IED contracted initiatives. Prepares and submits TRADOC required (per TRADOC Regulation 5-14) Acquisition Management Oversight (AMO) packages (performance

work statements, government cost estimates, market research, TRADOC Form 5-14, etc.) on all contract requirements where TRADOC resources are used to fund the contract.

(6) Provides administrative support, which includes management of the Defense Travel Systems / Travel Orders, and DOD Government Purchase Card (GPC) program.

7-5. Plans and Operations Division

a. Role.

Responsible for overseeing and executing the daily integration and infusion of C-IED actions to include the leveraging of partnerships with existing Schools and Centers and staff management functions to lead a C-IED enterprise in the identification and development of C-IED solutions. Prepares plans and orders for future C-IED actions in support of DCIED Director, TRADOC C-IED Lead (CG, MSCoE), TRADOC, and HQDA. Synchronizes the development and implementation of C-IED materiel and non-materiel solutions, to include the coordination of C-IED CoCs and GOSCs for TRADOC and the Army. Develops and prepares staff action briefings and papers in response to taskings and Requests for Information (RFI) from C-IED stakeholders, organizational leadership, TRADOC organizations, HQDA, and Joint C-IED organizations. Develops and supports the orchestration of TRADOC C-IED strategic communications initiatives and is responsible for the liaison, coordination, and synchronization with HQDA, FORSCOM, RDECOM, CAC, USMC, TRADOC, and CALL.

b. Functions.

(1) Prepares plans and orders for future C-IED actions in support of the DCIED Director, TRADOC C-IED Lead (CG, MSCoE), TRADOC, and HQDA.

(2) Develops and executes the TRADOC C-IED CP. Serving as Lead for the G&SC, and AtF LOEs.

(3) Develops and facilitates C-IED CoCs and GOSCs.

(4) Leads bi-weekly C-IED community of interest action officer working groups.

(5) Responds to RFIs from C-IED stakeholders, organizational leadership, TRADOC organizations, HQDA, Asymmetric Warfare Group (AWG), NGIC, and Joint C-IED organizations.

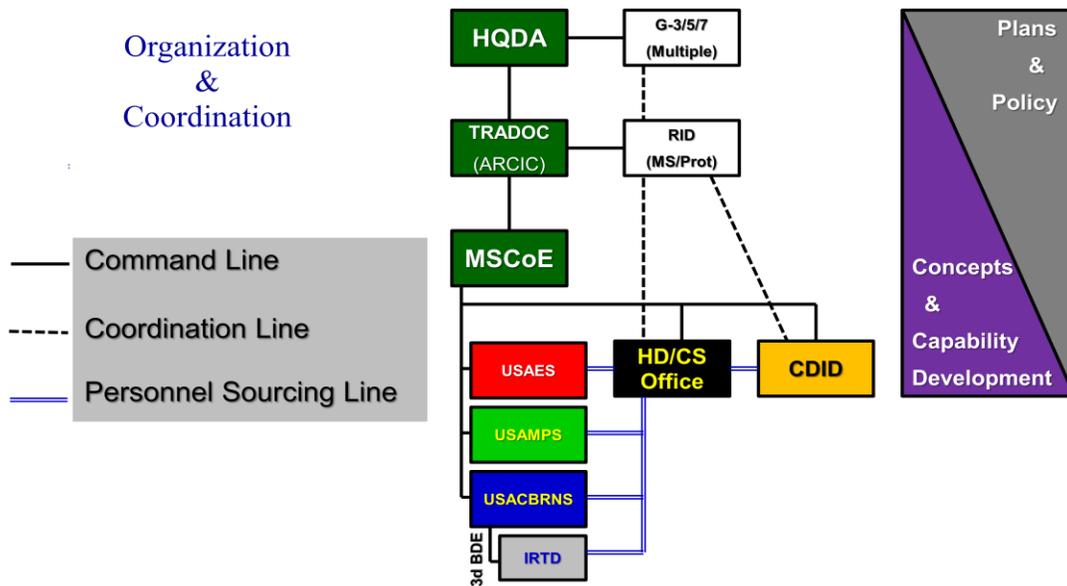
(6) Develops and executes support to C-IED STRATCOM initiatives.

(7) Executes liaison, coordination, and synchronization with JIEDDO, Theater of War locations, HQDA, FORSCOM, RDECOM, CAC, TRADOC Schools and Centers, ASCCs, COCOMs, and Sister Services.

(8) Coordinates and facilitates C-IED secure / non-secure meetings, conferences, and summits.

(9) Manages the Physical and Personnel Security Program.

Chapter 8 Homeland Defense and Civil Support Office (HD/CSO)



a. Mission.

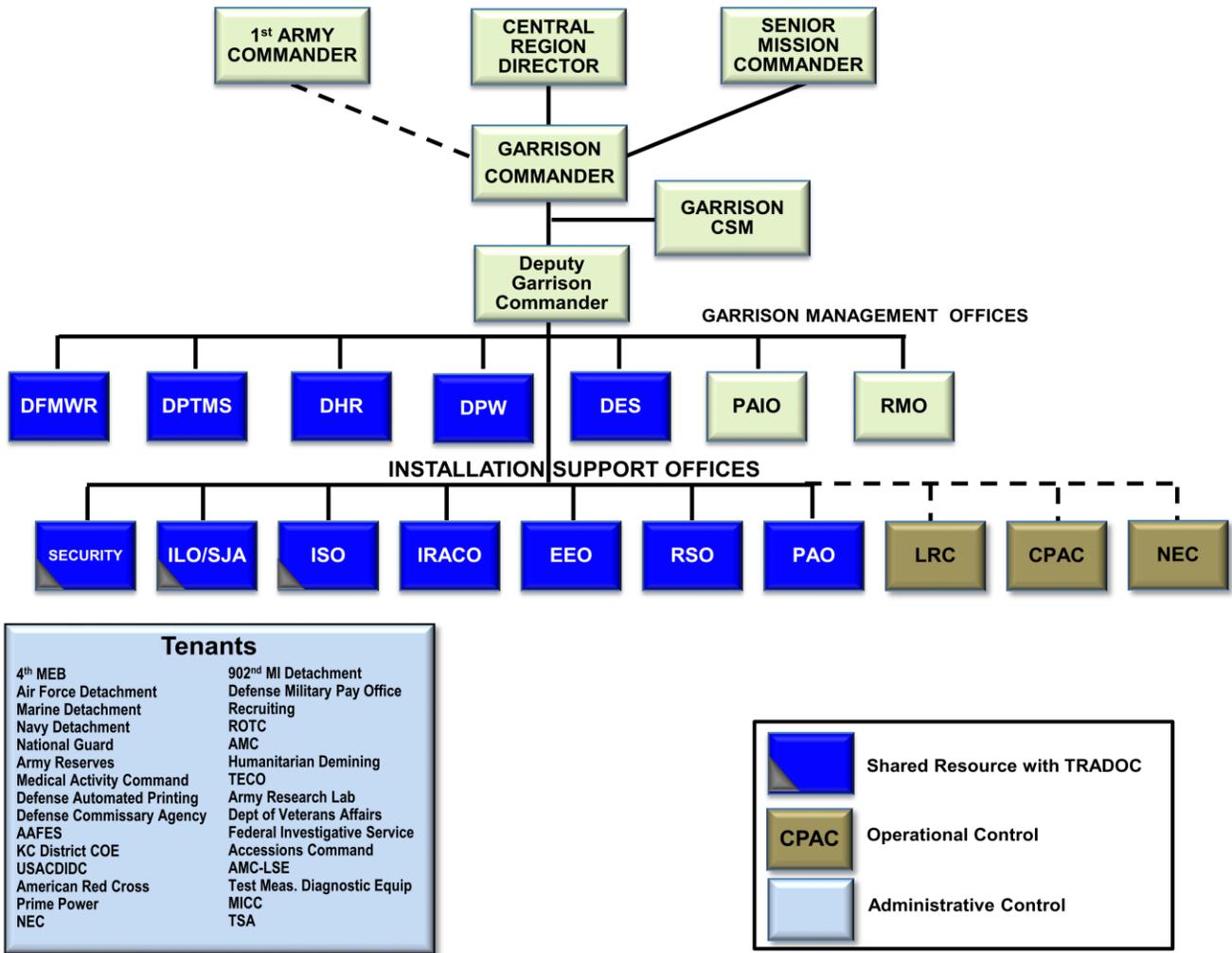
The Maneuver Support Center of Excellence Homeland Defense/Civil Support Office (HD/CSO) develops capabilities and enables training to improve the Army's effectiveness for Operations in the Homeland.

b. Functions.

- (1) Integrate the U.S. Army Training and Doctrine Command (TRADOC) future force capability development for Operations in the Homeland across doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains.
- (2) Enable the center's schools in their functional area proponent responsibilities IAW TP 350-70-16, for training, leader development and education, and doctrine for Operations in the Homeland.
- (3) Enable specialized Homeland responder training
- (4) Ensure Army, joint, and interagency concept development includes Operations in the Homeland, as appropriate.
- (5) Support requirements determination and integration for Army capabilities related to Operations in the Homeland.
- (6) Enable CDID in performing force modernization proponent responsibilities for Operations in the Homeland.
- (7) Lead MSCoE force modernization efforts for domestic chemical, biological, radiological, and nuclear consequence management (CBRN CM).

- (8) Lead TRADOC efforts to institutionalize the CBRN Response Enterprise (CRE).
- (9) Advise the center's schools in their branch proponent responsibilities for personnel requirements related to for Operations in the Homeland.
- (10) Lead efforts to synchronize force modernization proponent responsibilities related to Operations in the Homeland for other TRADOC centers and schools.
- (11) Support the MSCoE Deputy Chief of Staff for National Guard duties as Co-Chair of the Weapons of Mass Destruction–Civil Support Team (WMD-CST) Program Management Review.
- (12) Align Army capabilities for Operations in the Homeland to joint capability areas (JCA) as appropriate.
- (13) Provide homeland defense and DSCA subject matter expertise (SME) support to the Army.
- (14) Lead teams for experiments, studies, and analyses related to Operations in the Homeland.
- (15) Ensure Army capabilities for Operations in the Homeland are nested with Joint and Interagency concepts and requirements.
- (16) Ensure Army capabilities comply with public law, federal and military policies, and other guidance for domestic response.
- (17) Document the joint threat assessments for CBRN CM and HD/DSCA acquisition programs.
- (18) Provide specialized advice for science and technology aspects related to capabilities development for Operations in the Homeland.
- (19) Support Army, joint, and interagency exercises related to Homeland Security.
- (20) Plan, program, and execute budgets for VWMD and VCST Management Decision Packages (MDEP).
- (21) Provide contract oversight for MSCoE functions related to Operations in the Homeland.
- (22) Lead TRADOC campaign of learning and inform Joint learning initiatives for Operations in the Homeland.

Chapter 9 Garrison Command and Installation Management Activity Staff

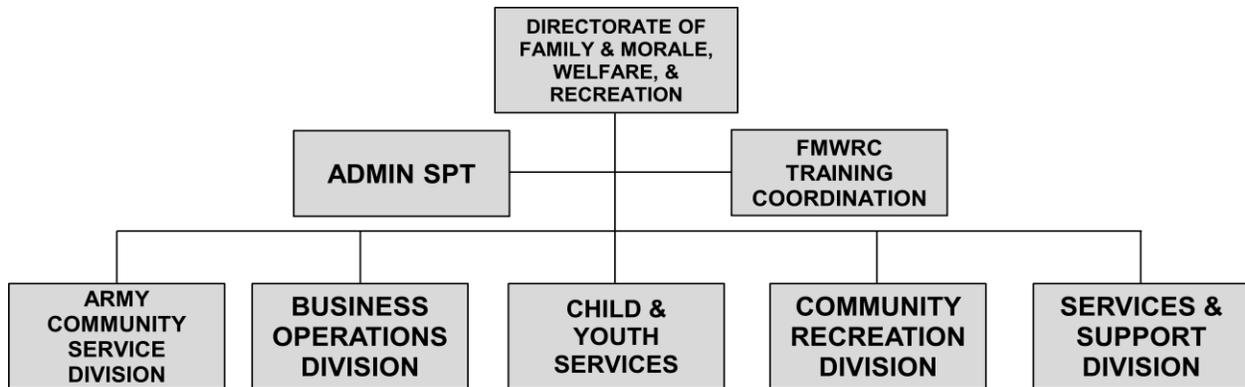


9-1. Mission

A values-based organization that provides quality Base Operation Services, Facilities and Infrastructure to enable all units to accomplish their mission; to enhance the well-being of our Fort Leonard Wood community.

In accordance with Army Regulation 600-20, The Garrison Commander (GC) is the Senior Commander's senior executive for installation activities and is responsible for day-to-day operations and management of the installation and base support services. The GC ensures that installation services and capabilities are provided in accordance with stated regulations to deliver installation programs; and coordinates and integrates the deliver of support from other service providers on the installation.

9-2. Directorate of Family and Morale, Welfare and Recreation (DFMWR)



a. Role.

Plans, develops and implements all Family and Morale, Welfare, Recreation (FMWR) activities relating to services, programming, marketing, operation, financial management, logistical support, procurement, facilities and labor. Assists Service members and Families in maintaining readiness by coordinating and delivering comprehensive, responsive services that promote self-reliance, resiliency and stability.

b. Functions.

- (1) Serves as the primary staff office for all “people” programs.
- (2) Develops and manages human services and community programs for the installation.
- (3) Provides and recommends policy to the Commander on matters pertaining to community and Family support matters.
- (4) Provides assistance to all members of the Military community in addressing complex personal and Family issues.

c. Programs.

(1) Army Community Services

(a) Mobilization and Deployment Program is designed to guide and educate Soldiers and Families on how to manage the complex process of deployment and reunion. Provides training to the Army community on deployment readiness, Family Readiness Groups (FRGs) and rear detachment operations.

(b) Outreach Program links a variety of Military and Civilian support services with Soldiers and Families; organizes the delivery of existing services and identifies and develops needed services not already available.

(c) Family Advocacy Program (FAP) is dedicated to the promotion of healthy interpersonal relationships through awareness campaigns, life skills education, resource libraries, professional education, and troop and commander briefings in the prevention of domestic violence and child abuse. Establishes programs and procedures to ensure that identification, reporting, referral, treatment, and follow-up procedures are followed for child abuse/neglect and spouse abuse. FAP coordinates post-

wide prevention programs in public awareness of the seriousness of child and spouse abuse and domestic violence.

(d) Exceptional Family Member Program (EFMP) offers assistance and support to Families with medical and/or educational needs to include, but not limited to, advocacy, information and referral, EFMP respite care, enrollment, support groups and education.

(e) Employment Readiness Program (ERO) offers job seeking skills and education, help with completing applications and resumes, and access to information on vacancies in federal and local government agencies and commercial organizations. ERO also sponsors job fairs and works with local companies wanting to hire Military spouses.

(f) Information and Referral Program (I&R) provides extensive resource listings and assistance on just about any topic in the surrounding Military and Civilian community; designed to assist with individual, Family and community concerns and connect you with the right agency or organization.

(g) Army Volunteer Corps (AVC) links volunteers with programs and community agencies that offer volunteer opportunities.

(h) Army Family Team Building (AFTB) is an education program that helps spouses learn about the Army and Army life. AFTB offers three levels of instruction aimed at new spouses, emerging leaders, and leaders seeking professional development. Courses range from basic skills to leadership.

(i) Army Family Action Plan (AFAP) understands the importance of hearing what Soldiers and Families think is important and what aspects of military life they think can be improved upon. AFAP offers commanders real-time information on Soldier and Family concerns. Conferences and Symposiums are held usually at the installation, MACOM, and Department of the Army levels bringing together Soldiers, Family members, Retirees and Civilian employees to discuss issues important to their lives.

(j) Army Emergency Relief (AER) provides emergency assistance to Service members and their Families when a valid emergency exists (i.e., rent, essential car repairs, food, utilities, etc.)

(k) Relocation Readiness Program (RRO) provides services to support Service members and their Families as they relocate, either through PCS or ETS; offering relocation counseling, pre-move and post-move briefings, newcomer orientations, and overseas orientations. The loan closet has small household items that may be issued for short periods of time for personnel awaiting arrival and after shipment of household goods. Other services consist of overseas relocation counseling, briefings, Newcomers' Orientations, services to foreign-born spouses and waiting spouses, and sponsorship training.

(l) Financial Readiness Program (FRO) promotes readiness by counseling and educating Service members and Families in all areas of consumer and financial topics and ensures that emergency assistance is available when needed. Provides financial counseling, debt management, consumer affairs information and conducts training to include home-buying, car purchases, managing credit, saving and investing. FRO provides emergency food assistance and referrals to local food pantries.

(m) Sexual Harassment Assault Response and Prevention Program (SHARP) reinforces the Army's commitment to eliminate incidents of sexual assault through a comprehensive policy that centers on awareness and prevention, training and education, victim advocacy, response, reporting, and accountability.

(n) Soldier and Family Assistance Center (SFAC) administers, provides and/or coordinates resources for Wounded Warriors in Transition (WTs) and their Family members. The SFAC partners with the Warrior Transition Unit to serve as a one-stop shop for services; created to meet the unique

needs of WTS and their Families as they heal and prepare for transition back to their Military career or into the Civilian workforce.

(o) Survivor Outreach Services (SOS) provides expertise on local, State, and Federal benefits. Coordinates with Casualty Assistance Officers, providing the surviving Family with assistance to understand and apply for their benefits. The Financial Counselor provides assistance to surviving Families through investments and estate planning education, while the Support Coordinator serves as the long-term support personnel for survivors.

(2) Business Operations Division

(a) Plans, coordinates and directs business operations for the directorate including bowling, golf, community clubs, and catering operations.

(b) Manages entertainment programs for clubs.

(c) Provides food, beverage, and programming outlets for installation personnel and Initial Entry Training (IET) Soldiers.

(3) Child Youth Services Division

(a) Provides a full range of child and youth social, educational, and sports activities.

(b) Provides center-based full-day, part-day, Pre-K and hourly developmental child care programs to meet the needs of children six weeks to kindergarten age.

(c) Provides center-based before and after-school care, as well as full-day care on non-school days for children first grade through ten years.

(d) Provides center-based developmental activities for youth seventh through twelfth grade.

(e) Provides in-home developmental activities to meet the needs of children 4 weeks to 12 years to include full-day, part-day, and hourly with early morning, evening and weekend care.

(f) Provides liaison services for military families who have children/youth in area schools.

(g) Provides seasonal sports for children and youth ages 3-18 years

(h) Provides instructional programs for children and youth ages 4 weeks through the end of the senior year of high school.

(i) Provides workforce preparation experience for youth 15-18 years of age.

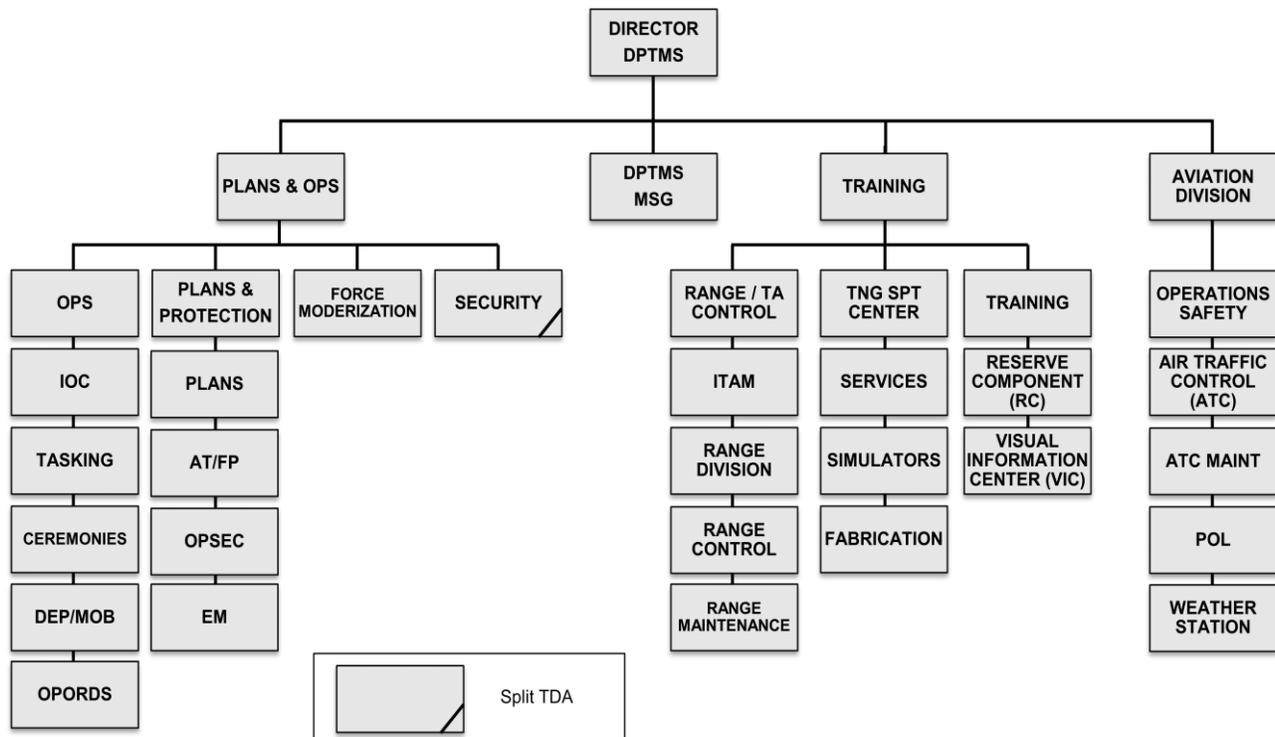
(4) Community Recreation Division

Plans, develops, and implements a broad range of directed and self-directed recreational activities to meet the needs, interests, abilities, and preferences of the Military family. Provides management of programs and facilities for Outdoor Recreation, Lake of the Ozarks Recreation Area, Fitness, Athletics & Aquatics, Auto Craft Shop, Frame Shop, Recreation Complex, Bruce C. Clarke Library, Installation Wide Events and Information, Ticketing and Registration.

(5) NAF Services and Support Division

Provides policies, plans, and procedures; monitors execution of Non-Appropriated Fund (NAF) monies impacting on FMWR/NAF activities. Also, provides support services to other divisions in the FMWR area, i.e., advertising/marketing, commercial sponsorship, project management, warehousing and property book operations, and maintenance, as well as information technology for directorate management information systems. Exercises staff surveillance and overview for installation private organizations and unit funds.

9-3. Directorate of Plans, Training, Mobilization & Security (DPTMS)



a. Role.

The mission of DPTMS is to direct and coordinate installation operations and training activities, while providing aviation, force protection, deployment, redeployment, mobilization, demobilization, reserve component support, force modernization, visual information services, and emergency operations functions in order to provide a focused training environment.

b. Functions.

(1) Plans and Operations Division

(a) Operations Branch

- (1) Drafts/edits all installation operations orders.
- (2) ICW G3 coordinates and supervises the execution of all installation parades, ceremonies, exercises, and other post-level events.
- (3) Manages the tasking program for the installation. Organizes and monitors incoming and outgoing support requests and requirements for FLW, MSCoE schools and outside agencies.

- (4) Plans and directs installation operations.
- (5) Coordinates training resources and support requirements.
- (6) Maintains the operational classified operations information systems center.
- (7) ICW G3, Readiness personnel coordinates and executes deployment and redeployment support plans for Fort Leonard Wood and assigned Active Component units. Designs and evaluates Emergency Deployment Readiness Exercises (EDRE) to determine installation and unit deployment readiness. Conduct weekly deployment/redeployment support In Progress Reviews (IPR) with installation staff and tenant units.
- (8) Coordinates and executes mobilization/demobilization plans for Fort Leonard Wood and assigned Reserve Component units. Designs and evaluates mobilization exercises to determine installation mobilization readiness. Mobilization Branch representatives attend mobilization workshops.
- (9) Serves as the primary deployment/mobilization point of contact and subject matter expert for the installation. Represents the installation in all matters associated with deployment/mobilization of AC/RC forces locally and during workshops and conferences.
- (10) Provides advice to MSCoE on individual and unit augmentation requirements. Reviews requirements and justifications and validates requirements for Senior Leadership approval.
- (11) Leads the Mobilization Planning Cell. Documents lessons learned/process improvement and forwards to appropriate lead headquarters.
- (12) Operates and maintains the FLW mass notification systems, operates the installation's emergency command radio net, and American Alert System (NAWAS). State Emergency Management Agency (SEMA) radio communications, aviation crash telephone, installation siren warning system, and cable TV override.
- (13) Coordinates internal and external CONUS and OCONUS and equipment troop support operations, training and special exercises, both on and off the installation.
- (14) Controls the movement of units deploying from and redeploying to the installation.
- (15) Supports mobilization/demobilization activities of reserve component (RC). Prepares and transmits classified communications ISO mobilization to IMCOM, First Army, TRADOC and FORSCOM in the form of Installation Reports, SITREP and USR. Provides assistance to First U.S. Army Mobilization Assistance Team and unit leadership in consultation with Mobilization Branch.
- (16) Compiles and submits narrative and automated operational and units status reports as required for operational readiness of TRADOC and FORSCOM units. Prepares and submits Garrison/installation unit status report (USR). Provide a primary and alternate Unit Identification Code Information Officer (UICIO) that ensures unit identification codes (UIC) are initiated, inactivated, for MTOE units and are established, or discontinued for TDA units. Release validated FORSCOM/TRADOC USR through DRRS-A NETUSR.
- (17) Provides the command information reporting to IMCOM, TRADOC, FORSCOM, and CAC. Proponent of FLW Reg 525-3, Installation Command Reporting. Controls operations to respond to higher headquarters' requirements for contingencies.
- (18) Operates and maintains the installation operational classified message center through SIPRNET, Defense Readiness Reporting System-Army (DRRS-Army), Joint Operation Planning and Execution System (JOPEX), Army Message Handling System (AMHS), and a classified fax machine.
- (19) Provides secure communications between FLW and other DoD installations.

(20) Ensures the proper control and distribution of incoming operational message traffic to FLW units or personnel. Processes and transmits outgoing message traffic for FLW units and activities.

(21) Manages the 24-hour Installation Watch Office.

(22) Plans and coordinates the SNow And Ice Removal (SNAIR) program for the installation.

(b) Plans and Protection Branch

(1) Program manager and command and control center for installation man-made and natural disaster emergency operations contingency plans; Emergency Operations Center (EOC); Installation Operations Security (OPSEC); Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE); Classified Operations Information Systems Center; Readiness Office; and Anti-Terrorism/Force Protection Office.

(2) Provides the installation anti-terrorism/force protection program officer; emergency management officer, operations security (OPSEC) coordinator.

(3) Publishes emergency and contingency operations orders and plans. Executes a comprehensive exercise plan that provides training to emergency responders and members of the Crisis Action Team (CAT).

(4) Manages the directorate security programs.

(5) Serve as the CG and GC liaison with local, county, state, regional and national emergency response agencies. Coordinates and manages Fort Leonard Wood assets providing Military and/or Defense Support to Civil Authorities (MSCA/DSCA); agencies include: Region 1, Defense Coordinating Office, ARNORTH, NORTHCOM and FEMA.

(c) Treaty Compliance and Force Integration/Modernization Branch

(1) Develops and maintains the installation implementation and compliance procedures to meet the Chemical Weapons Convention (CWC) Treaty requirements.

(2) Host annual inspections of the U.S. declared, schedule 1, 10 kg protective purpose production facility by the international inspectors of the Organization for the Prohibition of Chemical Weapons.

(3) Submits annual projected production reports and annual actual production reports for inclusion to the U.S. annual reports to OPCW.

(4) Submits annual program review reports on compliance of all treaties.

(5) Disseminates Open Skies Treaty for over flight data and reports high value activities, if required.

(6) Coordinates and directs force modernization initiatives for the installation and other supported units.

(7) IAW AR 700-142, Type Classification, Materiel Release, Fielding and Transfer, submits equipment requirements to FORSCOM, TRADOC and program managers based on HQDA equipping directives. Schedules the receipt, processing, hand-off, and new equipment training for receiving units.

(8) Assists in the planning and coordinates the execution of force stationing actions to or from the installation IAW AR 5-10, Stationing.

(2) Training Division

(a) Training Branch

- (1) Coordinates installation training support through the use of working groups.
- (2) Establishes the installation's training policies and training guidance. Proponent for MSCoE & FLW Regulation 210-14, Ranges, Training Areas, and Training Facilities.
- (3) Supervises the training management portion of the installation's organizational inspection program (OIP). Edits and recommends changes to the OIP checklist to the Inspector General.
- (4) Develops and maintains master schedules for each school, inputs class dates into ATRRS, processes any adjustments that may take place through official TRAP actions or other off-line actions received from TRADOC regarding changes to the training SMDR load.
- (5) Serves as a liaison between basic combat training (BCT) units and the BCToE & Ft. Jackson, and the U.S. Army Infantry School for review, validation, and implementation of the BCT program of instruction (POI), training support packages, and other BCT issues.
- (6) Approves accelerated graduations for IET Soldiers.
- (7) Schedules all students for attendance at on-post professional development courses and manages the off-post professional development school quotas and budget.
- (8) Schedules ranges, training areas, bivouac sites, and maneuver areas for BCT, OSUT, AIT, and Advanced Leader Course (ALC), Senior Leader Course (SLC), Basic Officer Leader Course (BOLC) and Captains Career Course (CCC), Warrant Officer Basic, Advanced, and Technical Courses, FORSCOM, U.S. Army Reserve (USAR), National Guard (NG, and other service units requiring training facilities.
- (9) Manage, schedule, and facilitate the Fort Leonard Wood Company Commander and First Sergeants Orientation.
- (10) Performs functional management to include access rights and privileges and acts as the installation point of contact for the ATRRS, Training Ammunition Management Information System (TAMIS), Range Facility Management Support System (RFMSS), and executive agent for the Resident Individual Training Management System (RITMS), and the Digital Training Management System (DTMS) programs and the Functional Advisor (FA) for MSCoE & FLW and its off-site ITRO training locations.
- (11) Manages Nutter Field House and Building 912, General Purpose Classrooms.

(b) Reserve Component Branch

- (1) Manages all activities concerning on-post support for training of Active Army, National Guard/Reserve units and other organizations assigned and not assigned to the installation. Manage training for units assigned to Fort Leonard Wood when training audience comes from an outside source. Training may be weekend or of longer duration.
- (2) Schedules and conducts pre-training conferences/in-progress review (IPR) and maintains liaison with major Army National Guard (ARNG), U.S. Army Reserve (USAR), and Reserve Officer Training Corps (ROTC) commands to coordinate training and support requirements and outline training, administrative and other requirements necessary for the successful completion of their training. Coordinates and prepares OPORDs introducing pre-training conferences.

(3) Coordinates evaluation for Reserve Component (RC) units conducting annual training (AT) at Fort Leonard Wood.

(4) Coordinates and manages required forms for logistical support received from activities stationed on the installation and non-tenant units with desires to conduct training on Fort Leonard Wood. Forms are:

1. FLW Form 694-R, reserve Component Training Support Request.
2. DA Form 5913, Strength and Feeder Report.
3. FORSCOM Form 156-R, Annual Training Equipment Requirements.
4. DD Form 448, Military Interdepartmental Purchase Request.
5. Memorandums as required (special requirements, etc.)

(5) Coordinates with TRADOC, FORSCOM, USARC, First U.S. Army, Army National Guard (ARNG) Divisions, Institutional Training Divisions, Initial Military Training, Regional Readiness Commands and functional USAR Commands. Further coordinates requirements for Joint Service Reserve Component Training and Government/Non-Government Organizations seeking training opportunities on the installation.

(c) Visual Information Center (VIC)

(1) Provide graphic art products, in color or black and white, hard copy or computer generated images.

(2) Operate a Media Assistance Office for the purpose of assisting authorized customers in producing graphic training aids, computer-generated prints and poster board name-boards.

(3) Provide still photographic services in black and white and color, in studio and field environments.

(d) Range Division

(1) Range Operations

(a) To maximize the capability, availability, and accessibility of ranges and training lands to support doctrinal requirements, mobilization, and deployments under normal and surge conditions. Operations develops range regulations or standing operating procedures (SOPs) for range operations and for the safe conduct of military training and recreational use of training land.

(b) Develops SOPs by installation that comply with responsibilities defined in AR 350-19, The Army Sustainable Range Program, and mandatory safety procedures contained in AR 385-63, Range Safety, and DA Pam 385-63, Range Safety, for controlling hazards and for requesting deviations.

(c) Ensures Range Complex operations are conducted IAW FLW Regulation 210-14, Ranges, Training Areas, and Training Facilities.

(2) Range Safety

(a) Role.

Range Safety is an element of the Army Safety Program under the direction of the Director of Army Safety (DASAF). The Range Safety Program provides procedures to enhance safe, realistic live-fire training enabling the Army to train as it fights, enhance combat readiness, protect personnel and property, avoid injuries, and prevent fratricide.

(3) Range Control

(a) Role.

The single point of contact for control and usage of ranges, training land, and related facilities.

(b) Function.

Monitors Fire Desk operations with Range Facilities Management Support System (RFMSS), an automated tool for managing the use of firing ranges and training land. RFMSS 2002 includes an automated range scheduling system, a computer-based noise monitoring system, and the capacity for recording and reporting munitions expenditures. (Scheduling is located at DPTMS)

(4) Range Maintenance

Range Maintenance is responsible for the range's organization and will establish ranges, targetry, and maneuver land maintenance schedules to ensure the safe, efficient, and sustainable use of these assets.

(5) Integrated Training Area Management (ITAM)

(a) The Integrated Training Area Management program is a core program of the Sustainable Range Program (SRP, ref. AR 350-19) and is responsible for maintaining and testing lands to help the Army to meet its short- and long-term training requirements. This requires understanding and balancing Army Training requirements and land management, environmental, and conservation practices.

(b) ITAM also assists in Range Planning, Range Safety (including live-fire, demolition, and military airspace management), and Range Operations with its Geographic Information System (GIS) capabilities.

(c) For the military user, ITAM provides map support in the form of hard copy and digital military maps (including aerial photography). The ITAM Coordinator also serves as the point of contact for all training and maneuver area land management issues and requirements (including, but not limited to, maintenance and repair).

(3) Training Support Center (TSC)

(a) Role.

Provides Training Support Center functions IAW DPTMS Policy for use of Training Aids, Devices, Simulators and Simulations (TADSS) on Fort Leonard Wood, MO. Provide quality, on-time TADSS support (AR 350-38, Policies and Management for Training Aids, Devices, Simulators, and Simulations) to Fort Leonard Wood, MSCoE, all active duty components, National Guard, Reserve, regional and ROTC units located within Ft. Leonard Wood's geographical area of responsibility (AR 5-0).

(b) TSC Supply Section

The mission of the supply section is to act as the training equipment (TADSS) library for the installation. This includes the loan/issue/turn-in of TADSS to include graphic training aids (GTAs) and multiple integrated laser engagement system (MILES).

(c) TSC Fabrication/Maintenance Section

The mission of the fabrication/maintenance section is to create and/or maintain TADSS devices including full-size (or scaled) models or mock-ups of equipment, weapons, or other devices to be used

as training aids or training support materials. Devices may be two- or three-dimensional, or a combination of both. Fabrication materials include wood, metal, plastics, textile, and or paint.

(4) Aviation Division

(a) Operations

(1) Plans and coordinates policies concerning Army aviation within the command, including training, provision for air transportation and the general operation of Waynesville Regional Airport at Forney Field (WRAFF).

(2) Advises on Army aviation matters, airfield operations, and issues pertaining to assigned or attached aviation assets to include capabilities, limitations, and operational characteristics of Army aircraft.

(3) Provides the installation air traffic and airspace officer pertaining to Special Use Airspace (SUA).

(4) Formulates and disseminates nation-wide notice to airmen (NOTAMS) notification system, both the U.S. NOTAM Service and Defense Aeronautical Information Portal, NM/DAIP, for military NOTAMS.

(5) Receives, processes, and files military flight plans (DD Form 175).

(6) Provides military flight movement messages to other base operations and to flight service stations.

(7) Assists and manages physical security of the airfield confines.

(8) Supports medical evacuation (MEDEVAC) and special air missions (Sapper training, Military Police) as required.

(9) Assists and coordinates military aircraft (MILAIR) for arrival and departure of distinguished visitors.

(10) Assists and coordinates with outside aviation units for training on Fort Leonard Wood.

(11) Assists Waynesville/St. Robert with joint use agreement policies concerning aircraft and airfield operations.

(12) Serves as BSI-ISB to support FEMA and SEMA.

(b) Aviation Safety Office

(1) Manage the Aviation Safety Program for the Aviation Division.

(2) Advise the Airfield Manager in Aviation Safety matters.

(3) Ensure Airfield compliance with AR 385-10 and OSHA requirements.

(4) Establish and monitor a Foreign Object Damage (FOD) program.

(5) Establish and monitor Safety Training for all Aviation Division employees.

(6) Administer the Fire Prevention Program for the Airfield.

(7) Oversee the Operational Hazard Reporting Program.

(8) Establish a Pre-Accident Plan for the Airfield.

(9) Assist the Airfield Manager with conduct of the Airfield Operations Board (AOB) and Aviation Safety Council (ASC).

(10) Inspects/Oversees safety for the GLWACH Helipad.

(c) Air Traffic Control (ATC)

Provides Instrument Flight Rule (IFR) and Visual Flight Rule (VFR) separation, pre-flight, in-flight, and emergency assistance to ensure safe, orderly and expeditious flow of air traffic within WRAFF Class D airspace.

(d) ATC-Maintenance

Maintains all Air Traffic Control (ATC) equipment to include navigational aids and communications equipment.

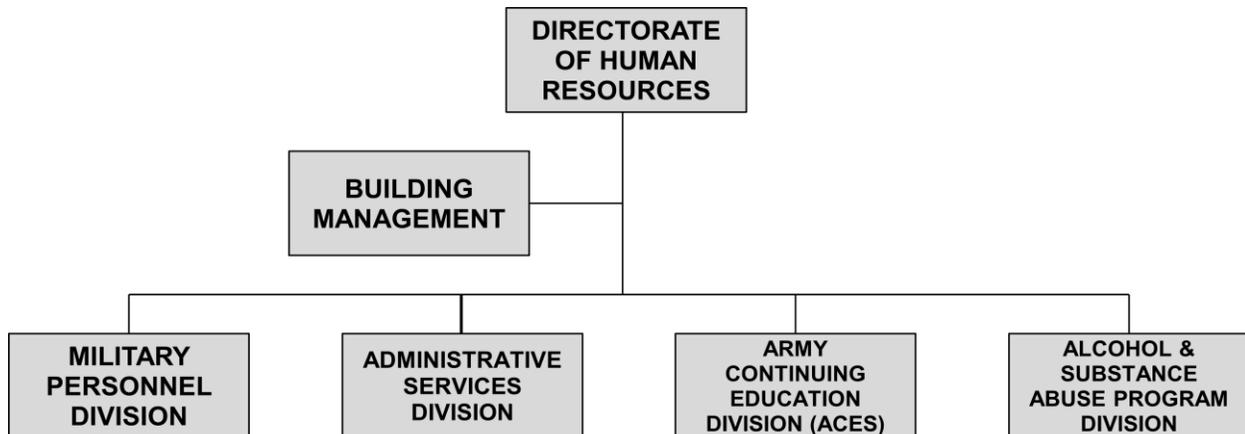
(e) Petroleum, Oil, & Lubricants (POL)

Receives, stores, and issues Fuel, Aviation Turbine Engine (F-24) to Fort Leonard Wood aviation and ground units as well as transient aviation and ground units.

(f) Weather Station

Coordinates installation weather requirements with the U.S. Air Force (USAF) Weather Detachment.

9-4. Directorate of Human Resources (DHR)



a. Role.

To provide Fort Leonard Wood and the surrounding communities “world class” service and support consistent with Installation Management Command (IMCOM) program goals and objectives with emphasis on Military Personnel Human Resources, Army Continuing Education Services, Army Substance Abuse Program, and other human resources area support responsibilities.

b. Functions.

(1) Building Management (Dillard Hall, BLDG 470)

(a) Ensure building wide safety, fire, security, and force protection plans.

(b) Work with tenants to provide positive work environment in building 470 that supports mission accomplishment.

(c) Schedule classrooms and Soldier processing to assist building tenants and to maximize use of the building for those we serve.

(2) Military Personnel Division (MPD)

(a) Provide installation support in the area of military human resources.

(b) Serve as advisor to the Director of Human Resources, command group, staff agencies, and supported activities on matters pertaining to military human resources.

(c) Perform functions listed in AR 600-8 and FM 1-0, and other appropriate regulations.

(d) Develop policy and procedures necessary to administer installation military human resources programs under the jurisdiction of the Division.

(e) Advise senior leaders on Soldier distribution and utilization.

(f) Provide strength management support in the areas of Soldier assignments/reassignments, requisitions, distribution, and strength accounting.

(g) Conduct installation in and out processing and records maintenance.

(h) Manage the sponsorship program.

(i) Publish Soldier orders which support military human resources programs (i.e. assignment, temporary change of station, classification, etc.)

(j) Perform centralized promotion board processing.

(k) Provide installation support for Soldier Readiness Processing (SRP) and individual or unit mobilization or deployment.

(l) Provide military human resources support for the Chemical Surety Personnel Reliability Program (PRP).

(m) Administer survey processing.

(n) Process awards and decorations.

(o) Administer the Army Career Alumni Program (ACAP).

(p) Process Soldier retirement applications and administer retiree programs.

(q) Provide transition processing and services for Soldiers on the installation.

(r) Provide military identification card support to the installation.

(s) Operate the Casualty Assistance Center and provide casualty operations and line of duty support for the region.

(t) Maintain accountability and provide full spectrum of military human resources support for trainees and students assigned or attached to the installation.

(u) Serve as installation AWOL control officer.

(v) Release U.S. Army Reserve and National Guard Soldiers from active duty.

- (w) Process discharges and administrative separations.
- (x) Serve as installation liaison for congressional inquiries and correspondence.
- (y) Process Officer Candidate School (OCS), Warrant Officer (WO), and Green-to-Gold packets.
- (z) Serve as functional proponent for managing military personnel systems on the installation, to include conducting Personnel Asset Inventories (PAIs) and establishing/controlling end user accounts and passwords.

(3) Army Substance Abuse Program (ASAP) Division

- (a) Eliminate alcohol and/or drug abuse on the installation.
- (b) Provide consultation to the Commanding General and commanders concerning substance abuse related issues.
- (c) Manage, develop, and operate an on-site biochemical testing program for drug abuse prevention.
- (d) Provide current substance abuse prevention information to all members of the FLW community.
- (e) Conduct training and certification for all newly assigned unit prevention leaders.
- (f) Provide training to military and civilian supervisors as mandated by Public, Law, OPM regulations, and AR 600-85.
- (g) Conduct health fairs concerning substance abuse prevention.
- (h) Provide a strict confidential referral program for members of the community in need of treatment.
- (i) Provide substance abuse prevention training and education to civilian employees.
- (j) Inspect, certify, and maintain liaison with state and community based counseling/treatment centers.
- (k) Assist/advocate for commanders in developing prevention strategies to reduce high risk factors through the Risk Reduction Program.
- (l) Coordinate installation prevention team meetings.
- (m) Serve as installation coordinator and trainer for the Risk Reduction Program.
- (n) Facilitate early identification of alcohol and/or other drug abuse.
- (o) Monitor rehabilitation of the drug testing program for those enrolled in the ASAP Clinical Program.
- (p) Determine the presence of controlled substance in the urine or alcohol in the blood or on the breath during inspections.
- (q) Collect data on the prevalence of alcohol and/or other drug abuse within the Fort Leonard Wood community.

- (r) Provide drug testing program and services outlined in EO 12564, establishing the goal of a drug-free federal workplace.
- (s) Establish a program to test for the use of illegal drugs by federal employees.
- (t) Provides subject matter expert inspector for the post organization inspection program team.
- (u) Provide substance abuse counseling program for the FLW community.
- (v) Provide an Employee Assistance Program for the use of civilians to the FLW community.
- (w) Serve as installation coordinator for the Suicide Prevention Program and the Suicide Prevention Task Force.

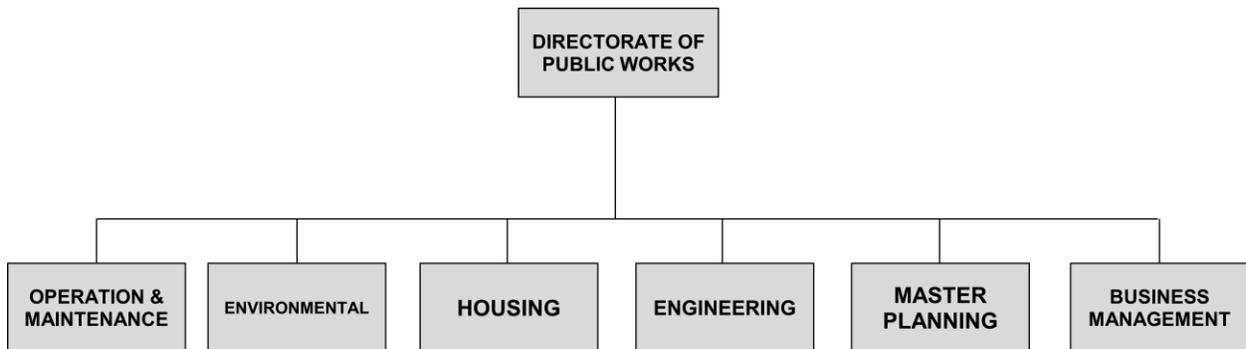
(4) Army Continuing Education System (ACES) Division

- (a) Plan, organize, coordinate, and direct the Army Continuing Education System program in accordance with 10 USC 2005, 2007, 4302, Section 1073 of PL 104-106, DoD Directive 1322.8, DoD instruction 1322.25, and AR 621-5.
- (b) Provide a full range of educational services i.e., counseling, testing, instruction, Army Learning Center services, and college degree programs.
- (c) Provide remote advisement and assistance to deployed Soldiers.
- (d) Provide space available educational services to military family members, DoD/DA civilian employees, and others within the community.
- (e) Schedule personnel/customers for counseling, testing and possible enrollment in appropriate educational programs, i.e., functional academic skills training (FAST), college degree programs, and vocational/technical classes.
- (f) Manage the Army Learning Center.
- (g) Provide mandatory veteran's benefits counseling for separating personnel.
- (h) Provide advisement to service members on the availability and use of the Army tuition assistance (TA) and assists service members with the GoArmyEd website.
- (i) Conduct educational needs assessments and implement new programs identified as needed, selecting new colleges if required, IAW DODI 1322.25.
- (j) Provide guidance, assistance, and coordination as needed to authorized on-post colleges.
- (k) Provide defense activity for non-traditional education support (DANTES) educational programs and testing.
- (l) Render educational advice and assistance to warriors in transition.
- (m) Negotiate and execute Memoranda of Understanding with colleges authorized to provide on-post degree programs IAW DODI1322.25.
- (n) Monitor and preclude incursions by unauthorized colleges attempting to conduct business on-post IAW AR 210-7.
- (o) Allocate space, as available, to authorized on-post colleges for customer service, instruction, and college funded computer labs IAW DODI 1322.25.

(5) Administrative Services Division (ASD)

- (a) Manages the Installation Forms and Regulations control.
- (b) Conduct and provide Army Records Information Management Systems (ARIMS) and training.
- (c) Maintain the Installation Records Holding Area (RH).
- (d) Manages Office Symbol on the installation.
- (e) Receive and process Freedom of Information Act (FOIA) and Privacy Act (PA) requests.
- (f) Provide guidance and advice for the Publishing Management Program.
- (g) Provide, manage, and operate the installation Official Mail and Distribution Management Center.
- (h) Meter all outgoing Mail.
- (i) Distribute Non-Accountable Official Mail.
- (j) Consolidate outgoing mail.
- (k) Conduct unit mail room inspections and training.
- (l) Certify unit mail clerks and mail orderlies.
- (m) IMCOM copier manager/COR.

9-5. Directorate of Public Works (DPW)



a. Role.

Provides engineering services, infrastructure master planning, construction design, and maintenance services for the installation. Manages, maintains, and provides oversight for the installation utility systems, land management program, environmental management program and installation unaccompanied personnel housing (UPH) program.

b. Functions.

(1) Office of the Directorate

Exercises staff supervision over all facilities engineering and housing functions that are part of the installation's mission.

(2) Operation and Maintenance Division

- (a) Provides oversight of roads, utility systems, mechanical systems and building components.
- (b) Oversees maintenance and repair of real property facilities.
- (c) Writes contracts and descriptions of work for maintenance and repair.
- (d) Provides long-range planning for utilities systems.

(3) Environmental Division

- (a) Develops and coordinates the installation hazardous waste and solid waste management programs, and manages the Installation recycling program. Monitors installation activities for compliance with state and federal hazardous and solid waste laws.
- (b) Develops and coordinates the installation historical and archaeological resources management plan.
- (c) Monitors installation compliance with state and federal clean air laws, water pollution control laws, and drinking water standards.
- (d) Coordinates the Defense Environment Restoration Account (DERA) program for all installation properties.
- (e) Serves as the installation representative and liaison for all environmental activities in dealing with state and federal regulatory agencies, including obtaining and monitoring compliance with all environmental requirements and permits.
- (f) Develops and operates the installation's fish and wildlife programs, forestry management timber sales, agricultural and leasing programs and land management.
- (g) Identifies and programs environmental projects for funding through various IMCOM, HQDA and other federal sources.
- (h) Performs environmental surveys and prepares environmental documents for implementation of the National Environmental Policy Act.

(4) Housing Division

- (a) Manages the operations/maintenance of unaccompanied personnel housing (UPHs) and Residential Communities Initiative.
- (b) Conducts assignments and termination inspections for UPH and Residential Communities Initiative..
- (c) Maintains records of inventory, condition and utilization of UPH furniture and equipment.
- (d) Oversees barracks furniture (i.e. replacement, issue, and warehousing).
- (e) Assists service members in locating off-post housing.
- (f) Responsible for oversight of privatized family housing through the Residential Communities Initiative (RCI).

(5) Engineering Division

- (a) Responsible for the design and preparation of drawings and specifications on all facilities projects. Work includes evaluations of design objectives, supporting engineering calculations, identification of most economical and efficient project design, and preparation of project drawings, specifications and supporting documents.
- (b) Manages the operation, maintenance, repair and improvement of the installation's utility plants and systems.
- (c) Manages the refuse/solid waste collection and disposal services, recycling contract, custodial services, grass cutting and snow removal programs.
- (d) Plans, programs, and provides maintenance, repair, and minor construction improvements to the installation's facilities infrastructure.
- (e) Reviews all planned and funded facilities projects to determine best value solutions and best method of execution.
- (f) Provides real property maintenance activities (RPMA) support to U.S. Army Reserve Centers in Missouri, Kansas, Nebraska, Iowa and Illinois.
- (g) Performs studies to determine best method of execution of DPW's RPMA responsibilities.
- (h) Provides inspection, quality assurance surveillance, performance evaluation and other contract administration tasks.
- (i) Prepares and administers service contracts and recurring maintenance contracts for which DPW is responsible.
- (j) Develops design standards for application installation-wide.
- (k) Performs structural inspection of pedestrian, vehicular, railroad bridges, dams, and structures, and other safety inspections as required.
- (l) Operates and maintains a computer-aided design and drafting (CADD) system to prepare and update project drawings and basic information maps.
- (m) Inspects and certifies arms rooms.
- (n) Evaluates contractor performance and performs quality assurance and inspection of facilities-related contracts.
- (o) Prepares annual installation-wide facilities work plan.

(6) Master Planning Division

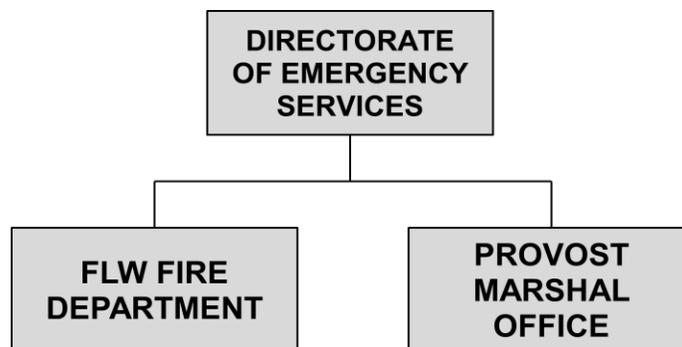
- (a) Functions as the installation's liaison with the Kansas City District Corps of Engineers.
- (b) Develops and coordinates the installation's real property master plan; prioritizes the military construction, Army (MCA) construction program through the installation planning board, and prepares DD Form 1391 programming documents.
- (c) Coordinates and reviews all plans and specifications for major construction projects designed by the Corps of Engineers and/or its architect-engineer contractors or by other installation awards.

- (d) Provides real property, real estate, facilities space management and building assignment for the installation.
- (e) Manages preparation of the Installation Status Report (ISR), part I, for the installation.
- (f) Coordinates real estate leases, licenses, in-grants, out-grants, and permits for the installation.
- (g) Prepares installation-wide surveys of building space utilization in order to recommend the proper bed down, location, and acceptance of new missions.

(7) Business Management Division

- (a) Responsible for DPW financial planning, programming, and budgeting of resources and manpower.
- (b) Responsible for DPW work orders and service orders and work reception functions.
- (c) Responsible for administrative functions in support of all directorate operations and management and employee relations issues.
- (d) Manages internal automated data processing (ADP) systems support and coordination of external ADP systems support for engineer unique automated systems.
- (e) Coordinates the self-help program.
- (f) Provides supply operations, furnishings management and property accountability for facilities engineering equipment.
- (g) Schedules and conducts special and annual supply and equipment inventories.
- (h) Maintains unconstrained work requirement list for activities on the installation.

9-6. Directorate of Emergency Services (DES)



a. Role.

The Directorate of Emergency Services directs fire protection/prevention, community-based law enforcement and access control for Fort Leonard Wood/Lake of the Ozarks Recreational Area, and also provides mutual aid and other support as required in the Fort Leonard Wood Area of Responsibility (AOR) IAW AR 5-9.

b. Functions.

(1) Synchronize the efforts of the law enforcement, fire, and emergency services, and the force protection assets of Fort Leonard Wood into a unified effort.

(2) Provide incident management and command and control for emergencies on the installation.

c. Fort Leonard Wood Fire Department

(1) Role.

Protect everyone on Fort Leonard Wood from suffering injuries or death due to fire or hazardous materials; protect property on the installation from loss due to fire or a hazardous materials release, and safely and efficiently rescue people who are entrapped or suffering serious injury through:

(a) Fire code/regulation enforcement.

(b) Public fire safety and prevention education.

(c) Ensuring fire protection engineering features for all construction projects.

(d) Providing fire suppression, rescue services, hazardous materials release mitigation, and maintaining a readiness for weapons of mass destruction, chemical, biological, radiation, nuclear, or explosive event.

(2) Functions.

(a) Provide fire prevention and technical services including: code enforcement, public fire safety and prevention education, fire protection engineering, fire cause and origin investigations, and the division's emergency preparedness.

(b) Code enforcement includes: fire inspections; investigating fire safety complaints; ensuring that youth services programs comply with the fire safety components of AR 608-10; special events contingency planning; and the Area Fire Marshal Program.

(c) Public fire prevention and safety education includes: developing and delivering fire prevention/safety courses; preparing messages and articles for newspapers and other media/means to spread the fire safety message; and maintaining a Youth Fire Setter Intervention Program.

(d) Fire protection engineering includes: reviewing plans and drawings for all construction projects to ensure they include the necessary fire protection and lifeline safety features and do not violate applicable fire codes and regulations; visiting construction sites to ensure the projects incorporate the features in the plans; and conducting tests of fire alarms, suppression systems and other fire protection features.

(e) Perform emergency operations including: extinguishing structural, vehicle, wild land and other fires and rescuing persons trapped by those fires; performing technical rescues (water, ice, trench, confined space, high angle, etc.); performing aircraft rescue and firefighting; mitigating hazardous materials, CBRNE, and Weapons of Mass Destruction (WMD) incidents; providing emergency medical care; mitigating hazard potential and extricating trapped persons from motor-vehicle accidents; coordinating emergency responses to potential emergencies in advance of incidents through pre-fire planning.

(f) Provide incident management for installation emergencies including: providing the incident commander, coordinating activities of all responding agencies, dispatching/requesting the appropriate response resources, ensuring that incident activities account for responder safety, preventing uninvolved persons from becoming victims, rescuing victims, protecting uninvolved property, and limiting damage to involved property.

(g) Provide responder training and safety services to include: initial and proficiency training to all fire fighters, fire inspectors and hazardous materials technicians, managing an occupational safety and health program for emergency responders, and coordinating single and multi-agency exercises.

(h) Managing the installation's Hazardous Materials/Army First Responder Program to include: maintaining the equipment and training necessary to mitigate an actual or suspected hazardous materials, CBRNE, or WMD incident on the installation.

d. Provost Marshal Office

(1) Role.

Conduct law enforcement and access control of Fort Leonard Wood. Enforce installation policies and regulations and carry out force protection measures.

(2) Functions.

(a) Coordinate access control operations for the Fort Leonard Wood community.

(b) Provide antiterrorism and force protection support to the community by performing random anti-terrorism measures as well as searches of vehicles entering the installation.

(c) Supervise and enforce fish and game regulations pertaining to the military reservation in conjunction with the State game commission.

(d) Process prisoners of confinement and monitor prisoners' health and welfare while temporarily confined at Fort Leonard Wood.

(e) Maintain liaison with local, state and federal law enforcement as well as fire and emergency service agencies.

(f) Direct all military law enforcement activities within the AR 5-9 area including Missouri and 41 counties of Illinois and Arkansas.

(g) Provide Police admin and crime records services.

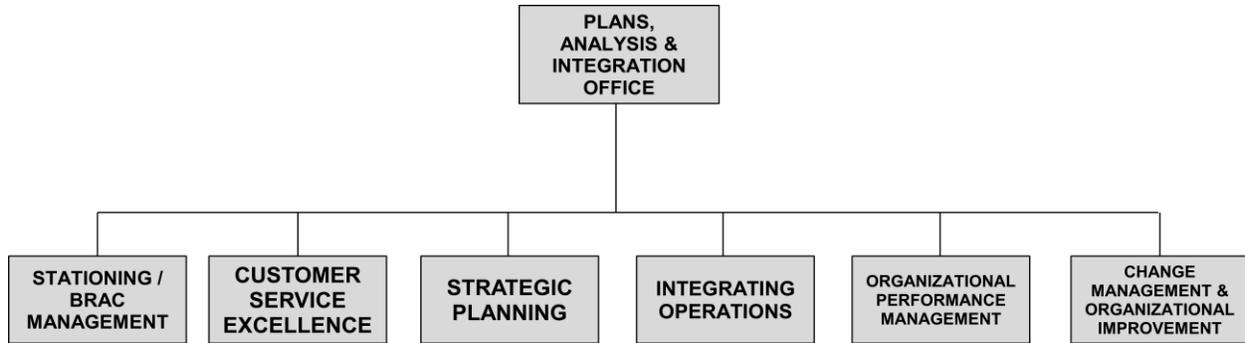
(h) Provide vehicle and weapons registration services.

(i) Conduct intrusion detection and alarm monitoring.

(j) Conduct traffic accident and military police investigations within regulatory purview.

(k) Provide Drug Abuse Resistance Education (DARE) to the community

9-7. Plans, Analysis, and Integration Office (PAIO)



a. Role.

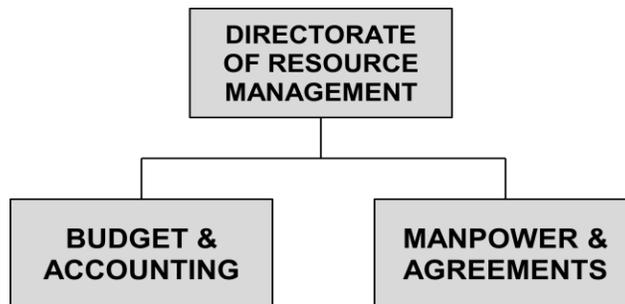
PAIO is the Garrison Commander's focal point for strategy and management planning to include alignment and integration with MSCoE planning efforts. PAIO directs Customer Relationship Management to drive "voice of the customer" quality and increase value to stakeholders; drives organizational performance excellence; directs Strategic and Sustainability planning through goal setting and action plan reviews; and seeks partnership development and regional growth opportunities to make Fort Leonard Wood the "Installation of Choice for Service Members, Families and Civilians."

b. Functions.

- (1) Performs Base Realignment and Closure Actions (BRAC).
- (2) Coordinates Army Stationing and Installation Planning (ASIP).
- (3) Conducts Installation Status Report (ISR)/Data Collection and Analysis.
- (4) Conducts Strategic Planning.
- (5) Evaluates garrison performance against plans.
- (6) Conducts garrison performance management reviews.
- (7) Performs Cost Management Analysis.
- (8) Administers Business Transformation Process Management and Improvement Program (Lean Six Sigma (LSS)).
- (9) Assists with Garrison and MSCoE Campaign Plans.
- (10) Manages Strategic Management System (SMS) Data Collection and Analysis.
- (11) Conducts Garrison Structure and Support Analysis.
- (12) Conducts Integrated Strategic Sustainability Planning (ISSP).
- (13) Performs analytical studies.
- (14) Monitors Army Baseline Standards.
- (15) Captures and enables implementation of Best Business Practices.
- (16) Conducts Installation Planning Board forums.

- (17) Facilitates the Army Community of Excellence (ACOE) Program.
- (18) Performs Stationing/Restationing (AR 5-10) actions.
- (19) Maintains situational awareness of external influences and trends.
- (20) Serves as the state and community liaison for Strategic and Economic Development Planning.
- (21) Manages the Customer Relationship Management program (Interactive Customer Evaluation (ICE) and Community FIRST Focus Groups).

9-8. Resource Management Office (RMO)



a. Role.

To obtain and efficiently manage the resources required to support Fort Leonard Wood's goals.

b. Functions.

(1) Budget and Accounting

- (a) Control all appropriated funds.
- (b) Provide budget status of funds to activities.
- (c) Distribute annual funding program and allowance to program directors and input into financial systems.
- (d) Provide director support to all assigned activities.
- (e) Track and execute current prior year annual funding and the reimbursable program to ensure execution at service level.
- (f) Provide liaison and assistance to Garrison Commander, staff, and external agencies.
- (g) Responsible for developing cost for TRAP increases, base realignment, and restationing actions.
- (h) Identify budget requirements for next year's annual funding.

(2) Manpower and Agreements

- (a) Provide manpower execution guidance/data analysis to the Garrison Commander, Garrison activities, and higher HQs.
- (b) Provide analytical and advisory support to the Garrison Command Group.

(c) Provide input to higher HQ for documentation of Garrison manpower and equipment requirements, authorizations, and structure.

(d) Process equipment requests for Garrison activities.

(e) Document the Garrison mobilization manpower and equipment requirements in accordance with higher HQs guidance.

(f) Serve as the office of record for relevant manpower and equipment information to internal and external customers.

(g) Provide input to higher HQs to assist in the identification and validation of civilian and military manpower requirements.

(h) Negotiate, develop, and conclude a variety of high-emphasis agreements with interservice, intergovernmental agencies. This includes the reimbursable relationship required by DoD regulations. In coordination with the MACOM and/or regional lead and legal advisor, this program will also negotiate, develop, and conclude agreements with a variety of international customers. This includes a reimbursable relationship required by law.

(i) Conduct regular reviews of existing agreements, updating, or terminating as necessary.

(j) Provide oversight of mandatory Federal management controls programs.

(k) Negotiate, develop, and conclude a variety of low-emphasis agreements with customer agencies. This includes the reimbursable relationship governed by Army policy.

(l) Manages the Service and Infrastructure, Enterprise, Contract, Management Program (SIECMP) with the primary responsibility to assist management in developing and identifying near and long range plans to meet IMCOM service contract requirements. The SIECMP is a management review program structured to provide IMCOM leadership at all levels total visibility of service contract requirements, contract manpower equivalents (CMEs), equipment and funding for the installation service contracts.

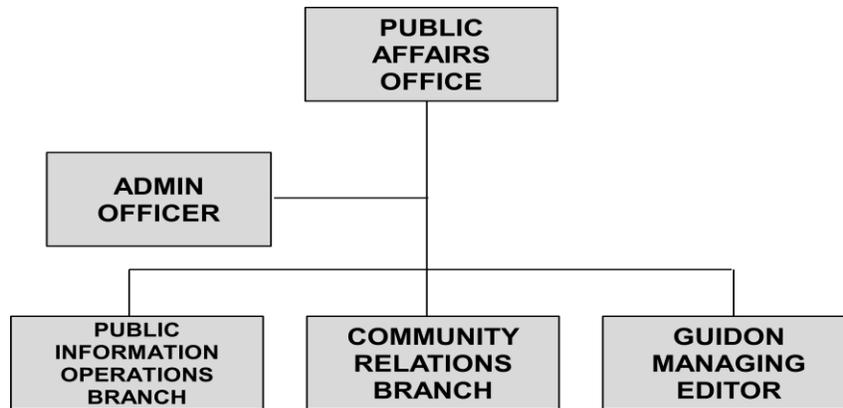
(m) Manages the Workforce Development Program to identify professional development/training opportunities for the Garrison and assists Garrison employees in meeting their training goals.

9-9. Religious Support Office

a. Role.

Provide religious support across the full spectrum of training and operations at Fort Leonard Wood, MO. Ensure all military personnel, family members, and civilians have access to free exercise of religion to include spiritual, moral and ethical leadership.

9-10. Public Affairs Office (PAO)



a. Role.

Serve as an advisor to senior mission commander and installation staff concerning development, release and dissemination of installation information, maintain and enhance strategic alliance and partnership between MSCoE and FLW customers and stakeholders; facilitate effective installation support of community events and projects.

b. Functions.

(1) Public Information/Operations Branch

(a) Media Relations. Coordinate requests and visits from media organizations.

(1) Responsible for the annual preparation of media relations strategy to support the overall command public affairs plan approved by the installation commander.

(2) Serve as the primary spokesperson for the installation in routine communication with the media and has release authority for release of information to the media and general public.

(3) Responsible for preparation of routine media releases, coordinates visits of media personnel to the installation and receives all questions/requests for information from the media.

(4) Prepare media kits to support both routine and event specific media opportunities.

(5) Provide the installation commander media analysis, highlighting areas of media coverage of the installation.

(6) Responsible for coordinating all sensitive media involvement with local, state, and higher headquarters officials.

(b) Operations.

(1) Responsible for coordination, organization and layout of the post guide, and support from external DoD agencies to include coordination of the hometown news release program.

(2) Responsible for review of speeches, fact sheets, publicly accessible web sites, and information for release to the general public and media.

(3) Responsible for posting all current information on installation marquees, and to provide updated information to the CG's commander's access channel on the installation cable network.

(4) Responsible for coordination of the Public Affairs support to the Emergency Operations Center (EOC) and tracking taskers and operations requirements, and, plan, coordinate and execute required crisis communication media opportunities and releases.

(5) Responsible for providing public affairs training to TRADOC, IMCOM, and other DoD personnel.

(2) Community Relations Branch

(a) Community

(1) Responsible for the annual preparation of communications strategy to support overall command public affairs plan, approved by the installation commander.

(2) Serve as the primary initial contact of the general public to the installation.

(3) Provide support to the installation by participating in community events, coordination of guest speakers, and general information about the installation.

(4) Provide service to the local communities and throughout the state as the point of contact for the installation.

(b) Elected and Appointed Community Leaders

(1) Coordinate with local, state, and federal elected officials on installation events, issues, and information.

(2) Coordinate the participation of Civilian Aides to the Secretary of the Army (CASA) in installation events and activities.

(3) Participate in the activities and events of the region to include crucial relations with chambers of commerce and community agencies.

(c) Programs.

(1) Coordinate installation support of Army recruiters with the Total Army Involvement in Recruiting (TAIR) program.

(2) Receive public requests for tours, reunions, and public visits to the installation as the initial point of contact for all community requests. All on-post request of tours, reunions, senior leader speakers, and events are referred to the SGS for planning and execution.

(3) Responsible for coordinating and planning for the installations Speakers' Bureau supporting communities within Missouri and its contiguous states.

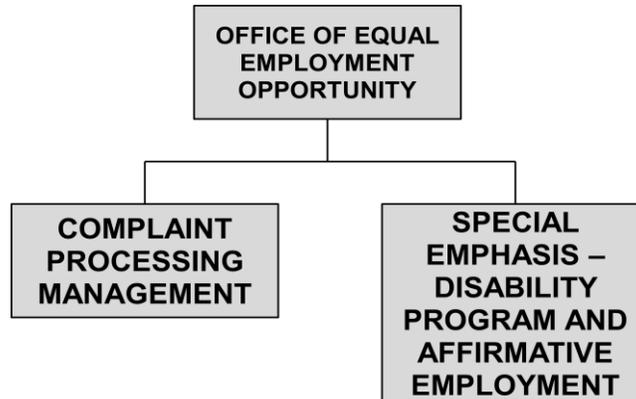
(3) Newspaper Branch

(a) Responsible for the annual preparation of command information strategy to support the overall command public affairs plan, approved by the installation commander.

(b) Responsible for editorial content, photos, and layout of the *Guidon*, the installation's weekly newspaper.

(c) Responsible for coordinating all installation command information.

9-11. Equal Employment Opportunity (EEO) Office



a. Role.

Administrate and manage a comprehensive Equal Employment Opportunity (EEO) Program for all serviced commanders, directors, or equivalent officials on all matters pertaining to EEO program operations. Serves as an advisor to the commanders/director/senior leader and ensuring higher level EEO objectives are met and ensure provision of adequate collateral duty counselors and Special Emphasis Program (SEP) members for appropriate functional areas. Major roles include managing the complaint process to include the Alternate Dispute Resolution (ADR) program and the Rehabilitation Act. Coordinate activities with the appropriate officials to provide expert advice on Accommodation Requests for workplace medical and religious accommodations; monitoring and reporting on the status of minorities, women and individuals with disabilities in the serviced workforce; develop and implement affirmative employment plans, provide training and identifying EEO areas of concern and recommend corrective action to the commander/director/senior leader.

b. Functions.

(1) Equal Employment Opportunity

(a) Functions under the administrative supervision of the Garrison Commander (GC) but also serves as a member of the Commanding General's (CG's) personal staff having executive privilege of direct access to the CG, making recommendations on reorganization planning that promotes efficient utilization of human resources.

(b) Know EEO laws, presidential executive orders, regulations, as well as EEOC, OPM, DOD, and DA EEO policy and directives, communicate the serviced commanders EEO policy to all members and appropriate officials at all levels within the workforce.

(c) Evaluate the sufficiency of the total EEO program with the Annual EEO Program Status Report reporting to the head of the installation to ascertain compliance with Management Directives and Bulletins that the EEOC issues. Provide recommendations as to any improvement or correction need.

(d) Co-chairs the quarterly EEO Program Executive Committee chaired by the Commanding General (CG), monitoring the effectiveness of EEO requirements.

(e) Monitor implementation and ensures timely compliance of Negotiated Settlement Agreements (NSA), Offer of Resolution, and remedies directed by EEOC or Army Director of EEO to resolve any complaints of discrimination.

(f) Coordinate and review interservice support agreements for EEO services provided to tenants, non-Army tenants and off installation Army activities.

(g) Serves as community liaison between Fort Leonard Wood and surrounding civilian communities outside of Fort Leonard Wood.

(2) Complaint Processing

(a) Ensure the EEO complaint processing program is administered in accordance with established procedures to meet the Army level of service. Ensure reports are prepared and submitted in a timely manner to appropriate officials.

(b) Supervise and ensure the availability of sufficient Collateral Duty EEO Counselors, appointed by orders, to provide performance and participation in training of all phases of complaint processing and effective counseling services.

(c) Ensures an Alternate Dispute Resolution (ADR) program is available to offer disputing parties the opportunity to openly express their positions and interests in resolving disputes in a mutually satisfactory fashion. Participants will include the complainant and a management official who has authority to resolve the issue(s) in dispute.

(3) Special Emphasis/Affirmative Employment

Special Emphasis/Affirmative Employment refers to employment related programs which focus special attention on certain specific groups as a result of a law, regulation and/or executive order as it relates to improving the employment and advancement opportunities for women, minorities, and persons with disabilities within the Federal service.

(a) Coordinate, write, monitors the implementation of the Affirmative Employment plan to include Veterans with Disabilities and underserved populations.

(b) Meet at least quarterly to discuss program activities and to support the EEO program helping identify EEO barriers or problems existing in the organization which adversely affect women, minorities, or persons with disabilities, or prevent them from being recruited, selected, promotes consistent with the Civilian Labor Force (CLF).

(c) Coordinate and provide EEO training, unit climate assessments and focus groups for employees and supervisors to include military personnel who supervise civilian employees on the EEO process, the ADR program, the Rehabilitation Act, Hostile Workplace and Anti-Harassment laws, Notification of Federal Employees Antidiscrimination and Retaliation (NoFEAR) Act, conflict resolution, and the roles and responsibilities of employees and leaders to maintain a workplace free of discriminatory behavior.

(d) Make recommendations for corrections or problems or concerns through the EEO Office to management; promote and provide information on EEO to employees through special programs, exhibits, fliers, and informal contact; assist in identifying potential recruitment sources for qualified women, minorities and disabled persons within and outside the organization.

(e) Manage the Reasonable Accommodation Program as it relates to tracking the number, type, approval/disapproval and cost of providing accommodations to individuals with disabilities to overcome workplace barriers based on medical reasons

(f) Plan and carry out any other approved activities which are assigned to the committee or which are approved by the EEO Officer helping to achieve the organizations Affirmative Employment Plan priorities.

9-12. Internal Review Audit Compliance Office (IRACO)

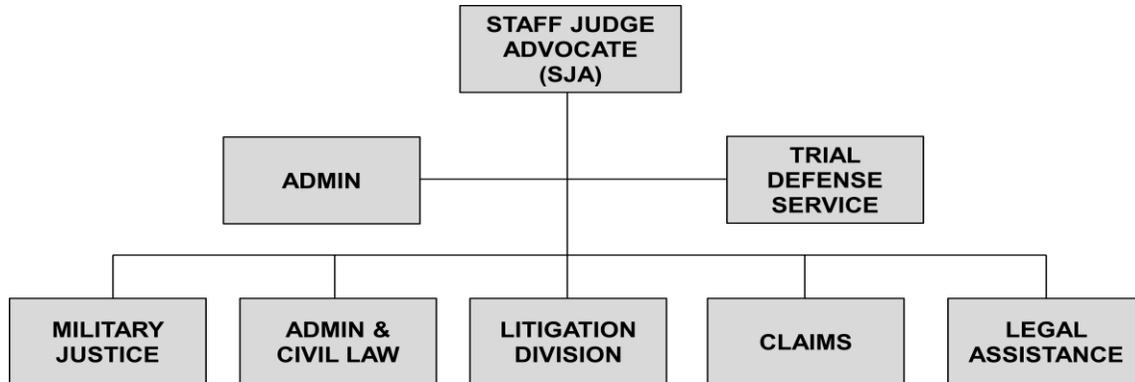
a. Role.

IRACO is a special staff office that provides a full range of professional internal review services to the command. The IRACO mission is to support MSCoE leadership and organizations in improving accountability and compliance in the execution of their missions.

b. Functions.

- (1) Advisor on audit issues to commander and staff. Serves as principal advisor on all audit matters.
- (2) Provides internal review evaluation services.
- (3) Supports command audit readiness. Coordinates and assesses financial audit readiness efforts within activities and ensures corrective actions are timely, properly implemented, and sustained.
- (4) Liaison with external audit organizations. Serves as principal office for liaison with external audit organizations including the United States Government Accountability Office, DOD Office of the IG, and the United States Army Audit Agency.
- (5) Audit compliance. Facilitates command compliance with appropriate audit recommendations.

9-13. Installation Legal Officer/Staff Judge Advocate (ILO/SJA)



a. Role.

Supports the mission of the United States Army Maneuver Support Center of Excellence and Fort Leonard Wood by providing commanders, staffs, Soldiers, retirees, and dependents competent, proactive, and timely legal support on the full range of issues affecting the Army, USAMSCoE&FLW, and the quality of life of its people. Ensures the fair administration of the military justice system and effectively manages the federal prosecution, claims, legal assistance, installation contracting, labor relations, environmental law, administrative law and civil litigation programs.

b. Functions.

- (1) Provides CG, MSCoE, his staff, and subordinate commands and directorates with proactive, competent legal advice on all legal matters.

(2) Supervises and manages all Office of the Staff Judge Advocate (OSJA) personnel and all OSJA legal divisions. Provides technical supervision and training of legal personnel in all installation commands.

(3) Provides training for all office personnel, which include but are not limited to professional development programs, ethics training, and physical training program.

(4) Oversees the implementation of the command's legal assistance, claims, procurement fraud, federal magistrate court, victim-witness assistance, and military justice training programs.

(5) Oversees the implementation of all legal training to installation personnel, which include but are not limited to ethics, Uniform Code of Military Justice (UCMJ), and the DoD Law of War Program.

(6) Serves as the command ethics counselor.

c. Administrative Section

(1) Supervises office administration.

(2) Coordinates the assignment and training of all legal personnel on the installation.

(3) Provides administrative and logistical support to the U.S. Army Trial Defense Service Office.

(4) Manages the Trainee Abuse Prevention Program.

(5) Coordinates and supervises the training of Reserve Component legal personnel.

(6) Provides office military personnel management and acts as Civilian Personnel Advisory Center (CPAC) liaison for all civilian personnel management issues.

(7) Coordinates training of all officers, enlisted, and civilian legal personnel.

(8) Provides support and supervision of building /facility management.

(9) Manages the Security Management Program and serves as OSJA security manager.

(10) Provides all budget, logistical, and property book support.

(11) Provide logistical support to courts-martial.

(12) Supports the Installation Tax Center.

(13) Coordinates and manages the schools and travel of personnel.

(14) Provides all automation support and serves as Information Awareness Security Officer (IASO).

(15) Participates in office internal training programs and external training opportunities.

d. Military Justice Division

(1) Oversees day-to-day operations and manages personnel.

(2) Prosecutes all courts-martial.

(3) Manages Commanding General Article 15 processes.

(4) Manages post-trial procedure between trial and service on Army Court of Appeals (ACCA) or the Criminal Law Division of the Office of the Judge Advocate General (OTJAG).

(5) Manages and represents the government before administrative separation boards.

(6) Manages and processes all general officer reprimands including alcohol-related offences in accordance with AR 190-5 and AR 600-37.

(7) Advises commanders and other leaders concerning all military justice and disciplinary matters.

(8) Trains units and other installation organizations in military justice, operational law, search and seizure, non-criminal disciplinary matters, and other legal topics on request.

(9) Participates in office internal training programs and external training opportunities.

e. Administrative and Civil Law Division

(1) Oversees day-to-day operations and manages personnel.

(2) Provides legal advice to the command and staff in matters related to environmental law, including representation in litigation or before state or federal administrative tribunals.

(3) Assists management and CPAC in the development of management positions on grievances and collective bargaining. Represents the Army in labor cases before the Federal Services Impasses Panel (FSIP), Federal Labor Relations Agency (FLRA), arbitrators, and in the courts.

(4) Advises and represents the Equal Employment Opportunity (EEO) office on formal EEO complaints.

(5) Advises and represents management and CPAC on general personnel issues to include civilian performance and disciplinary actions.

(6) Provides legal advice on investigations, use of government facilities and leases, congressional inquiries, Freedom of Information Act (FOIA) requests, local policies and agreements, separations, and other general administrative law issues. Briefs court officers and presidents of boards on their duties.

(7) Provides legal advice and support to command and personnel on standards of conduct and ethical issues.

(8) Provides legal support on acquisition and fiscal law issues.

(9) Provides the legal counsel representative to serve on various installation boards and organizations.

(10) Serves as the installation driving privileges adjudicator.

(11) Participates in office internal training programs and external training opportunities.

f. Legal Assistance Division

- (1) Oversees day-to-day operations and manages personnel.
- (2) Assist those eligible for legal assistance with their personal legal affairs to include:
 - (a) Family law
 - (b) Estates
 - (c) Real property
 - (d) Personal property
 - (e) Consumer protection.
 - (f) Economics.
 - (g) Civilian and military administrative actions.
 - (h) Taxes.
 - (i) Civilian criminal advice.
 - (j) Preventive law.
 - (k) Attorney referral
 - (l) Community outreach (legal support of command-sponsored events).
 - (m) Participates in office internal training programs and external training opportunities.

g. Claims Division

- (1) Oversees day-to-day operations and manages personnel.
- (2) Processes, investigates, and adjudicates claims arising under Fort Leonard Wood's jurisdiction. Processes for payment with DFAS or the judgment fund all personnel and tort claims within authority limits.
- (3) Processes carrier and household goods recovery actions.
- (4) Asserts and processes affirmative medical care recovery and property recovery claims in favor of the U.S. government against third parties.
- (5) Provides litigation support to U.S. Army Litigation Division, the Department of Justice and the United States Attorney's Office on all Federal Torts Claims Act cases filed in Missouri Federal Courts.
- (6) Receives and processes all claims from the U.S. Army Reserve Personnel Center, National Geospatial-Intelligence Agency, and U.S. Army Corps of Engineers Office in Missouri. Receives, provides assistance, and processes all Federal Tort Claims Act (FTCA) claims from the Missouri National Guard.

(7) Provides legal advisor to Commanders, MEDDAC/DENTAC. Provides legal representative, as a member, on risk management, peer review, credentials, biomedical ethics, impaired health care provider, and community health care board committees.

(8) Participates in office internal training programs and external training opportunities.

h. Litigation Division

(1) Oversees day-to-day operations and manages personnel.

(2) Investigates and prosecutes misdemeanors and felonies before the U.S. Magistrate Court and U.S. District Court. Coordinates cases with the U.S. Attorney’s Office in Springfield, MO.

(3) Provides Magistrate Court clerk to process court actions.

(4) Administers the Victim/Witness Assistance Program in accordance with AR 27-10, chapter 18.

(5) Provides civil court liaison for service of process for personnel on Fort Leonard Wood.

(6) Provides civilian liaison to local, state, and federal law enforcement agencies.

(7) Administers the Family Member Assistance Program (FMAP) in accordance with FLW Reg 608-2.

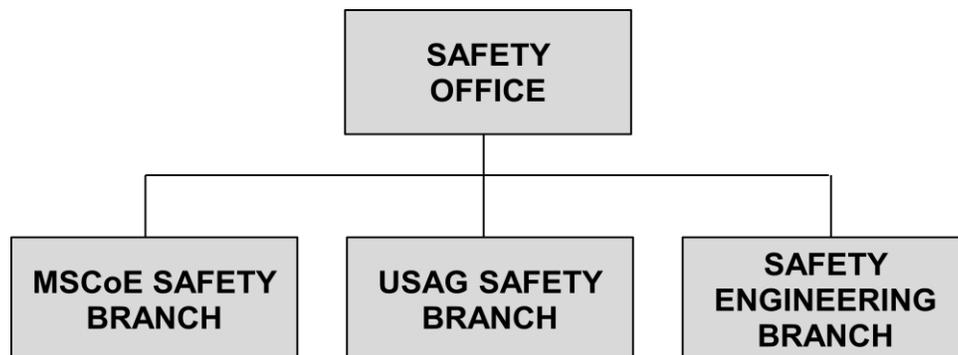
(8) Administers the Installation Bar Program and the Juvenile Review Board.

(9) Reviews all subpoenas or court orders for legal sufficiency and compliance with federal and state law and Army regulations before service on present or former DA personnel.

(10) Informs subpoenaed witnesses concerning the release of official information and the constraints of expert or opinion testimony.

(11) Participates in office internal training programs and external training opportunities.

9-14. MSCoE Safety Office (MSO)



a. Role.

U.S. Army Maneuver Support Center of Excellence Safety Office (MSO) plans, administers, and evaluates a comprehensive safety and occupational health program in a military training, multi-service,

base operations environment that includes the U.S. Army CBRN, Engineer, and Military Police Schools as well as initial entry and motor transport training. Works to integrate safety into the day-to-day operations of the schools and installation. Internalizes the risk management process and works to integrate it into Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, and Facilities (DOTMLPF).

b. Functions.

(1) Acts as principal safety advisor to the commander, analyzing and resolving diverse high-risk safety issues associated with military training and base operations activities.

(2) Plans and administers the installation, CBRN, Engineer, and Military Police Schools Risk Management Program (RMP).

(3) Plans and conducts safety educational activities at installation and schoolhouse level.

(4) Develops and prepares safety supplements and guidelines from higher headquarters to include development of countermeasure programs.

(5) Provides safety support and oversight to: base support operations, transportation operations, range operations, ammunition/explosives operations, military training operations, tactical exercises, Army school operations, aviation operations, industrial operations, hazardous material operations, chemical agent safety, accident investigation and reporting, research/development, ionizing/non-ionizing radiation, child care safety, public safety, and family and off-duty safety.

(6) Serves as a technical advisor to nearly 100 additional duty safety officers, safety NCOs, and safety representatives, providing training, guidance, and mentoring.

(7) Coordinates with installation offices to ensure integration and focus of the safety program.

c. MScOE Safety Branch

(1) Provides worldwide safety proponenty for integration of safety and risk management into all areas of doctrine, training, operations, and projects for the Army CBRN, Engineer, and Military Police Schools/Branches.

(2) Provides oversight to development of programs of instruction (POI), lesson plans, field manuals, training circulars, and other branch proponent publications, to ensure integration of safety and risk management.

(3) Identifies safety-related impacts of proposed changes in DOTMLPF.

(4) Provides instruction to the schoolhouses for the various officer courses.

(5) Monitors worldwide accidents for Army CBRN, Engineer, and Military Police Schools/Branches, to identify trends and to ensure that serious accidents are thoroughly investigated, casual factors identified, and lessons learned disseminated.

(6) Provides safety and risk management oversight for all military training operations on Fort Leonard Wood or involving Fort Leonard Wood units, including initial entry training, tactical training, inter-service, and joint-service training.

(7) Provides chemical surety safety expertise and oversight to chemical warfare agent training operations.

d. USAG Safety Branch

- (1) Provides safety oversight and services to the Garrison organizations and units.
- (2) Conducts inspections of facilities within the installation and garrison command.
- (3) Provides support to the childcare program and inspects child care facilities and family child care homes.
- (4) Provides safety input to prevention of civilian employee injuries/occupational illnesses and reduction of workers' compensation costs.
- (5) Provides safety oversight and guidance for industrial operations, ammunition/explosives storage and transportation, hazardous materials operations, construction, aviation operations, and installation radiation issues.
- (6) Provides safety oversight and guidance for recreation operations, public transportation, traffic safety, privately owned vehicle safety, and fire and emergency services operations.
- (7) Teaches safety courses for installation organizations and activities, including instruction related to various Occupational Safety and Health Act standards.
- (8) Maintains a comprehensive system for tracking and recording all recordable accidents on the installation, providing analysis and reports to commanders and directors.

e. Safety Engineering Branch

- (1) Provides system safety support to consolidated combat developments and other material acquisition and testing activities.
- (2) Resolves safety-related design issues through active participation in all system safety and MANPRINT working groups, and reviews inclusion of safety-related issues in all requirements and management documents.
- (3) Ensures integration of risk management into the development, design, testing, and fielding of all systems for Army CBRN, Engineer and Military Police Schools/Branches.
- (4) Provides guidance and technical support to project managers for systems.
- (5) Coordination
 - (a) Develops close working relationships with the fire department, industrial hygiene, radiation protection officer, quality assurance specialist ammunition surveillance (QASAS), and Environmental Protection Office.
 - (b) Receives guidance and direction from the Commanding General, commandants, and the Garrison Commander.
 - (c) Integrates direction and guidance from Training and Doctrine Command, Installation Management Command, and the U.S. Army Safety Office into the MSCoE Safety Program.

f. Installation Safety Office (ISO)

(1) Role.

Integrates safety and risk management doctrine and policy to support operations. Monitors, assesses, analyzes, and develops policy, programs, training, and initiatives to influence Army culture and enable Soldiers and leaders to make informed risk decisions.

(2) Functions.

(a) Safety program management. Serves as the principal advisor, technical consultant, and coordinator on safety and risk management to ensure compliance with applicable laws, federal codes and regulations. Supports MSCoE and FLW organizations in the application of system safety principles and requirements into training, capability development, and operational aspects of mission areas.

(b) Education, training, and promotion. Provides safety education, training awareness, and promotion by developing, selecting, and acquiring materials for dissemination throughout MSCoE and FLW.

(c) Inspection, survey and assessments. Executes, evaluates, and assesses accident prevention efforts, effectiveness of composite risk management integration and the accomplishment of program goals and objectives.

(d) Accident reporting and investigations. Performs accident reporting, investigation, and records management. Administers an accident notification and reporting program to ensure timely and accurate notification, investigation, and reporting of accidents.

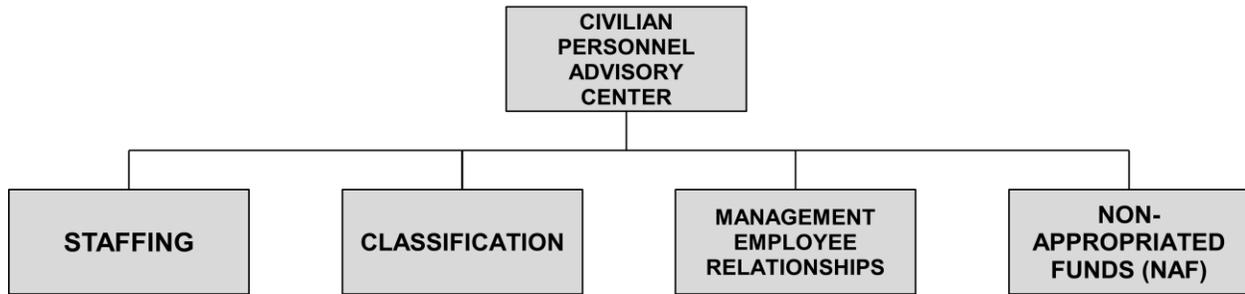
(e) Hazard analysis/countermeasure deployment. Conducts hazard analysis and develops countermeasures. Develops and publishes, findings, recommendation, and lessons learned.

(f) Provides MSCoE and FLW safety program assistance and services to include occupational health and safety administration, aviation safety, radiation safety, range safety, ammunition and explosives safety, chemical surety, transportation safety, military training and operations, off-duty and privately owned vehicle safety, risk management, branch safety, and systems safety.

(g) Oversees implementation of the commander's safety and occupational health program

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

Chapter 10 Civilian Personnel Advisory Center (CPAC)



a. Role.

Develop and deliver a customer-focused, management-owned civilian personnel management program that will attract, develop, and retain a diverse, highly competent civilian workforce. Partner with managers in accomplishing the mission by helping ensure the civilian workforce is highly trained, motivated, well informed and fairly treated. Project the image of the Department of the Army and the U.S. Army Maneuver Support Center of Excellence and Fort Leonard Wood as a model and caring employer.

b. Functions.

(1) Provide service and staff assistance to all levels of management necessary to administer the civilian personnel program.

(2) Serve as lead management activity in partnership and negotiations with labor unions.

(3) Coordinate required training of personnel related subjects to both civilians and military.

(4) Evaluate the civilian personnel management program to ascertain that goals and objectives are met.

(5) Advise employees in the resolution of work related problems.

(6) Represent management external contacts with the Office of Personnel Management (OPM), MACOM, and DA regarding services, policy, and regulatory issues.

(7) Publish local policies and directives related to civilian personnel management.

(8) Civilian Personnel Advisory Center will advise and assist managers and supervisors on:

(a) Position management, to include organization and position structures, high-grade reductions, average grade, supervisory ratios, and others streamlined activities.

(b) Classification and classification appeal procedures, to include administrative processing of appeals packages and application of new standards.

(c) Performance, conduct, discipline, and adverse actions.

(d) Incentive awards.

(e) Grievance and appeal procedures, including alternative dispute resolution.

(f) All labor relations issues.

(g) Recruitment and affirmative employment strategies, recruitment methods, labor market, past practices, etc.

(h) Development of crediting plans/required skills.

(i) Performance management.

(9) Complete priority placement program and other outplacement program registration forms for employees, applicants and family members.

(10) In-process personnel, to include oath of office, completion of forms, etc.

(11) Provide coordination and support services for automated personnel databases.

(12) Provide information and points of contact for pay, retirement benefits, allowance and entitlements, and coordinate resolution of related problems.

(13) Coordinate job announcements, make referrals, coordinate selection and make job offers.

c. Nonappropriated Fund (NAF) Civilian Personnel

(1) Role.

In accordance with AR 215-3, provide comprehensive personnel services to the installation morale, welfare, and recreation activities.

(2) Functions.

(a) Recruitment, placement, business based action (BBA) operation of the performance evaluation program.

(b) Position classification and pay management.

(c) Establishment, maintenance, and custody of personnel records.

(d) Advice and guidance on personnel administration, including the processing of disciplinary actions, appeals and grievances and matters involving labor relations.

(e) Information on established NAF personnel policies, including employee rights and benefits.

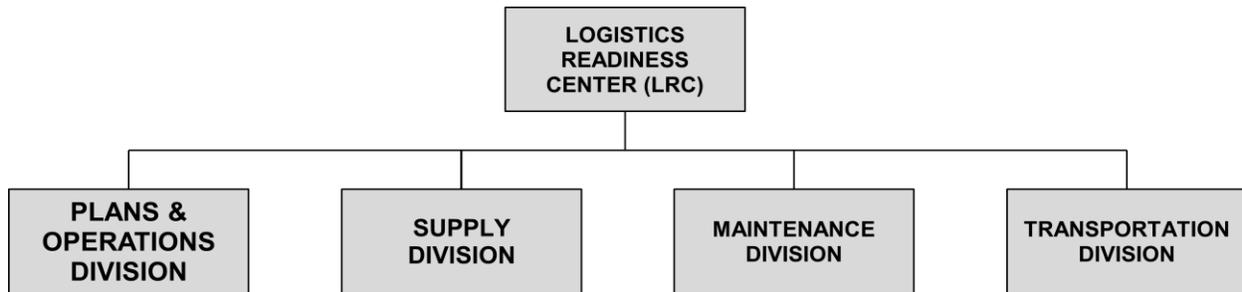
(f) Training and development of employees in supervisory responsibilities and skills.

(g) Incentive awards.

(h) In-process personnel and complete forms.

(i) Provide information and points of contact for pay, retirement benefits, allowances and entitlements, and coordinate resolution of related problems.

Chapter 11 Logistics Readiness Center (LRC)



a. Role.

Provide logistics that enable Soldier and unit readiness; provide a work place environment for the employees that matches the quality of service they provide the nation. This is accomplished by directing, managing, and coordinating logistics activities, including but not limited to provision of supplies and services, maintenance of material and equipment, transportation of material and personnel, and operational planning.

b. Functions.

(1) Office of the Director

(a) Serve as the S-4 (logistics) for Garrison Command.

(b) Direct and implements policy, program planning, program execution, and coordinate all logistical activities for Garrison Command.

(c) Direct all maintenance, supply, ammunition, food service, laundry, transportation, and property accountability, clothing, and other related logistical activities as per the basic levels of support (BLS).

(d) Oversee a workforce comprised of both in-house and contractor personnel performing various logistical functions.

(e) Accountable for ensuring logistical services are provided to the employees, infrastructure, and services to train, sustain, mobilize, and rapidly deploy America's forces.

(f) Oversees the Quality Assurance Specialist Ammunition Surveillance (QASAS) responsibilities as related to munitions.

(g) Coordinates installation logistics policies, procedures, planning with the MSCoE G-4.

(h) Career Program Manager for the following career fields: CF13, Supply Management; CF17, Maintenance Management; CF24, Transportation Management; CP20, Quality Assurance Specialist Ammunition Surveillance, and CP33, Ammunition Management.

(2) Plans and Operations Division

(a) Coordinates, maintains, analyzes, and provides operation support to supply, maintenance and transportation operations.

(b) Develops all logistics Mobilization and Demobilization supporting plans. Coordinates and directs Mobilization operations. Manage and direct the arrival/departure airfield control group

(A/DAACG). Coordinate passenger and cargo airflow movement for special assignment airlift missions and other FORSCOM directed deployments. Coordinate Army logistics requirements with the Air Force at air ports of embarkation (APOE). Manage and provide the functional expertise and systems administration of Transportation Coordinator's – Automated Information for Movement System (TC-AIMS). Issue convoy clearances and secure over dimensional permits from applicable state highway departments.

(c) Serves as the Installation Operation Center logistics liaison ensuring all logistical requirements are coordinated and monitors execution.

(d) Conduct command supply management reviews for the Command Supply Discipline Program.

(e) Provide administrative oversight and coordination of : Basic Level of Support, Management Controls, Installation Status Report, Security, Fire, and Safety..

(f) Serves as the directorate Sustainment Automation Support Management Office (SASMO).

(g) Performs resource management functions for the directorate.

(3) Supply and Services Division

(a) Perform all supply and services related functions necessary to execute logistics tasks for FLW. Provide governmental oversight of Alphapointe Supply facility, including quality surveillance, authorized stockage list review, and Contracting Officer Representative (COR) responsibility.

(b) Responsible for appropriated funded dining facilities and subsistence supply management operations, the Food Program Management Office (FPMO), and the Subsistence Supply Management Office (SSMO). Supply and oversee Full Food Service contracted support feeding all service branches who train on FLW.

(c) Provide personal and organizational clothing to initial entry and permanent party Soldiers. Provide organizational and supplemental drill sergeant items. Operate a board of officers, clothing recovery facility and bivouac pool. Provide CID special order training items. Provide night health and comfort issue for IET.

(d) Provide governmental oversight for laundry and dry cleaning plant of organizational equipment & clothing, linen and military uniforms. Duties include Contracting Officer Representative (COR) responsibilities, quality surveillance, and managerial interface.

(e) Manage and operate the Ammunition Supply Point (ASP) to receive, store, issue, and account for ammunition for the installation. Ship unserviceable, suspended, and excess as directed by Joint Munitions Command (JMC). Manage the installation amnesty program. Control West Ammunition Holding Area (AHA) for temporary storage. Receive and process all residues for resale or recycling.

(f) Serve as the direct support – supply support activity for the installation. Operate the central receiving point, central turn-in, bulk fuel, and Standard Army Retail Supply System (SARSS) automated platform for installation customers. Provide demand supported supply items through the authorized stock list. Manage AMC excess stock. Plan, develop, and direct all shipments of freight to include truckload, less than truckload, rail, air, United Parcel Service (UPS), and FED EX, throughout CONUS and to OCONUS destinations.

(g) Provide governmental oversight of Hazmat Supply operation located in Central Receiving, including quality surveillance and Contracting Officer Representative (COR) responsibility.

(4) Transportation Division

(a) Manage and provide the functional expertise and systems administration of the Transportation Operational Personal Property Standard System (TOPS) and the Defense Personal Property System (DPS).

(b) Manage and direct inbound/outbound shipments of personal property, non-temporary storage, inspecting carrier's performance, and overseas privately owned vehicle (POV) processing, for all military and civilian personnel at this installation and the surrounding 30 counties.

(c) Plan, manage, direct, and coordinate domestic and foreign travel functions related to movement of personnel, baggage and deceased personnel. Arrange travel for military, civilians, family members, groups, USAR, NG, and ROTC. Certify payment for central billed account for airline ticketing charges. Process passports and arrange for port calls.

(d) Has oversight of the Garrison Command taxi program and commercial shuttle service on Fort Leonard Wood.

(e) Manage and direct the operation of Fort Leonard Wood's non-tactical vehicle fleet for the movement of command, staff, personnel, and equipment.

(h) Manage and operate train operations on the Installation rail lines for the movement of cargo and equipment.

(g) Work jointly with the local community for Essential Airline Service (EAS) for Fort Leonard Wood.

(5) Maintenance Division

(a) Coordinate and control sustainment level material maintenance for all TRADOC and FORSCOM units and activities stationed at FLW, and reserve component units in AR 5-9 support area. Provide sustainment and field level maintenance for BASOPS equipment and field level maintenance for units without organic maintenance capabilities.

(b) Perform sustainment level maintenance support on the following equipment categories: combat vehicles, tactical vehicles, communication and electronics equipment, floating equipment, construction equipment, material handling equipment, chemical/smoke equipment, machine tools, support equipment, shop support equipment, non-tactical vehicles, furniture and appliances, office equipment, clothing, textiles, and gym and sports equipment.

(c) Provide field and sustainment level maintenance for stand-by emergency generators, firefighting equipment, material handling equipment, lawn care equipment, and janitorial equipment.

(d) Perform duties of Installation Radiological Safety Officer (RSO).

(e) Perform technical inspections for classification of equipment returned to the wholesale level and laterally transferred to other activities. Estimate costs of damage to government equipment when damage is through other than fair wear and tear.

(f) Assist the installation Inspector General's office in conducting the organizational inspection program by providing functional area inspectors.

(g) Operate an internal maintenance shop supply to support the various shops in completion of work requests.

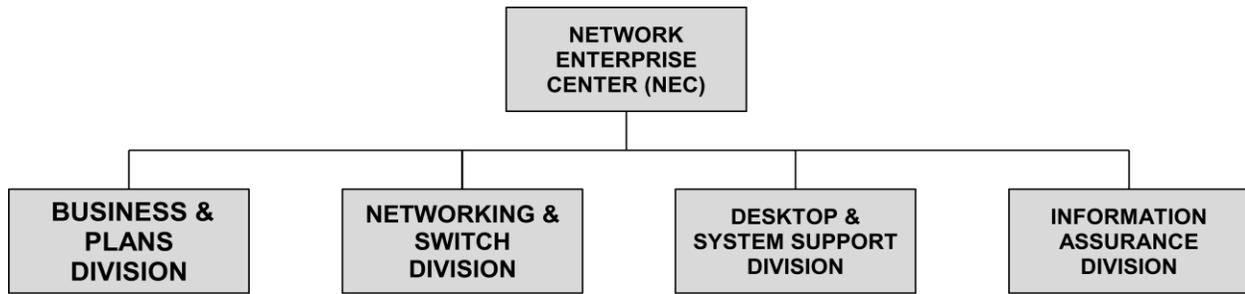
(h) Provide a maintenance assistance and instruction team (MAIT) to aid customer activities in maintaining, through instruction and assistance visits, viable maintenance programs. MAIT provides

technical and research data for maintenance problem areas. MAIT additionally coordinates the Army Oil Analysis Program (AOAP) and Test, Measurement, and Diagnostic Equipment (TMDE) calibration programs for the installation. The MAIT also facilitates the Army Chief of Staff Maintenance Excellence Award Program at installation level.

(i) Manage and coordinate installation warranty control program, combat vehicle evaluation program, modification work order program.

(j) Provide production, planning, and control for work requests submitted to the division from supported customer units and activities. Operate the Standard Army Maintenance System-Installation Enhanced (SAMS-IE) used to track, store and report all maintenance actions, internal supply actions, and manpower utilization within the division.

Chapter 12 Network Enterprise Center (NEC)



a. Role.

The Network Enterprise Center (NEC) is the single authority to deliver seamless enterprise level C4/IM common user services in support of MSCoE and Fort Leonard Wood for the Army. NEC installs, maintains, and defends the information management resources to meet the installation, as well as off-post support area, core missions.

b. Functions.

(1) Provides secure, reliable command, control, computer, communications and information services to operating and generating forces engaged in full spectrum operations and enhances battle command through the transparent delivery of LWN capabilities.

(a) Plan, design, implement, and administer installation networks and telecommunications systems.

(b) Ensure optimum use of FLW automation and infrastructure resources through resource allocation and management of all automation resources. Manage and maintain hardware, software, operating systems, applications and configuration standards. Manage service and support contracts that directly support IT resources (hardware, soft ware, warranty).

(c) Provide Systems Administration for Army Standard Databases, FLW databases, network servers, desktop, and laptop systems connected to the FLW network.

(d) Maintain central data archive and backup capabilities for the server infrastructure and provide emergency data restoration after catastrophic failure.

(e) Develop and monitor Information Management policy, in accordance with NETCOM and ARCYBER policy.

(f) Provide connectivity to the NIPRNet and SIPRNet. Monitor bandwidth utilization.

(g) Chair the Configuration Control Board, approving all requests for data connectivity.

(h) Manage all radio frequency authorizations (RFA) used at Fort Leonard Wood.

(i) Manage, schedule, and operate one video teleconference (VTC) facility for the installation.

(j) Manage commercial official telephone bill and Communications Service Authorizations (CSAs) for the installation.

(2) In order to ensure its confidentiality, integrity and availability to the Warfighter, the NEC protects, within our area of responsibility, the LandWarNet from unauthorized access, use, disclosure,

disruption, modification or destruction. Determine, implement and monitor all Information Management systems security ensuring systems and infrastructure security. (Intrusion detection, Web resource utilization, etc.)

(3) Provides enterprise services to the Air Force, Coast Guard, Navy, Marines and other non-army agencies as outlined in support agreements prepared in accordance with the provisions of DoDI 4000.19 interservice, interdepartmental, and interagency support.

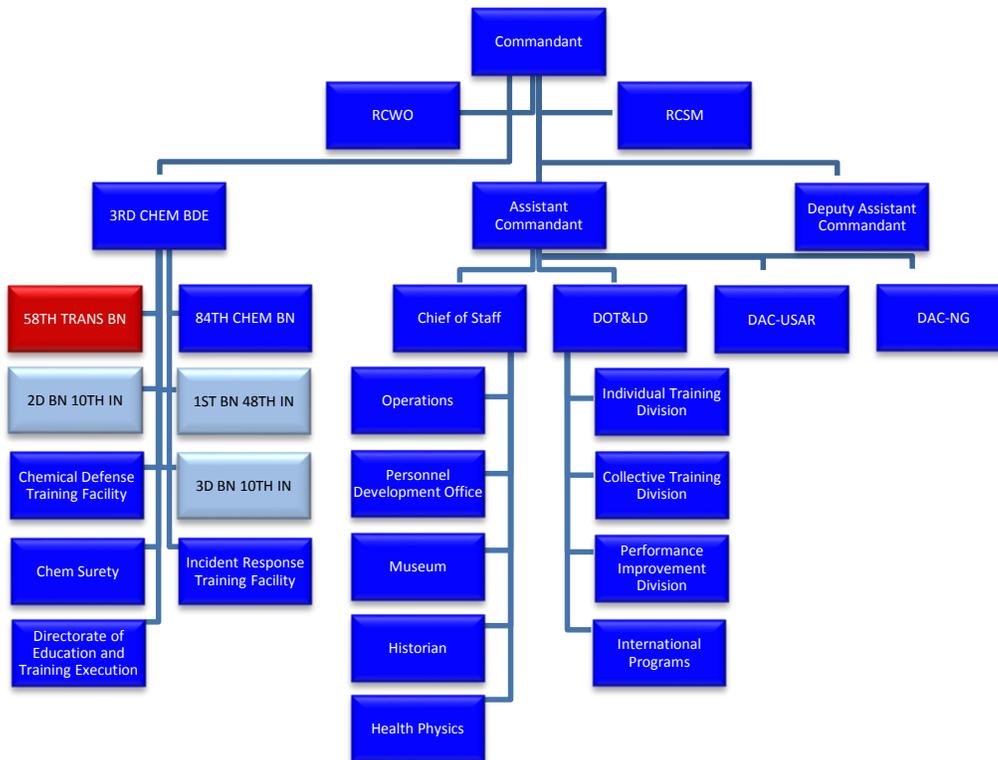
(4) Provide enterprise service support to DA, DoD, and other government activities that are tenants of, supported by, or satellite on the installation.

(5) Plan, program, allocate, protect/secure and supervise the use of resources, and facilities for accomplishing enterprise service support missions, functions, and responsibilities. Provide information capability request (CAPR) support/systems. Determine solutions that best satisfy the CAPR's submitted. Approve CAPRs for IT related purchases by customers for their missions. Standardize hardware and software architecture – reducing variability on architecture.

(6) In conjunction with the G-6, hold Information Management Synchronization meetings (IMSync) as part of the IMSC. Provide input to all information management plans, programs and budgets.

Chapter 13

United States Army Chemical, Biological, Radiological, & Nuclear School (USACBRNS)



13-1. Mission.

The USACBRNS trains and educates the Chemical, Biological, Radiological, and Nuclear (CBRN) professional in a Joint, Interagency, Intergovernmental, Multi-National – Industry and Academia (JIIM-IA) environment and synchronizes Doctrine, Organization, Training, Materiel, Leader Development, Personnel, and Facilities (DOTMLPF) functions for the Regiment in support of the defense of the Nation and interests at home and/or abroad.

13-2. Commandant.

a. Functions.

(1) Provides the branch vision which combines information age technology with Chemical Corps functional expertise to ensure that full spectrum force protection is provided for America's armed forces.

(2) Exercises responsibilities under AR 5-22 and AR 600-3 as Branch and Personnel Proponent to ensure the relevance of the Chemical Corps.

(3) Develops and documents the concepts, doctrine, tactics, and techniques for operating in a Chemical, Biological, Radiological, and Nuclear (CBRN) threat environment throughout the spectrum of conflict and consequence management/civil support operations, as well as the passive defense pillar of theater missile defense.

(4) Prepares chemical units and Soldiers to support warfighters through viable chemical organizations and supporting infrastructure.

(5) Documents organizational designs and materiel requirements to support the needs of a nation at war and the “Grow the Army” strategy.

(6) Analyzes, designs, develops, implements, and evaluates training programs and training support requirements in accordance with the “Grow the Army” strategy.

(7) Educates the force and the American public as to the benefits of a viable Chemical Corps.

(8) Manages the personnel life cycle for members of the Chemical Corps.

(9) Serves as head of the Chemical Corps Regiment to foster esprit de corps and maintain the history of the Branch.

(10) Provides oversight of specific focus areas as assigned by the CG, MSCoE.

(11) Ensures seamless standards are applied throughout the One Army School System (OASS) with regard to: instructor certification, school accreditation, the development and sustainment of courseware, and the use and support of TASS personnel.

(12) DCG for Materials and Technology, Maneuver Support Center of Excellence.

(13) Serves as a member of the MSCoE Board of Directors.

13-3. Assistant Commandant.

a. Mission.

(1) Acts for the Commandant in directing and administering the day-to-day operations of the USACBRNS.

(2) Responsible to the Commandant for executing, ensuring efficiency of operations, discipline, morale and welfare of the staff, faculty, and students.

(3) Effects coordination among elements of USACBRNS and between the USACBRNS installation activities, other TRADOC schools, higher headquarters, and other agencies as required.

b. Functions.

(1) Serves as the senior technical advisor to the Commandant on all matters pertaining to CBRN warfare, chemical defense, large area smoke doctrine, training, force structure, and equipment.

(2) Supports the MSCoE governance process by participating in MSCoE level Council of Colonels to refine issues for the MSCoE Executive Board of Directors.

(3) Formulates policies, plans, and recommendations regarding administrative procedures within USACBRNS.

(4) Authenticates official correspondence, except that prepared for the Commandant’s signature or delegated to the school directors or the 3d Chemical Brigade commander.

(5) Manages personnel assignments and makes appropriate recommendations to the Commandant.

(6) Manages manpower, personnel, financial, and supply management programs within the USACBRNS.

(7) Performs risk assessments to ensure management controls are completed IAW AR 11-2.

13-4. Deputy Assistant Commandant.

(1) Functions. Serves as the deputy to the Assistant Commandant, US Army Chemical, Biological, Radiological and Nuclear School (USACBRNS).

(2) Based on thorough knowledge of functions and organization of subordinate offices, coordinate and support as required the strategic and long range planning, budgeting and programming for CBRNS. Support the Assistant Commandant who provides oversight of USACBRNS budget. Provide advice to assist in the identification and management of financial priorities, ensuring mission requirements are met.

(3) Work directly with the Commandant and Assistant Commandant to ensure that USACBRNS has a campaign plan as synchronized with MSCoE, TRADOC and Army.

(4) Coordinate strategic planning events and conferences. Support the Assistant Commandant in the planning and execution of key events such as Regimental Week activities, International Commandants Conference, and other forums as directed.

(5) Participate fully with the Assistant Commandant in the management of the various offices and processes through the supervision of subordinate supervisors and key staff members. Provide staff continuity and oversight during period of leader transition/change.

(6) Synchronize critical CBRN Doctrine, Organization, Training, Material, Leadership and Education, Facility, and Personnel (DOTMLPF) domains into all facets of CBRN planning activities.

(7) Attend conferences and meetings with representatives of higher headquarters, other elements of the MSCoE, CBRN Enterprise Partners and other governmental agencies.

(8) Review and coordinate USACBRN projects and actions which influence other services or federal agencies in the CBRN or consequence management community.

(9) Coordinates with the Assistant Commandant to develop a civilian personnel vision for the USACBRNS; align performance expectations with organizational goals, maintain a safe work environment and promptly addresses allegations of noncompliance.

(10) Effectively attract/recruit a high caliber workforce in accordance with measurements identified in organizational staffing/hiring goals; ensure successful transition/retention into Federal Service by providing opportunities for orientation and tools for enabling employees to successfully perform during the probationary period. Identify current/future position requirements to ensure recruiting is appropriately focused and timely to produce high quality candidate pools. Act responsibly and timely on all hiring decisions.

(11) Ensure EEO/EO principles are adhered to throughout the USACBRNS, and supports the AC to ensure continuing application of, and compliance with, applicable laws, regulations and policies governing prohibited personnel practices.

13-5. Deputy Assistant Commandants (Army Reserve (DAC-AR) and National Guard (DAC-NG)).

a. Functions.

(1) Serves as the senior Reserve Component (USAR and ARNG) subject matter experts to the Commandant, Assistant Commandant, and school staff.

(2) Participates in the development of policies, plans, and programs influencing NG/USAR matters.

(3) Reviews CBRN training and doctrine materials for ARNG/USAR applicability and adequacy of training materials with ARNG/USAR units.

(4) Subject matter expert on Defense Support of Civil Authorities (DSCA), consequence management, and domestic CBRN response.

(5) DAC-NG is subject matter expert on the ARNG Civil Support Team (WMD) and ARNG CBRN Enhanced Response Force Packages (CERFP) units.

(6) DAC-NG serves as the senior course advisor for the Civil Support Skills Course (CSSC).

(7) Conducts liaison and field visits and provides appropriate Chemical Corps related briefings to active component and ARNG/USAR units and headquarters.

(8) Maintains liaison between USACBRNS and TRADOC, Combined Arms Command (CAC), National Guard Bureau (NGB), U.S. Army Reserve Command (USARC), Federal Bureau of Investigation (FBI), Army North (ARNORTH) and FORSCOM.

(9) Advises active component (AC) Chemical Corps officers separating from active duty on USAR programs and requirements.

(10) Provides instruction on the roles and missions of the reserve components (USAR and ARNG) to classes conducted at the CBRN School.

(11) Provides guidance, leadership and mentoring to AC/NG/USAR students attending training.

(12) DAC-AR coordinates utilization of USAR Soldiers mobilized to support the USACBRNS.

(13) DAC-AR implements mobilization activities consistent with the Fort Leonard Wood mobilization plan.

(14) DAC-AR advises program of instruction (POI) managers on all mobilization POIs (MOBPOI).

(15) Assists in deconflicting course scheduling needs at the USACBRNS, and identifying course quota requirements for ARNG and USAR units and personnel.

(16) Processes and coordinates NG/USAR requests for mobile training teams.

(17) Advises NG/USAR CBRN students regarding mandatory educational requirements for promotion and retention purposes.

(18) Maintains enrollment records of RC student officers for the CBRNS RC CBRN Captains Career Course and a USACBRNS mailing list of RC CBRN units and activities.

(19) Participates in the formulation, coordination, and administration of policies, plans, programs, and regulations pertaining to the NG/USAR to ensure unique NG/USAR training needs and requirements are met.

(20) Directly contributes to the development and acquisition of CBRN related systems and COTS equipment for ARNG/USAR units as well as AC units.

(21) Directly contributes to CBRN organizational concepts, design, material fielding requirements, and other Combat Development related processes.

(22) Provides tactics, techniques, and procedures (TTP) and technical equipment information support to deployed CBRN units engaged in SSE/SSA missions and HAZMAT remediation.

(23) CBRN Warrant Officer ARNG/USAR proponent reviewer and approver.

13-6. Chief of Staff.

a. Functions.

(1) Directs, supervises, and coordinates the work of the USACBRNS branch staff.

(2) Receives Commandant's and Assistant Commandant's decisions and ensures they are carried out.

(3) Acts for the Commandant and Assistant Commandant in managing all current operations of the USACBRNS.

(4) Support the MSCoE governance process by participating in MSCoE level working groups to develop issues for the Council of Colonels and the MSCoE Executive Board of Directors.

13-7. Regimental Chief Warrant Officer.

a. Functions.

(1) Principal warrant officer advisor to the Commandant on all matters pertaining to the Regiment's warrant officer operations.

(2) CBRN Regiment's representative on all warrant officer issues within the Department of the Army.

(3) Assesses the status of warrant officers to include state of training, professional development, morale, recruitment, retention, and any other areas impacting readiness.

(4) Develops and writes the CBRN Regiment's position for all warrant officer accession, training, and professional development issues.

(5) Ensures personnel management policies, procedures, and leader development actions incorporate career field-related considerations for CBRN warrant officers in the Active Army, Army Reserve, and Army National Guard.

(6) Serves as a member of the Army's Senior Warrant Officer Advisory Council (SWOAC) and assists the council in assessing and developing warrant officer training, professional development, morale, recruitment, retention, and any other areas impacting readiness.

(7) Provides advice, counseling, and mentoring to all CBRN warrant officers and their commanders. This includes publishing articles for professional magazines and official media and speaking to appropriate groups concerning warrant officer issues.

13-8. Regimental Command Sergeant Major (RCSM).

a. Functions.

(1) Serves as the Chemical Regimental Command Sergeant Major.

(2) Serves as the primary advisor to the Commandant and Assistant Commandant on all enlisted matters pertaining to the Chemical Corps, to include assignments, promotions, awards, Uniform Code of Military Justice, program of instruction (POI) for initial entry training, advanced individual training, functional courses, and Noncommissioned Officers Education System (NCOES).

(3) Reviews the USACBRNS policy on promotions, reductions, efficiency ratings, and other matters pertaining to enlisted personnel. Interacts with all nominative Command Sergeants Major as the Subject Matter Expert in CBRN and a key leader in partnerships with our Joint and international community.

(4) Co-chairs or serves as a member on boards, councils, and committees involving enlisted personnel.

(5) Provides updates to Career Management Field (CMF) 74 for DA PAM 600-25, U.S. Army Noncommissioned Officer Professional Development Guide, DA PAM 611-21, Military Occupational Classification and Structure, and the CBRN Professional Development Model.

(6) Provide guidance and counsel to all personnel in the USACBRNS.

(7) Promotes professional development, self-development, esprit de corps, and morale throughout the Chemical Corps Regiment.

(8) Monitors CBRN Advanced Leader Course and CBRN Senior Leader Course within the MSCoE Noncommissioned Officer Academy.

(9) Reviews regulations, policy, and procedures pertaining to enlisted personnel and when required, makes recommendations to the Commandant and Assistant Commandant pertaining to such matters.

13-9. USACBRNS Branch Staff.

a. Operations Office Functions.

- (1) Coordinates the USACBRNS administrative functions and advises the USACBRNS on personnel, administrative, and policy matters.
- (2) Coordinates, reviews, and dispatches outgoing correspondence.
- (3) Receives, routes, and distributes incoming official correspondence/e-mail messages. Assigns suspense dates and maintains suspense files.
- (4) Prepares and maintains the USACBRNS portion of the Fort Leonard Wood Regulation 10-5.
- (5) Serves as USACBRNS interface with Public Affairs Office (PAO).
- (6) Serves as proponent for all USACBRNS taskings and OPORDS received from MSCoE G-3 and internal requirements.
- (7) Provides advice and assistance on matters pertaining to automated information systems and coordinates the information management requirements with the NEC.
- (8) Primary liaison between MSCoE Protocol and the USACBRNS for all visitors, both foreign and domestic.
- (9) Schedules use of the USACBRNS conference room.
- (10) Primary action officer for the USACBRNS Commander's Unit Status Report (CUSR).
- (11) Serves as knowledge manager and maintains USACBRNS SharePoint site.
- (12) Maintains USACBRNS portion of the MSCoE Integrated Master Calendar System (MIMCS).
- (13) Coordinates for all video-teleconference, teleconference, and Defense Connect Online meetings.

b. Security Manager Functions.

- (1) Advises the Chief of Operations and Chief of Staff on all matters pertaining to security (personnel, physical, and operations).
- (2) Assist the Commandant, Assistant Commandant, RCSM, and other key CBRN School leaders/staff with JPAS requests.
- (3) Coordinate with CBRN School directorates, 3rd Chemical Brigade, and MSCoE agencies, as needed.
- (4) Build, maintain, and enforce the USACBRNS Security Standard Operating Procedures (SOP).
- (5) Maintain control of CBRN School SIPRNET Room IAW Army and MSCoE Security regulations and guidance.

(6) Develop/maintain tracking system for security-related training requirements for all DA civilians assigned to the CBRN School.

(7) Establish and maintain the CBRN School Operations Security (OPSEC) Program.

(8) Complete OPSEC program documentation in order to meet TRADOC Accreditation standards.

(9) Serves as POC for Freedom of Information Act (FOIA) requests.

c. Budget and Contracting Office Functions.

(1) Coordinates allocation of resources to directorates and brigade, based on requirements and Assistant Commandant's priorities; and provides the interface between the G-8 and USACBRNS organizations to coordinate budget programming and execution and internal budget controls for USACBRNS.

(2) Serves as Assistant Commandant's senior advisor during MScOE budget review processes.

(3) Conducts oversight responsibility, reviews, executes, and documents the USACBRNS manpower management program.

(4) Coordinates with G-8 on preparation and management of manpower documents and personnel assignments to TDA positions.

(5) Conducts oversight for civilian management and advises the Assistant Commandant, Chief of Staff, and directorates pertaining to personnel issues.

(6) Serves as the liaison between USACBRNS elements and the Civilian Personnel Advisory Center (CPAC) on civilian personnel issues.

(7) Conducts oversight and review of contracts and tracks execution with the G-8.

(8) Has the responsibility for execution and coordination of logistical requirements with the Directorate of Information Management (NEC) for USACBRNS.

(9) Serves as the liaison between USACBRNS, directorates, and DRM (Mission) pertaining to the management of the government travel and purchase card programs.

(10) Conducts oversight and approval of all purchases for the organization.

(11) Serves as the school POC for automated data processing (ADP) purchases; obtains NEC approval of architectural compatibility, as well as funding.

d. Health Physics Office Functions.

(1) Manages the radiation safety program for the USACBRNS and Fort Leonard Wood.

(2) Serves as the focal point for all radiation safety-related matters.

- (3) Advises the Commandant and the directors on the technical aspects of handling radioactive material and radiation detection instrumentation.
- (4) Obtains and ensures compliance with Nuclear Regulatory Commission (NRC) licenses.
- (5) Supervises and monitors storage, handling, receipt, and transportation of radioactive sources and waste.
- (6) Provides dosimetry services and maintains exposure records for training of radiation safety officers, emergency personnel, and transportation personnel.
- (7) Maintains liaison with other Army agencies, the Missouri State Health Department, and the NRC.

e. Historian Functions.

- (1) Serves as the proponent for historical activities and as the POC for the history of the chemical branch and the USACBRNS.
- (2) Serves as the focal point for military history instruction in the USACBRNS.
- (3) Serves as a consultant and advisor to academic departments for the infusion of military history into the curricula, and assists in the development and teaching of courses in military history.
- (4) Advises the Commandant on Army and TRADOC historical program responsibilities and represents the Commandant on matters relating to military history.
- (5) Develops and maintains historical source documents as the corporate memory of the Chemical Branch and the USACBRNS.
- (6) Researches the history of chemical warfare and the Corps.

f. Museum Functions.

- (1) Serves as subject matter expert and historical artifact holding/preservation area for chemical warfare and Chemical Corps historical artifacts.
- (2) Educates personnel of all military services and the civilian populace on the history of chemical warfare and the Chemical Corps through exhibits, tours, and outreach programs.

g. Personnel Development Office Functions.

- (1) Operates under the provisions of AR 600-3 and provides advice and assistance to the Deputy Chief of Staff for Personnel (DCSPER) Army G1, Human Resources Command, and other interested agencies on personnel policy developments, concerning officer BC74 (CBRN), warrant officer MOS 740A, and enlisted CMF 74 (CBRN).
- (2) Evaluates information, prioritizes issues, formulates alternatives, coordinate actions, and initiates changes concerning officer BC74, MOS 740A, and CMF 74 regarding structure, acquisition, individual training and evaluation, distribution, unit development, sustainment, professional development, and separate life cycle management functions.

- (3) Analyzes and makes recommendations on Soldier authorizations in AR 71-32, Force Development and Documentation Consolidated Policies.
- (4) Monitors and provides input for chemical personnel concerns at the functional review.
- (5) Fosters communication and professional interest within the Chemical Corps.
- (6) Provides expertise and guidance for the development of all recruitment and proponent literature for the Chemical Corps.
- (7) Advises the Assistant Commandant on all incoming officers.

13-10. Directorate of Training and Leader Development (DOTLD)

a. Role.

Manage the production of vital and relevant training, educational, resource and professional products, which enable the U.S. Army CBRN School to develop world renowned professional CBRN operational and obscurant experts, unsurpassed tactically and technically, imbued with the warrior ethos to protect the nation, and support the Army to fight and win against any CBRN threat.

b. Director Functions.

- (1) Serves as the senior advisor on CBRN training and leader development.
- (2) Serves as USACBRNS POC for all Army and Joint CBRN training and leader development.
- (3) Serves as the doctrine, organization, materiel, personnel, and facility integrator for Army and Joint CBRN training development. Matrix with external organizations to ensure timely assessment, planning, and resourcing is accomplished.
- (4) Monitors the progress of workload accomplishment and directs corrective action or recommends required adjustments to the Commandant's established priorities.
- (5) Manages DOT&LD budget and manpower management.
- (6) Serves as the Deputy Joint Combat Developer for Joint CBRN experimentation.

c. Individual Training Development Functions.

- (1) Develops and manages the proponent Training Requirements Analysis System (TRAS) documents, to include course administrative data (CADs) and programs of instruction (POIs), for AC and RC units.
 - (a) Staffs applicable TRAS documents with the RC and NG, and submits to the proponent school for approval.
 - (b) Make appropriate distribution and maintains an audit trail.
 - (c) Coordinates TRADOC Training Operations Management Activity (TOMA) validation of POIs.

(2) Conducts the analysis phase of SAT.

(a) Performs needs analysis and specialty code/military occupational specialty (MOS) and duty analysis using SAT.

(b) Conducts job analysis, produces and manages individual critical task lists, prepares individual task analysis with the assistance of subject matter experts (SMEs) from the training organizations.

(c) Coordinates and conducts critical task/site selection boards.

(d) Maintains the official Commandant-/Assistant Commandant- approved critical individual task list.

(e) Maintains an audit trail of decision made, actions taken, and associated documentation to support training decisions.

(f) Reviews, revises, and develops Soldier's training publication (STP) task summaries and trainer's guides for proponent career management field (CMF), military occupational specialty (MOS), and common core tasks.

(3) Performs the design processes of SAT.

(a) Performs the instructional design process to include learning-objective development, objective teaching sequence for most effective learning, and final training media selection.

(b) Ensures vertical and horizontal integration of all proponent training programs.

(c) Determines the training site, the media selection, and the training sequence for tasks contained on the critical task list.

(4) Performs the developmental processes of SAT for officer branch specialty, functional, career development, initial entry, and additional skill identifier (ASI) courses.

(a) Coordinates the design and development of instruction and support materials.

(b) Serves as contracting officer's representative (COR) or liaison project officer for training development (TD) contracts.

(c) Manages/monitors TD contracts as they relate to officer and enlisted individual training.

(d) Revises training materials based on validation results and guidance from the Commandant.

(e) Maintains an official audit trail for design products and processes for professional development, MOS, and functional-course training.

(f) Performs Quality Control (QC) of training products.

(g) Designs and develops test materials to include test items and administration procedures for all courses.

(h) Inputs and links proponent school TD end products (task analysis, lesson plans, STPs, etc.) into the Automated Systems Approach to Training (ASAT) to produce digitized products.

(5) Designs and develops common tasks and common task training as directed by HQ TRADOC.

(a) Provides input to the common-task STP.

(b) Arranges for SME participation in developing TSPs for common tasks as directed by HQ TRADOC.

(c) Reviews, revises, and develops Soldier's training publication (STP) task summaries and trainer's guides for proponent common core tasks.

(6) Serves as proponent school POC for the American Council on Education (ACE).

(7) Acts as foreign disclosure POC for USACBRNS training products through the MSCoE Foreign Disclosure Office (FDO).

(8) Reviews and provides input to systems training plans.

(9) Manages the proponent school Army Correspondence Course Program (ACCP) and the control and production of proponent graphic training aids (GTAs).

d. Collective Training Development Functions.

(1) Analyzes, designs, develops, and reviews collective tasks relevant to chemical organizational missions and used in combined arms training strategies (CATS) and other training products. Develop and maintain CBRN shared collective tasks for use by non-proponent units throughout the Army.

(2) Develops and manages the USACBRNS collective training development products using the Automated Systems Approach to Training (ASAT) database or others as required by CAC/TRADOC.

(a) Staffs applicable collective training products with applicable AC, RC, and NG units, and submits to the Combined Arms Center (CAC) for approval.

(b) Maintains an audit trail of decisions made, actions taken, and associated documentation to support training decisions.

(c) Coordinates with CATS contractors as required.

(d) Coordinates with MSCoE on multi-proponent products.

(e) Coordinates with CAC and FORSCOM on the development of training event matrixes.

(3) Conducts the analysis phase of SAT.

(a) Conducts mission analysis, produces and manages collective task lists, and prepares collective task analysis reports with the assistance of SMEs from external and internal organizations.

(b) Develops and recommends core mission essential tasks.

(c) Coordinates and conducts task development vignettes.

e. Future Performance Improvement Functions.

(1) Analyzes and reviews future training and leader development and facility requirements through coordination with doctrine, organization, materiel, and personnel with MSCoE, Joint and NATO external organizations

(a) Maintains and reviews all CBRN system training plans and provides relevant comment to both the author and potential course/POI managers.

(b) Develops and maintains individual training plans.

(c) Maintains an audit trail of all relevant future product development requirements.

(d) Develops and maintains documentation to support the implementation of new facility requirements as coordinated through MSCoE.

(e) Develops and coordinates the National Information Brochure for U.S. CBRN training.

(2) Acts as the central point of contact for CBRN Knowledge On-Line (CKO).

(a) Manages the development and upkeep in coordination with MSCoE for CKO.

(b) Coordinates with MSCoE and CAC lessons learned analyst.

(3) Manages the execution of CBRN distributive learning products.

(a) Provides E-Mentor support to all on-line training products.

(b) Coordinates the development of professional development products with internal and external experts.

(c) Recommends appropriate updates and changes.

(d) Maintains documentation and expertise to support the development of future digital training initiative, i.e. gaming, simulation, etc.

(4) Coordinates with TRADOC and MSCoE to ensure CP-32 civilian training are complementary to USACBRNS requirements.

f. Joint Experimentation and Analysis Functions.

(1) Coordinates and oversees execution of joint and multi-service experiments used to validate the joint integrating concept for CBRN defense.

(a) Conducts front-end analysis to include the development, the problem statement, campaign plan, experimentation scope, and hypothesis.

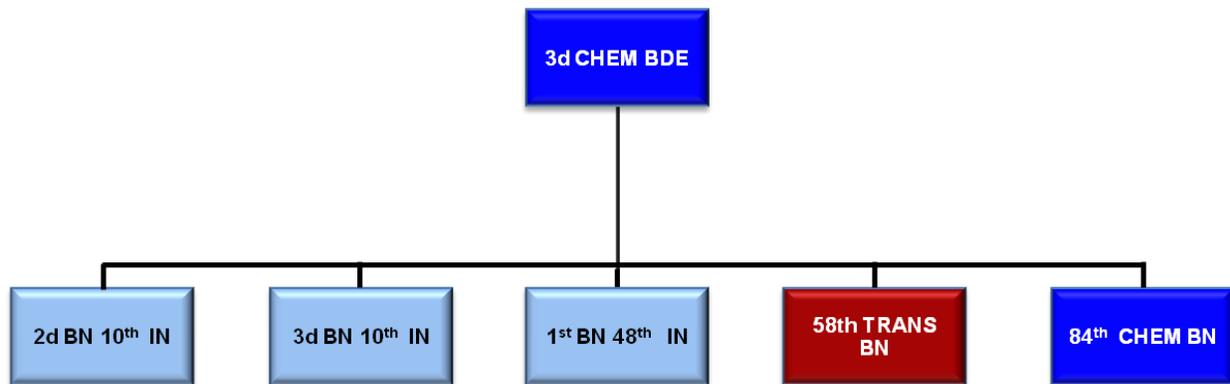
(b) Develops concepts of operations.

(c) Conducts appropriate planning meetings, integrated concept team meetings, workshops, table top exercises, modeling and simulation exercises, and live experiments.

(d) Executes approved experiment and publish final report.

(2) Coordinates with MSCoE, TRADOC, JFCOM and the Joint Staff to ensure experimentation requirements and results are integrated with future capabilities.

13-11. 3rd Chemical Brigade.



a. Mission.

Provide relevant and realistic training in values-based, immersive environment in order to produce values-based, disciplined, tactically and technically proficient Soldiers and leaders who embody the warrior ethos and are capable of immediately contributing to their first unit of assignment in combat.

b. Commander Functions.

(1) Provides mission command, administration, supply, housing and training for the 84th Chemical Battalion (Staff and Faculty, USA Officers); 58th Transportation Battalion (AIT); 2d Battalion, 10th Infantry (BCT); 3rd Battalion, 10th Infantry (BCT); and 1st Battalion, 48th Infantry (BCT).

(2) Directs, supervises, and coordinates the work of the brigade.

(3) Advises the Commandant on matters affecting the brigade.

(4) Manages the implementation of the Chemical Surety Program.

(5) Provides education and training of U.S. and selected foreign military personnel in chemical, biological, radiological, and nuclear defense; employment of smoke, obscurants and flame; force protection and response to WMD events.

(6) Operates the Chemical Decontamination Training Facility in accordance with Organization for the Prohibition of Chemical Weapons (OPCW) requirements and appropriate environmental regulations.

(7) Trains entry-level Soldiers on basic combat training.

c. Deputy Commanding Officer (DCO) Functions.

(1) Serves as principle assistant to the Commander and represents the Commander when authorized.

(2) Directs, supervises, and coordinates the work of the brigade staff.

(3) Receives the Commander's decisions and ensures that they are carried out.

(4) Responsible for the Brigade's Command Supply Discipline Program.

(5) Responsible for the conduct and evaluation of the Command Inspection Program (CIP).

d. Brigade Command Sergeant Major Functions.

- (1) Serves as the principle enlisted advisor and assistant to the Brigade Commander.
- (2) Reviews brigade policy on promotions, reductions, efficiency ratings, and other matters pertaining to enlisted personnel.
- (3) Assigns all NCOs within the brigade and monitors assignments of junior service members.
- (4) Uses NCO support channels to promote NCO professional development and other aspects of pride and esprit de corps of the Chemical Corps.

e. Chaplain Functions.

- (1) Advises the command on all matters of religion, morals, and morale.
- (2) Supports the religious, spiritual, moral, and ethical needs of the brigade.
- (3) Provides comprehensive religious support through worship, counseling, pastoral ministrations, and ministry of presence.
- (4) Provides religious education and chaplain support activities through religious studies, orientations, classes, retreats, and devotional ministries.
- (5) Prepares and staffs the Brigade Command Master Religious Plan.

f. S-1 Functions.

- (1) Provides and coordinates administrative and personnel services for subordinate units assigned or attached to the brigade.
- (2) Coordinates military personnel operations.
- (3) Prepares and processes correspondence, records, reports, orders, and legal actions within the brigade.
- (4) Advises the Brigade CSM on personnel assignment based on strength and mission requirements.
- (5) Plans, coordinates, and monitors the Brigade Safety Program.
- (6) Administers printing control for the brigade.

g. Equal Opportunity (EO) Advisor Functions.

- (1) Serves as advisor to the Commandant, Command Sergeant Major, and subordinate units on equal opportunity and sexual harassment.
- (2) Serves as USACBRNS representative on post-level EO boards and councils.
- (3) Instructs officers and NCOs in EO-related matters by use of seminars and classes.
- (4) Conducts initial inquiries into complaints and recommends remedies to reduce or prevent discrimination and sexual harassment.
- (5) Develops and implements EO doctrine and policies as they relate to USACBRNS.
- (6) Plans, coordinates and executes ethnic observances.

h. S-2/S-3 Functions.

- (1) Directs and monitors training operations in accordance with the Brigade Commander's guidance.
- (2) Coordinates the activities of the brigade and battalion staffs relative to operations, training, intelligence, and installation support.
- (3) Coordinates the brigade personnel security actions and serves as the brigade security manager, threat control officer, and OPSEC officer.
- (4) Coordinates, reviews, and approves temporary duty orders for personnel conducting training at Advanced Leaders Course, Senior Leaders Course, and other professional development schools.
- (5) Supervises and monitors civilian personnel assigned to the Operations Section.
- (6) Prepares implementing instructions and supervises the execution of contingency plans.
- (7) Coordinates permanent party training.
- (8) Accomplishes mobilization planning and executes responsibilities pertaining to training development, physical security, security clearances, and RC training.
- (9) Prepares the training portion of the Commander's Unit Status Report (CUSR).

i. Directorate of Education and Training Execution (DETE) Functions.

- (1) Evaluates training and implements the POIs through proper planning and coordination with the CBRN and Transportation Schools.
- (2) Schedules all brigade training and maintains the master scheduling board as well as maintaining training and fill statistics. Acts as the primary interface with Fort Leonard Wood DPTMS on training resource scheduling matters.
- (3) Serves as direct interface for chemical-specific training issues between DA, TRADOC, post staff elements, and training battalions.
- (4) Processes and maintains all resident student academic records and files.
- (5) Compiles and maintain service school training reports and other recurring and special academic reports.
- (6) Operates the brigade ATRRS workstation, inputs required information concerning courses, student loads, course management and class statistics. Answers correspondence from HQ TRADOC.
- (7) Coordinates and reviews structure and manning decision review (SMDR) reports.

j. S-4 Functions.

- (1) Furnishes services and logistical support to the 84th Chemical Battalion (AIT); the 58th Transportation Battalion (AIT); 2nd Battalion, 10th Infantry (BCT); 3rd Battalion, 10th Infantry (BCT); and 1st Battalion, 48th Infantry (BCT).
- (2) Exercises responsibility for logistical services and support, the conduct of logistical planning and related studies, and maintenance management to include development of policies and procedures.

(3) Supervises and coordinates the requisition, issue, turn-in and accounting for authorized property and supplies.

(4) Processes transportation/equipment requisitions and brigade work orders.

(5) Exercises staff supervision including inspections over activities and programs involving supply, food service, and conservation.

(6) Maintains files of logistical correspondence and reference publications.

(7) Formulates the equipment section of the USACBRNS' TDA.

(8) Monitors and tracks the brigade's budget. Conducts forecasts and estimates for input to higher headquarters.

k. Headquarters and Headquarters Company (HHC) Functions.

(1) Mission command and coordinates administrative and logistical support to assigned personnel.

(2) Schedules and performs mandatory training and professional development for assigned /attached permanent party personnel.

(3) Focuses on unit discipline, morale support activities, and quality of life programs (barracks maintenance and health welfare).

(4) Controls and regulates promotions for ranks of private to specialist, leaves, passes, meal cards, and requests for separate rations.

(5) Advises the Brigade Commander on the management of automated data processing and information systems, safety, special events, and protocol.

(6) Implements programs which inform, direct, and regulate activities in areas of physical readiness, drug and alcohol abuse, EO, dependent care, and reenlistment.

13-12. 84th Chemical Battalion (Student, Staff and Faculty)

a. Mission.

Trains chemical Soldiers in order to produce combat ready, tactically and technically proficient Soldiers and leaders imbued with the Army values and warrior ethos while providing care, mission command for all Soldiers, civilians and family members of the hellfire team.

b. Functions.

(1) Mission command over TDA units, and trains Soldiers to maintain battle focus.

(2) Manages the CBRN Basic Officer Leader Course and Captains' Career Course.

(3) Provides all areas of support to the Soldiers and cadre of the battalion and USACBRNS.

(4) Conducts mobilization operations.

(5) Deploys specialty teams, and/or subject matter experts.

(6) Manages CBRN Advanced Individual Training (AIT).

c. Commander Functions.

(1) Commands, controls, and provides administrative and logistical support and services to assigned and attached personnel within the battalion and USACBRNS.

(2) Responsible for ensuring all Soldiers meet or exceed Army standards and remain well-disciplined and physically fit.

(3) Ensures that safety is foremost in both training and daily activities.

d. Executive Officer Functions.

(1) Serves as the principal assistant to the Commander and represents the Commander when authorized.

(2) Directs, supervises, and coordinates the work of the battalion staff.

(3) Receives the Commander's decisions and ensures that they are carried out.

(4) Responsible for the command supply discipline program (CSDP) of the battalion and USACBRNS.

(5) Responsible for the conduct and evaluation of the command inspection program (CIP).

(6) Develops and manages the battalion manpower program to include the battalion TDA units and the review and assessment of the battalion manpower utilization.

e. S-1.

a. Mission.

Provides personnel, financial, administrative, postal, and legal support to the Commander, 84th Chemical Battalion, the subordinate commanders, USACBRNS, and each Soldier assigned or attached to the command.

b. Functions.

(a) Coordinates the preparation/processing of correspondence, records, reports, and orders.

(b) Plans, coordinates, and monitors the battalion safety program.

(c) Supports regimental reviews and ceremonies.

(d) Administers publication control within the battalion.

(e) Manages the battalion information program.

(f) Manages duty rosters for post staff duty officer and staff duty NCO.

(g) Provides legal support and battalion staff duty NCO.

f. S-2/3.

(1) Mission.

Directs and coordinates functions of the battalion relative to operations, training, and security.

(2) Functions.

(a) Supervise nonacademic training for staff and faculty and student personnel conducted by units of the battalion to include permanent party training coordination, processing staff and faculty school quota requests, monitoring scheduling of student training, evaluating training of subordinated units, advising company commanders on issues pertaining to training and serving as liaison between unit and installation level staffs.

(b) Maintain training-related correspondence, reports, and training schedules.

(c) Prepare and coordinate mobilization requirements.

(d) Serve as battalion security manager.

(e) Develop and maintain school emergency and other contingency plans.

(f) Coordinate/manage career training at other Army service schools (e.g., SLC, ALC).

(g) Plans, directs, and coordinates the battalion crime prevention and security programs to include conducting security inspections and coordination for issuance/acceptance of security clearances.

(h) Plan, coordinate, and supervise parades or ceremonial functions.

(i) Serve on the Post Emergency Operations Center (EOC) Crisis Action Team (CAT), and monitor training for the Chemical Accident/Incident Response Assistance (CAIRA) Team and Recon Response Team (RRT).

g. S-4.

a. Mission.

Provide logistical support to the USACBRNS and the 84th Chemical Battalion.

b. Functions.

(a) Process and assign control numbers to work order requests.

(b) Coordinate turn-in of unserviceable and excess equipment.

(c) Maintain-

(1) Expendable document register for the USACBRNS to include posting back order listings and daily cycle listings status.

(2) Logistical operating and supply transaction files, register, appointing authority property adjustment files, and process all report of surveys (RS) initiated by the USACBRNS.

(d) Ensure inventories are conducted in an accurate and timely manner and shortages are reported in accordance with AR 735-5.

(e) Establish and review operational levels of supply for the school.

(f) Prepare, edit, and process requisitions for supplies and equipment.

(g) Assign and follow-up all urgency-of-need designator A and B priorities submitted.

(h) Pick-up and issue expendable supplies from the installation service support activities and provide unit distribution as required.

(i) Supervise, coordinate, and monitor the battalion self-help program.

(j) Develop the battalion's operating budget for IMPAC/GSA funds and expenditures for furnishings and equipment.

h. A Company, 84th Chemical Battalion.

(1) Conduct and oversee training of the CBRN Captains' Career Management Course for Active and Reserve Components.

(2) Conduct and oversee training of the CBRN Basic Officer Leader Course.

(3) Assess and update the CBRN Captains' Career Management Course (CMC3).

(4) Assess and update the CBRN Basic Officer Leader Course.

(5) Provide mission command for all assigned and attached personnel.

(6) Provide administrative and logistical support for the following courses:

(a) Radiological Safety

(b) Radiac Calibrator Custodian

(c) Operation Radiation Safety

(7) Conduct and oversee training of the CBRN reconnaissance, advanced CBRN recon crew training (Master Fox Course).

i. B Company, 84th Chemical Battalion.

(1) Provide for quality of life support for cadre, students, and their families.

(2) Provide operation and scheduling support.

(3) Provide administrative and logistical support.

(4) Provide advanced individual training (AIT) for chemical, biological, radiological, nuclear (CBRN) (74D) Soldiers.

(5) Schedule and perform training and professional development for assigned/attached permanent party personnel.

(6) Process and maintain all resident student academic records and files.

j. C Company, 84th Chemical Battalion.

(1) Provide for quality of life support for cadre, students, and their families.

(2) Provide operation and scheduling support.

(3) Provide administrative and logistical support.

(4) Provide advanced individual training (AIT) for chemical, biological, radiological, nuclear (CBRN) (74D) Soldiers.

(5) Schedule and perform training and professional development for assigned/attached permanent party personnel.

(6) Process and maintain all resident student academic records and files.

k. Officer Training Department Functions.

(1) Provide small group leaders as mentors, primary instructors, and faculty advisors for Chemical Basic Officer Leadership Course (CBOLC), CBRN Captains' Career Course (CBRNC3) students, CBRN Warrant Officer Basic Course (WOBC), and CBRN Warrant Officer Advanced Course (WOAC) students to include responsibility for student physical training program. (2) Trains CBOLC, CMC3, WOBC and WOAC students in common core military subjects, fundamentals of military leadership fundamentals, and doctrinal foundations to prepare students to become technical advisors to Battalion or Brigade commanders and to become world-class company-grade unit leaders.

I. Technical Training Department (TTD) Functions.

(1) Radiological Division.

(a) Technical RAD.

(1) Trains CBRN personnel in radiological operations.

(2) Develops and evaluates new technical training techniques involving radiological operations.

(3) Qualifies radiological protection officers for Department of Army, DoD, and civilian agencies.

(4) Evaluates radiation hazards of DoD items.

(5) Advises field commands on technical radiological operation questions.

(6) Maintains and operates radiological laboratories and lab equipment.

(7) Prepares and maintains radioactive sources and devices.

(8) Develops and implements a laboratory safety program.

(9) Identifies, researches, prepares, and reviews radiological operation doctrine and procedures.

(10) Provides resident instruction for functional courses: Radiological Safety, Radiac Calibrator Custodian, and Operational Radiation Safety.

(11) Provides mobile training instruction for field units upon request for operational radiation safety and specialized training.

(12) Provides other specialized training in radiation safety upon request.

(13) Conducts specialized research.

(b) Tactical RAD.

(1) Provides doctrinally sound tactical radiological training for U.S. military and allied forces through resident AIT, BOLC, CMC3 courses.

- (2) Develops and evaluates new technical training.
- (3) Advises field commands on tactical radiological operation questions.
- (4) Provides assistance to mobile training instruction for field units upon request for operational safety and specialized training.
- (5) Provides assistance for other specialized training in radiation safety upon request.

(c) RAD Lab.

- (1) Supports CMC3, CBOLC, BNCOC, and On-site Inspection Agency (OSIA) with equipment and lab facilities.
- (2) Supports U.S. Navy, U.S. Marines, U.S. Air Force, Jacksonville State University, U.S. Army Reserves, U.S. Navy Reserves, U.S. Marine Corps Reserves, U.S. Air Force Reserves, National Guard, Army Materiel Command, and specified agencies with equipment and lab facilities.

(2) CBRN Reconnaissance Division.

- (a) Conducts instruction in the operation and maintenance of the M93A1 FOX NBCRS.
- (b) Conducts a 5-week, 2-day ASI producing CBRN recon specialists, 5 courses annually.
- (c) Conducts a 2-week, 2-day Master Fox Scout Course for NCOs and officers assigned to Fox recon units and already possessing ASI L-5. Only one course is offered annually.
- (d) Train CBRN personnel in CBRN reconnaissance techniques.

(3) Biological Defense Division.

- (a) Conducts training for OSUT, CBOLC, and CMC3 students on biological defense.
- (b) Conducts resident training on the operation of the systems incorporated into the Biological Integrated Detection System (BIDS) and the Long Range Biological Standoff Detection System (LRB SDS).
- (1) Conduct 5-week, 3-day course for ASI L4, producing BIDS specialist
- (2) Conduct a 2-week course LRB SDS specialist.
- (c) Develop and evaluate new biological defense techniques.
- (d) Oversee Reserve Component L4 and LRB SDS courses.

m. Chemical Training Department.

(1) Advanced Individual Training (AIT) Division.

- (a) Provide training for AIT in the areas of unit tactical training, machine gun familiarization firing, land navigation, and tactical communications.
- (b) Assess AIT skill development in the areas of combat skills, CBRN defense, smoke, and decon operations.
- (c) Operate the land navigation range and the live-fire ranges.

(d) Assist with the conduct of Phase V field training exercise (FTX) during the final two weeks of AIT training.

(2) Chemical-Biological and Decontamination Division.

(a) Trains AIT, ALC, WOBC, and CBOLC students on the tactical/technical aspects of chemical and biological defense, and decontamination. (b) Trains AIT, ALC, and CBOLC students on the operation and maintenance of decontamination and detection equipment.

(c) Manages and operates the Decontamination Apparatus Training Facility.

(d) Instructs CMC3, Advanced Leader Course (ALC), the Senior Leader Course (SLC) and the Joint Senior Leader Course (JSLC) in technical and tactical aspects of decontamination operations.

(3) Hazardous Materials and Consequence Management.

(a) Trains AIT, WOBC/WOAC, CBOLC and CBRNC3 students in the technical aspects of hazardous materials and consequence management.

(b) Coordinates for Hazardous Materials certification exams and conducts hands-on evaluations.

(c) Train students on operation and maintenance of personal protective equipment (PPE).

(d) Operates and maintains Hazmat Detectors and PPE, and orders expendable training items.

(e) Operates and maintains Hazmat Storage Building.

o. Chemical Defense Training Facility (CDTF) Department.

a. Mission.

Conduct CBR defense training in a toxic environment (chemical, biological, radiological) for Army, joint, and allied students to enhance individual proficiency and confidence in themselves and their equipment. Conduct chemical surety operations.

b. Functions.

(a) Conduct:

(1) Practical exercises in all aspects of CBRN defense using nerve agent (GB, VX), biological material, and radiation sources all within the confines of an environmentally safe facility.

(2) Coordination with and training for allied military personnel in support of their national CBRN defense strategy.

(3) Internal training and professional development regarding CBRN defense expertise, organizational procedures, and career progression for both military and DA civilian personnel.

(4) Chemical surety operations and undergo Department of the Army Inspector General (DAIG) scrutiny biennially.

(b) Perform:

(1) Quality control reviews on lesson plans and their presentation. Assist POI managers with updates to accurately reflect training and resource requirements at the CDTF. Interface with USACBRNS to integrate new tactics, techniques, and procedures (TTPs) and lessons learned.

(2) Chemical surety requirements such as 24-hour site security, periodic emergency response exercises in support of chemical surety operations; management of and screening for personnel in the Chemical Personnel Reliability Program; safety program management including hazard analysis and risk assessment for all chemical and emergency operations; and medical surveillance and screening for all who work or train at the CDTF.

(3) Facility and grounds maintenance, operator and depot-level maintenance on all military detection, identification, and personal protective equipment.

(4) Environmental Program management through periodic sampling and analysis as well as containment and removal of type classified "special" wastes.

(5) Binary mix of precursors to generate stocks of VX and GB nerve agents in support of training. Comply with provisions of the Chemical Weapons Convention Treaty and undergo inspection scrutiny biennially.

(6) Procurement coordination and logistics functions to obtain and maintain services, supplies, and equipment in support of facility operations and the training mission.

(c) Maintain:

(1) Administrative, training, medical, and air monitoring records IAW regulatory guidance.

(2) 24-hour operations and maintenance personnel presence to ensure immediate notification and resolution of critical facility infrastructure faults or malfunctions.

(d) Operate:

(1) A surety laboratory which produces and stores toxic nerve agent and performs environmental sample analysis in accordance with state and federal Environmental Protection Agency (EPA) standards.

(2) A protective clothing and equipment maintenance and certification facility in support of toxic training and emergency response operations.

(3) Director Functions.

(a) Serves as site commander/director and certifying official for the Chemical Personnel Reliability Program.

(b) Develops a vision for the CDTF; sets priorities in accordance with higher level commander's directives; develops performance expectations for all subordinate sections and personnel; ensures EO/EEO principles are adhered to; exercises regulatory authority in disciplinary matters; manages all resources necessary to maintain facility operations; and performs the training and surety missions.

(c) Provides guidance for conduct of and revisions to all toxic agent training lesson plans for Army, Joint, and allied customers.

(d) Ensures compliance with all regulatory requirements associated with chemical surety and international treaty compliance.

(e) Directly supervises two subordinate commissioned officers, one noncommissioned officer, the surety supervisor, and the surety chemist. Serves as the higher level supervisor for all assigned military and civilian personnel.

(f) Performs quarterly evaluation of the performance of the CDTF operations and maintenance (O&M) contractor; is a voting member on the Award Fee Evaluation Board for the O&M contractor. Initiates all contracts; writes performance work statements; and submits contract modifications.

(g) Serves as the installation Chemical Accident Incident Response Officer (CAIRO); is a voting member for both the Chemical Surety Steering Committee and the Executive Surety Board.

(4) Administration Functions.

(a) Manages all logistical functions to include budget, contractor performance and evaluation, and supply management.

(b) Provides clerical and administrative support to the director and staff.

(c) Executes purchases via GPC in support of facility operations.

(d) Publishes appointment orders and processes/manages personnel actions to the Bde S-1.

(e) Manages the tracking of incoming and outgoing correspondence.

(f) Manages the CDTF publications account.

(5) Operations Functions.

(a) Develops, implements, and manages all chemical surety policy and program requirements to include safety, security, and Chemical Personnel Reliability Program. Manages environmental compliance and 3X waste disposal.

(b) Produces key program management documents with regard to physical security, respiratory protection, toxicological chemical agent safety program, chemical hygiene plan, CDTF site safety submission, and others.

(c) Provides internal surety compliance oversight to ensure the facility is prepared for all inspections.

(d) Coordinates the programming of student training with the 3rd CM BDE DETE, USACBRNS, ITRO Detachment, MSCoE, and external units as required.

(e) Coordinates the scheduling of personnel in direct support of training to include military instructors, medical support, and contract workers.

(f) Coordinates and executes revisions to SOPs and work instructions annually and as needed.

(g) Supervises the training technician and all associated duties, particularly maintenance and upkeep of the CDTF training database, and the CDTF archives. Provides to course managers the class rosters of all students who complete toxic agent training.

(h) Operates the Emergency Action Center during all exercises and real-world emergency situations that directly affect the CDTF.

(i) Oversees the updating of lesson plans in support of all POIs that require training at the CDTF.

- (j) Provides primary instructor duties for officer courses.
- (k) Plans for and manages the introduction of new equipment into toxic training.

(6) Training Support Division Functions.

(a) Operates the CDTF Surety Laboratory which includes the production and storage of chemical surety material (CSM); the receipt and storage of chemical agent standard analytical reference material (CASARMS); the production and distribution of dilute solutions for calibration of lab/air monitoring instrumentation; and analytical functions to support facility requirements as well as environmental compliance. Maintains accountability of all CSM and is responsible for CWC Treaty verification.

(b) Complies with the Lab and Air Monitoring Quality Control Plan; provides input to revisions and stands annual inspection from the Chemical Quality Assurance Team (CQAT).

(c) Provides non-emergency response to all incidents which can affect the operational status of the CDTF. Manages chemical accident incident response and assistance (CAIRA) responsibilities.

(d) Executes procurement actions; maintains accountability for supplies, equipment and training materials; manages calibrations.

(e) Manages the Drug and Alcohol Control Program.

(f) Coordinates all medical support requirements.

(7) Training Division Functions.

(a) Maintains accountability of all military personnel; manages, plans, and schedules instructor workload.

(b) Executes the toxic agent training (TAT) program; forecasts supply and equipment requirements for training; and maintains accountability of equipment.

(c) Provides quality control feedback on all training support and contractor functions directly related to training.

(d) Performs safety control and entry control functions during toxic training.

(e) Updates and coordinates approvals to lesson plan changes.

(f) Updates and coordinates approvals to SOPs and work instructions.

(g) Participates in the Chemical Personnel Reliability Program.

(8) Technical Support Division Functions.

(a) Ensures technical support is completed in the CDTF laboratory, laboratory, protective clothing and equipment (PC&E), supply, and medical areas.

(b) Ensures laboratory support is completed through the manufacture of nerve agents, accountability of binary components, standards, chemical surety material, and environmental monitoring in accordance with Army regulations, Army QA/QC programs, and international agreements with the Organization for the Prohibition of Chemical Weapons (OPCW).

(c) Conducts liaison with the DPW, Environmental Hygiene Agency, Missouri Department of Environment Management, and the Environmental Protection Agency (EPA).

(d) Supervises the certification of protective clothing and equipment used for toxic training including installation chemical accident/incident response and assistance (CAIRA) teams, allied nations, and national security agencies.

(e) Maintains control and accountability for training and operational supplies.

(f) Provides internal supervision of laboratory operations.

(g) Monitors laboratory supply requirements.

(h) Monitors hazardous waste management, hazard minimization, and hazard communications program.

(i) Coordinates with supporting contractors on lab maintenance and acquisitions.

13-13. 58th Transportation Battalion.

a. Mission.

Conducts and supports initial military training (IMT) in basic transportation skills to produce highly motivated, disciplined and physically fit, entry-level motor transport operators instilled with Army values and warrior ethos.

b. Functions.

(1) Mission command of TDA units.

(2) Trains and develops initial entry training (IET) Soldiers and cadre of the battalion.

(3) Provides all areas of support to the Soldiers and cadre of the battalion.

(4) Conducts a permanent party training program.

(5) Conducts administrative, logistical, and training operations in support of battalion and post missions.

(6) Sustains family support group readiness.

c. Commander.

a. Functions.

(1) Provides mission command, administration, and supervision of training conducted by subordinate units for all assigned and attached U.S. Army personnel; exercises operational control over and equipment for the Motor Transport Branch of the USMC.

(2) Responsible for ensuring all Soldiers meet or exceed Army standards and remain well disciplined and physically fit.

(3) Ensures that safety is foremost in both training and daily activities.

(4) Provides mission command and maintains proficiency in individual Soldier skills/common task training (CTT) for all assigned/attached personnel.

(5) Provides training liaison and service support to U.S. Army Reserve, Army National Guard, and other agencies as required.

d. Executive Officer.

a. Functions.

- (1) Serves as principle assistant to the Commander and represents the Commander when authorized.
- (2) Directs, supervises, and coordinates the work of the battalion staff.
- (3) Receives the Commander's decisions and ensures that they are carried out.
- (4) Responsible for the Command Supply Discipline Program (CSDP) of the battalion.
- (5) Responsible for the conduct and evaluation of the Command Inspection Program (CIP).
- (6) Develops and manages the battalion manpower program to include the battalion TDA units and the review and assessment of the battalion manpower utilization.

e. Battalion Command Sergeant Major.

a. Functions.

- (1) Serves as the principal enlisted advisor and assistant to the Battalion Commander.
- (2) Reviews the battalion policy on promotions, reductions, efficiency ratings, and other matters pertaining to enlisted personnel.
- (3) Assigns all NCOs within the battalion and monitors assignments of junior service members.
- (4) Uses NCO support channels to promote NCO professional development and other aspects of pride and esprit de corps of the Transportation Corps.

f. Chaplain.

a. Functions.

- (1) Conducts religious services and provides pastoral ministrations and counseling to military personnel and their dependents. Also provides installation religious support as required.
- (2) Provides religious instruction; arranges chaplain support activities, discussion periods, orientations, and religious retreats; and schedules religious services for personnel in the command.

g. S-1.

a. Functions.

- (1) Provides personnel, finance, administrative, postal, and legal support to the Commander, 58th Transportation Battalion, the subordinate commanders, and each Soldier assigned or attached to the command.
- (2) Prepares and processes correspondence, records, reports, orders, and legal actions within the command.
- (3) Supports regimental reviews and ceremonies.
- (4) Administers publication control within the battalion.
- (5) Operates a battalion distribution center.

- (6) Manages the battalion information program.
- (7) Manages duty rosters for installation staff duty officer and staff duty NCO.

h. S-2/3.

Functions.

- (1) Directs training, security, and operations in accordance with the Battalion Commander's guidance.
- (2) Coordinates the activities of the battalion staff relative to operations, training, intelligence, and installation support.
- (3) Evaluates training and implements the POIs through proper planning and coordination with the 3rd CM BDE and Transportation Schools.
- (4) Coordinates the battalion personnel security actions and serves as the battalion security manager, threat control officer, and OPSEC officer.
- (5) Maintains training schedules, training related correspondence, training directives, and training reports as well as maintaining training and fill statistics.
- (6) Coordinates, reviews, and approves temporary duty orders for personnel conducting training at Advanced Leaders Course (ALC), Senior Leaders Course (SLC), and other professional development schools.
- (7) Prepares implementing instructions and supervises the execution of contingency plans.
- (8) Coordinates permanent party training.
- (9) Coordinates mobilization requirements.
- (10) Plans and supervises parades or ceremonial functions.
- (11) Processes transportation requests.
- (12) Distributes, manages, and provides oversight on all brigade and post taskings.
- (13) Processes all Transportation Motor Pool (TMP) requests.
- (14) Supervises dining facility operations.

i. S-4.

a. Functions.

- (1) Furnishes services and logistical support to the 58th Transportation Battalion.
- (2) Supervises the requisition, issue, turn-in, and accounting for authorized property and supplies. Prepares, edits, and processes requisitions for supplies and equipment.
- (3) Processes and assigns control numbers to work order requests.
- (4) Maintains files of logistical correspondence and reference publications.
- (5) Oversees the equipment section of the TDA.

(6) Maintains expendable and durable document registers and logistical operating and supply transaction files.

(7) Ensures unit inventories are conducted accurately and shortages are reported in accordance with AR 735-5.

(8) Establishes and reviews operational loads of supply for the battalion.

(9) Picks up and issues expendable supplies from the installation service support activities and provides unit distribution as required.

(10) Develops the battalion's operating budget for IMPAC/GSA funds and expenditures for furnishings and equipment.

(11) Processes all RS's initiated by the battalion.

(12) Supervises, coordinates, and monitors the battalion self-help program.

(13) Supervises and monitors the battalion Command Supply Discipline Program (CSDP).

j. Motor Transport Operators Course.

a. Functions.

(1) Compiles and maintains service school training reports, class standing reports, and other recurring and special academic reports.

(2) Represents the proponent and the motor transport operator Soldier at all levels for system development, testing, and fielding.

(3) Ensures integration of doctrine, training, organizational concepts, and material requirements (logistics, training, leader development, Soldier issues).

(4) Provides the proponent school with information on analysis implementation, and design of the program of instruction (POI); executes the POI with an instructor pool.

(5) Provides the proponent school with training support packets.

(6) Provides information for ATTRS and SMDR.

(7) Formulates the equipment and personnel section of the TDA for the Motor Transport Operator Course.

k. Truckmaster.

a. Functions.

(1) Plans, coordinates, and monitors the battalion safety program.

(2) Maintains logistical records for all vehicles, dispatching and tracking vehicles, and key control for all vehicles.

I. Maintenance.

a. Functions.

- (1) Ensures compliance with the DA maintenance standard based on TM 10 and 20 series Preventive Maintenance Checks and Services (PMCS).
- (2) Performs all organizational level maintenance on 529 pieces of equipment.
- (3) Monitors the battalion HAZMAT program,.
- (4) Coordinates and executes wrecker support for several elements on post.
- (5) Operates a bulk and package CL III point.
- (6) Orders, maintains, issues, and replaces CL IX repair parts.
- (7) Complies with The Army Maintenance Management System (TAMMS), DA Pam 738-750.

m. Headquarters and Headquarters Company (HHC).

a. Functions.

- (1) Executes mission command and coordinates administrative and logistical support to assigned personnel.
- (2) Schedules and performs training and professional development for assigned/attached permanent party personnel.
- (3) Focuses on unit discipline, unit morale support activities, and quality of life support programs (barracks maintenance and health welfare).
- (4) Controls and regulates promotions for ranks private to specialist, leaves, passes, meal cards, and requests for separate rations.
- (5) Implements programs that inform, direct, and regulate activities in areas of physical readiness, drug and alcohol abuse, EO, dependent care, and reenlistment.
- (6) Conducts appropriate disciplinary actions.

n. Training Companies.

a. Functions.

- (1) Provide for quality of life support for cadre, students, and their families.
- (2) Provide operation and scheduling support.
- (3) Provide administrative and logistical support.
- (4) Provide for training, discipline, and Soldierization of trainees.
- (5) Schedule and perform training and professional development for assigned/attached permanent party personnel.
- (6) Process and maintain all resident student academic records and files.

13-14. 2nd Battalion, 10th Infantry Regiment

a. Mission.

2nd Battalion, 10th Infantry Regiment continually conducts basic combat training on Fort Leonard Wood, MO to develop Soldiers who are capable of contributing to their first unit of assignment immediately upon arrival.

b. Functions.

- (1) Conduct Soldierization.
- (2) Train Soldiers on all combat skills.
- (3) Train and develop permanent party and cadre.
- (4) Conduct support operations.
- (5) Care for Soldiers and their families.

c. Structure.

Provide the necessary training in warrior tasks and battle drills, basic combat training, warrior ethos, and the Army values during the Soldierization process.

d. Companies.

(1) Mission.

Produce disciplined, motivated, and physically fit Soldiers trained to basic combat training standards.

(2). Functions.

- (a) Conduct Soldierization.
- (b) Train Soldiers on at combat skills.
- (c) Train and develop permanent party personnel and cadre.
- (d) Conduct support operations.
- (e) Care for Soldiers and their families.

13-15: 3rd Battalion, 10th Infantry Regiment.

a. Mission.

3rd Battalion, 10th Infantry Regiment continually conducts basic combat training on Fort Leonard Wood, MO to develop Soldiers who are capable of contributing to their first unit of assignment immediately upon arrival.

b. Functions.

- (1) Conduct Soldierization.
- (2) Train Soldiers on at combat skills.

- (3) Train and develop permanent party and cadre.
- (4) Conduct support operations.
- (5) Care for Soldiers and their families.

c. Structure.

Provide the necessary training in warrior tasks and battle drills, basic combat training, warrior ethos, and the Army values during the Soldierization process.

d. Companies.

- (1) Mission.

Produce disciplined, motivated, and physically fit Soldiers trained to basic combat training standards.

(2). Functions.

- (a) Conduct Soldierization.
- (b) Train Soldiers on at combat skills.
- (c) Train and develop permanent party and cadre.
- (d) Conduct support operations.
- (e) Care for Soldiers and their families.

13-16. 1st Battalion, 48th Infantry Regiment.

(1) Mission.

1st Battalion, 48th Infantry Regiment executes Basic Combat Training where leaders transform civilian volunteers into adaptable, physically prepared Soldiers trained in core military skills capable of contributing as effective team members.

(2) Functions.

- (1) Conduct Battle-Focused Training (TM - CO) IAW Current Army Doctrine.
- (2) Integrate New Soldiers / Units (BN - CORPS) Into the Force (Echo Company Model Mission).
- (3) Execute The Operations Process (BN - CORPS).
- (4) Execute Tactical Operations (BN - CORPS).
- (5) Execute Command Programs.
- (6) Conduct Risk Management.

c. Structure.

Provide the necessary training in warrior tasks and battle drills, basic combat training, warrior ethos, and the Army values during the Soldierization process.

d. Companies.

(1) Mission.

Execute Basic Combat Training where leaders transform civilian volunteers into adaptable, physically prepared Soldiers trained in core initial military skills and capable of contributing as effective team members.

(2). Functions.

(a) Conduct Battle-Focused Training (TM - CO) IAW Current Army Doctrine

(b) Integrate New Soldiers / Units (BN - CORPS) Into the Force (Echo Company Model Mission)

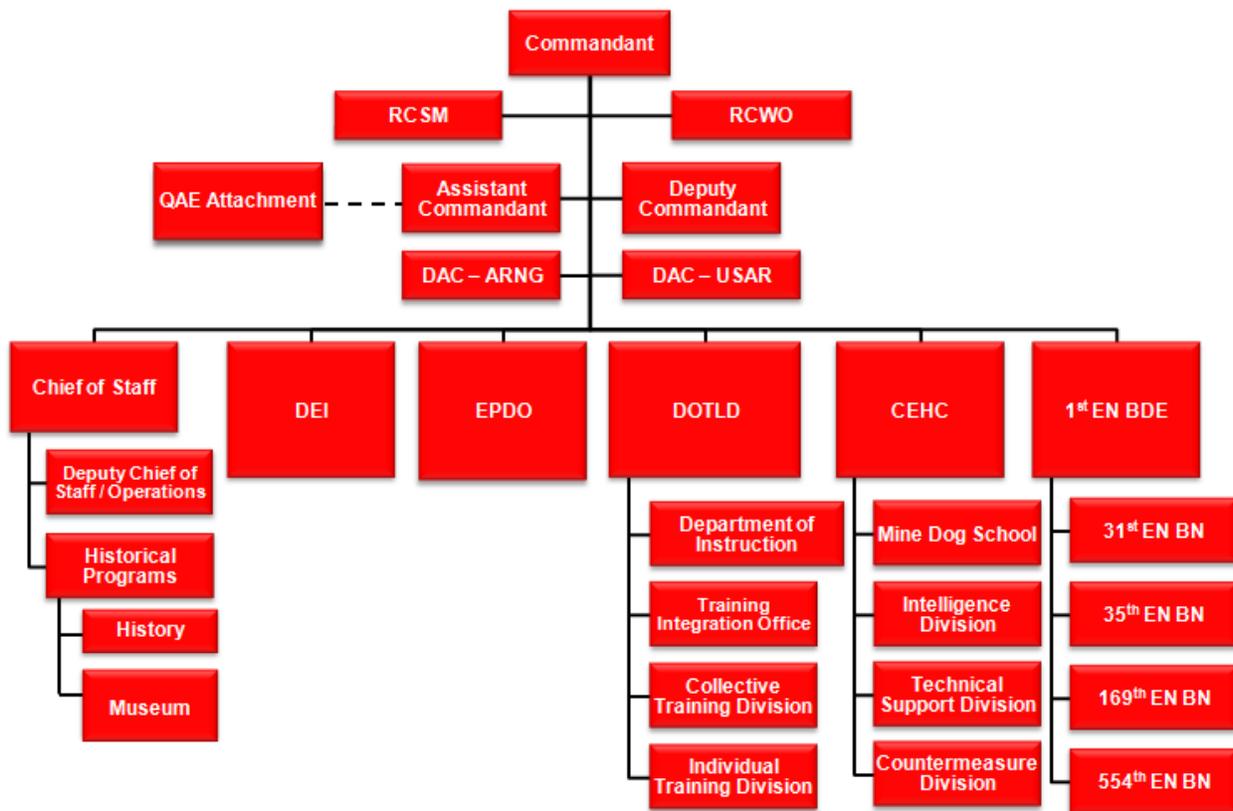
(c) Execute The Operations Process

(d) Execute Tactical Operations

(e) Execute Command Programs

(f) Conduct Risk Management

Chapter 14
United States Army Engineer School (USAES)



14-1. Mission

Generate the military engineer capabilities the Army need: training and certifying Soldiers with the right knowledge, skills, and critical thinking; growing and educating professional leaders; organizing and equipping units; establishing a doctrinal framework for employing capabilities; and remaining an adaptive institution in order to provide Commanders with the freedom of action they need to successfully execute Unified Land Operations.

14-2. Commandant

a. Functions.

- (1) Represents the Engineer proponent at high level functions.
- (2) Directs the operation of the school.
- (3) Exercises command and general supervision over all elements assigned or attached to the school.
- (4) Exercises responsibilities under AR 5-22 and AR 600-3 as branch and personnel proponent to ensure the relevance of the Engineer Regiment.
- (5) Develops and documents the concepts, doctrine, tactics, and techniques for Engineer operations throughout the spectrum of conflict.
- (6) Documents organizational designs and materiel requirements to support Force 2025.

(7) Analyzes, designs, develops, implements, and evaluates training programs and training support requirements in accordance with TRADOC plans and programs and the Combined Arms Training Strategy (CATS).

(8) Provides SME support to the MSCoE G-3 for training development.

14-3. Assistant Commandant

a. Functions.

(1) Assists the Commandant and acts in the absence of the Commandant on matters relating to the USAES.

(2) Serves as the senior technical adviser on Engineer concepts, force structure, and materiel.

(3) Exercises responsibility for USAES liaison, manpower, and management programs.

(4) Formulates policies, plans, and recommendations for administration of USAES.

(5) Manages USAES internal controls.

(6) Conducts special studies and projects assigned by the Assistant Commandant.

(7) Serves as voting member of MSCoE Council of Colonels.

(8) Principal liaison with Military Police and CBRN schools.

14-4. Deputy Commandant

a. Functions.

(1) Acts as personal representative for the Commandant and represents the entire USAES Chain of Command in a variety of forums.

(2) Serves as continuity and strategic planner for USAES, providing recommendations to the Commandant and working collaboratively with subordinate commanders and directors.

(3) Serves as principal link to the Director of the Capability Development and Integration Directorate and works directly with USAES units and directorates as they oversee and integrate capability areas.

(4) Directly oversees the USAES budget and USAES program analyst and sets priorities for USAES business case proposals.

(5) Directly oversees DEI and coordinates with USAES directorates and the Chief of Staff to ensure effective coordination of future force development and management issues that affect USAES.

(6) Serves as primary liaison with the Office of the Chief of Engineers – Pentagon (OCE-P), FORSCOM Engineer, G8 Mobility Branch, G3 Organizational Integrators, G1 Engineers, numerous Product Managers, Army Capabilities Integration Center (ARCIC), HRC, COCOMs and ASCCs, and HQ USACE.

(7) Coordinates and synchronizes all USAES Science and Technology activities.

(8) Monitors anti-personnel landmine alternative (APLA) developments and controls APLA officer.

14-5. Deputy Assistant Commandant – U.S. Army Reserve

a. Functions.

(1) Serves as the senior U.S. Army Reserve (USAR) advisor to the Commandant, Assistant Commandant, and school staff.

(2) Participates in the development of policies, plans, and programs influencing USAR matters in support of the total force integration process.

(3) Coordinates review of Engineer training and doctrine materials for USAR applicability.

(4) Conducts liaison and field visits and provides appropriate Engineer Corps – related briefings to active component (AC) and USAR units and headquarters.

(5) Maintains liaison between USAES and TRADOC; Combined Arms Command (CAC); Office of the Chief, Army Reserves (OCAR); U.S. Army Reserve Personnel Command (AR-PERSCOM); United States Army Reserve Center (USARC); FORSCOM; and USAR units. Represents USAES at meetings, conferences, workshops, and USAR unit visits.

(6) Advises AC Engineer Corps officers separating from active duty about USAR programs and requirements.

(7) Provides instruction on the roles and missions of the USAR to classes conducted at the USAES to include: PCC, BOLC, and CCC.

(8) Advises USAR students attending training. Monitors the academic progress of USAR students and provides counseling as required to all USAR officer and senior enlisted personnel.

(9) Participates in the development of policies, plans, and programs influencing USAR matters.

14-6. Deputy Assistant Commandant – Army National Guard

a. Functions.

(1) Serves as the senior Army National Guard (ARNG) advisor to the Commandant, Assistant Commandant, and school staff.

(2) Participates in the development of policies, plans, and programs influencing ARNG matters in support of the total force integration process.

(3) Coordinates review of Engineer training and doctrine materials for ARNG applicability.

(4) Conducts liaison and field visits and provides appropriate Engineer Corps – related briefings to active component (AC) and ARNG units and headquarters.

(5) Maintains liaison between USAES and TRADOC; Combined Arms Command (CAC); Office of the Chief, Army Reserves (OCAR); U.S. Army Reserve Personnel Command (AR-PERSCOM); National Guard Bureau (NGB); FORSCOM; and ARNG units. Represents USAES at meetings, conferences, workshops, and ARNG unit visits.

(6) Advises AC Engineer Corps officers separating from active duty about ARNG programs and requirements.

(7) Provides instruction on the roles and missions of the ARNG to classes conducted at the USAES to include: PCC, BOLC, and CCC.

(8) Serves as the subject matter expert on Defense Support to Civil Authorities, to include Consequence Management and Homeland Response Force.

14-7. Chief of Staff

a. Functions.

(1) Acts as executive officer for the Commandant, writing articles, reports, briefings, and preparing the Commandant for specific activities.

(2) Provides taskings to USAES staff and 1st Engineer Brigade.

(3) Acts as operations officer for the school.

(4) Monitors USAES resources and works in coordination with DRM to manage resources.

(5) Responsible for the strategic planning process within the school.

(6) Coordinates the USAES administrative functions and advises USAES on personnel, administrative, and policy matters.

(7) Serves as proponent for all USAES taskings.

(8) Coordinates, reviews, and dispatches outgoing correspondence.

(9) Receives, routes, and distributes incoming official correspondence/E-mail messages, assigns suspense dates, and maintains suspense files.

(10) Serves as USAES interface with MSCoE staff agencies.

(11) Serves as Regimental Adjutant advising the Assistant Commandant on all officer personnel matters.

(12) Serves as primary liaison between the FLW Secretary of the General Staff Protocol Office and the USAES for all visitors both foreign and domestic.

14-8. Regimental Chief Warrant Officer

a. Functions.

(1) Serves as Engineer Regimental Chief Warrant Officer.

(2) Serves as the principle warrant officer adviser to the Commandant on all matters pertaining to the Regiment's warrant officers, to include assignments and the Warrant Officer Education System.

(3) Assesses the status of the Engineer warrant officers to include state of training, professional development, morale, recruitment, retention and any other areas impacting readiness.

(4) Serves as the Engineer Regiment's representative on all warrant officer issues within the Department of the Army and serves as a member of the Senior Warrant Officer Advisory Committee (SWOAC).

(5) Manages the assignment of senior warrant officer positions throughout the regiment and manages all senior Engineer warrant officer assignments in USAES.

(6) Provides advice, counsel, and mentoring to all Engineer warrant officers and their commanders.

(7) Promotes warrant officer professional development, esprit de corps and morale throughout the Regiment and represents the Commandant as proponent, Army-wide.

14-9. Regimental Command Sergeant Major

a. Functions.

(1) Serves as Engineer Regimental Command Sergeant Major.

(2) Serves as the primary advisor to the Commandant on all enlisted matters, to include assignments, awards, Uniform Code of Military Justice, initial entry training, and Noncommissioned Officers Education System.

(3) Co-chairs or serves as a member on boards, councils, and committees involving enlisted personnel.

(4) Authors the proponent guidance to the Department of the Army, senior enlisted assignments in USAES.

(5) Assigns all senior NCOs and maintains over watch of junior enlisted assignments in USAES.

(6) Provides guidance and counsel to all personnel in USAES.

(7) Promotes NCO professional development, esprit de corps, and morale throughout the Regiment and represents the Commandant as proponent, Army-wide.

14-10. Directorate of Environmental Integration

a. Mission.

Represents USAES as the Army's proponent for the development and integration of environmental considerations into and across DOTMLPF.

b. Director Functions.

(1) Serves to develop an integrated approach to environmental doctrine development, leader development, organizational design, materiel development and military/civilian environmental training in support of transformation objectives and the four environmental pillars of compliance, prevention, restoration, and conservation.

(2) Provides leadership and guidance on:

(a) Incorporation of environmental considerations and lessons learned into all appropriate Army and Joint doctrinal publications and references.

(b) Training of military and civilian personnel to perform environmental tasks in support of job performance.

(c) Development of military and civilian leaders who understand their environmental responsibilities and incorporation of environmental considerations in operational planning and decision-making.

(d) Design of organizations with an optimal level of environmental expertise and skills to support operational requirements and comply with applicable laws and regulations.

(e) Incorporation of pollution prevention initiatives into the requirements determination and development process to maximize efficiency and minimize pollution throughout a system's life.

(f) Instilling an environmental ethic and situational awareness in Soldiers and civilians that supports the Army environmental vision and enhances quality of life and community relations.

14-11. Director of Historical Programs

a. Functions.

(1) Responsible for all historical matters relating to the Engineer School.

(2) Provides management and supervision to the Engineer School History Office and the Engineer Museum.

(3) Coordinates all historical matters involving the Engineer School, both internally with School organizations and externally with higher headquarters and the U.S. Army Center of Military History.

(4) Represents the Engineer School at meetings of the Fort Leonard Wood Historical Board when the Assistant Commandant or Chief of Staff cannot attend.

b. History.

(1) Serves as the proponent for historical activities of the Engineer Branch and acts as the point of reference for the history of the branch.

(2) Advises the Commandant on Army and TRADOC historical program responsibilities and represents the Commandant on matters relating to military history.

(3) Prepares periodic documented histories of the Engineer Branch dealing with significant mission-related activities. Develops and administers the historical source document collection, including significant, unique and rare print and non-print material, as the corporate memory of the Branch.

(4) Serves as a consultant and adviser for inclusion of military history into the curricula.

c. Museum.

(1) Fosters an appreciation for the history and tradition of the Corps of Engineers, Fort Leonard Wood, and the U.S. Army.

(2) Collects, preserves, documents, exhibits, and interprets objects of historical interest which pertain to the history of the U.S. Army Engineers, 1775-present.

(3) Develops and conducts historical education and training programs for IET Soldiers, students, and permanent party military personnel. The programs serve as a medium for the promotion of the study and appreciation of the history, tradition, and developments of Army Engineering.

14-12. Directorate of Training and Leader Development (DOTLD)

a. Mission.

To execute leader training and develop doctrine, training, and training products for the Engineer Regiment and the Army in order to train and educate Engineer Soldiers and leaders who will provide full spectrum Engineering capabilities.

b. Director Functions.

- (1) Serves as the senior technical advisor on Engineer, training, and leader development.
- (2) Serves as the course director for Engineer officer courses.
- (3) Serves as focal point within USAES for Engineer/joint doctrine development.
- (4) Serves as integrator for Engineer training development.
- (5) Monitors the progress of workload accomplishment as outlined in the ADTLP and directs corrective action or recommends required adjustments to the Commandant.
- (6) Manages DOTLD budget, personnel and manpower management.

c. Training Integration Office (TIO) Functions.

- (1) Integrate training, leader development, and doctrine across TRADOC, the Engineer Regiment, the Army, and the Joint Engineer community.
- (2) Provide a common basis of visions, standards, and solutions.
- (3) Assess existing and future concepts for relevancy to the Engineer Regiment as they relate to Engineer roles and missions, and leader education and development.
- (4) Develop relevant concepts and plans.
- (5) Serve as the principle advisor to the Director of Training and Leader Development for analysis, design, and development of Engineer training.
- (6) Facilitate communication and joint endeavors between the DOTLD, CDID, MSCoE G-3, DA, FORSCOM, First Army, NGB and the Joint Engineer community.
- (7) Provide coordination and support for deploying and deployed unit training.
- (8) Exercise tasking authority over DOTLD and monitor activity status.
- (9) Serve as special projects officer for the technical director and DOTLD.
- (10) Provide DOTLD Operations Support (Personnel, Budget, and Acquisition).

d. Individual Training Division (ITD) Functions.

- (1) Provides analysis, design, and development of technically and doctrinally correct institutional training courseware and individual training products for resident, non-resident, and self-development training for Engineers.
- (2) Responsible for defining and developing individual training requirements and products for Combat, general, and Geospatial Engineering in coordination with all DOTMLPF domains.
- (3) Facilitates communications with external training institutions, i.e. DOD and other services, etc. to provide or implement multi-service training.

e. Collective Training Division (CTD) Functions.

(1) Develops and provides collective training products, unit combined arms training strategies (CATS) and tasks/training support packages for the Engineer Regiment, Department of the Army, and Joint Forces.

(2) Serve as the principal advisor to the Director of Training and Leader Development for analysis, design, and development of Engineer collective training products.

(3) Responsible for maintaining current and relevant IED-D collective tasks/training support packages (TSP).

(4) Develops and maintains unit critical task lists for the Modular Engineer Force.

(5) Responsible for the analysis and design of FSO-METL for all Engineer Brigades and above.

(6) Responsible for ensuring that all collective task training products are posted on CALL, Engineer Portal, and AKO for easy reference.

(7) Ensures all collective lessons learned are integrated into all training products/

(8) Responsible for designing and maintaining Engineer STRAC tables.

f. Department of Instruction (DOI) Functions.

(1) Plans and organizes work, sets department priorities in conjunction with DOTLD priorities. Serves as principal advisor to the Director of Training and Leader Development for Engineer officer and warrant officer professional development courses.

(2) Supports assigned training analysis, design and development activities in support of both active and reserve components.

(3) Produces courseware and other training products with Officer Training Development Division.

(4) Provide courseware and other training products in support of individual and collective training.

(5) Provides instruction in Engineering subjects for all Engineer officer and warrant officer courses.

(6) Delivers instructions for PCC, ECCC, WOAC, and WOBC officer professional development courses. Provides input into the Army Instructional Management System (AIMS) and coordinates with DPTMS, G3/5/7, G6 and G8 on scheduling issues. Structure Manning Decision Review (SMDR), and Training Resources Arbitration Panel (TRAP).

(7) Course Managers for EN PCC, ECCC, WOBC and WOAC, evaluates students, documents completion of course graduation requirements and recommends student status reviews for continuation or elimination from courses as applicable.

(8) Provides input to DPTMS on course resource requirements, and course start dates to include proposing Army Training Requirements and Resources System (ATRRS) input.

(9) Coordinates Training Resources Arbitration Panel (TRAP) actions with TRADOC and installation activities.

(10) Schedules and manages USAES controlled classrooms in Lincoln Hall.

(11) Provides subject matter expertise (SME) to support doctrinal and training product development. Works with CDID, G3/5/7, EPDO, and TRADOC Capabilities Manager – Maneuver

Support (TCM/MS) in developing and revising Engineer training and doctrine products and other support materials.

(12) Provides support to mobile training teams (MTT) when directed.

(13) Provides support to mobile training teams as needed and/or requested.

(14) Serves as that COR government point of contact for officer education, to include instruction and training development for studies, and training products performed by contract.

(15) Host Missouri Science and Technology cooperative graduate degree office. Synchronize Officer Professional Military Education (PME) development courses offered by Joint services, and USACE.

(16) Coordinates with DAC – RC/NGB for the alignment and use of individual mobilization augmentee (IMA) instructors, and reserve activation for operational support.

(17) Coordinates Integrated Training Environment (ITE) concepts; Live, Virtual, Constructive and Gaming (LVC&G) games and simulations strategy, developed for officer instruction.

(18) Develop lesson plan materials that utilize Military Gaming Tool Kit.

(19) Test and evaluate new games and simulations software application tools with government software teams.

(20) Apply Learning Management system (LMS) and Blackboard (Bb) tools to support blended learning, testing, electronic grading, and grade books.

g. Quality Assurance Element (QAE).

(1) Conducts selected internal and external evaluations to determine the competency and utilization of graduates and the adequacy of training support materials.

(2) Performs external evaluations to determine the adequacy of doctrine, tactics and techniques, the capability of graduates and the sufficiency of training materials to support unit missions.

(3) Provides quality assurance of proponent training, training products, and training development procedures.

(4) Focuses internally on the quality of training, ensuring that doctrine is current and reflects field input.

(5) Ensures currency and appropriateness of training programs and materials to produce quality graduates and training materials necessary for unit combat readiness.

(6) Evaluates the effectiveness of courses of instruction for which the school has proponentcy.

(7) Participates as a member of NCOA accreditation team.

(8) Establishes methodology to exploit information networks and feedback sources; analyzes data obtained and provides processed information to the proponent directorate.

(9) Provides recommendations for adjusting institutional training and doctrine and recommends alternative course of action based on an analysis of operational unit input.

(10) Conducts certification of The Army Schools System (TASS) programs.

(11) Responsible for TASS accreditation and certification.

(12) Makes final decision concerning certification of instructors assigned to Total Army School System (TASS) battalions.

(13) Makes staff visits to TASS battalions as required.

(14) Develops student/trainee trend data through statistical analysis and maintains data bases from which potential problem areas can be isolated, identified, and referred to the proper officials for resolution.

14-13. Engineer Personnel Development Office (EPDO)

a. Mission.

Advises and assists the USAES Commandant and Assistant Commandant in establishing military personnel management policies which produce technical and tactical Engineer Soldiers and civilians for the total force using the eight life cycle management functions. Establishes personnel management policies through military occupational classification structure (MOCS) proposals.

b. Chief.

(1) Directs, coordinates, and supervises the Engineer Personnel Proponency Office activities.

(2) Develops internal and external controls, policies, and procedures which are used to ensure the competency and efficiency of the office.

(3) Manages the interface effort of the proponent with the programs of other directorates, activities of the USAES, and DA.

(4) Coordinates the Engineer personnel functional assignments and Engineer functional reviews presented to the Deputy Chief of Staff for Personnel (DCSPER).

c. Enlisted Career Managers.

(1) Supports quarterly career management field (CMF) laydowns presented to PERSCOM.

(2) Reviews and provides updates to AR 611-1, Military Occupational Classification Structure Development and Implementation.

(3) Reviews and provides updates to DA PAM 600-25, Noncommissioned Officers Professional Development Guide.

(4) Manages the Itschner and Sturgis awards programs.

(5) Evaluates continuation, reenlistment, and retention rates of military career fields and recommends changes to stabilize or improve retention.

d. Officer Coordinator.

(1) Coordinates all ROTC branch recruiting actions. Conducts Engineer Regiment briefings at ROTC advanced camps and ROTC universities. Coordinates with Cadet Command, ROTC departments, and individual cadets to ensure branch information is current and readily available to instructors and cadets.

(2) Evaluates force structure to ensure a balanced mix of quality officers throughout the force.

(3) Validates Army Education Requirements System (AERS) positions.

(4) Develops goals for functional area and joint assignment qualifications for Engineer officers.

(5) Reviews and provides the updates to DA PAM 600-3, Commissioned Officer Professional Development and Career Management, and AR 611-1, Military Occupational Classification Structure Development and Implementation. Develops Engineer officer development, branch qualification and career management guidelines.

(6) Analyzes ROTC, United States Military Academy (USMA), and OCS accessions. Formulates and coordinates implementation of strategies to increase the quality of accessed Engineer officers.

(7) Reviews separation policies and recommends changes based on Engineer Branch content.

(8) Manages the Corps of Engineers Regimental activities in accordance with AR 600-82, the U.S. Army Regimental System.

(9) Manages the U.S. Army Engineer School (USAES) Personnel Exchange Program (PEP).

e. Warrant Officer Coordinator.

(1) Evaluates force structure to ensure authorizations for warrant officers meet the needs of the force through analysis of The Army Authorization Documents System (TADDs), TOEs and TDAs for Engineer warrant officer MOSs.

(2) Develops/updates/maintains standards of grade criteria for MOSs 210A and 215D in accordance with AR 611-1.

(3) Recommends, evaluates, and updates policies that affect warrant officers.

(4) Reviews WO position coding and conducts periodic WO position "scrubs."

(5) Creates MOCs proposals for submission on support of FDUs and other changes in structure affecting Engineer warrant officer MOSs.

(6) Monitors warrant officer inventory and assignments.

(7) Updates DA PAM 611-21 and DA PAM 600-3.

(8) Reviews/certifies Active Army, Army National Guard and Army Reserve accession packets for Soldiers applying for MOSs 210A and 215D.

14-14. Counter Explosives and Hazards Center (CEHC)

a. Mission.

Serve as the Army integrator and Center of Excellence for all explosive hazard countermeasures in order to support assured mobility and protect the force during full spectrum military operations.

b. Functions.

(1) Identify the threat.

(2) Determine vulnerabilities.

(3) Identify and develop solutions through concepts, technology and training.

(4) Doctrine, organization, training material, leadership and education, personnel, and facilities (DOTMLPF) integration of solutions.

(5) Disseminate countermeasures.

(6) Evaluate effectiveness.

(7) Institutionalize solution sets.

c. Operations and Training Management Division Mission.

Provides S-1 and S-3 operations for the CEHC. Coordinates with deploying units to define training requirements and needs, develops training schedules for resident or mobile training events, and coordinates funding, travel, transportation, training areas and classrooms. Provides unit training support on commercial off the shelf (COTS) equipment, countermeasures, and accelerated fielded equipment to active and reserve component individuals and units, government civilians, contractors, other services, and allied forces. Adjusts training based on the integration of new COTS equipment, TTPs, or theater-specific mission profiles and provides advice and input to training aids development, transfer of contingency training into programs of instruction, development of handbooks and training materials, etc.

d. Material Integration Division Mission.

The Material Integration Division presents or represents user requirements for material solutions during contingency operations; participates in the assessment, evaluation, and testing of contingency equipment; articulates the merits of assessed systems to program administrators and resourcing activities; prepares DOTMLPF assessments and planning necessary to integrate contingency material; prepares or assists in the development of fielding plans, concept of operations (CONOPS) and TTPs, and new equipment training; coordinates with combat developers to facilitate the migration of immediate solutions into permanent capabilities.

e. Countermeasures Division Mission.

Perform continual gap analysis and identify operational needs in order to develop and implement counters to recent and emerging mine and explosive hazard threats through the fusion of intellectual skills and material solutions; provide assistance to units or training centers in developing counter explosive training, evaluating or preparing unit readiness, and support the integration of new skills or equipment capabilities; develop, coordinate or mature counter explosive doctrine, policies and procedures, and techniques; provide subject matter expertise and quality assurance of counter explosive hazard training.

f. Intelligence and Fusion Division Mission.

The Intelligence and Fusion Division monitors enemy explosive devices, their design, technology, manufacturing, arms transfer, material components, TTPs for employment, enemy training, international cooperation or relationships, and the migration of trends around the globe to quantify their capability and identify potential weaknesses for exploitation. Maintains a geospatial database of known or suspected locations of explosive hazards and devices, minefields and improvised explosive device (IED) incidents and coordinates with the U.S. and international intelligence community for the latest intelligence reports and assessments to develop, maintain, and/or publish reports, statistical analysis, lessons learned, or other documentation involving enemy explosive devices. Performs analysis of lessons learned, after action reviews and observations for capability gaps and countermeasure effectiveness then disseminates relevant information and integrates the information throughout CEHC divisions.

g. Engineer Dog Program Management.

(1) Mission.

Responsible for subject matter expertise and DOTMLPF integration development, coordination, and oversight of the U.S. Army Engineer Detection Dog program.

(2) Functions.

(a) Conducts assessments of new training techniques or other agency dog programs critical to planning and implementing new techniques and procedures on military detection dog operations.

(b) Researches, collects and compiles explosive detection programs, and operations data.

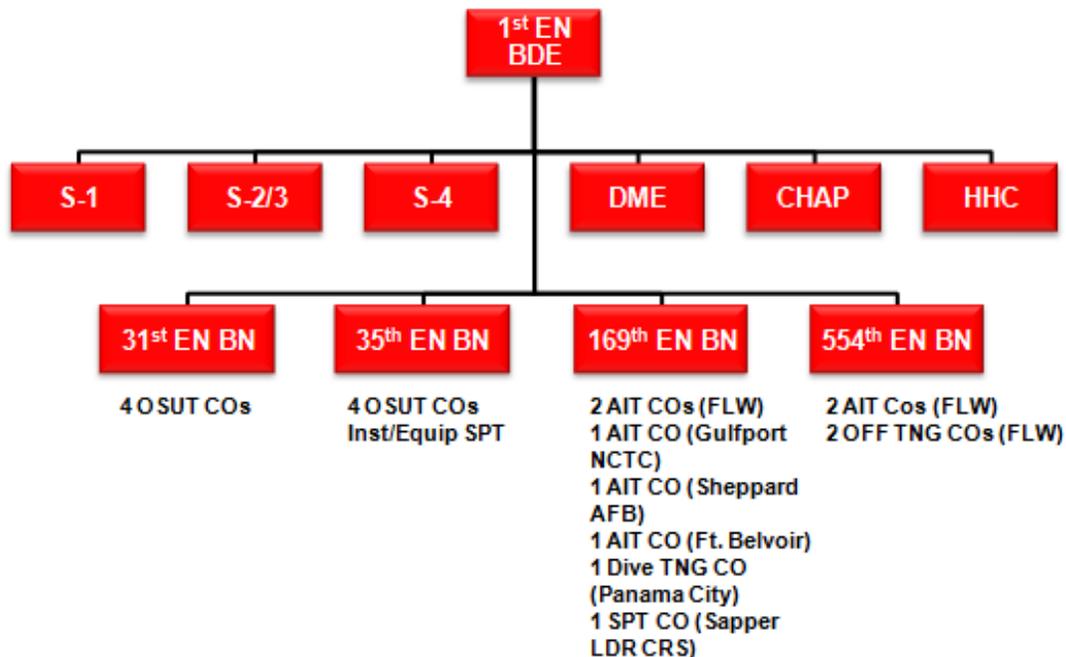
(c) Establishes the explosive detection dog training standards and sustainment criteria for the Army and evaluates training and unit proficiency for compliance with published standards.

(d) Supervises integration of specialized search and mine detection dogs for detection of explosive hazards during military search, area clearance, and route clearance operations by U.S. military units.

(e) Provides direction and guidance in areas of the military detection dog training and utilization to include allied nations, other services, TRADOC, other MACOMs, research laboratories, commercial trainers and intelligence agencies.

(f) Coordinates with the appropriate agencies for the development and institutionalized training, development of doctrine and published field manuals, force designers, combat and materiel developers, personnel management offices, MACOMs, field units, and mission readiness centers.

14-15. 1st Engineer Brigade



a. Mission.

The 1st Engineer Brigade trains values-based and combat ready Soldiers, Sailors, Airmen, Marines, leaders, and units for war. On order, support reserve component units, write doctrine and develop training concepts to support operations on all future battlefields. Prepare to support contingencies, mobilizations, disaster plans, and provide subject matter experts worldwide.

b. Mission Essential Task List (METL).

- (1) Produce combat-ready Engineer/Ordnance Soldiers and leaders (and train Sailors, Airmen, and Marines).
- (2) Support, resource, and develop training.
- (3) Train and develop permanent party.
- (4) Care for permanent party and their families.
- (5) Support MSCoE, FLW, surrounding communities and the Engineer School.

c. Functions.

- (1) Provides mission command, administration, and supervision of training conducted by subordinate units for all assigned and attached U.S. Army personnel. Exercises operational control over, and provides training to, assigned and attached personnel of other services and agencies.
- (2) Provides mission command and maintains proficiency in individual Soldier skills/warrior tasks and battle drills (WT&BD) for all assigned/attached personnel holding Engineer military occupational specialties. Provides technical training for members of the other U.S. Armed Forces and designated representatives of federal agencies and allied soldiers.

(3) Provides training liaison and service support to U.S. Army Reserve, Army National Guard, and other agencies as required.

(4) Provides Engineer construction equipment and operator support for various directed tasks and projects.

(5) Conducts staff supervision of subordinate elements in matters of personnel, security, training, logistics and military justice.

d. Department of Military Engineering Functions.

(1) Conducts the Combat Engineer MOS 12B one-station unit training (OSUT) and 12C OSUT.

(2) Conducts the construction Engineering military occupational skills (MOS 12K, 12L, 12M, 12R, 12S, 12T, 12U, 12W, and 91 B).

(3) Advises Brigade Commander on quality and conduct of training of initial entry Soldiers in mine and countermine warfare, demolitions, camouflage, survivability, reconnaissance and field fortifications, standard and non-standard fixed bridging, rafting, float bridging equipment, combat Engineer tracked vehicle training (armored combat earthmover [ACE], armored vehicle launched bridge [AVLB], road/airfield design and construction, airfield damage and repair, soils, geology, drainage, asphalt production, paving operations, quarry and crushing operations, construction equipment operations, and electrical.

14-16. 35th Engineer Battalion (OSUT)

a. Mission.

The 35th Engineer Battalion (OSUT) transforms volunteers into American Soldiers, instilled with the warrior ethos, through rigorous and relevant training in basic combat and Engineer skills, producing disciplined and MOS qualified 12B Combat Engineers and 12C Bridge Crewmembers who are prepared for combat.

b. Mission Essential Task List (METL).

(1) Train and develop Soldiers in Basic Combat Training (BCT).

(2) Train and develop Soldier in Advanced Individual Training (AIT).

(3) Execute training management.

(4) Execute the Systems Approach to Training (SAT).

(5) Support our Soldiers, families, and community.

c. Combat Engineer Division Functions.

(1) Trains Initial Entry Training (IET) Engineer Soldiers in combat Engineer and bridging Engineer skills.

(2) Facilitates training with instructors, classroom instruction, and ranges.

d. 35TH Engineer Battalion Training Companies Functions.

(1) Executes phases I-V of 12B/12C OSUT.

(2) Plans, documents and coordinates all training.

- (3) Trains and develops permanent party personnel.
- (4) Conducts administrative and logistical operations.
- (5) Supports the Soldiers, families and community.

14-17. 31st Engineer Battalion (OSUT)

a. Mission.

The 31st Engineer Battalion (OSUT) transforms volunteers into American Soldiers, instilled with the warrior ethos, through rigorous and relevant training in basic combat and Engineer skills, producing disciplined and MOS qualified 12B Combat Engineers and 12C Bridge Crewmembers who are prepared to immediately contribute to their units.

b. Mission Essential Task List (METL).

- (1) Train and develop Soldiers throughout all OSUT phases.
- (2) Plan document and coordinate training.
- (3) Conduct administrative and logistical support.
- (4) Sustain permanent party readiness.
- (5) Support our Soldiers, families, and community.

c. 31st Engineer Battalion Training Companies Functions.

- (1) Executes phases I-V of 12B/12C OSUT.
- (2) Plans, documents and coordinates all training.
- (3) Trains and develops permanent party personnel.
- (4) Conducts administrative and logistical operations.
- (5) Supports the Soldiers, families and community.

14-18. 169th Engineer Battalion

a. Mission.

The 169th Engineer Battalion continuously transforms basic combat training graduates, prior service, and military occupational specialty-trained (MOS-T) reclassification Soldiers at FLW, MO; Gulfport, MS; Sheppard AFB, TX; Goodfellow AFB, TX; and Fort Belvoir, VA into technically and tactically competent, values-based, teamwork-oriented career management field (CMF) 12 (12K, 12L, 12M, 12R, 12S, 12T, 12U, and 12W) and 91B Soldiers. Conducts battle-focused training to ensure all CMF 12 Vertical, Horizontal, and 91B Soldiers are prepared to contribute on day one in their first unit of assignment.

b. Mission Essential Task List (METL).

- (1) Train and develop Soldiers.
- (2) Support and resource the training and development of Soldiers.

- (3) Develop future training.
- (4) Train and develop permanent party.
- (5) Provide mission command, administrative, and logistical support.
- (6) Take care of Soldiers and families, and support the community.

c. 169TH Engineer Battalion Training Companies Functions.

- (1) Executes 12/91 career management field (CMF) training to standard.
- (2) Conducts Soldierization training for AIT Soldiers.
- (3) Trains and develops permanent party personnel.
- (4) Conducts administrative and logistical operations.
- (5) Supports the Soldiers, families and community.

d. Sapper Leader Course Mission.

(1) To train leaders of Engineer units assigned to Light Infantry Divisions and other units as directed.

- (2) Conducts Sapper leader training.
- (3) Facilitates training with equipment, vehicles, and personnel.

e. Diver Course Mission.

- (1) Train ALC, SLC and AIT dive students.
- (2) Programs of Instruction (POI) management for dive courses.
- (3) Maintain requirement list for dive courses.
- (4) Executes Phase 1 diver (00B) training.

14-19. 554th Engineer Battalion

a. Mission.

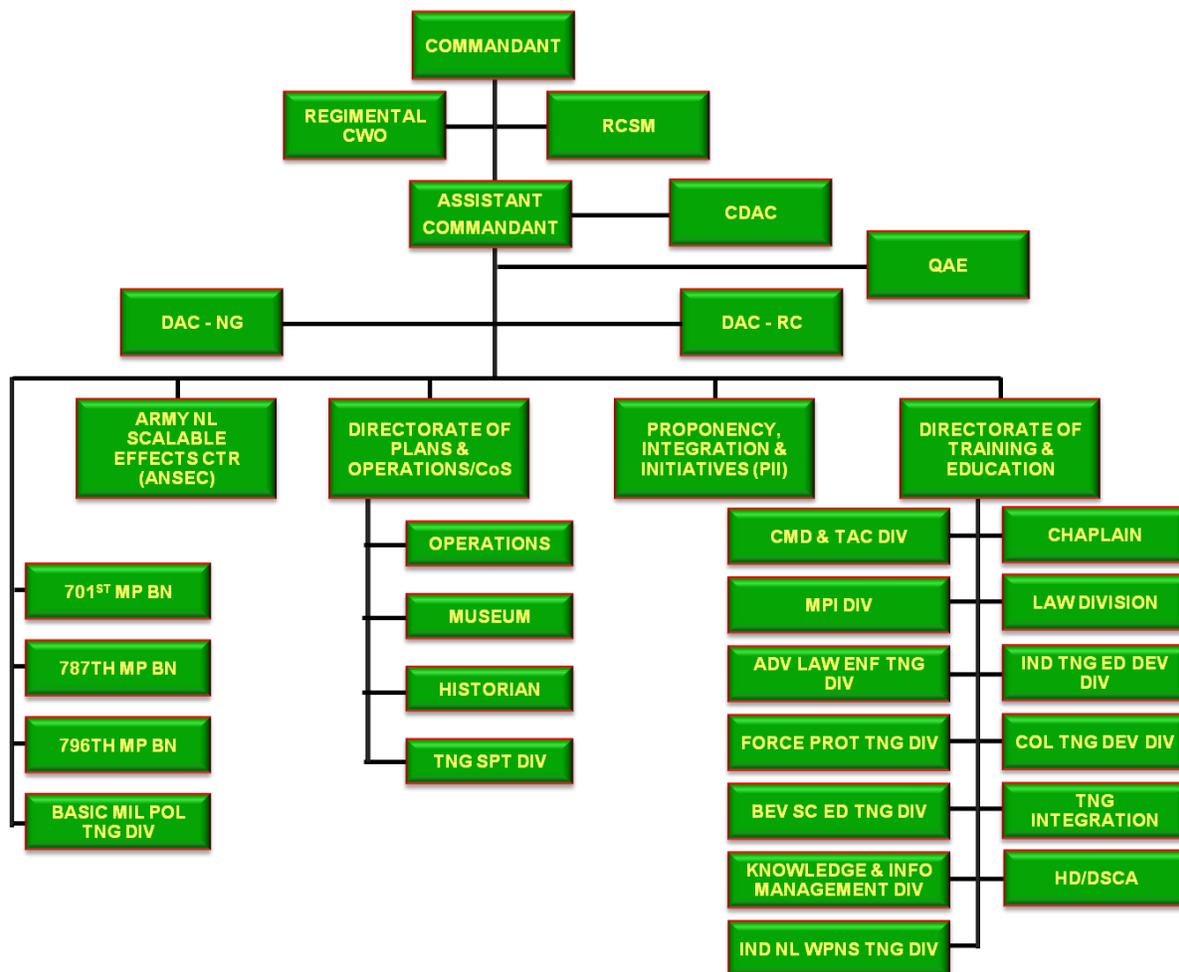
The 554th Engineer Battalion conducts training to produce technically and tactically competent, values based Engineers for the armed services; conducts leader development training to produce Engineer leaders for the Regiment; supports the Regiment and MSCoE.

b. Mission Essential Task List (METL).

- (1) Support the war.
- (2) Train and educate soldiers.
- (3) Transform the battalion.
- (4) Take care of the team.
- (5) Engage our stakeholders.

- c. A Company, 554th Engineer Battalion Functions.
 - (1) Conducts inter-service construction equipment Engineer training.
 - (2) Performs operator level maintenance.
 - (3) Executes external training with equipment and personnel.
- d. B Company, 554th Engineer Battalion Functions.
 - (1) Conducts Engineer Basic Officer Leader Course (BOLC) training.
 - (2) Executes cadre certification..
- e. C Company, 554th Engineer Battalion Functions.
 - (1) Conducts battalion administrative and logistic operations.
 - (2) Conducts Engineer Captain's Career Course (CCC) training.
 - (3) Conducts Warrant Office Basic Course (WOBC) training.
 - (4) Executes cadre certification.
- c. H Company, 554th Engineer Battalion Functions.
 - (1) Conducts inter-service construction equipment Engineer training.
 - (2) Performs operator level maintenance.
 - (3) Executes external training with equipment and personnel.

Chapter 15
United States Military Police School (USAMPS)



15-1. Mission

USAMPS, in coordination with MSCoE, trains Soldiers, Civilians, and Leaders in the *core competencies of Soldiering, Policing, Investigations, and Corrections*, develops collective training for the Joint Force; executes personnel development functions; develops and integrates concepts, doctrine, organizations, materiel, and nonlethal scalable effects in order to *develop agile and adaptive Soldiers, Civilians, and Leaders* who are recognized as professionals in the disciplines of Security and Mobility Support, Police Operations, and Detention Operations.

15-2. Commandant

a. Responsibilities.

(1) Serves as Chief of the Military Police Corps Regiment to lead the regiment, foster esprit de corps, and maintain the history of the branch.

(2) Ensures Military Police units and Soldiers are prepared to support warfighters through the proper development of concepts, organizational designs, materiel requirements, doctrine, tactics, techniques, training programs and manpower requirements now and into the future.

(3) Approves all proponent actions in support of Army actions and initiatives.

(4) Provides oversight of specific focus areas assigned by the CG, MSCoE.

(5) Deputy Commanding General for Training.

(6) Provides the Branch vision which combines information age technology with Military Police Corps functional expertise to ensure that full spectrum force protection is provided for America's Armed Forces.

b. Functions.

(1) Is designated as both the Branch and Personnel Proponent and as such, exercises AR 5-22 (The Army Proponent System) and AR 600-3 (The Army Personnel Proponent System) responsibilities for the MP Corps.

(2) Documents and develops concepts, organizational designs, materiel requirements, doctrine, tactics, techniques, training programs, training support requirements, education and manpower requirements for the Military Police Corps.

(3) As a proponent that transcends the Army School System (TASS), responsible for maintaining seamless standards for instructor certification, school accreditation, development and sustainment of courseware, and proper utilization and support of the Army School System personnel.

(4) Provide a vision combining efficiencies of information age technology with functional expertise of the Military Police Corps in the TRADOC effort to develop a 21st century Army.

15-3. Assistant Commandant

a. Responsibilities.

(1) Acts for the Commandant in directing and administering daily operations within the Military Police School.

(2) Exercises direct staff supervision over elements assigned or attached to the Military Police School and coordinates staff activities between USAMPS, MSCoE, installation activities, and other higher headquarters agencies or services.

(3) Is the principal liaison with CBRN and Engineer schools.

(4) Serves as the Commandant's principal integrator to the Directors of the Capability Development and Integration Division (CDID) and the MSCoE G-3.

(5) Manages USAMPS internal controls.

(6) In the absence of the Commandant, functions as the Commandant and provides oversight of the 14th Military Police Brigade.

b. Functions.

(1) Serves as senior technical advisor and integrator on MP organizational concepts. Conducts oversight and ensures the proper documentation and development concepts, organizational designs, materiel requirements, doctrine, tactics, techniques, training programs, training support requirements, education and manpower requirements for the Military Police Corps.

(2) Conducts oversight responsibility, reviews and executes USAMPS manpower, management and financial programs. Acts as the Commandant's senior advisor during MSCoE budget review processes.

(3) Is the senior USAMPS representative and a voting member for the MSCoE Council of Colonels.

(4) Conducts oversight for special studies and projects assigned by the Commandant.

(5) Serves as director, Tactical Simulation (TACSIM) Program Office (TPO) (ASV).

(6) Serves as the Joint Coordination and Integration Group (JCIG) voting principal for the Army nonlethal program. As such, directs the Army Nonlethal Scalable Effects Center (ANSEC) support to the Army nonlethal efforts.

15-4. Regimental Command Sergeant Major

a. Functions.

(1) Serves as the primary advisor to the Commandant and Assistant Commandant on all enlisted matters pertaining to the Military Police Corps, to include assignments, awards, Uniform Code of Military Justice, initial entry training, and Noncommissioned Officers Education System (NCOES).

(2) Co-chairs or serves as a member on boards, councils, and committees involving enlisted personnel.

(3) Authors the proponent guidance to the Department of the Army Senior Enlisted Promotion Boards.

(4) Manages the assignment of battalion, group, and brigade command sergeants major, key staff sergeants major and first sergeant/master sergeant positions throughout the regiment.

(5) Assigns all senior NCOs and maintains overwatch of junior enlisted assignments in USAMPS.

(6) Provides guidance and counsel to all personnel in USAMPS.

(7) Promotes NCO professional development, esprit de corps, and morale throughout the regiment and represents the Commandant as proponent, Army-wide.

(8) Reviews regulations, policy, and procedure pertaining to enlisted personnel and when required, makes recommendations to the Commandant and Assistant Commandant pertaining to such matters.

b. Equal Opportunity (EO) Advisor Functions.

(1) Serves as advisor to the Commandant, Assistant Commandant, and subordinate units on equal opportunity and sexual harassment.

(2) Serves as USAMPS representative on post-level EO boards and councils.

(3) Instructs officers and NCOs in EO-related matters by use of seminars and classes.

(4) Conducts initial inquiries into complaints and recommends remedies to reduce or prevent discrimination and sexual harassment.

(5) Develops and implements EO doctrine and policies as they relate to the USAMPS.

- (6) Plans, coordinates, and executes ethnic observances.

15-5. Regimental Chief Warrant Officer (RCWO)

Functions.

(1) Serves as the principal advisor to the Commandant and Assistant Commandant on warrant officer proponent issues across the DOTMLPF with emphasis on People, Training, Leader Development and Professionalism.

(2) Provides leadership and life cycle management of Military Police warrant officers across Active, ARNG, and USAR components.

(3) Assesses, monitors and develops policies related to training, professional development, morale, recruiting, readiness, and retention of Military Police warrant officers.

(4) Reviews and revises personnel management policies for Military Police warrant officers.

(5) Serves as a member of the Army Senior Warrant Officer Council.

15-6. Deputy Assistant Commandant-Civilian (DAC-CIV)

a. Responsibilities.

(1) Directs ANSEC, Personnel Proponency Office, and Initiatives and Integration.

(2) Lead monthly MP Regimental Synchronization meeting and the MP Warfighter Forum.

(3) Oversee all aspects of MP capabilities development.

b. Functions.

(1) Executes the vision of the MP Branch by formulating, revision of plans, programs and policies, and procedures that have a direct affect on USAMPS.

(2) Advises the AC/CMDT and confers with Directors/Office Chiefs regarding program or major projects to be initiated, dropped or curtailed.

(3) Reviews strategic plans and proposes changes that will ensure objectives are met; direct USAMPS long-range planning; develop USAMPS position on long- and short-range program requirements.

(4) Interprets regulations and work directives pertaining to operations and determine local action necessary to affect policies, plans, production, and work flow.

(5) Represents USAMPS at Councils of Colonels, conferences, meeting, and working groups.

(6) Assist in the development of concepts to guide the JCIDS requirements determination process for USAMPS.

(7) Work directly with the key personnel at ARCIC, HQDA G1/3/8, FORSCOM, and OPMG on USAMPS initiatives and programs.

(8) Provide leadership, professional guidance, decisions, advice and assistance on matters pertaining to civilian personnel management.

(9) Integrate the CMTD's vision, goals and objectives throughout the DOTMLPF domains.

15-7. Deputy Assistant Commandant-United States Army Reserve (DAC-USAR)

a. Responsibilities.

(1) Represents the USAR communities and assists units with maintaining readiness standards.

(2) Assists QA in the TASS accreditation and Title XI programs, and accreditations of functionally aligned MP training battalions.

b. Functions

(1) Serves as the senior USAR subject matter expert (SME) to the Commandant, Assistant Commandant, and school staff.

(2) Participates in the development of doctrine, organizations, training, materiel, leader development, personnel facilities, regulations, policies, and programs affecting the USAR.

(3) Advises POI managers and reviews doctrine and training to ensure USAR considerations are included.

(4) Ensures USAMPS training standards are adhered to in USAR training programs and provides feedback to USAMPS on revisions, deficiencies, and effectiveness of training.

(5) Assists in the certification TASS programs.

(6) Assists in TASS accreditation and certification.

(7) Makes staff visits to TASS battalions as required.

(8) Participates in instructor certification process by conducting initial review of instructor packets on behalf of component submitted by Total Army School System (TASS) battalions' higher headquarters.

(9) Primary responsibility for ensuring programming and use of USAR dollars/man-days and course scheduling for USAR personnel at USAMPS.

(10) Acts as liaison between USAMPS; TRADOC; CAC; OCAR; HRC; 200th MP Command; USARC; 2nd Bde, 102nd Division; and FORSCOM.

(11) Provides the MSCoE point of contact (POC) for higher and adjacent headquarters and CONUS Armies in matters concerning training support of the MP and Reserve Components.

(12) Advises USAR students on education, retention, and promotion issues.

(13) Coordinates activities with the USAMPS mobilization plan, USAR MTTs, and utilization of recalled retirees and IMAs.

(14) Monitors the MSCoE Noncommissioned Officer (NCO) Academy and advises separating AC Soldiers on USAR programs.

(15) Conducts selected internal and external evaluations to determine the competency and utilization of USAR graduates and the adequacy of training support materials.

(16) Performs external evaluations to determine the adequacy of doctrine, tactics and techniques, the capability of graduates, and the sufficiency of training materials to support unit missions.

(17) Provides quality assurance of proponent training, training products, and training development procedures.

(18) Focuses internally on the quality of training, ensuring that doctrine is current, and reflects field input.

(19) Ensures currency and appropriateness of RC training programs and materials to produce quality graduates and training materials necessary for unit combat readiness.

(20) Evaluates the effectiveness of USAR courses of instruction for which the schools have proponentcy.

(21) Establishes methodology to exploit information networks and feedback sources; analyzes data obtained and provides processed information to the proponent directorates.

(22) Provides recommendations for adjusting institutional training and doctrine and recommends alternative courses of action based on analysis of operational unit input.

(23) Recommends units or officer positions for standardization within the branch.

(24) Develops USAR student/trainee trend data through statistical analysis and maintains data bases from which potential problem areas can be isolated, identified, and referred to the proper officials for resolution.

(25) Provide instruction on history, mission and roles of the USAR to classes conducted by USAMPS.

15-8. Deputy Assistant Commandant-Army National Guard (DAC-ARNG)

a. Responsibilities.

Represents the ARNG Military Police communities and assists units with maintaining training readiness standards.

b. Functions.

(1) Serves as the senior ARNG subject matter expert to the Commandant, Assistant Commandant, and school staff.

(2) Incorporates ARNG interests within the DOTMLPF process.

(3) Participates in the development of policies, plans, programs and MP doctrine that affect the ARNG MP force structure.

(4) Provides quality assurance of proponent training, training products, and training development procedures by reviewing military police training and doctrine materials for ARNG applicability and adequacy, advises MSCoE and USAMPS POI managers to ensure ARNG considerations are included. Provide ARNG input to the MP doctrine development process.

(5) Ensures that connectivity between ARNG MP field units and the Military Police School is maintained through liaison between USAMPS, TRADOC, and the NGB.

(6) Advises ARNG students on education, retention, and promotion issues.

(7) Provides instruction to the MP Officer Leader Course (MPBOLC), the MP Captains Career Course (MPCCC), and the MP Pre-command Course (MPPCC) students on the Army National Guard Military Police force integration issues in strategic and operational terms as well as an overview of the ARNG Title 32 and Title 10 Military Police roles and responsibilities when conducting Homeland Security (HS), Homeland Defense (HD), Defense Support of Civil Authorities (DSCA) missions.

(8) Establish and maintain a continuing liaison relationship between the individual state Plans, Operations, and Training Officers (POTO) and/or state DCSOPS officers regarding MP training issues as well as individual student training issues, as required.

(9) Maintain liaison and two-way dialogue between the senior leadership of the National Guard Bureau regarding training, force structure, equipment and Soldier quality of life issues for the ARNG MP force structure.

15-9. Army Nonlethal Scalable Effects Center (ANSEC)

a. General.

In June 2006, Army Capabilities Integration Center (ARCIC) director, LTG John M. Curran, delineated the role of USAMPS in a memorandum titled "Nonlethal/Scalable Effects (NL/SE) Responsibilities". Preparatory to designation of a Force Modernization Proponent for NLW, this memorandum was updated and reissued by the ARCIC Director (LTG Vane) in May 2011. ARCIC designated CG, MSCoE as the TRADOC lead with Commandant, USAMPS as the lead for Army's Nonlethal efforts. DA DCS G-3/5/7, in December 2011, formally designated CG, MSCoE as the AR 5-22 Force Modernization Proponent for Nonlethal Weapons. ANSEC is the USAMPS element responsible for executing these efforts in support of the Commandant and the Force Modernization Proponent for NLW (CG, MSCoE).

b. Responsibilities.

(1) ANSEC has specific responsibility for coordinating ongoing and future Nonlethal development efforts between the other Army Centers of Excellence, working ICW ARCIC, the ARSTAF, and Joint Non-Lethal Weapons Program established by the DoD Non-Lethal Weapons Executive Agent (Commandant, USMC).

(2) The ANSEC will develop the Army's Joint Coordination Integration Group (JCIG) Voting Principal's proposals/positions for the overall Joint Nonlethal Weapons Program (JNLWP) RDT&E budget and POM inputs to the Joint NLW Integrated Product Team (JNLWIPT)

c. Functions.

(1) Provide user doctrine, organization, training, materiel, leadership, personnel, facilities, and policy (DOTMLPF-P) requirements input for the efficient development and fielding of Army nonlethal capabilities for current and future forces.

(2) Participate in/develop NL experimentation, demonstrations and assessment initiatives in support of the JNLWP, execute leader development and education imperatives in OES and NCOES courses (e.g., ALC, SLC, CCC, PCC, Command & General Staff College (CGSC), etc.).

(3) Execute MTTs as required in support of New Equipment Fielding/Training efforts; provide reach-back capability for forward-deployed forces.

(4) Support and Participate in NL doctrine development (e.g., Air Land Sea Application Field Manual revisions/updates).

15-10. Directorate of Proponency, Initiatives and Integration (PII)

a. Responsibilities.

(1) Advises and assists the Commandant, Assistant Commandant and Regimental Command Sergeant Major on matters pertaining to branch personnel proponent policies.

(2) Implements and monitors the branch personnel proponent program.

(3) Provides recommendations to the Deputy Chief of Staff for Personnel (DCSPER DA G1) and the United State Army Human Resources Command regarding personnel life cycle management for military police officers, warrant officers, and enlisted Soldiers.

(4) Makes determinations and recommendations in the eight functions of life-cycle personnel management (AR 600-3) through functional review (FR) and force management analysis (FORMAL) for specific occupational career fields.

(5) The Initiatives Branch of PII serves as a clearing house for new proposals under consideration by USAMPS, including new organizational structures, equipment, training objectives, and associations.

(6) Participate in numerous TRADOC, DA and DoD-level working groups covering topics such as biometrics, forensics (to include deployable forensic laboratories), stability operations, and IED defeat.

(7) Integrate and synchronize doctrine, organization, training, material, leader development, personnel, and facilities (DOTMLPF) functions and responsibilities across USAMPS, MSCoE, CAC, TRADOC, other Army Commands, and DA staff for Military Police Corps issues and initiatives.

b. Functions.

(1) Operates under the provision of AR5-22 and reviews current and proposed authorization documents, analyzes change, identifies trends, and coordinates proponent actions.

(2) Develops military police enlisted accession criteria and justifies accession quality goals.

(3) Coordinates support for officer accession sources.

(4) Provides subject matter expertise for development of military police recruiting videotapes.

(5) Monitors branch personnel inventory, analyzes change, and produces reports addressing personnel strength patterns, quality, and demographic information.

(6) Develops and monitors career progression patterns for military police officer, warrant officer, and enlisted personnel.

(7) Validates military police requirements for participation in the Army Education Requirements System (AERS).

(8) Reviews current and proposed personnel management regulations, analyzes change, and coordinates proponent input.

(9) Develops personnel proponent issues and concerns for presentation at the Military Police Functional Review and Military Police Force Management Analysis (FORMAL) Review.

(10) Disseminates proponent information within the branch.

(11) Gathers and evaluates information, identifies and prioritizes issues, formulates alternatives, coordinates actions, and initiates changes concerning BC31 and CMF 31 in its place for structure, acquisition, development, distribution, deployment, compensation, sustainment and separation.

(12) Branch proponent for Joint Recruiting Information Support System (JRIS).

(13) Reviews and provides updates to AR 611-1, Military Occupational Classification Structure Development and Implementation. DA PAM 611-21, Military Classification and Structure. DA PAM 600-25, Noncommissioned Officers professional Development Guide and updates the Army Career Tracker as necessary.

(14) Develops/updates/maintains standards of grade criteria for CMF 31.

(15) Reviews and certifies Active Army, Army National Guard and Army Reserve reclassification packets for Soldiers applying for reclassification into CMF 31.

15-11. Directorate of Plans and Operations (DPO)

a. Mission.

Serves as the G-3 for USAMPS. Plans, coordinates, manages and executes daily operations within and for the U.S. Military Police School. Conducts coordination with MSCoE, the installation, TRADOC, and HQDA elements. Conducts internal coordination with USAMPS directorates and 14th MP Brigade elements. Supervises and manages executive admin, Operations, the Program Management Division, Training Management Division, Historian, and Museum operations.

b. Director of Plans and Operations Responsibilities.

(1) Conducts oversight management and advises the Commandant and Assistant Commandant on (military and civilian) personnel issues.

(2) Synchronizes USAMPS operational planning on special events.

(3) Conducts oversight, manages and tracks all internal/external tasking requirements received from MSCoE DPTMS and TRADOC.

(4) Conducts oversight of USAMPS supply operations.

(5) Conducts oversight of USAMPS class scheduling operations.

(6) Conducts oversight of USAMPS budget process and execution.

(7) Conducts oversight the Military Police Regimental Museum operations.

(8) Conducts oversight of the Military Police Regimental historian operations.

c. USAMPS Chief of Staff Functions.

(1) Serves as the Assistant Commandant's representative for the MSCoE staff on operational matters pertaining to the USAMPS.

(2) Ensures the proper review of all official correspondence including that prepared for the signature of the Commandant or Assistant Commandant.

(3) Coordinates with MP Branch and MILPO Officer Records on the management of the officer distribution plan (ODP) and assignment of all Military Police officers to Fort Leonard Wood.

(4) Plans, coordinates and executes all special events for the Military Police School.

(5) Coordinates allocation of resources to directorates based on directorate requirements and Commandant's priorities and provides the interface between the MSCoE G-8 and USAMPS organizations to coordinate USAMPS TDA documentation.

(6) Acts as the interface with G-8 to manage the USAMPS operating program/budget. Ensures funds are obligated and consistent with MDEP guidance concerning Military Police-related Combat Development and Training Developments as well as Force Protection, Counter-Drug and Family Advocacy-related programs.

(7) Coordinates with USAMPS Directorates to update and maintain the USAMPS portion of the Fort Leonard Wood Regulation 10-1.

(8) Assists with the planning and conducting of management surveys and studies in areas relating to USAMPS organization and resource utilization.

(9) When directed, manages the USAMPS internal control program.

(10) Serves as the liaison between USAMPS elements and the Civilian Personnel Advisory Center (CPAC) on civilian personnel issues.

(11) Plans and coordinates the Commandant's Organization Inspection Program (OIP).

d. Technical Director Functions.

(1) Serves as technical advisor to the USAMPS Chief of Staff.

(2) Provides continuity for operations matter of the DPO.

(3) Assists in the supervision of the Directorate and Functions as the USAMPS Chief of Staff in his absence.

(4) In conjunction with, or on behalf of the USAMPS Chief of Staff provides service and guidance to the installation commander, general and special staff, supporting activities and internal division chiefs concerning policies, plans, requirements and objectives of the installation plans, training and mobilization programs.

(5) Provides oversight and executes the organization inspection program and TRADOC Unit Status Report.

(6) Provides oversight/tracking for all USAMPS taskings; coordinates and updates USAMPS organization and functions manual as required.

e. Sergeant Major Functions.

(1) Operations Sergeant Major for the Directorate of Plans and Operations (G3).

(2) Defense Travel System Authorizing Official.

(3) Senior Enlisted responsible for the management and oversight of personnel assigned to five branches within the Directorate.

(4) Plans, coordinates and ensures timely execution of all missions between TRADOC, FORSCOM, MSCoE, the five school Directorates and the 14th Military Police Brigade.

f. Executive/Administrative Office Functions.

(1) Primary liaison between MSCoE SGS Protocol Office and USAMPS for all visitors both foreign and domestic. Plans, coordinates and executes all official visits to USAMPS.

(2) Formulates policies, plans and recommendations regarding administrative services for the USAMPS.

(3) Coordinates the USAMPS administrative functions and advises USAMPS personnel on administrative and policy matters.

(4) Receives, routes and distributes incoming and outgoing official correspondence, assigns suspense dates, and maintains suspense file when required.

(5) Reviews correspondence prepared for the signature of the Commandant or Assistant Commandant.

(6) Serves as the USAMPS POC on forms and records management program.

(7) Operates consolidated message distribution center for the USAMPS.

(8) Provides protocol/flag support on all MP graduations, ceremonies, and other USAMPS functions.

g. Training Management Division Functions.

(1) Monitors training activities for USAMPS courses.

(2) Supervises and coordinates with Mission DRM the USAMPS budge programming and execution and internal budget controls for USAMPS.

(3) Supervises and coordinates with Mission DRM the preparation and management of manpower documents and personnel assignments to TDA positions.

(4) Responsible for and serves as the contract administrator with management and oversight on all USAMPS service contracts.

(5) Coordinates civilian personnel management matters with the School and 14th MP BDE.

(6) Serves as the liaison between USAMPS/14th MP BDE elements and the Civilian Personnel Advisory Center on civilian personnel issues.

(7) Coordinates with TRADOC and installation activities regarding training loads and support requirements for DOT/14th MP BDE.

(8) Has the responsibility for the logistical requirements and support for USAMPS.

(9) Responsible for property control, management, and accountability for buildings and outlying areas assigned to USAMPS.

(10) Plans, coordinates, implements, and evaluates management controls within USAMPS.

(11) Coordinates with TSC, printing plant, DPW, DS/GS on all work order requests for USAMPS.

(12) Coordinates and reviews Structure and Manning Decision Review (SMDR) reports and/or taskings.

(13) Represents the Commandant at the SMDR.

(14) Projects training resource requirements for the program year and 2 years out.

(15) Provides the senior leaders and managers with statistical reports on students and training resources.

(16) Reviews changes and updates of programs of instruction (POI).

(17) Develops and coordinates USAMPS annual class schedule with TRADOC/DPTMS, and maintains the schedule in ATRRS.

(18) Publishes USAMPS Annual Class Schedule.

(19) Coordinates Training Resources Arbitration Panel (TRAP) actions with TRADOC and installation activities.

(20) Schedules and manages USAMPS classrooms in Thurman Hall.

(21) Coordinates USAMPS/14th MP BDE civilian personnel actions.

(22) Coordinates the USAMPS civilian personnel security program.

(23) Manages the USAMPS civilian personnel awards program.

(24) Manages the USAMPS civilian personnel training program.

(25) Serves as the security manager for the USAMPS.

h. Historian Functions.

(1) Serves as the proponent for historical activities of the MP Corps and acts as the POC for the history of the MP Corps.

(2) Serves as the focal point for military history instruction in USAMPS.

(3) Serves as a consultant and advisor to the academic departments for inclusion of military history into the curricula. Integrates MP history into instruction by providing vignettes, example, or reading selections.

(4) Advises the Commandant on Army and TRADOC historical program responsibilities and represents the Commandant on matters relating to military history.

(5) Prepares annual history and periodic documented histories of the MP Branch and the USAMPS dealing with significant mission-related activities.

(6) Develops and maintains a historical source document collection as the corporate memory of the Military Police Corps and the USAMPS.

(7) Provides historical instructor. Develops and teaches military history that emphasizes the DOTMLPF influence on the MP Corps and the lessons learned.

i. Museum Functions.

(1) Fosters an appreciation for the history and tradition of the Military Police Corps and U.S. Army.

(2) Collects, preserves, documents, exhibits, and interprets objects of historical interest that pertain to the history of the Military Police Corps.

(3) Develops and conducts historical education and training programs for OSUT Soldiers, professional military education (PME) students and permanent party military personnel. The programs serve as a medium for the promotion of the study and appreciation of the history, tradition, and developments of the Military Police Corps and U.S. Army.

15-12. Directorate of Training and Education (DOT&E)

a. Mission.

Advises the Commandant/Assistant Commandant and exercises staff supervision over matters pertaining to MP institutional training. Manages all MP officer and functional area courses. Responsible for training technically competent, confident leaders, Soldiers, and civilians in the full spectrum of MP functional capabilities. Develops and executes technical leader training strategies. Integrates new or changing training efforts across DOTMLPF ensuring unity of effort and effective resource utilization while supporting the Army at war, and TRADOC transformation initiatives. Produces MP training products that support MP functional capabilities throughout the full spectrum of operations. Reviews doctrinal training products to support MP core competencies (Soldiering, Policing, Investigations, and Corrections), MP Disciplines (Police Operations, Detention Operations, Security and Mobility Support), and all other critical subject areas (i.e. Nonlethal Weapons, Forensics, and Military Working Dogs [MWD]).

USAMPS is the Training and Education proponent for: Access Control, Antiterrorism, Area Damage Control, Base Security, Border Control and Boundary Security, Checkpoint and Roadblock, Civil Disturbance, Civil Law Enforcement, Command Post Security, Convoy Security, Criminal Investigations, Critical Site Security, Customs, Detainee Operations, Dislocated Civilians Movement Control, Force Protection, Forensics, High Risk Personal Security, Host National Internment/Corrections Training and Support, Host Nation Police Building, Internment U.S. Military Prisoners, Internment/Resettlement, Law and Order, Law Enforcement, Maneuver and Mobility Support, Military Working Dogs, Mobility Support, MSR Regulation Enforcement, Nonlethal and Scalable Effects, Physical Security, Police Engagement, Police Information Collection and Dissemination, Police Intelligence Operations, Populace and Resource Control, Police Intelligence Operations, Protective Services, Resettlement Operations, Restore and Maintain Order, Riot Control, Route Security, Special Reaction Team, Straggler Movement Control, Traffic Enforcement, and Traffic Regulation Planning.

b. Director Functions.

(1) Serves as the senior advisor to the Commandant and Assistant Commandant on MP training, education, and leader development.

(2) Responsible for Military Police officer, warrant officer, OSUT, NCOES, and functional area curricular development and courses.

(3) Integrates new or changing training efforts across DOTMLPF ensuring unity of effort and effective resource utilization while supporting the Army at war and TRADOC transformation initiatives.

(4) Review doctrinal training products to support MP core competencies (Soldiering, Policing, Investigations, and Corrections), MP Disciplines (Police Operations, Detention Operations, Security and Mobility Support), and all other critical subject areas.

(5) Serves as integrator for MP training, education, and leader development.

(6) Oversees development of training and education, concepts, initiatives, and strategies.

(7) Manages officer and civilian assignments within DOT&E.

c. Deputy Director Functions.

(1) Serves as the senior technical advisor to the Director of Training and Education on MP doctrine, training, training, and leader development.

(2) Coordinates and manages the training efforts across DOTMLPF domains, ensuring unity of effort and effective resource utilization while supporting the Army at war and TRADOC transformation initiatives.

(3) Review and approves course lesson plans.

(4) Assists in the management and execution of training, training development, and training personnel support activities.

(5) Assists in the management of civilian personnel assignments within DOT&E.

(6) Coordinates with DoD, DA, and TRADOC staffs on all activities that impact MP training and education programs.

(7) Manages and executes the DOT&E budget.

d. Sergeant Major Functions.

(1) Serves as the chief enlisted instructor within the directorate.

(2) Serves as the principle advisor to the director for enlisted (permanent party and student) morale, welfare, and conduct.

(3) Manages NCO assignments, awards, and NCOERs within DOT&E.

(4) Assists in the management and execution of the DOT&E budget.

(5) Assists in the management of civilian and warrant/commissioned officers within DOT&E.

e. Chaplain Functions.

(1) Serves as instructor/writer and Military Police Regimental Chaplain.

(2) Instructs officer, NCO course and other functional course students in ethics, ethical decision making, human behavior, stress and suicide management and role of the chaplain.

(3) Counsels students, cadre, and family members of the USAMPS.

(4) Provides support for graduations, banquets, and ceremonies.

f. Knowledge and Information Management Division (KIMD) Functions.

(1) Serves as the technical advisor to USAMPS on technology training and management.

(2) Plans, coordinates, and executes the training for 12 major functional area related courses.

(3) Manages, coordinates, and implements the USAMPS life-cycle replacement program.

(4) Maintains and is responsible for the accountability of all automation equipment within USAMPS.

(5) Manages and conducts oversight responsibility for the training, implementation, and execution of the Centralized Operating Police Suite (COPS), and computer crime instruction.

(6) Supervises USAMPS knowledge management and, as administrator of USAMPS web-based programs, conducts oversight responsibility for the USAMPS web page, AKO, SharePoint, etc.

(7) Oversees USAMPS IASO/SAM responsibilities to include information assurance, user accounts, and technology issues and purchase requests,

g. Command and Tactics Division (CATD) Functions.

(1) Advises the director on matters pertaining to combined arms tactical operations, MP tactical operations, and command and staff subjects for the Captains Career Course (CCC), Basic Officers Leader Course (BOLC), and MP battalion/brigade pre-command courses (PCC).

(2) Manages the PCC, BOLC, and CCC, evaluates students, documents completion of course graduation requirements and recommends student status reviews for continuation or elimination from courses as applicable.

(3) Develops lesson plans and instructs all proponent subject matter (e.g., MP tactical operations, and command and staff subjects). Instructs common core tasks as required.

(4) Exercises responsibility for CCC and BOLC leader development under the small group instruction approach to training.

(5) Reviews non-proponent literature for accuracy, while analyzing and determining its impact and applicability on the MP Corps.

(6) Provides doctrinal writing support to combat training developers and subject matter experts as required.

(7) Provides SME support to USAMPS "Tiger Teams" and working groups as required.

(8) Provides external training assistance to Reserve Component and active MP units world-wide in support of the USAMPS Mobile Training Team (MTT) and CTC programs.

(9) Coordinates with MSCoE Battle Lab to conduct battle simulation exercises for leader development within PME.

(10) Coordinates with MSCoE Lessons Learned Integration (L2I) to gather, evaluate, and incorporate into course instruction, as applicable, validated lessons learned and emerging tactics, techniques, and procedures from across the operational army.

h. Military Law Division Functions.

(1) Provides all legal instruction requested from MSCoE G-3, CBRN, Engineer, Military Police, and NCOA as required by POI.

(2) Provides doctrinal review and writing support to combat and training developers and SMEs as required.

(3) Develops, reviews, and updates lesson plans to support legal instruction.

i. Military Police Investigation Division (MPID).

(1) Advises the director on matters pertaining to MP law enforcement development (WOAC and WOBC), MPI and CID investigations, Police Intelligence Operations, and advanced crime scenes.

(2) Provides doctrinal writing and review support and SMEs as required. Develops, reviews, and updates lesson plans to support functional courses.

(3) Provides course managers for all warrant officer professional development (WOAC and WOBC), Crime and Criminal Intelligence Analysis Course (CCIAC), the Military Police Investigator Course (MPI), the Criminal Investigation Division Special Agent Course (CIDSAC), and the Advance Crime Scenes Investigative Techniques Course (ACSITC).

(4) Manages four branches, Forensic Evidence Branch, Testimonial Evidence Branch, Police Intelligence Operations Branch, and the Warrant Officer Education System Branch.

(5) Performs duties as the USAMPS liaison with USACIDC and the Regimental Chief Warrant Officer within the Regiment/USAMPS. Duties include training instruction, training and doctrinal development, proponency, and equipment and materiel issues.

j. Force Protection Training Division (FPTD) Functions.

(1) Advises the director on matters pertaining to conventional physical security, antiterrorism, law enforcement operations, U.S. Army Civilian Police Academy, and force protection training, and other critical subject areas.

(2) Conducts instruction and develops instructional support for all conventional physical security, antiterrorism, law enforcement operations, U.S. Army Civilian Police Academy, and force protection training programs of instruction (POI), and related instruction within other career development and functional area courses.

(3) Provides subject matter expertise support for the development and writing of doctrine and literature within areas of responsibility. Develops, reviews and updates lesson plans to support functional courses.

(4) Provides course managers and instruction for Army and Joint Service agencies in Conventional Physical Security Course, Antiterrorism Officer Basic and Advance Courses, Department of the Army Police Course, U.S. Army Civilian Academy, and Law Enforcement Senior Leader's Course.

(5) Provides SME support to training developers within the conventional physical security, antiterrorism, law enforcement operations, and U.S. Army Civilian Police Academy, and force protection training areas of responsibility.

(6) Conducts research and analysis in support of conventional physical security, antiterrorism, law enforcement operations, and U.S. Army Civilian Police Academy, and force protection training.

(7) Conduct mobile training team training mission as requested.

k. Behavioral Sciences Education Training Division (BSETD) Functions.

(1) Advises the director on matters pertaining to all family advocacy law enforcement training matters/courses including child abuse investigations, domestic violence intervention investigations, critical incident peer support, sexual assault investigations, and human trafficking investigations.

(2) Provides doctrinal writing and review support and SMEs as required. Develops, reviews, and updates lesson plans to support functional and PME courses.

(3) Provides course managers for domestic violence, child abuse, and critical incident peer support.

(4) Provides instructor support for all family advocacy and sexual assault investigations related training for MPCCC, MP BOLC, WOBC, WOAC, SLC, ALC, MPI and CIDSAC.

(5) Provides instructor support to the Armed Forces Institute of Pathology and the U.S. Army AMEDD Center and School.

(6) Conducts MTT training to external organizations in the BSETD area of specialized expertise.

(7) Manages three branches, Investigations, Domestic Violence, and Critical Incident Peer Support for all courses.

(8) Provides direct unit support/consultations to requested organizations in the BSETD area of expertise including sexual assault investigations, child abuse investigations, child interviews, human trafficking investigations, and domestic violence.

(9) Provides subject matter expertise and represents MSCoE/USAMPS on several boards, committees, and working groups including: Federal Task Force on Missing and Exploited Children, DoD Family Advocacy Command Assistance Team, DA Family Advocacy Rapid Response Team, DA Fatality Review Team, and DA Family Advocacy Committee.

(10) Coordinates with all military criminal investigation organizations (MCIOs) including CID, Naval Criminal Investigative Service (NCIS), and U.S. Air Force Office of Special Investigations (AFSOI) to ensure all courses, materials, and training is up-to-date and relevant.

(11) Manages OSD fenced funds to ensure proper budget, expenditures, and accountability of resources.

I. Individual Training & Education Development Division (ITEDD) Functions.

(1) ITEDD is comprised of three training development branches: Officer Education System/Warrant Officer Education System Branch (OES/WOES), NCOES and Functional Courses and Accreditations Branch, and IET Branch.

(a) Officer Education System/Warrant Officer Education System (OES/WOES) Branch manages the programs of instruction (POI) for all officer and warrant officer professional military education (PME) and associated functional courses.

(b) NCOES and Functional Courses and Accreditations Branch manages the POI for all NCOES PME POIs and functional courses. This branch also manages all academic and professional organization accreditations for USAMPS.

(c) Initial Entry Training (IET) Branch manages the POI for 31B, 31E, and 31K initial military education and advanced individual training (AIT) and associated reclassification and TATS POIs.

(2) Serves as USAMPS subject matter experts (SME) on instructional system design and development ensuring all training products are developed IAW TR350-70.

(3) Provides professional expertise and advice to USAMPS leadership, course managers, and instructors regarding training design, development, and resourcing requirements.

(4) Integrates the Systems Approach to Training (SAT) process into all USAMPS courses and training products.

(5) Analyzes present and future training product requirements and translates that analysis into the yearly and POM training development workload submissions to the TRADOC G-3/5/7.

(6) Develops and submits USAMPS Training Requirements Analysis System (TRAS) documents to TRADOC.

(7) Enters lesson plans and training documents into the Automated Systems Approach to Training (ASAT) and/or into the Training Development Capability (TDC) database ensuring all training resource requirements are captured for transmission to Institutional Training Resource Model (ITRM) and Course Level Training Model (CLTM).

(8) Ensures vertical and horizontal integration of all proponent training programs.

(9) Maintains currency of TRAS documents to accurately represent the USAMPS institutional training courses at the annual Structure and Manning Decision Review (SMDR) and inclusion in the Army Program for Individual Training (ARPRINT) and Total Army Centralized Individual Training Solicitation (TACITS).

(10) Analyzes and reviews new Systems Training Plans (STRAP) for institutional training requirements.

(11) Initiates and manages the development of training support packages (TSP) and distributed learning (dL) products providing external support to the Active Component, Reserve Component, and sister services.

(12) Coordinates, tracks, and maintains the MP task database and submission to the consolidated database of record.

(13) Provides individual training verification for MP initial military training, professional military education, and functional courses.

m. Advanced Law Enforcement Training Division (ALET) Functions.

(1) Advises the Director of Training and Education on matters pertaining to advanced law enforcement and specialized antiterrorism, and counter drug.

(2) Conducts instruction and develops advanced law enforcement instructional support for force protection, anti-terrorism and counter drug training programs of instruction (POI), and related instruction within other career development and functional area courses.

(3) Provides subject matter expertise (SME) support for the development and writing of doctrine and literature within areas of responsibility. Develops, reviews, and updates lesson plans to support functional courses.

(4) Provides course managers and instruction for U.S. Army, U.S. Air Force, U.S. Marines, U.S. Navy), DoD civilian, federal, law enforcement agencies (including task forces) in military and counter drug Special Reaction Team Phase I Course, Special Reaction Team Phase II (Marksman/Observer) Course, Protective Services Training Course, Antiterrorism Evasive Driving Course (Staff Driver), Antiterrorism Evasive Driving Course (General Officer), High Risk Personnel-Security Course, Field Tactical Police Operations, and other training directed by the USAMPS DOT&E.

(5) Provides SME support to ITEDD developers for advanced law enforcement and specialized antiterrorism training subjects.

(6) Conducts research and analysis in support of advanced law enforcement and specialized antiterrorism training subjects.

(7) Conducts mobile training team assistance visits when requested.

(8) Maintains three specialized training areas (including high-speed evasive maneuver driving track, MOUT site, and rappel tower), 5 advanced (designated high risk) law enforcement live-fire ranges, and one (1) urban assault course facility, specialized equipment, and 150 military and commercial vehicle fleet.

n. Collective Training Development Division (CTDD) Functions.

- (1) Advises the director on matters pertaining to Military Police unit training requirements.
- (2) Program, manage, analyze, and develop Military Police unit/collective training products.
- (3) Oversee, review, and prioritize all combined arms training strategy (CATS) products developed for the Military Police.
- (4) Interface with internal and external organizations to ensure accurate and complete product integration into the Military Police collective training efforts.
- (5) Manages Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) Police Transition Team Leaders (PTTL) courses that trains deploying MP units how to conduct host nation police building operations.
- (6) Manages Police Transition/Host Nation Police training.

o. Training Integration Division (TID) Functions.

- (1) TID Instruction Systems Specialist (ISS) Mission.

Advise the Director of Training and Education on strategies, concepts and requirements across the DOTMLPF domains supporting the Military Police Warfighter – specifically, impact to School resources, funding, equipment and instructors. Study, research, conduct analysis, and coordinate with various elements within USAMPS, MSCoE, CAC, TRADOC, DA Staff, and other Federal, State, and private agencies for the purpose of improving training.

- (2) TID ISS Functions.

(a) Ensure the USAMPS instructor certification procedures are followed IAW current regulatory guidance.

(b) Assist USAMPS Quality Assurance Element (QAE) in developing and providing feedback (and to some extent recommendations) to the DOT&E on external surveys of USAMPS' PME, IMT, functional and reserve components courses; and USAMPS' policies on instructor certification.

(c) Assist Individual Training and Education Development Division (ITEDD) personnel ensuring USAMPS DOT&E and BMPTD instructors are in compliance with state and federal guidelines; check certifications and licenses, and all credentials are current. Also verify, as a whole, compliance with industry practices and standards.

(d) Review and provide feedback of new Systems Training Plans (STRAP) for institutional training requirements; impact to training development and execution.

(e) Serve as USAMPS POC for The Army Distributed Learning Program (TADLP), the Army Correspondence Course Program (ACCP), the TRADOC Distance Learning Initiative, Distributed Learning System (DLS), Life-Long Learning Initiative, and the Army Training Help Desk (ATHD).

(f) Serve as advisor to the DOT&E for the Senior Commander's Installation Needs and Issue (SCINI) initiative, and DA Multimedia/Visual Information Production and Distribution Program (DAMVIPDP) requirements.

(g) Coordinates the USAMPS Instructor of the Year (IOY) program in support of TRADOC's IOY program.

(h) Coordinate MOUs and MOAs with institutions of higher learning to award MP Soldiers undergraduate/graduate credit for experiential military knowledge.

(i) Course manager of USAMPS DOT&E Staff and Faculty Development Course.

(3) TID Homeland Security Specialist (HSS) Mission.

Advise USAMPS on Homeland Defense/Defense Support of Civil Authorities (HD/DSCA)/Emergency Management (EM) requirements across DOTMLPF domains by integrating U.S. Army operations with Joint, Interagency, and Multi-national partner's actions to create favorable resolution, in support of Operations in the Homeland (Homeland defense [HD] and Defense Support of Civil Authorities [DSCA]).

(4) TID HSS Functions.

(a) Oversee integration of Emergency Management (EM) and DSCA requirements across the full-spectrum of USAMPS Training and Education (T&E) Programs.

(b) Analyze Operations in the Homeland mission initiatives for impacts to DOTMLPF domains.

(c) Review doctrine and policy.

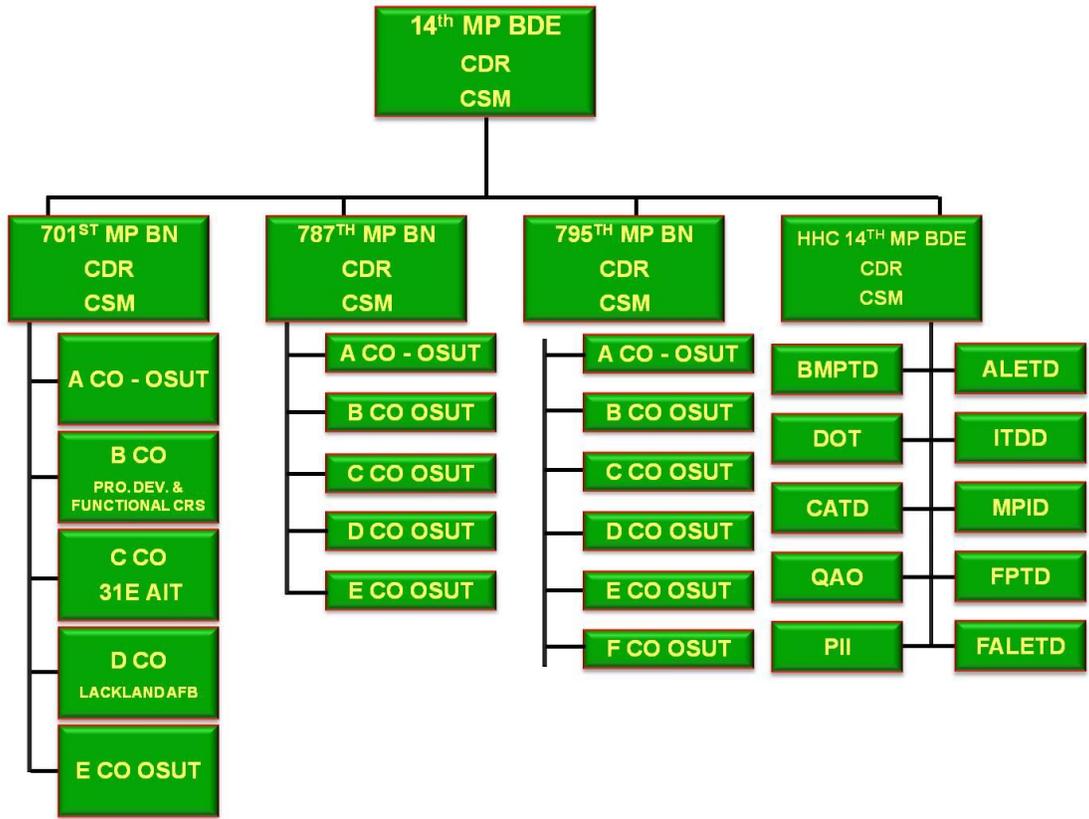
(d) Develop data to support program modernization plans.

(e) Collect data for annual Program Objective Memorandum (POM).

(f) Develop Law Enforcement first responder training strategy.

(g) Oversee resources that support program segments.

15-13
 14th Military Police Brigade



a. Mission.

Provide mission command, administrative and logistical support to three Military Police OSUT battalions and one staff and faculty permanent party Military Police battalion. Specifically, the mission of the brigade is to develop combat ready, disciplined, motivated, physically fit, and technically competent warrior police Soldiers and leaders. Moreover, the brigade's intent is to provide combatant commanders with Soldiers inculcated with the Army values and warrior ethos; capable of immediately contributing to their next unit's mission, and able to survive in any environment.

b. Brigade Commander.

- (1) Directs mission command, administration, and resourcing of training conducted by subordinate units for all assigned and attached U.S. Army personnel. Exercises operational control over, and provides training to, assigned and attached personnel of other services and agencies when required.
- (2) Ensures that proficiency is maintained in individual Soldier skills/common task training (CTT) for all assigned/attached personnel in their respective career management fields (CMFs). Provides technical training for members of the other U.S. Armed Forces and designated representatives of federal agencies and allied Soldiers.
- (3) Directs training liaison and service support to U.S. Army Reserve, Army National Guard, and other agencies as required.

(4) Provides supervision of subordinate elements in matters of personnel, security, training, logistics and military justice.

(5) Ensures the integration of safety and risk management into all activities, operations, and training.

c. Brigade Executive Officer.

(1) Serves as the principal advisor to the Brigade Commander, acting as the Commander's Deputy when directed.

(2) Directs, supervises, and coordinates administrative, logistical and operational functions of the Brigade staff.

(3) Reviews all correspondence, staffing actions, military and civilian personnel actions, awards, and officer evaluation reports (OERs) prior to signature by the Brigade Commander.

(4) Plans and coordinates the Brigade Command Inspection Program.

(5) Coordinates and administers the Brigade Office Professional Development (OPD) Program.

d. Brigade Sergeant Major.

(1) Serves as the senior enlisted advisor to the Commander on matters relating to enlisted Soldiers and NCOs in the Brigade.

(2) Ensures individual and collective training is conducted to standard.

(3) Coordinates and administers the Brigade NCO Development Program (NCODP).

(4) Manages Soldier and NCO assignments and reviews all NCOERs within the Brigade.

(5) Supervises the Brigade's enlistment and equal opportunity programs.

e. Brigade S-1.

(1) Plan, provide and coordinate the delivery of HR support services or information to all trainees, students and permanent party personnel assigned or attached to the Brigade.

(2) Performs four core HR competencies: Man the force, provide HR services, coordinate personnel support, and conduct HR planning and operations.

(3) Coordinates the staff efforts of the Brigade religious activities, and is the staff point of contact for EO, retention, Inspector General and morale support activities.

(4) Provides technical direction to subordinate unit S1 sections.

(5) Manages the preparation and processing of legal actions.

(6) Serves as the brigade's information management and safety officer.

f. Brigade S-2/3.

(1) Directs training operations in accordance with the Brigade Commander's training guidance. Schedules all brigade-level training and maintains the master training schedule and training and fill statistics.

(2) Coordinates and tasks the activities of the brigade and battalion staffs relative to operations, training, intelligence, and required installation support.

(3) Evaluates training and implements the program of instruction (POI) for OSUT, AIT, and functional course schools. Acts as POC for feedback, input, plans, and training related initiatives with the Military Police School.

(4) Develops, monitors, and manages all aspects of the Commander's Unit Status Report (CUSR).

(5) Coordinates the brigade personnel security actions and serves as the brigade security manager, threat control officer, and OPSEC officer, conducting periodic inspections and evaluations.

(6) Coordinates the submittal of Brigade Operational Reports (OPREPS) and other serious incident reports.

(7) Accomplishes mobilization planning and executes brigade responsibilities pertaining to training development, physical security, security clearances, and USAR training.

(8) Develops and coordinates input to updates and revisions of TDAs and TRAP requirements.

g. Brigade S-4.

(1) Plans, coordinates, and executes logistical resourcing support to subordinate units of the Brigade.

(2) Supervises and coordinates the requisition, issue, turn-in, and overall accounting for authorized property and supplies.

(3) Processes and monitors transportation/equipment requisitions and facility-related work orders.

(4) Maintains records and files concerning building maintenance and utilization.

(5) Maintains FLIPL records, work order logs, and property inventories.

(6) Exercises staff supervision including inspections over activities and programs involving maintenance, logistics, facilities, supply, food service, and energy conservation.

(7) Plans and coordinates budget submissions, program budget advisory committees (PBACs), unfinanced requirements (UFRs) and other fiscal actions with subordinate battalions and USAMPS. Monitors spending and compliance with appropriate brigade, FLW, and TRADOC directives.

h. Brigade Chaplain.

(1) Develops and executes the Commander's religious support mission, ensuring the free exercise of religion for assigned and attached personnel of other services and agencies when required.

(2) Advises the command on issues of religion, ethics, and morale (as affected by religion), including the religious needs of all personnel for the Commander is responsible.

(3) Provides Commanders at all levels pastoral care, personal counseling, advice and sacred confidence.

(4) Performs or provides religious rites, sacraments, ordinances, services, and pastoral care and counseling to nurture the living, care for the dying, and honor the dead.

(5) Provides moral and spiritual leadership to the brigade and community, as tasked by FLW.

(6) Exercises staff supervision and technical control over religious support assets throughout the brigade.

15-14. 701st Military Police Battalion

a. Battalion Commander Functions.

(1) Provide C2, training, administrative and logistical support for BCT, OSUT, MP functional courses, OES, 31 E and 31K AIT,, Joint DoD MWD and Traffic Management Collision courses.

(2) Provides consolidated personnel, security, supply, maintenance, facilities management, property accountability, and administrative functions.

(3) Supervises and monitors permanent party training and designated training forbs, OSUT, functional courses, and AIT Soldiers. Alternatively, any OSUT company can conduct split training option training (STO) – either STO I or STO II – in lieu of a single OSUT training cycle.

(4) Create a positive command climate that supports families and provides Soldiers with an environment in which they can succeed.

(5) Ensures the integration of safety and risk management into all activities, operations, and training.

b. Battalion Executive Office Functions.

(1) Serves as principal advisor to the Battalion Commander, representing the Commander when directed.

(2) Directs, supervises, and coordinates administrative, logistical and operational functions of the battalion staff.

(3) Reviews all correspondence, staffing actions, military and civilian personnel actions, awards and evaluations prior to signature by Battalion Commander.

(4) Manages reviews and ensures proper execution of the battalion operating budget.

(5) Coordinates with brigade and installation agencies regarding staff actions.

(6) Monitors and manages all aspects of the Commander's Unit Status Report (CUSR).

c. Battalion Command Sergeant Major.

(1) Serves as the senior enlisted advisor to the Commander on matters relating to enlisted Soldiers and NCOs in the battalion.

(2) Ensures individual and collective training is conducted to standard.

(3) Coordinates and administers the Battalion NCO Development Program (NCODP).

(4) Manages Soldier and NCO assignments and reviews all NCOERs within the battalion.

(5) Supervises the battalion's enlistment and Equal Opportunity (EO) programs.

d. Battalion S-1.

(1) Coordinates the provision of administrative and personnel services for students and permanent party personnel assigned or attached to the battalion.

(2) Manages the preparation and processing of correspondence, records, reports, orders, and legal actions within the battalion.

(3) Maintains manpower data on all students and permanent party personnel within the battalion.

(4) Provides administrative support to all BCT, OSUT, functional courses, and AIT for in-processing and out-processing actions.

(5) Manages, processes and reviews all awards, OERs and NCOERs within the battalion.

e. Battalion S-2/3.

(1) Manages the Battalion Commanders Annual Training Guidance (ATG) and monitors staff and subordinate training using battle staff operations principles.

(2) Maintains statistical METL data, records, and reports pertaining to training and qualification testing.

(3) Coordinates and tasks the activities of the battalion staff and subordinate units relative to operations, training, intelligence, and required installation support.

(4) Coordinates the submittal of Battalion Operational Reports (OPREPs) and other Serious Incident Reports (SIR).

(5) Serves as the Battalion Commander's Organizational Inspection Program Manager for all subordinate units.

(6) Serves as Operational Security (OPSEC), Physical Security (PHYSEC), Anti-terrorism (AT), Force Protection (FP), crime prevention, and key control manager for the battalion.

(7) Serves as Battalion Information Manager and Safety Officer.

(8) Maintains and manages battalion staff and subordinate unit security clearances.

(9) Serves as Battalion Unit Prevention Leader for the Army Substance Abuse Program.

f. Battalion S-4.

(1) Provides and coordinates supply and logistical support and service to the battalion, staff, subordinate units, and students.

(2) Assists and advises the Commander with supply, maintenance and utilization.

(3) Maintains records and files concerning building maintenance and utilization.

(4) Maintains FLIPL records, work order logs, and property inventories.

(5) Exercises staff supervision including inspections over activities and programs involving maintenance, logistics, facilities, supply, food service, and energy conservation.

(6) Coordinates self-help projects.

(7) Coordinates and manages battalion operating programs and budgets and assists the Commander and Executive Officer with the budgeting process.

g. Battalion Chaplain.

(1) Develops and executes the Commander's religious support mission, ensuring the free exercise of religion for trainees and for assigned and attached personnel.

(2) Advises the command on issues of religion, ethics, morale (as affected by religion), including the religious needs of all personnel for whom the Commander is responsible.

(3) Provides Commanders at all levels with pastoral care, personal counseling, advice, and sacred confidence.

(4) Performs or provides religious rites, sacraments, ordinances, services, and pastoral care and counseling to nurture the living, care for the dying, and honor the dead.

h. Company Headquarters (Company Commander and First Sergeant).

(1) Provides effective administrative, logistical, operational and ministry support to subordinate units in order to execute and maintain an unhindered training environment for Military Police Soldiers, Leaders and Civilians.

(2) Prepares permanent party Soldiers for deployment in the Army's Force Projection Operations and supports all military operations.

(3) A Company provides effective mission command, and trains subordinates to transform volunteers into Military Police Soldiers and Leaders prepared to employ Military Police capabilities in support of Unified Land Operations.

(4) B Company provides command authority, administrative and logistical support for personnel attending the following functional courses taught by USAMPS: Battalion and Brigade Pre-command Course, Military Police Captains Career Course, Military Police Captains Career Course Reserve Component, Military Police Basic Officer Leadership Course B, Military Police Officer Transition Course, Child Abuse Prevention and Investigation Techniques, Domestic Violence Intervention Training, Critical Incident Stress Management Peer Support, Antiterrorism Advanced and Basic Courses, Conventional Physical Security/Crime Prevention, Law Enforcement Senior Leaders Course, U.S. Army Civilian Police Academy, CID Special Agent Course, CID Special Agent Course Reserve Component, Military Police Investigator Course, Warrant Officer Basic and Advance Course, Advanced Crime Scene Investigative Techniques Course, Special Reaction Team, Special Reaction Team Marksman/Observer, Protective Services Training, Hostage Negotiations, Antiterrorism Evasive Driving Course, and Nonlethal Weapons Instructor Course in order to maintain good order and discipline and ensure the Soldiers receive the maximum amount of training time.

(5) C Company trains and certifies BCT graduates and reclassified prior service Soldiers by providing effective mission command, IOT develop competent Military Police leaders capable of conducting Corrections/Detention Operations ISO Unified Land Operations.

(6) D Company provides expert instructors and trainers to the Department of Defense Military Working Dog (MWD) and Traffic Management and Collision Investigation Courses (TMCI) and 31K AIT; provide mission command, training, administration and logistical support to all assigned cadre and student population; advise the Commandant and Director of Training and Education of the US Army Military Police School and the Office of the Provost Marshal General (OPMG) in matters pertaining to the training and employment of these specialties.

(7) E Company provides effective mission command and trains subordinates to transform volunteers into Military Police Soldiers and Leaders prepared to employ Military Police capabilities in support of Unified Land Operations.

15-15. 787th AND 795th MILITARY POLICE BATTALIONS (OSUT)

a. Battalion Commander.

- (1) Directs mission command, administration, military justice, morale and welfare of organic companies, cadre, and OSUT trainee personnel assigned and/or attached to the battalion.
- (2) Provides consolidated personnel, security, supply, maintenance, facilities management, property accountability and administrative functions.
- (3) Supervises and monitors training for permanent party training and OSUT Soldiers.
- (4) Creates a positive command climate that supports families and provides Soldiers with an environment in which they can succeed.
- (5) Ensures the integration of safety and risk management into all activities, operations and training.

b. Battalion Executive Officer.

- (1) Serves as principal advisor to the Battalion Commander, representing the Commander when directed.
- (2) Directs, supervises, and coordinates administrative, logistical and operational functions of the battalion staff.
- (3) Reviews all correspondence, staffing actions, military and civilian personnel actions, awards and evaluations prior to signature by Battalion Commander.
- (4) Manages reviews and ensures proper execution of the battalion operating budget.
- (5) Coordinates with brigade and installation agencies regarding staff actions.
- (6) Monitors and manages all aspects of the Commander's Unit Status Report (CUSR).

c. Battalion Command Sergeant Major.

- (1) Serves as the senior enlisted advisor to the Commander on matters relating to enlisted Soldiers and NCOs in the battalion.
- (2) Ensures individual and collective training is conducted to standard.
- (3) Coordinates and administers the Battalion NCO Development Program (NCODP).
- (4) Manages Soldier and NCO assignments and reviews all NCOERs within the battalion.
- (5) Supervises the battalion's enlistment and equal opportunity programs.

d. Battalion S-1.

- (1) Coordinates the provision of administrative and personnel services for students and permanent party personnel assigned or attached to the Battalion.
- (2) Manages the preparation and processing of correspondence, records, reports, orders, and legal actions within the Battalion.
- (3) Maintains manpower data on all students and permanent party personnel within the Battalion.

- (4) Manages and reviews all OERs and NCOERs within the Battalion.
- (5) Serves as Battalion information management and safety officer.

e. Battalion S-2/3.

- (1) Develops and executes the battalion annual training program and manages training using battle focused training principles.
- (2) Maintains statistical data, records, and reports pertaining to training and qualification testing.
- (3) Coordinates and tasks the activities of the battalion staff relative to operations, training, intelligence, and required installation support.
- (4) Coordinates the submittal of Battalion Operational Reports (OPREPs) and other serious incident reports.
- (5) Develops, monitors, and manages all aspects of the Commander's Unit Status Report (CUSR).
- (6) Serves as operational security, physical security, crime prevention, and key control manager for the Battalion.

f. Battalion S-4.

- (1) Provides and coordinates supply and logistical support and service to the battalion and its organic units.
- (2) Assists and advises the Commander with supply, maintenance, movements, service and logistical support.
- (3) Maintains records and files concerning building maintenance and utilization.
- (4) Maintains FLIPL records, work order logs, and property inventories.
- (5) Exercises staff supervision including inspections over activities and programs involving maintenance, logistics, facilities, supply, food service, and energy conservation.
- (6) Coordinates self-help projects.
- (7) Coordinates and manages battalion operating programs and budgets and assists the Commander and Executive Officer with the budgeting process.

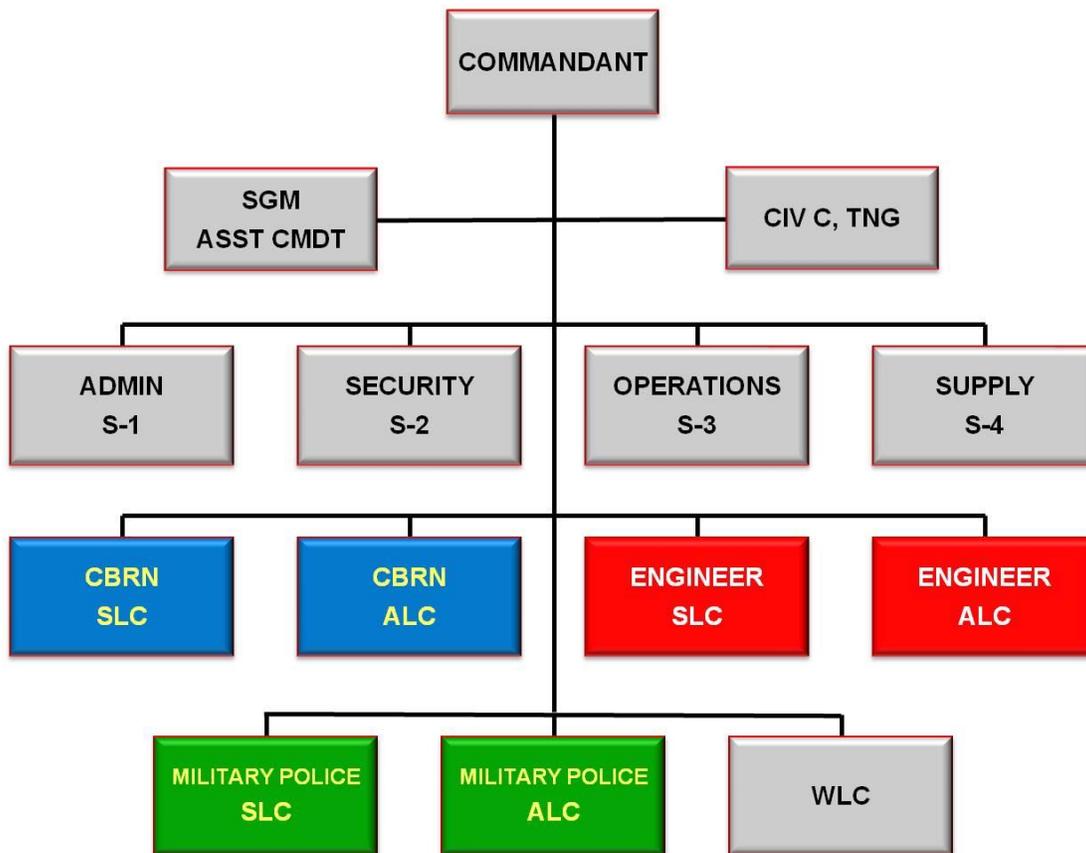
g. Battalion Chaplain.

- (1) Develops and executes the Commander's religious support mission, ensuring the free exercise of religion for trainees and for assigned and attached personnel.
- (2) Advises the command on issues of religion, ethics, and morale (as affected by religion), including the religious needs of all personnel for whom the Commander is responsible.
- (3) Provides Commanders at all levels with pastoral care, personal counseling, advice, and sacred confidence.
- (4) Performs or provides religious rites, sacraments, ordinances, services, and pastoral care and counseling to nurture the living, care for the dying, and honor the dead.
- (5) Provides moral and spiritual leadership to the battalion and community, as tasked by FLW.

h. Company Headquarters (Company Commander, Executive Officer and First Sergeant).

- (1) Provide mission command, logistical and administrative support for all assigned cadre and trainees.
- (2) Plans, coordinates and ensures execution of training for assigned permanent party personnel and one station unit training (OSUT) Soldiers.
- (3) Creates a positive command climate that supports families and cadre members, while fostering conditions in which Soldiers can succeed.
- (4) Integrates safety and risk management into all activities, operations, and training.

Chapter 16
MSCoE Noncommissioned Officer Academy (NCOA)



16-1. Mission

The Maneuver Support Center of Excellence Noncommissioned Officers Academy educates, trains, and develops Enlisted Warriors and Leaders by effectively delivering high quality, innovative, relevant, and diverse professional military education in support of the Army's current and future unified land operations.

16-2. Commandant

Mission command, and supervises activities pertaining to the students in Senior Leadership Course (SLC), Advanced Leadership Course (ALC), and the Warrior Leader Course (WLC). Enforce the Noncommissioned Officers Academy standards, TRADOC Regulation 351-10. Coordinates with DPTMS for quota management and the MSCoE G-3 for technical instruction. Provides for the professional development, health, morale, and welfare of assigned and attached personnel. The NCOA is attached to the 43rd AG Battalion for administration and UCMJ.

16-3. Senior Leaders Course (SLC)

The advanced level of NCO training prepares DA-selected staff sergeants and sergeants first class for leadership positions at the platoon sergeant level. This course trains the technical instruction provided by CBRN, Engineer, and Military Police training proponents. Training at the SLC level emphasizes the skills that compliment the NCO's commissioned officer counterpart. Training is conducted in small group environment with the small group leader (SGL) serving as facilitator. The SGL role models to students the standards of leadership, training, and technical and tactical competence. The SGL monitors and evaluates the students' demonstrated leadership strengths, weaknesses, and provides input to the student's profession growth and development.

16-4. Advanced Leaders Course (ALC)

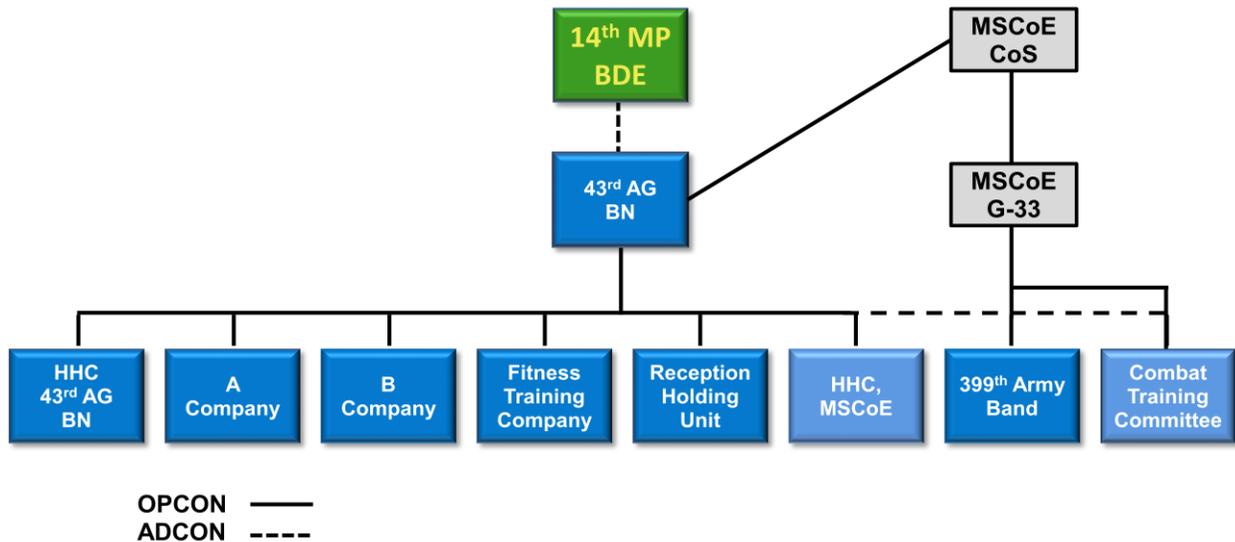
The basic level of NCO training provides DA-selected sergeants promotable and staff sergeants with tactical, technical, and leadership training to prepare NCOs at the squad leader, section leader, tank commander, or weapons system leader level to lead and train Soldiers. This course trains common leader training developed by the U.S. Army Sergeants Major Academy (USASMA) and technical instruction provided by CBRN, Engineer, Military Police, and Ordnance proponents. Training is conducted in small group environment with the small group leader (SGL) serving as facilitator. The SGL role models to students the standards of leadership, training, and technical and tactical competence. The SGL monitors and evaluates the students demonstrated leadership strengths, weaknesses, and provides input to the student's professional growth and development.

16-5. Warrior Leaders Course (WLC)

The primary level of NCO training prepares selected privates first class, specialists, corporals and sergeants for leadership responsibility. The Active Component WLC is taught in residence only at regional NCOA's. The WLC is a prerequisite for attendance at SLC. The course provides the foundation of leadership training for the newly promoted or soon to be promoted NCO. The course trains NCOs to teach and lead the Soldiers that will fight and work under their leadership. USASMA is the proponent for all training conducted in WLC.

Chapter 17

43rd Adjutant General Battalion (ADCON [-] 14th Military Police Brigade OPCON MSCoE CoS)



17-1. Mission

Conduct mixed gender reception, processing and rehabilitation operations for IET, OSUT, and prior service Soldiers

a. Mission Essential Task List (METL)

- (1) Provide Mission Command of Reception Operations.
- (2) Conduct rehabilitation training.
- (3) Conduct Discharge Operations.
- (4) Train and develop Leaders, Soldiers, and Civilians.
- (5) Provide administrative support to MSCoE, NCOA, and CTC.
- (6) Provide for the Well being of Soldiers, Civilians, and Family Members.

b. Functions.

- (1) Support three training brigades.
- (2) Provide admin/UCMJ support to the MSCoE NCOA.
- (3) Provide rehabilitation and APFT-I for IET Soldiers injured in training.
- (4) Serve as the separation transition point for separating IET Soldiers.
- (5) Serve as testing coordinator site.

17-2. Command Group and Staff

a. Battalion Commander.

(1) Provides mission command, administration, and supervision of training conducted by subordinate units for all assigned and attached United States Army Personnel and DoD civilians.

(2) Responsible for ensuring all Soldiers meet or exceed Army standards and remain well disciplined and physically fit.

(3) Ensures safety is foremost in both training and daily activities.

(4) Conducts staff supervision of subordinate elements in matters of personnel security training, logistics and military justice.

b. Battalion Executive Officer Functions.

(1) Serves as principle assistant to the Commander and represents the Commander when authorized.

(2) Directs, supervises, and coordinates the work of the battalion staff.

(3) Manages the Command Supply Discipline Program (CSDP) of the battalion.

(4) Manages the Command Inspection Program (CIP)

(5) Develops, manages, reviews and assesses the battalion's manpower program and TDA.

(6) Liaison with the Civilian Personnel Advisory Center (CPAC) for the battalion on all matters pertaining to the human resource management of the civilian workforce.

(7) Supervises dining facility operations.

c. Battalion Command Sergeant Major.

(1) Serves as principal enlisted advisor and assistant to the Battalion Commander.

(2) Reviews battalion policy on promotions, reductions, efficiency ratings, and other matters pertaining to enlisted personnel.

(3) Assigns all NCOs within the battalion and monitors assignments of junior service members.

(4) Uses NCO support channels to promote NCO professional development and other aspects of pride and esprit de corps within the battalion.

d. Battalion Chaplain.

(1) Conducts religious service and provides pastoral ministrations and counseling to military personnel and their dependents.

(2) Provides religious instruction; arranges chaplain support activities, discussion periods, orientations, and religious retreats; and schedules religious services for personnel in the command.

(3) Provides installation religious support as required.

e. Battalion S-1.

(1) Provides and coordinates finance, postal, UCMJ, and administrative support for subordinate units assigned or attached to include the MSCoE NCOA and CTC.

(2) Prepares and processes correspondence, records, reports, orders, and legal actions to include separations within the battalion.

(3) Advises the Battalion CSM on personnel assignment based on strength and mission requirements.

(4) Operates a battalion distribution center.

f. Battalion S-2/3.

(1) Directs training, security, and operations in accordance with the Battalion Commander's guidance.

(2) Coordinates the activities of the battalion staff relative to operations, training, intelligence, and installation support.

(3) Responsible for the planning, coordinating, resourcing, and executing of all mandatory training within the battalion for both military and civilian personnel.

(4) Coordinates the battalion personnel security actions and serves as the battalion security anti-terrorism force protection manager, OPSEC officer, and fire marshal.

(5) Maintains training schedules, training related correspondence, training directives, and training reports as well as maintaining training and fill statistics.

(6) Coordinates and reviews for clarity all temporary duty and attachment orders for personnel conducting training at WLC, ALC, SLC, and professional development courses.

(7) Prepares implementing instructions and supervises the execution of contingency plans.

(8) Plans and supervises ceremonial functions and changes of commands.

(9) Processes transportation requisitions.

(10) Distributes, manages, and provides oversight on all brigade and post taskings.

g. Battalion S-4.

(1) Provides services, logistical, hazmat, environmental and Defense Government Travel over-watch support to the battalion.

(2) Supervises the requisition, issue, turn-in excess equipment and accounting for authorized property and supplies to internal and external transfers to battalion operations. Prepares, edits, and processes requisitions for supplies and equipment. Process statement of charges, cash collection vouchers, and FLIPLs. Acquisition management and oversight (pre-awarded contracts). Maintains Permanent Clothing Records, Organizational clothing issued to individual permanent party personnel. Maintains record of linen assigned for replacement and coordinates with Furnishing Management Branch (FMB) PBO.

(3) Processes and assigns control numbers to work requests. Coordinates turn-in of unserviceable and excess equipment.

(4) Inspects and supervises activities and programs involving supply; environmental; and test measurement, and diagnostic equipment (TMDE).

(5) Maintains files of logistical correspondence and reference publications.

(6) Monitors and tracks the battalion's operating budget for IMPAC/GSA funds and expenditures for furnishing and equipment. Collects and analyze supply equipment funding requirements for Unfinanced Requirements. Prepares budge reports and logistical financial system information.

(7) Ensures inventories are conducted in an accurate and timely manner and shortages are reported in accordance with AR 735-5.

(8) Picks up and issues expendable supplies from the installation service support activities and provides unit distribution as required.

(9) Supervises, coordinates, and monitors the battalion self-help program.

(10) Processes work orders. Issues and maintains work order suspense log, issues real property, and submits construction and building/grounds Installation Status Reports.

(11) Processes and coordinates Transportation support for special events, confinement, medical appointments, and discharges.

(12) Conducts staff assistance visits and inspections for in-brief, out-brief, and follow-up inspections.

h. Reception Operations.

Stand-alone military personnel office responsible for all aspects of military personnel management programs for IET, AIT, split training option, prior service and special category Soldiers.

(1) Prepares final review and approval for assignment of IET and AIT Soldiers to training units.

(2) Coordinates with the Surface Deployment and Distribution Command (SDDC) to manifest Soldiers, move groups to debarkation point, and transmits all data for the Transit Company and the Initial Receiving Branch.

i. Initial Receiving Branch Functions.

(1) Responsible for the reception of all Initial Active Duty for Training (IADT), prior service, phase II, and special category Soldiers reporting to Fort Leonard Wood.

(2) Serves as the subject matter expert for information, planning, and guidance on all matters relating to initial reception operations to include data link with NEC and RECBASS, ATRRS, AIMPC, ACIIPS, SIDPERS, DEERS/RAPIDS, electric support modules, LAN, and WAN, and feeds to other automated systems.

(3) Evaluates all accession data transactions for validity, completeness, and regulatory compliance. Verifies accuracy of new Soldier personnel data and pay entitlements to ensure adherence to the latest DOD FMR regulatory guidance.

j. Personal Affairs Branch (PAB).

(1) Checks every IET Soldier's in-processing record for deficiencies, and if necessary, initiates corrective actions, or notify gaining unite of any remaining inaccurate records.

(2) Reviews and updates Soldier's Record of Emergency Data Card (DD Form 93), Service-member Group Life Insurance (SGLI), assignments training, affiliated documents, and scans required documents into Soldiers Human Resource Record (IPERMs).

(3) Conducts detailed regulatory and procedural review, audit, and update of required documents in Soldiers records to ensure accuracy and completeness of all information recorded.

k. Soldier Processing Branch (SPB).

(1) ID/DEERS Section: responsible for issuance of the Common Access Card (CAC) and DEERS enrollment for all eligible IET Soldiers. Responsible for Basic Allowance for Housing (BAH) and Family Separation Allowance (FSA) certification.

(2) Shipping Section: coordinates and executes the operation of transferring Soldiers and military personnel files to supported/gaining units. Acts as the liaison between the 43d AG BN, DPTMS and the three supported training brigades. Populates, processes and transmits data feeds from RECBASS to eMILPO, ATRRS, and RITMS.

(3) The Prior Service Section: processes Prior Service Soldiers (PSS) for AIT and OCONUS assignments.

(4) The Testing/Orientation Section: responsible for providing installation and regional support through the scheduling, proctoring and scoring a wide variety of web-based tests. Conducts daily orientation briefings to all IET Soldiers.

(5) Responsible for the upload and download of information on the Joint Service System (JSS) to update and access IET and PSS info the Defense Joint Military System.

(6) Responsible for the accuracy of data input captured during IET Soldier in-processing

17-3. Fitness Training Unit (FTU)

a. Mission.

To facilitate rehabilitation of IET Soldiers who are injured in training and prepare them to re-enter BCT, AIT, or OSUT; to retrain end of cycle APFT failures to meet graduation standards; and to support combat training on Fort Leonard Wood by facilitating the Medical Evaluation Board (MEB) separation process for IET Soldiers to reduce training distracters.

b. Functions.

(1) Warrior Training Rehabilitation Program (WTRP): Physically rehabilitates Soldiers injured during Initial Entry Training and prepares them to re-enter BCT/OSUT/AIT IAW TR 350-6 and AR 612-201.

(2) Army Physical Fitness Test - Improvement (APFT-I): Conducts intense physical fitness improvement training for Soldiers who fail to pass their end-of-cycle APFT. This program is available for training cycle graduates, who fail APFT, from BCT/OSUT/AIT units at FLW.

(3) Medical Evaluation Board (MEB): provides mission command and administrative support for Soldiers going through the MEB process.

(4) Provide mission command for IET Soldiers and cadre, train and develop personnel, provide well being for Soldiers, cadre, and families and support the battalion's mission.

17-4. A Company

a. Mission.

Provide mission command, protect the force and to ensure the well-being of Soldiers; ensuring that each Soldier is administratively and medically processed for One Station Unit Training (OSUT) and AIT.

b. Functions.

- (1) Conduct reception processing procedures for all OSUT and AIT Soldiers.
- (2) Provide command assessment of Soldiers entering OSUT.
- (3) Protect the force by providing for the well being of IET Soldiers, Cadre and their Families.

17-5. B Company.

a. Mission.

Provide mission command, protect the force, and ensure the well-being of Soldiers; ensuring that each Soldier is administratively and medically processed for Basic Combat Training (BCT).

b. Functions.

- (1) Conduct reception processing for all BCT Soldiers.
- (2) Provide command assessment of Soldiers entering BCT.
- (3) Protect the force by providing for the well being of BCT Soldiers, Cadre and their Families.

17-6. Reception and Holding Unit (RHU)

a. Mission.

Provide mission command for Initial Entry Trainees (IET), Prior Service Soldiers (PSS) and Cadre; receive civilians to become future warriors through the Night Initial Receiving Branch; process PSS into the Army; prepare disqualified IET Soldiers for separation from the Army; train, develop and provide for the well being for Soldiers, Cadre and Families.

b. Functions.

- (1) Discharge Soldiers: Screen Soldier packets for discharge eligibility; schedule Soldier to arrive; inventory personal belongings; coordinate billeting; provide legal and company SOP briefs and troop store; schedule transitional appointments; escort to transitional appointments; phase I/II turn-in; and escort to transition center for final discharge.
- (2) Night Initial Receiving Branch (NIRB): Conduct "Meet and Greet" with IET Soldiers; familiarize with electronic collection; conduct amnesty brief and control amnesty station; escorts IET Soldiers through clothing issue station; escort IET Soldiers to the barracks.
- (3) Prior Service Soldiers: Prepare prior National Guard and Reserve Component Soldiers for worldwide assignments.

17-7. 399th Army Band

a. Mission.

The 399th Army Band provides music as an integral partner in unified land operations to instill in our forces the will to fight and win, promote our national interests, and to foster the support of our citizens as we develop and enhance their understanding of the diverse mission of the Maneuver Support Center of Excellence and the United States Army.

b. Functions.

- (1) Provide Mission Command of Music Performance Teams (MPT).
- (2) Conduct Music Performance Team Operations, provide band support and music mentorship.
- (3) Provide for the well-being of our Soldiers and their Family Members.

17-8. MSCoE HHC

a. Mission.

Provide company-level mission command, training management, and administrative support to HHC MSCoE Directorates, Garrison Command, Headquarters, and the General Staff.

b. Functions.

- (1) Manage personnel accountability and strength reporting.
- (2) Process personnel and administrative actions.
- (3) Conduct training management, leader development and care for Soldiers, Civilians, and Families of HHC.

17-9. Combat Training Committee (CTC)

a. Mission.

The mission of the Combat Training Company is to facilitate the training of Soldiers on fundamental war fighting skills in the areas of Basic Rifle Marksmanship, U.S. Weapons, hand grenade, Buddy Team live fire, and general subjects including First Aid/Combat Lifesaver certification, Rappelling, CBRN, and Land Navigation.

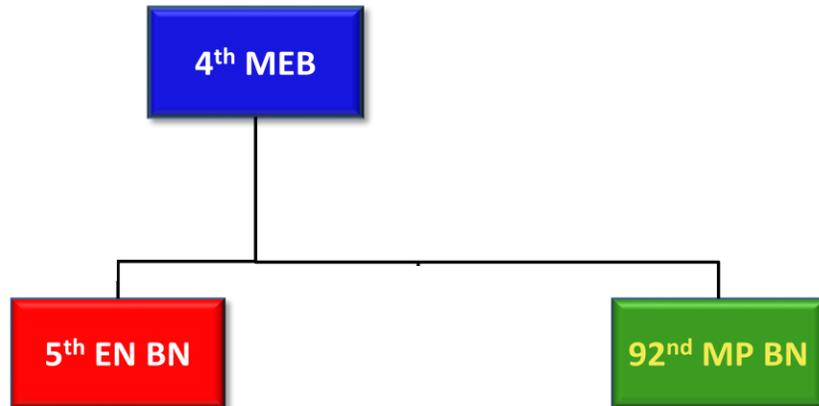
b. Functions.

- (1) Support training by providing:
 - (a) Variety of BRM and Combat Indoctrination Ranges
 - (b) Range cadre and expert trainers for Warrior Tasks and Battle Drills (WT&BD).
 - (c) Specialized Range Cadre Certification.
 - (d) Operate Training Facilities such as the First Aid Site, Warrior Tower, Confidence Course, Commo Classroom, and CS Chamber
- (2) Provide Range SOPs that include:
 - (a) Risk Assessments for all Ranges and Training Facilities.

- (b) Initial Entry Training ammo accountability and control.
- (c) Range and target maintenance (operator-level).
- (d) Properly conduct training according to the Program of Instruction.

Chapter 18

4th Maneuver Enhancement Brigade (MEB)



MEB: Maneuver Enhancement Brigade
BSB: Brigade Support Battalion

18-1. 4th Maneuver Enhancement Brigade (MEB)

a. Mission.

4th Maneuver Enhancement Brigade supports deployed units, redeploys and resets returning units, builds unit capability by receiving and integrating new Soldiers and new equipment. Trains on Core, Directed and Joint Mission Essential Tasks to set conditions for the Homeland Security Defense Support to Civil Authorities , or OCONUS operations.

b. Functions.

(1) Conduct combined arms operations integrating a wide range of MANSPT-related technical branches and combat forces.

(2) Mission command forces from multiple branches- especially those that conduct MANSPT operations to the force.

(3) Organize, provide, and employ forces to conduct full spectrum operations in support of deployment and war-fighting, enabling training commanders to better focus on their training mission.

(4) Support, reinforce, or compliment offensive and defensive major combat operations and support or conduct stability or civil support operations.

(5) Enable the decisive operation or lead shaping or sustaining operations with a focus on general engineering or intern and resettlement (I/R).

(6) Directly support and synchronize operations across all six Army warfighting functions.

(7) Enable all of the installations tactical units to fall under one operational commander.

18-2. 5th Engineer Battalion

a. Mission.

On order, the 5th Engineer Battalion deploys to any contingency area worldwide and conducts full spectrum engineering operations. O/O, redeploys and resets.

b. Functions.

- (1) Provides mission command for engineer operations.
- (2) Conducts counter mobility operations.
- (3) Conducts mobility operations.
- (4) Conducts deployment and redeployment operations.
- (5) Protects the battalion.
- (6) Sustains the battalion.

18-3. 92nd Military Police Battalion

a. Mission.

On order, the 92nd Military Police Battalion deploys worldwide and conducts Military Police combat support to full spectrum operations, provides Personal Security Details ISO worldwide contingency operations, and provides Chemical Assuredness-qualified law enforcement to the FLW garrison.

b. Functions.

- (1) Conducts maneuver and mobility support operations.
- (2) Conducts law and order operations.
- (3) Conduct police intelligence operations.
- (4) Conducts area and base security.
- (5) Conducts Detention operations.
- (6) Force provider to the Fort Leonard Wood Provost Marshal's Office supplying highly trained military police who conduct:
 - (a) Community policing.
 - (b) High-risk response force operations (SRT/Active Shooter/Chemical Surety)
 - (c) DARE (Drug Abuse Resistance Education).
 - (d) Narcotic, drug, criminal, and traffic investigations.
 - (e) Counter drug and explosive working dog (K-9) support.
 - (f) Drug suppression.

- (g) Liaison to local law enforcement agencies.

Chapter 19

Tenant Organizations

19-1. 7TH Civil Support Team (CST) Weapons of Mass Destruction (WMD) (MO-ARNG)

- a. Mission.

Deploy to an area of operations in the Federal Emergency Management Area 7 to support civil authorities at a domestic chemical, biological, radiological, nuclear, and high-explosive (CBRNE) incident site by identifying CBRNE agents/substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for state support.

- b. Functions.

- (1) Assess a suspected chemical, biological or radiological event.

- (2) Advise civilian responders regarding appropriate actions.

- (3) Facilitate requests for assistance to expedite arrival of additional state and federal assets to help save lives, prevent human suffering, and mitigate great property damage.

19-2. 24th Military Police Detachment (CID) Fort Leonard Wood Resident Agency

- a. Mission.

Conduct timely and thorough investigations of serious, sensitive, or special interest matters to support commanders and preserve the Army's resources throughout its area of responsibility (AOR). On order, deploys to support commanders with investigative support across the full spectrum of military operations.

- b. Functions.

- (1) Provide protective services to the Secretary of Defense, Deputy Secretary of Defense, Secretary of the Army, Army Chief of Staff, Army Vice Chief of Staff, and Chairman, Joint Chiefs of Staff when incumbent is an Army general. Protective services are also provided for visiting foreign dignitaries, when requested.

- (2) Provide support to the U.S. Army Maneuver Support Center of Excellence and Fort Leonard Wood. Areas of operation include 65 southwestern and 9 northeastern Missouri counties, 6 southwestern Illinois counties, and 57 northern Arkansas counties.

19-3. 35TH Engineer Brigade (MO-ARNG)

- a. Mission.

Plans, integrates, and directs the execution of engineer missions conducted by 3-5 mission tailored Engineer Battalions not organic to maneuver units and augment engineer units organic to Corps and Division. The Brigade provides technical and tactical guidance, command and control (C2) to teams, companies, and battalions. Directs training of Missouri Army National Guard's engineer units to meet U.S. Army readiness standards prior to mobilization. Prepares Missouri engineer units for state emergency duties (SED) for various missions and provides units for task force missions to joint task forces (JTF) conducting mission across the operational spectrum.

b. Functions.

- (1) Conduct Mission Command.
- (2) Conduct Assured Mobility.
- (3) Enhance Protection.
- (4) Develop Infrastructure.
- (5) Enable Logistics.
- (6) Provide Support in Response to Disaster-Terrorist Attack.

c. Exercise Command Oversight.

- (1) HHC, 35th Engineer Brigade
- (2) 235th Engineer Detachment Construction Management Team
- (3) 203rd Engineer Battalion
- (4) 1140th Engineer Battalion

(5) Task Force Guatemala, Honduras, and other Central American locations in support of U.S. Army South Beyond the Horizon exercises as the Partnership of the Americas Collaboration and Coordination Element (PACCE).

19-4. 80th TASS Training Center (USAR)

TTC-FLW supports the EN, CBRN and MP TASS Brigades' ARPRINT missions. The TTC coordinates for mission essential equipment, billeting, classrooms, training areas, subsistence support, and transportation requirements enabling TASS Brigades to successfully execute their MOS re-classification and NCOES training.

19-5. 1-95th Engineer (USAR)

1st Battalion, 95th Regiment (EN) conducts Engineer reclassification and NCOES training for AC, USAR and ARNG Soldiers and is assigned to the 1st Bde (EN), 102nd Training Division. 1st Bn, 95th Regt (EN) also conducts the Army Basic Instructor Course and the Small Group Leader course. Training is conducted at Fort Leonard Wood, MO; Fort Hunter-Liggett, CA; and Joint Base McGuire-Dix, Lakehurst, NJ supported by the 80th Training Command TASS Training Centers.

19-6. 102ND Training Division (Maneuver Support) (USAR)

a. Mission.

Maintain accreditation and instruct Officer Candidate School, Warrant Officer Candidate School, Military Occupational Skills Training, Non-Commissioned Officer Education System, functional courses, plus provide pre-mobilization training. All training is conducted to TRADOC TASS standards.

b. Functions.

(1) Exercise command oversight for the 1st Training Battalion (Engineer), and 2nd Training Battalion (General Studies), located at Fort Leonard Wood. These units provide:

- (a) 12B Combat Engineer MOS training.
- (b) 12N Horizontal Construction Engineer MOS training.
- (c) 31B Basic Military Police MOS training.
- (d) 88M Motor Transport Operator MOS training.
- (e) Warrant Officer Candidate School
- (f) Officer Candidate School.
- (g) Company Commander/First Sergeant Pre-command Course.
- (h) Army Basic Instructor Course.
- (i) Small Group Instructor Course.
- (j) Combat Lifesaver Course.

(2) Exercise command oversight for the Pre-mobilization Training & Assistance Element (PTAE) which utilizes MOARNG Training Sites/Camp(s) Clark (Nevada) and Crowder (Neosho), while coordinating Fort Leonard Wood support as required. The unit's mission is to plan, program, schedule, resource, assist units in execution and documentation, and evaluate RC utilization training in accordance with FORSCOM, 1st Army, TRADOC, theater, and state requirements. Training is certified by The Adjutant General of Missouri and validated by the Director, Army National Guard, for all deploying units, prior to their mobilization station arrival date.

(3) Provide through 5th Training Battalion (Ordnance), located at Fort Leonard Wood:

- (a) 91D Power Generation Equipment Repairer MOS training and ALC.
- (b) 91B Wheeled Vehicle Mechanic MOS training and ALC.
- (c) Freon Recovery.
- (d) Standard Army Maintenance System – Enhanced (SAMS-E) Sustainment.
- (e) Wheel Vehicle Recovery Specialist, ASI H8.
- (f) Ordnance SLC.

19-7. 131ST Fighter Wing Detachment 1; Cannon Range (MO-ANG)

a. Mission.

Provide a realistic and relevant joint training environment and timely training support while ensuring public safety and action as environmental stewards.

b. Functions.

(1) Provide the opportunity for aircrews and weapons systems to be exercised in the same manner that they are expected to be employed in combat. Cannon Range has a .50 caliber range.

(2) Serve as a self-contained unit to provide all necessary functions such as vehicle maintenance, heavy equipment operators, airfield management, structures, communications, and administrative activities.

19-8. 140TH Regiment Missouri Regional Training Institute (MO-RTI) Missouri Army National Guard (MOARNG)

a. Mission.

Provide world-class institutional training – in accordance with The Army School System (TASS) course management plans, programs of instruction, and branch/proponent accreditation standards – to Soldiers of the Army National Guard, the U.S. Army Reserve, and the Active Component. Monitor academic instruction, management, and quality assurance oversight via regional coordination with functionally-aligned TASS companies and battalions. Work with the National Guard Bureau (NGB), TRADOC Deputy Chief of Staff for Education, TASS, and TRADOC proponent schools. Plan and program requirements-driven training identified through the Army Program for Individual Training, the Training Resources Arbitration Panel (TRAP), and NGB Individual Training Branch. Coordinate, initiate, and monitor requirements; conduct training; provide administrative and logistical support.

b. Functions.

(1) Exercise command oversight for the 1st Training Battalion (Engineer), and 2nd Training Battalion (General Studies), located at Fort Leonard Wood. These units provide:

- (a) 21B Combat Engineer MOS training.
- (b) 21E Heavy Construction Equipment Operator MOS training.
- (c) 31B Military Police MOS training.
- (d) 88M Motor Transport Operator MOS training.
- (e) Warrant Officer Candidate School.
- (f) Officer Candidate School.
- (g) Company-level Pre-command Course.
- (h) First Line Leader Course.
- (i) Army Basic Instructor Course.
- (j) Small Group Instructor Course.
- (k) Observer/Controller Course.
- (l) Combat Lifesaver Course.
- (m) Improvised Explosive Device Defeat, Train the Trainer Course.

(2) Exercise command oversight for the new Training Evaluation Battalion (TEB), which utilizes MOARNG Training Sites/Camp(s) Clark (Nevada) and Crowder (Neosho), while coordinating Fort Leonard Wood support as required. The unit's mission is to plan, program, schedule, resource, assist units in execution and documentation, and evaluate RC utilization training in accordance with FORSCOM, 1st Army, TRADOC, theater, and state requirements. Training is certified by The Adjutant General of Missouri and validated by the Director, Army National Guard, for all deploying units, prior to their mobilization station arrival date.

(3) Provide through 5th Training Battalion (Ordnance), located on the Ike Skelton Training Site in Jefferson City:

- (a) 52D Power Generation Equipment Repairer MOS training and ALC.
- (b) 62B Construction Equipment Repairer MOS training and ALC.
- (c) 63B Wheeled Vehicle Mechanic MOS training and ALC.
- (d) 63B Transition Training.
- (e) Direct Support Maintenance for Family of Tactical Vehicles (FMTV).
- (f) General Support Maintenance for FMTV.
- (g) FMTV Unit Maintenance.
- (h) Freon Recovery.
- (i) Standard Army Maintenance System – Enhanced (SAMS-E) Sustainment.
- (j) Wheel Vehicle Recovery Specialist, ASI H8.
- (k) Ordnance SLC.

19-9. 763RD Ordnance Company Explosive Ordnance Disposal (EOD)

a. Mission.

The 763rd Ordnance Company (Explosive Ordnance Disposal) provides 24-hour routine and emergency support to Fort Leonard Wood and the states of Missouri (110 counties excluding: Cass, Clay, Jackson and Platte, and one independent city, Saint Louis), and Iowa as designated by the Commander, 84th Ordnance Battalion (EOD), and Fort Riley, KS 66442-5001.

b. Functions.

(1) Provides 24-hour EOD support to all military, local, state, and federal agencies as outlined in AR 75-15 within assigned area. This support consists of, but is not limited to, the following:

- (a) Accidents/incidents involving military ordnance and/or explosives.
- (b) Accidents/incidents involving commercial demolition materials when beyond the capabilities of the requesting agency.
- (c) Response to suspect or actual improvised explosive devices (IED).
- (d) Provide technical assistance or advice to all agencies listed above.

(2) Provides support to the U.S. Secret Service in protection of the President of the United States, Vice-President, and other dignitaries, both U.S. and foreign.

(3) Conducts safety classes on unexploded ordnance (UXO) threat, ordnance identification and hazards, bomb threat/search, improvised explosive devices (IED), and booby-traps to select individuals and groups.

19-10. 902ND Military Intelligence Group, Fort Leonard Wood Field Office (FLWFO); IAMG-B-FW, 308TH Military Intelligence Battalion

a. Mission.

Conduct operations to detect, identify, neutralize, and/or exploit foreign intelligence threats to U.S. Army forces, secrets, and technologies within Missouri. On order, rapidly deploy unit personnel for direct and/or general support to warfighting units during contingency missions as directed by higher headquarters. Provide counterintelligence (CI) support to U.S. Army activities throughout the state of Missouri.

b. Functions.

(1) Conduct counterintelligence (CI), counterespionage (CE) investigations and operations to detect, identify, neutralize, and/or exploit foreign intelligence threats to U.S. Army forces, secrets, and technologies throughout the state of Missouri.

(2) Advise and assist in CI matters as it relates to various consumers.

(3) Operational coordination with federal, state, and local law enforcement agencies, and various consumer organizations within the FLWFO area of operations.

19-11. American Red Cross

a. Mission.

The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

b. Functions.

(1) Service to the Armed Forces

The Red Cross helps military members, veterans and their families prepare for, cope with, and respond to the challenges of military service. Emergency communications, training, support to wounded warriors and veterans, and access to community resources help an average of 150,000 military families and veterans annually. Service to the Armed Forces will provide emergency communications between service members and their families for verification of situations in order to help Commanders make informed command decisions. Regarding their service members

(2) Volunteer Management

The Red Cross is committed to involving skilled and qualified volunteers who are loyal and passionate about the services they provide to the community. The number of volunteers involved is not as important as the mobilization and management of our volunteer resources to provide the greatest possible impact where needed. Volunteer opportunities to the military and their authorized dependents in order to maintain professional licenses, get on the job training for a possible career and to provide military medical facilities with volunteer help in order to meet their mission requirements.

(3) Preparedness & Health & Safety Services

The Red Cross is the nation's leading provider of health and safety courses, such as CPR, First Aid and Lifeguard training. Each year, more than 9 million Americans participate in our training programs, including first responders, educators, babysitters, and people who want to be prepared to help others in an emergency. Provide educational classes in CPR, First Aid, and other nursing service courses.

(4) Disaster Cycle Services

The purpose of Disaster Cycle Services is to build resilience by mitigating against the impact of disasters on clients, meeting urgent human needs, and facilitating recovery. We do this through both direct action and by leveraging and supporting the community's engagement through our three mission areas: Prepare, Respond and Recover. World-wide Disaster Information and updates for service members with family in other countries.

(5) Biomedical Services

Volunteer blood donors make the American Red Cross the largest single supplier of blood and blood products in the United States. Each year, nearly 4 million people donate blood through the Red Cross, helping to provide more than 40% of America's blood supply.

19-12. Army and Air Force Exchange Service (AAFES)

a. Mission.

Provide quality merchandise and services to Soldiers, Airmen, and their family members. Generate funds to support the Morale, Welfare and Recreation Programs of the Army and Air Force.

b. Functions.

Provide for sale of such merchandise and services to authorized customers through the operation of retail stores, military clothing outlet, shoppettes, barber and beauty salons, food establishments, theater, care service center, class six and catalog sales facility.

19-13. Defense Commissary Agency (DECA)*

a. Mission.

Provide subsistence and household supplies for sale to authorized patrons at installations where adequate commercial facilities are not conveniently available, or when commercial facilities do not sell such supplies at reasonable prices.

b. Functions.

Maintain financial accounting records; cash-collections and deposit records; contract files; blanket purchase agreement files; and blanket delivery order files.

*This is a tenant activity under the operational control (OPCON) of the Defense Commissary Agency (DeCA)

19-14. Defense Military Pay Office (DMPO)

a. Mission.

Provide timely and accurate, comprehensive military pay support to all Soldiers assigned to Fort Leonard Wood which includes: In- and Out-processing, Permanent Change of Station (PCS) travel support, Retirement and Separation, Individual Mobilization and Demobilization, Reserve Pay, Disbursing Operations (limited) and Wounded Warrior Pay Management Processing.

b. Functions.

(1) Processing Section.

Responsible to the Defense Military Pay Office (DMPO) for providing pay transaction input for military pay accounts (Active and Reserve), individual mobilization and demobilization and wounded warrior pay management processing.

(2) Military Review Section.

Responsible to the DMPO for identifying and implementing continuous process improvements for the DMPO; developing statistical analysis data concerning DMPO workload; determining training needs and training methodology; conducting training for internal and external customers, and performing military pay audits.

(3) Customer Service Section.

Responsible to the DMPO for processing all customer initiated work concerning pay accounts and answering inquiries concerning these accounts to include retirement and separation, debt management, and in- and out-processing.

19-15. Department of Defense Humanitarian Demining Training Center (HDTTC)

a. Mission.

Train and prepare U.S. military forces, US government stakeholders, and international partners to conduct humanitarian mine action (HMA) missions in landmine and other explosives remnants of war (ERW) disposal, and demilitarization, explosives safety, and physical security and stockpile management (PSSM) of conventional stockpiled munitions, using “Train the Trainer” instructional methods.

b. Functions.

(1) Supervise the DoD HMA program for the Defense Security Cooperation Agency, Office of Humanitarian Assistance, Disaster Relief, and Mine Action.

(2) Provide combatant commands “Cradle to Grave” HMA mission guidance including HMA mission planning, budgeting, coordination, and end use monitoring and evaluation.

(3) Provide partner nation’s technical assistance on the HMA pillars including landmine and ERW risk education, Demining (landmine/ERW survey, mapping, marking and clearance), Victim assistance including rehabilitation and reintegration, stockpile destruction, and advocacy against the use of anti-personnel mines, and information management.

(4) Advocate the use of International Mine Action Standards (IMAS), and activities which aim to reduce the social, economic and environmental impact of landmines and other ERW.

(5) Collect and disseminate global landmine and ERW related information to support the US government HMA program.

19-16. Department of Veterans Affairs (VA)

a. Mission.

Support a cooperative separation process which will meet the needs of the VA disability compensation evaluation and DoD separation/retirement assessment. Provide a streamlined transition process for separating/retiring service members who intend to file a claim for VA disability benefits.

b. Functions.

- (1) Participate with Benefit I and Benefit II briefings.
- (2) Present VA benefits during separation and retirement briefings.
- (3) Provide information on VA benefits during demobilization briefings for Reserve/Guard members.
- (4) Assist with Reserve/Guard "Welcome Home" activities and events (such as Welcome Home Warrior and Family Activity Days).
- (5) Provide outreach to severely injured service members who are patients at a military treatment facility or VA medical center (VAMC).
- (6) Participate with outreach activities jointly sponsored with local VAMCs, National Guard units, and the State Director of Veterans Affairs.
- (7) Conduct personal interviews with service members who plan to file a claim for VA disability compensation.
- (8) Conduct personal interviews and provide guidance for service members who plan to apply for additional ancillary benefits such as vocational rehabilitation, education, home loan guaranty and special adaptive housing and automobile benefits.
- (9) Conduct cooperative separation examinations which meet the criteria for VA's evaluations and DoD's separation/retirement assessments.
- (10) Provide copies of the completed medical examination reports in a narrative format to the Fort Leonard Wood separation processing centers for inclusion in the service member's original health treatment records.

19-17. Defense Logistics Agency (DLA) Document Services

Mission.

Responsible for document services within the DoD encompassing printing and high speed, high volume duplicating, scanning, imaging, digital warehousing, engineering drawing conversation, CD-ROM duplications, and mail packaging. Also serves as the DoD preferred provider of solutions for the conversion, retrieval, output, and distribution of digital documents for all DoD activities on Fort Leonard Wood and Army Reserve/ROTC activities in this region.

19-18. Equipment Concentration Site (ECS) 66, 89th Regional Readiness Command

a.. Mission.

The primary mission of the 89th Regional Readiness Command is to train and deploy America's most effective supporting ground forces. The ECS supports this mission.

b. Functions.

- (1) Provide storage and obtain maximum operational readiness of unit-owned TOE/TDA equipment that cannot be properly maintained at the unit's home station.
- (2) Provide secure storage and accountability of all property.

- (3) Loan equipment to units and approved agencies for mission support and training.
- (4) Perform field maintenance, and limited direct service maintenance support.
- (5) Assist supported units by providing hands-on technical training in supply and maintenance operations.
- (6) Ensure equipment is available upon request/approval for reserve units (Army, National Guard, Navy, Air Force, Marines) while performing training/missions within the support area of ECS 66.
- (7) Ensure equipment is available upon request/approval for outside agencies and non-profit organizations.
- (8) Provide technical maintenance assistance to supported unit personnel.
- (9) Provide emergency roadside repair of disabled military vehicles.
- (10) Serve as the service and evaluation base for equipment requiring DS/GS maintenance support.
- (11) Serve as the service and evacuation base for equipment requiring DS/GS maintenance support.

19-19. Fort Leonard Wood Missouri Career Center

The FLW Missouri Career Center is a state governmental agency under the Missouri Division of Workforce Development and is the State Employment Office for the Fort Leonard Wood/Waynesville/St. Robert area.

a. Mission.

The mission of the Missouri Division of Workforce Development is to foster a skilled workforce to increase Missouri's economic growth by serving businesses and empowering job seekers through a customer-centered, accountable, streamlined system. Their vision is to provide a skilled workforce for today's jobs and tomorrow's careers.

b. Functions.

- (1) Provide "one-stop shops" for all employment and training needs for businesses, job seekers, and those with special needs.
- (2) Provide a partnership of federal, state, and local employment and training organizations tailored to reflect the specific needs of each local community.

19-20. HQ State Area Command, MOARNG Facilities Management Branch, (NGMO-FDT-FLW)

a. Mission.

Provide design, housing, and construct and maintain facilities to support the training mission of the Missouri Army National Guard, other services and agencies. Act as a one-stop shop liaison with the installation for reserve component requirements.

b. Functions.

- (1) Provide supervision and technical guidance for design of facilities.

- (2) Provide safe, structurally sound, and adequate classrooms, barracks, administrative areas, and arms vault.
- (3) Provide supervision and inspection on all work, materials, and equipment for construction projects.
- (4) Provide plans and specifications for renovations, maintenance and repair.
- (5) Provide trained work force to inspect, operate, maintain and inventory facilities.
- (6) Maintain liaison with installation to ensure customer and tenant requirements are met.

19-21. Kansas City District, U.S. Army Corps of Engineers, Fort Leonard Wood Resident Office

a. Mission.

To oversee the on-going, day-to-day construction supervision of military construction contracts issued by the Kansas City District Corps of Engineers.

b. Functions.

- (1) Execute military construction policies, as applicable.
- (2) Supervise all construction work assigned.
- (3) Inspect all construction work, and construction materials and equipment required for construction projects.
- (4) Ascertain that labor standards provisions of contracts are being complied with and notifies the Labor Relations Officer of any real, apparent, or anticipated violations.
- (5) Ensure safety of all persons to include contractors, government employees, as well as civilians.
- (6) Provide safe, structurally sound, useable facilities for the post.
- (7) Maintain liaison with local interest in time of flood and other disasters or emergencies and performs authorized activities.

19-22. Mid-Missouri Recruiting Company

The Mid-Missouri Recruiting Company is a subordinate unit of the Kansas City Recruiting Battalion, comprised of 8 stations throughout Missouri in 26 counties. The territory extends from West Plains through Saint Robert, Rolla, Jefferson City, Columbia, Washington, Saint Peter, and Wentzville, with the company headquarters on Fort Leonard Wood. The company is comprised of 35 Regular Army Soldiers, 12 Active Guard/Reserve Soldiers, and a headquarters element composed of a commander, first sergeant, company trainer, and administrative assistant.

a. Mission.

Recruit and enlist qualified applicants into the Regular Army and Army Reserves.

b. Functions.

- (1) Act as the primary liaison for the Army in civilian communities throughout the country through community outreach programs, special events, awareness advertising, and face –to-face interaction.\

(2) Increase awareness of the Sergeants Major of the Army Recruiting Team (SMART) Program, providing bonuses to Soldiers who refer applicants that enlist in the Army.

(3) Execute tours of Fort Leonard Wood to high school seniors, future Soldiers, applicants, educators, and VIPs on a regular basis to provide a first-hand look at the Army's professionalism and high quality of training.

19-23. Mission and Installation Contracting Command, Installation Contracting Office (MICC ICO)

a. Mission.

Plans, manages, and executes a comprehensive contracting and acquisition program for the command and off-post serviced activities. Provides oversight/administration of contracts and contractor performance in support of base operations. Ensures compliance with statutes and federal acquisition regulations. Administers the socioeconomic business and competition programs. Implements and manages execution of the Government Purchase Card (GPC) Program.

b. Functions.

(1) Director.

(a) Serves as the Commanding General's principal staff officer for acquisition; responsible for advising senior leaders on the acquisition activities of the command.

(b) Provides managerial oversight in the acquisition of supplies, services, and construction for the installation and off-post satellite units/activities for all activities supporting base operations and using appropriated funds as well as limited amounts of non-appropriated funds over \$25,000.

(c) Acts as the Installation Acquisition Career Program Manager (CP14).

(2) Contracting Divisions aligned by business unit support.

(a) Supports clients by providing sound business advice ranging from general contracting assistance/education to presenting short term and long term contracting solutions considering client mission needs, timelines, resources and constraints.

(b) Carries out the functional planning and evaluation, solicitation and award of supplies, services and construction contracts ranging from unilateral, simplified acquisitions to bilateral, complex, multimillion dollar contracts for requirements within monetary limits of the Contracting Officer's warrant and in compliance with all statutory and regulatory acquisition regulations and policies.

(c) Actively supports the Government's socioeconomic business programs. Promotes and provides for full and open competition in soliciting offers and awarding Government contracts to the maximum extent possible.

(d) Administers contracts from award through final payment/closeout including but not limited to within scope determinations, modifications, contractor payments to resolution of disputes and contract terminations within the monetary limits of the Contracting Officer's warrant and in compliance with all statutory and regulatory acquisition regulations and policies.

(e) Coordinates and monitors technical contract surveillance to ensure the Government's best interests are served in the timely receipt of quality products, services and construction projects within the standards specified in the contract.

(f) Administers the Government Purchase Card (GPC) Program. Trains, certifies and audits GPC approving officials and cardholders to ensure compliance with Government policies.

19-24. TACOM Ground Systems Materiel Management Directorate

a. Mission.

Maximize training based equipment readiness by providing responsive, reliable, and uninterrupted field-level maintenance support to TRADOC training fleets/equipment and ensure the availability of equipment to meet the TRADOC "training load." Serve as the single point of entry for field maintenance of training-based equipment which allows the TRADOC commanders to focus on their mission: training. Work with the MSCoE G-4 to synchronize logistics functions as well as integrating and coordinating maintenance and supply operations in support of MSCoE Schools, Brigades and Staff elements.

b. Functions.

(1) Synchronize the execution of maintenance and supply support functions at the unit level; goal, provide 100 percent of critical training equipment, on time.

(2) Maintain TRADOC training based equipment IAW DA condition and readiness standards. Facilitate and expedite the turn-around time for repair and return of critical training equipment.

(3) Track, monitor and determine systemic trends; work with Schools, Brigades and MSCoE G-4 to identify and recommend solutions and fixes to logistical issues.

(4) Coordinate with units and MSCoE G-4 on all maintenance operations/functions in support of training units.

(5) Work with Schools, Brigades and MSCoE G-4 to determine significant and critical fleets in order to prioritize maintenance and supply priorities.

(6) Work with the MSCoE G-4, Schools, and Brigades to identify low usage or non-POI supported equipment.

(7) Work with the MSCoE G-4 to identify new and/or additional inbound equipment in order to ensure that training support requirements are identified and that maintenance support is adjusted accordingly.

(8) Provide technical assistance to MSCoE G-4/G-8 for manpower and funding issues related to logistics, supply and maintenance support.

(9) Provide TACOM's logistics and readiness data in support of the monthly MSCoE G-4 Logistics Readiness Review (LRR).

(10) Provide assistance to the Schools, Brigades and MSCoE G-4 in the validation of maintenance information reported monthly to the Commander's Unit Status Report (CUSR).

(11) Assist MSCoE G-4/G-8 with Training Resource Arbitration Panel (TRAP) related issues for resourcing of personnel, equipment and maintenance support.

(12) Ensure all Standard Army Maintenance Systems (SAMSE ½) are on the current system change packet (SCP) and security updates.

(12) Ensure SAMSE data is submitted monthly to Logistics Support Activity (LOGSA) in order to report unit readiness.

19-25. Test and Evaluation Coordination Office (TECO)

a. Mission.

Provide coordination between U.S. Army Operational Test Command (OTC), U.S. Army Test and Evaluation Center (ATEC), and the U.S. Army Maneuver Support Center of Excellence. Provide operational test and evaluation expertise to CBRN, Engineer, and Military Police Schools. Responsible for improvement of processes to optimize resources and products.

b. Functions.

(1) Liaison.

(a) Conduct on-site coordination between OTC, ATEC, and the U.S. Army CBRN, Engineer, and Military Police Schools.

(b) Act as the Schools' point of contact for operational test and evaluation (OT&E) support. Assist in developing critical operational issues and criteria, coordinating support requirements for concept evaluation programs (CEP), force development tests and experiments, limited objective experiments, and customer tests.

(c) Monitor all OT&E initiatives at OTC, Developmental Test Command (DTC), and ATEC; and keep command informed on all subjects of mutual interest.

(d) Monitor the status of all OT&E documentation.

(e) Assist in the development and execution of advanced warfighting experiments, advanced technology demonstrations, and other pre-milestone zero initiatives.

(2) Operational Test Command (OTC)/ATEC subordinate element.

(a) Arrange logistical support for OTC/ATEC operational test and evaluation activities to include resources for the conduct of operational testing.

(b) Prepare, plan, execute, and report on limited operational tests.

(c) Monitor, report, and assist in preparing the critical operational issues and criteria. Assist in the preparation of doctrinal and organizational test support packages, threat test support packages, training test support packages, and other OT&E documentation.

(3) Engineer, CBRN, and Military Police Schools and Center Support.

(a) Provide functional expertise and assistance on OT&E.

(b) Serve in an advisory capacity in CEP candidate selection process.

(c) Provide OT&E planning requirements and assist in cost and resource identification.

(d) Conduct, with OTC and ATEC support, limited operational and demonstrational tests.

(e) Conduct video and telephonic conferences to inform and update OTC, DTC, and ATEC on current programs.

19-26. Test, Measurement and Diagnostic Equipment Support Center – Fort Leonard Wood (TSC-FLW)

Mission.

Provide calibration support services for test, measurement, and diagnostic equipment in order to sustain Army non-divisional weapons systems readiness within Missouri and southern Illinois. TSC-FLW calibration services are all directly traceable to legal national standards or to fundamental natural phenomena.

19-27. Transportation Security Administration (TSA)

a. Mission.

The Transportation Security Administration protects the nation's transportation systems to ensure freedom of movement for people and commerce.

b. Functions.

TSA Security Officers (TSO) screens every passenger and bag to ensure safe air transportation. TSOs also perform document checking of passengers before they enter the security checkpoint and ensure screening equipment is performing properly.

19-28. U.S. Air Force Detachment 1, 364th Training Squadron

a. Mission.

Transition untrained or unqualified Airmen, Soldiers, Sailors, and Marines, into mission ready personnel capable of performing tasks in the area of heavy equipment operations and engineering assistance. Additionally, to provide training to Airmen and other U.S. Service/civilian personnel through basic, and advanced courses in the following Air Force career fields: Engineer Assistant, Pavement Maintenance and Construction Equipment Operator, Emergency Management, and Vehicle Operator.

b. Functions.

(1) Equip and train members of the Armed Forces upon graduation from respective service basic training.

(2) Provide advanced/upgrade training to the current Air Force members.

(3) Develop, test, and field curriculum for Air Force Specialty Code (AFSC) unique upgrade training.

(4) Advise and instruct, as required, to meet demands from Air Force Major Commands for special training requirements.

19-29. U.S. Air Force, 3rd Weather Squadron, Operation Location C

a. Mission.

Provides surface weather observing, planning forecasts, and climatological support to Forney Field and Fort Leonard Wood.

b. Functions.

- (1) Operate in close coordination with Aviation Division, DPTMS, in support of training.
- (2) Provide weather observation support to military aviation using Forney Field.
- (3) Disseminate weather warnings and weather forecasts to the appropriate agencies at Fort Leonard Wood.
- (4) Issue planning weather forecast for Fort Leonard Wood and operational flight forecast for the 1st of the 106th AVN.
- (5) Prepare climatological summaries for various Army staff agencies.
- (6) Perform liaison between U.S. Army personnel at Fort Leonard Wood and other Air Force Weather Agency (AFWA) Air Force units.

19-30. U.S. Air Force, Air Combat Command, Langley, Virginia

Mission.

Provide contractor maintenance support to meteorological sensing equipment that is used for providing weather information to local Army units at Forney Field and on Fort Leonard Wood.

19-31. U.S. Army Dental Activity (DENTAC)

a. Mission.

- (1) Provide dental diagnosis, care, treatment and consultation services to active duty military personnel and other persons as authorized by the Department of the Army.
- (2) Advise and assist the installation commander and staff and exercises directorate authority in all matters concerning the delivery of dental health care services.

b. Organization.

The USA Dental Activity (DENTAC) is a subordinate activity of the USA Dental Command (DENCOM), headquartered at Fort Sam Houston, located in San Antonio, Texas. The DENTAC is a tenant activity located on the installation under policies established in the memorandum of understanding between the Commander, U.S. Army Training and Doctrine Command and Commander, DENCOM. The DENTAC receives support from the U.S. Army Medical Activity (MEDDAC) for rations, quarters, and staff support. The DENTAC has four dental clinics on the installation.

19-32. U.S. Army Materiel Command (AMC) Logistics Assistance Office (LAO)

a. Mission.

The mission of the Deputy Chief of Staff for Operations, G-3 and (AMCOPS-S) is to serve as the principal staff responsible for preparation and sustaining of war fighting in peace and war today and tomorrow.

b. Functions.

- (1) Function as Army Material Command (AMC) senior logistics representatives supporting and sustaining the Single Stock Fund (SSF) Program initiative.

(2) Provide direction and management of the logistics transformation and support initiatives.

(3) Assist Directors of Logistics and/or tactical organizations of the Active Army, LAO and Reserve and National Guard components in the management of secondary items of material supported by the Standard Army Retail Supply System (SARSS) and capitalized into the Army Working Capital Fund-Supply Management Army (AWCF-SMA).

(4) Provide logistics support to Fort Leonard Wood on a regional basis for installation and tactical-level organizations located within the Continental United States, U.S. forces located in the geographic regions of Europe and Korea, or as directed.

(5) Operate under the authority of AR 700-4.

19-33. U.S. Army Materiel Command (AMC) Logistics Support Element (LSE)

Mission.

Provide a single Army Materiel Command face to the field by integrating and synchronizing acquisition, logistics and technology in order to enhance the combat readiness of all Active Army and Missouri/Iowa National Guard and Reserves.

19-34. U.S. Army Medical Department Activity (MEDDAC)

a. Mission.

Provide relevant and ready medical forces for a campaign Army by promoting Army values, instilling warrior ethos, developing leaders and caring for Soldiers, Warriors in Transition, Families and staff, with compassion and courage.

b. Functions.

(1) Serve as the Director of Health Services on the installation commander's staff.

(2) Provide within designated areas of responsibility, medical support as directed by Army regulations to ROTC, National Guard, USAR, active duty and dependents, and retired and dependents.

(3) Provide administrative and logistical support to DENTAC and VETCOM.

(4) Provide comprehensive and quality health care to eligible beneficiaries.

(5) Provide, or arrange for, emergency medical and occupational health services for federal civilian personnel employed at Fort Leonard Wood, Missouri, and provide or arrange for occupational health for DoD civilian personnel employed in the states of Missouri, Iowa, and Minnesota.

(6) Promote, within designated area of responsibility, medical logistical support to Active Army, USAR, National Guard, and ROTC units.

(7) Provide preventive medicine and medical health services in the health services area.

(8) Responsible for implementation of medical support for nuclear, biological, and chemical surety programs and chemical operations within the MEDDAC area of responsibility.

(9) Serves as health service area coordinator.

(10) Provide emergency medicine services for civilians attending military school/training and participants in Post-sanctioned special events.

(11) Establish and implement the Army Medical Action Plan (AMAP) mission through oversight and management of the Warrior Transition Unit activities.

(12) Provide medical care to Soldier and their Family members in the WTU

19-35. U.S. Army Prime Power School

a. Mission.

Train, develop, and support the MOS 12P (Army) and NEC 5633 (Navy) Prime Power experts through innovative and challenging courses. The organization continues to leverage the nation's electrical power expertise to provide a dedicated reach-back capability to Prime Power Production Specialists operating in the field while assisting Operation Energy (OE) stakeholders to achieve OE program strategies.

b. Functions.

(1) Train military personnel in the art of installation, operation and maintenance of power generation and distribution systems.

(2) Develops training materials that support current and future unified land operations and defense support of civil authorities in power operational environments.

(3) Prepares graduates of the Advanced Leader Course for their management roles in the operational power environment.

(4) Provides technical expertise to military power operational environments.

(5) The USAPPS Commander reports to the USAPPS Commandant / 249th EN BN Commander, Fort Belvoir, VA.

19-36. U.S. Army Research Laboratory Human Research Engineering Directorate (ARL-HRED) Field Element – Fort Leonard Wood, Missouri

a. Mission.

Provide support in the integration of the areas of manpower, personnel, training, human factors engineering, system safety, health hazards, and soldier survivability (MANPRINT) to the U.S. Army Maneuver Support Center of Excellence and Fort Leonard Wood.

b. Functions.

(1) Provide consultation to the MSCoE & FLW on the latest human factors engineering and MANPRINT methods and techniques.

(2) Help identify, through interaction MSCoE & FLW, research needed to establish an effective engineer human factors engineering technology database.

(3) Provide MSCoE & FLW with ready access to the ARL-HRED database and expertise for engineer application and/or research efforts.

(4) Enhance the coordination between the Army Research Laboratory and the combat and training developer in the human factors engineering area.

(5) Assist MSCoE & FLW in the implementation of the Army MANPRINT initiatives.

(6) Provide human factors engineering and MANPRINT support as required, including efforts to support:

(a) Development of Army CBRN, Engineer, and Military Police requirements.

(b) Concepts and studies, analyses, and assessments.

(c) Battle lab assessments and evaluations.

(7) Development and acquisition of Army CBRN, Engineer, and Military Police systems.

19-37. U.S. Army ROTC, 4TH Brigade, 2nd ROTC Region

a. Mission.

Provide mission command for all senior (university level) and junior (high school level) Reserve Officers' Training Corps units in Missouri, Arkansas, Oklahoma, and southern Illinois. Commission the future officer leadership of the U.S. Army and motivate young people to be better Americans.

b. Functions.

(1) Provide mission command, administrative and logistics functions for all subordinate units.

(2) Act as liaison between the schools and Second Region headquarters at Fort Knox, KY.

(3) Perform scholarship-recruiting functions throughout Missouri, Arkansas, and southern Illinois.

(4) Coordinate the Junior ROTC expansion program in the assigned area.

(5) Coordinate and support the annual JROTC summer camp at Fort Leonard Wood.

19-38. U.S. Army Trial Defense Service (USATDS), Fort Leonard Wood Office

The U.S. Army Trial Defense Service (USATDS), Fort Leonard Wood Field Office, is an activity of the U.S. Army Legal Services Agency (USALSA), a field-operating agency of the Judge Advocate General (TJAG). With the exception of administrative support, TDS operates completely separate from the Office of the Staff Judge Advocate.

a. Mission.

Provide specified defense counsel services for Soldiers, whenever required by law or regulation and authorized by TJAG.

b. Functions.

(1) The trial defense counsel's primary duty is to represent active duty or AGR Soldiers at general and special-courts martial; at administrative separation, elimination, or reduction in grade boards; at

investigations conducted pursuant to Article 32, UCMJ; and before a military magistrate at pre-trial confinement hearings.

(2) Other duties include: counseling suspects regarding Article 31/Miranda rights and at line-ups; advising on Article 15 and summary court-martial; counseling with regard to drill sergeant status removal; and assistance with rebuttal to memorandums of reprimand.

19-39. U.S. Marine Corps (USMC) Detachment Fort Leonard Wood (MARDETFLW)

a. Vision.

To be the Marine Corps' premiere technical training and leadership institute, totally focused on the training and continuing development of its student Marines, and to be the duty station of choice for permanent party Marines.

b. Mission.

Marine Corps Detachment, Fort Leonard Wood, Missouri will provide properly trained personnel, adequate resources and administrative support in order to ensure that Engineer Equipment Operators, Maintainers and Technicians; Military Police; Motor Transport Operators; CBRN Specialist and Non-Lethal Weapons Instructors are trained to standard while continuing the transformation process.

c. Functions.

(1) Continue the transformation process by providing force preservation through dedicated leadership, mentoring, operational risk management (ORM), risk reduction to better develop Marines' ethos, moral character, esprit de corps, and further recognize the dignity of every Marine in order to prepare them for the challenges of the operating forces.

(2) Train/MOS qualify students and serve as the USMC representative for; Engineer Equipment, Motor Transport Operators, Military Police, CBRN, Non-Lethal Weapon Systems, and other ITRO matters.

(3) Provide subject matter expertise in managing assigned doctrinal issues for Engineer Equipment, Motor Transport Operations, Military Police, and CBRN occupational fields in order to provide connectivity and timely coordinated solutions for validated training and education requirements in support of the operating forces, using DOTMLPF process.

19-40. U.S. Navy Detachment

a. Center for SEABEES and Facilities Engineering (CSFE) Detachment

(1) Mission.

Provide instructors to the 1st Engineer Brigade, and provide administrative support of instructors during the interservice training (ITRO) of Engineering Aid (Army MOS 12T), (Navy A-412-0010), and Equipment Operator (Army MOS 12N), (Navy A-730-0010) courses at Fort Leonard Wood. Provide Navy-unique Equipment Operator instruction to designated personnel.

(2) Functions.

(a) The CSFE Officer-in-charge represents the Navy in all training matters involving engineering and Center for Security Forces (Master-at-Arms) Navy personnel.

(b) Provides administrative support for all staff and student personnel assigned temporarily or permanently to Fort Leonard Wood.

(c) The CSFE Officer-in-charge reports to the Commanding Officer, Center for Seabees and Facilities Engineering, Port Hueneme, CA.

(d) Participates and provides input regarding ITRO training issues.

b. Center for Naval Engineering Learning (CNE) Site

(1) Mission.

Provide instruction in Shipboard Chemical, Biological, and Radiological Defense (A-495-2062).

(2) Functions.

(a) The CNE Learning Site Officer-in-charge represents the Navy in all training matters involving Center for Naval Engineering personnel.

(b) The CNE Officer-in-charge reports to the Commanding Officer, Center for Naval Engineering, Norfolk, VA.

(c) The CNE Officer-in-charge serves as an active member of the Executive Chemical Surety board by providing recommendations regarding program initiation and operation, disposition and solution of Surety issues, and resource allocation and staff support as needed for the Chemical Surety Program.

19-41. U.S. Total Army Personnel Command Personnel Security Screening Program (PSSP) Detachment

a. Mission.

Provide expeditious, accurate, and complete personnel security screening, interviewing, and processing of first term and prior service Soldiers enlisting for military occupational specialty (MOS) or enlistment options resulting in assignment to sensitive positions throughout the Army. Screen Army accessions requiring Top Secret clearance with access to sensitive compartmented information (SCI) and eligibility for the Personnel Reliability Program (PRP).

b. Functions.

(1) Provide initial security processing of enlisted personnel for assignment to selected sensitive positions by accomplishing security screening interviews of non-prior service and prior service personnel enlisting or reentering the Army through the U.S. Army Recruiting Command and assigned to the U.S. Army Training Centers for basic combat training and/or further processing.

(2) Ensure all administrative actions are accomplished to initiate single scope background investigations (SSBI) on the above personnel.

(3) Supervise administrative personnel and security interviewers assigned to the PSSP Det FLW.

(4) Responsible for the implementation of the Department of the Army Security Screening Program for accessions requiring Top Secret clearance with access to SCI.

(5) The FLW PSSP Staff provides technical assistance and clearance actions that are required due to incomplete application process or errors that result in Statement of Reason from the Army CAF. This includes all levels of command that request action, follow up, and review.

(6) Provides supervision, training and technical support for 27 MEPs from Michigan to Quam. This process includes recruitment of Security personnel assigned to the supported MEPs

(7) The FLW PSSP is the approval/Disapproval authority for all clearance action within and without the enlisted arena and provides Renounce of Foreign country citizenship to both enlisted and Officer Personnel.

19-42. Veterans Administration

The Veterans Administration Community-Based Outpatient Clinic (CBOC) at the General Leonard Wood Army Community Hospital is an extension of the Harry S Truman Memorial Veterans Administration Hospital located in Columbia, Missouri. The CBOC is a tenant activity located on the installation under policies established in the memorandum of understanding between the Commander, Army Nurse Corps and Director of the Harry S Truman Veterans Administration Medical Center.

Mission.

Improve the health of veterans we serve by providing primary care, specialty care, extended care, and related social care and social support services in an integrated health care delivery system.

19-43. Veterinary Services

Mission.

Provide health care for military working dogs and privately-owned animals, to include dental and physical exams. Inspect all food purchased by the military to ensure that it is high quality, safe, and secure and conforms to contracts negotiated between companies and the military.

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Appendix A
MSCoE / FLW Terms of Reference

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DEPARTMENT OF THE ARMY
U.S. ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE
14000 MSCOE LOOP, SUITE 316
FORT LEONARD WOOD, MISSOURI 65473-8300

ATZT-CG

09 FEB 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Terms of Reference (TOR) for Command Group and Specified Staff

1. The Senior Commander's (SC's) command authority over the installation derives from the Chief of Staff, Army (CSA), and Secretary of the Army's (SA's) authority over installations. This is a direct delegation of command authority for the installation to the SC. SC command authority includes all authorities inherent in command including the authority to ensure the maintenance of good order and discipline for the installation. The SC's mission includes the following:

- a. Leading and caring for military members, families, and civilians.
- b. Providing senior Army representation to the American public and community.
- c. Enabling readiness and ensuring resilience and professionalism.
- d. Establishing installation priorities among all resident and supported units.
- e. Synchronizing and integrating Army priorities and initiatives on the installation.
- f. Prioritizing base operations support consistent with Headquarters, Department of the Army (HQDA), priorities.
- g. Approving and submitting the installation master plan, military construction lists, and prioritized family and installation programs.
- h. Ensuring safety and force protection.
- i. Providing general courts-martial convening authority.

The SC will develop a strong relationship with Installation Management Command (IMCOM) and the Regional Director and other counterparts, and SC will work solutions, as needed, with Army commands, Army service component commands, and Army direct reporting units and staff.

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SUBJECT: Terms of Reference (TOR) for Command Group and Specified Staff

2. The Command Group of the Maneuver Support Center of Excellence (MSCoE) assists the SC in carrying out duties. These leaders are the MSCoE Command Sergeant Major (CSM); Deputy to the Commanding General (DtCG); Deputy Commanding General (DCG), Army National Guard (ARNG); DCG, Mobilization and Training (M&T)/U.S. Army Reserves (USAR); Commandant, U.S. Army Engineer School (USAES); Commandant, U.S. Army Chemical, Biological, Radiological, and Nuclear School (USACBRNS); Commandant, U.S. Army Military Police School (USAMPS); and the MSCoE Chief of Staff (CoS). Each member is authorized to supervise the execution of all decisions, guidance, and policies—interpreting them for subordinates as appropriate. The principal sources of guidance are our Fort Leonard Wood (FLW) missions and Commanding General's (CG's) priorities; command policies and directives; MSCoE, regimental, and school campaign plans; MSCoE orders and fragmentary orders; and decisions from the MSCoE Commander's Update Brief and other battle rhythm decision forums including school and capabilities development updates and semi-annual training briefs (SATBs).

3. The Fort Leonard Wood chain of command runs directly from the SC through the commandants to the commanders and directors of all Fort Leonard Wood subordinate commands and organizations. The DtCG and CoS are not additional echelons in the chain of command; rather, they serve to assist the SC with full authority to direct mission activities and to act on behalf of the SC to implement and enforce decisions, guidance, and policies. In the SC's absence, the DtCG will direct mission activities within the Center's core functions; the senior commandant on post will assume responsibility as acting commander for purposes of Uniform Code of Military Justice (UCMJ) and other legal or regulatory matters which require a commanding officer or military general officer (GO).

4. To assist in the exercise of command, the SC also has principal staff officers: a general staff, a special staff, and a personal staff. Unless the SC directs otherwise, all staff officers will coordinate with the SC and keep the SC informed through the CoS.

a. The members of the general staff advise, plan, and synchronize all actions across Fort Leonard Wood in order to effectively execute all missions and tasks; implement SC policies, orders, guidance, and intent; address all requirements and requests from higher headquarters; and ensure that the requirements of all major subordinate commands or organizations and other tenant units are addressed. The general staff also supports taskings from the DtCG and commandants and operates under the direct supervision and leadership of the CoS. The general staff blends both Training and Doctrine Command (TRADOC) and IMCOM staff leaders into a cohesive leadership team and includes G-1 (partnered with the Directorate of Human Resources [DHR] and Civilian Personnel Advisory Center [CPAC]), G-2 (partnered with the Office

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SUBJECT: Terms of Reference (TOR) for Command Group and Specified Staff

of Intelligence and Security [OIS]), G-3/5/7 (partnered with the Directorate of Plans, Training, and Mobilization [DPTM]), G-4 (partnered with the Logistics Readiness Command [LRC] and TACOM), G-6 (partnered with the Network Enterprise Command [NEC]), and G-8 (partnered with the garrison Directorate of Resource Management [DRM] and Mission and Installation Contracting Command [MICC]) as well as overall partnership with Directorate of Public Works (DPW) and other garrison staff.

b. The special staff includes the Civilian Personnel Officer (CPAC Director); the Equal Opportunity Advisor; the Director, Capability Development and Integration Directorate (CDID); the Quality Assurance (QA) and Knowledge Management (KM) Officer; the Historian; the Community Health Promotion Officer; the Ready and Resilient Officer; and the Secretary of the General Staff. The special staff will keep the command group informed and will coordinate all actions through their established chains of command or responsibility.

c. The personal staff officers work under the SC's immediate control, and the SC will establish when and how they coordinate with the CoS or other leaders or staff. Personal staff includes Aide-de-camp, Command Sergeant Major, Chaplain, Inspector General, Commander's Initiatives Group (CIG), Internal Review, Public Affairs, Safety, and Staff Judge Advocate.

5. Command Group Member Responsibilities.

a. MSCoE CSM.

(1) The CSM is the SC's principal advisor on all matters pertaining to the Noncommissioned Officer (NCO) Corps, discipline, and troop and family welfare. The CSM has direct access to the SC and is the SC's closest advisor for training, leading, maintaining, and caring on the installation. He closely monitors individual training, utilization, promotions, discipline, and morale of the command and informs the command group as needed on matters of importance. He is responsible for all assignments and reassignments of enlisted personnel and for review of all awards and NCO evaluation reports that require the SC's signature; he also participates in awards boards and is responsible for installation NCO professional development.

(2) The CSM transmits, instills, and ensures efficacy of the professional Army ethic; cares for Service members and families on and off duty; oversees and guides training of enlisted Soldiers for their military occupational specialties (MOSs) and in basic skills and attributes of a Soldier; ensures that Soldiers comply with physical readiness training and weight and appearance standards; teaches and communicates

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SUBJECT: Terms of Reference (TOR) for Command Group and Specified Staff

history, customs, courtesies, and traditions; ensures accountability; achieves and maintains courage, candor, competence, commitment, and compassion.

(3) The CSM coordinates closely and maintains regular contact with the staffs and the command sergeants major of all of Fort Leonard Wood's assigned and tenant units.

(4) The CSM is the example of discipline and standards.

(5) The CSM's special interests include all enlisted matters sergeant first class (E-7) and above.

(a) Coordinates with the CSM Branch at Human Resources Command (HRC), Sergeant Major Management Office, for MSCoE-level activities and assists the regimental CSMs to ensure that school requirements are met.

(b) Advises the SC and General Leonard Wood Army Community Hospital (GLWACH) Commander on the standards, policies, and processing and care of Soldiers in the Warrior Transition Unit.

(c) Ensures that our Soldier barracks are orderly and maintained to standard. Alerts the SC to any major problems or emerging issues.

(d) Supervises and ensures appropriate coordination and visibility of the Noncommissioned Officer Academy (NCOA), Retention, and Equal Opportunity.

(e) Inculcates a Warrior spirit and helps foster a positive command climate.

(f) Serves as the expert and guide for ceremonies and very important persons (VIPs) as needed.

(6) Participates in battle rhythm meetings to include Commanding General (CG) huddles, MSCoE Commander's Update Brief, and brigade (BDE) SATBs.

b. DtCG.

(1) The DtCG is the strategic continuity for MSCoE and Fort Leonard Wood who provides enterprise-level recommendations to the SC and works collaboratively with school commandants; DCGs; CoS; the Garrison Commander (GC); Commandant, NCOA; and other tenant commanders and staffs to ensure synchronization across the MSCoE enterprise.

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SUBJECT: Terms of Reference (TOR) for Command Group and Specified Staff

(2) The DtCG assists the SC in all roles, is the SC's principal civilian advisor, and is authorized to give mission direction and guidance on the SC's behalf. The DtCG acts as the principal senior executive to oversee actions to manage the organization.

(3) The operational environment of the DtCG includes working installation matters directly with outside entities including but not limited to HQDA, TRADOC, IMCOM, U.S. Army Corps of Engineers (USACE), NEC, Army Materiel Command, Civilian Human Resources Agency (CHRA), MICC, Office of the Provost Marshal General (OPMG), research labs, industry and academic partners, Joint Project Integration Office-Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (JPIO-CBRNE), other Centers of Excellence (CoEs) and installations, and members of the community.

(4) The DtCG's special areas of interest include the following:

(a) Human Resources, Financial, and Manpower Management. DtCG often receives human resources and funding guidance directly from TRADOC and passes information to the CoS for execution. In coordination with (ICW) the CoS, GC, other tenants and their headquarters, and stakeholders (external), helps synchronize installation budget and manning resources to ensure cohesive long-term operations and capabilities; oversees and synchronizes future and strategic planning and programming for mission, infrastructure, land, range, and training funding and resources. Oversees and guides changes to processes, governance, functions, and table of distribution and allowances (TDA) authorizations and budget across the installation for long-term initiatives and mission success. DtCG receives—through the CoS—and reviews all human resources, funding, and manpower tasking responses and responses of large or strategic impact before submission to TRADOC or other higher headquarters.

(b) Base Realignment and Closure (BRAC). Internally and ICW the CoS and GC, oversees and guides MSCoE's efforts involving BRAC and discretionary stationing or restationing actions.

(c) Health and Wellness. Serves as the senior health and wellness advisor to the SC and command group.

(5) The DtCG is also dual-hatted as the CDID Senior Executive Service (SES) and works directly with the CDID Director and commandants as they oversee and integrate capability areas assigned to them based on their professional and military expertise and focuses on maneuver support, protection, and maneuver enhancement brigades (MEBs) as well as CDID functions and operations. Oversees the Directorate of Counter-Improvised Explosive Device (DCIED) and Homeland Defense/Civil Support

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Office (HD/CSO) on the SC's behalf and speaks on the SC's behalf in all areas mentioned.

(a) Works closely with the CoS for personnel and management issues within CDID, DCIED, and HD/CSO.

(b) Partners with the Army Capabilities Integration Center (ARCIC) and ensures effective collaboration between HQDA, ARCIC, the Combined Arms Center (CAC), TRADOC Analysis Center, CoEs, and program managers. Coordinates and synchronizes all science and technology (S&T) activities.

(c) Participates in battle rhythm meetings to include counter-improvised explosive device (CIED) updates, homeland defense/civil support (HD/CS) updates, CDID updates, SATBs, school updates, GO executive sessions, installation planning board, real property planning board, financial management updates, and MSCoE Commander's Update Brief.

c. DCG, ARNG. Assists the SC in synchronizing the TRADOC effort affecting the missioning of the ARNG. Ensures the ARNG is fully integrated in the planning process; staffing and manning considerations; doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) activities; and operational execution by all command and staff elements of MSCoE. Serves as advisor to and personal representative of the SC. Supports HD initiatives, CBRNE Enhanced Response Force Package (CERFP), and Weapons of Mass Destruction–Civil Support Team (WMD-CST) training and doctrine development and other efforts as needed.

d. DCG, M&T/USAR. Assists in the training, deployability, and readiness of USAR units. Ensures the USAR is fully integrated in the planning process, staffing and manning considerations, DOTMLPF activities, and operational execution by all command and staff elements of MSCoE. Assists in integration of the Total Army School System and distance learning initiatives. Serves as advisor to and personal representative of the SC. Reviews, analyzes, and recommends allocation of resources to support MSCoE/FLW mobilization mission requirements. Supports homeland defense initiatives and Reserve Component WMD-CST training and other efforts as needed. Provides letter of input for school reserve deputy assistant commandants.

e. Commandants: USAES, USACBRNS, and USAMPS:

(1) Primarily responsible for respective subordinate brigades: 1st Engineer (EN) BDE, 3d Chemical (CM) BDE, and 14th Military Police (MP) BDE. Exercise command responsibilities for respective brigades. Serve as principal advisor in respective

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brigades' command matters and authorized to give orders, directions, and guidance, which have the same force and effect as those given by SC.

(2) Serve as the Commandant of respective branches. Ensure that respective school visions are nested with and consistent with the SC's. Serve as branch proponent with primary responsibility for training, leader development, and personnel for the branch and work to integrate those into and across DOTMLPF concerns for the branch. Focus on the needs of respective forces while teaming with the other commandants and DtCG to recommend to the SC changes to doctrine, organizational construct, training and leader development, and materiel solutions.

(3) Review and recommend development of branch doctrine and common training and leader development and establish individual and collective standards of performance for branch Soldiers.

(4) Oversee budget execution and personnel manning within respective schoolhouses. Advise the SC of any key funding and personnel issues. Work with the CoS and recommend slating for respective branch lieutenant colonels and colonels to SC for approval. Once senior leaders are assigned to respective schools, select where to slot them. Personnel moves internal to the school and subordinates do not require SC approval.

(5) Counsel, mentor, and develop leaders and Soldiers within respective formations.

(6) Participate in battle rhythm including school updates, SATBs, CIED updates, HD/CS updates, CDID updates, GO executive sessions, and MSCoE Commander's Update Brief.

(7) Commandant of USAES, using military expertise, is responsible to the SC to exercise internal lead—ICW DtCG in the dual-hatted CDID SES role, as needed—for development and integration of the following: engineer force structure; CIED; and capabilities development for base camps, geospatial, and environmental integration. Given the SC's approved position, may speak and brief on the SC's behalf for the same areas.

(8) Commandant of USACBRNS is also the Chief of Chemical and Joint Combat Developer. USACBRNS Commandant is responsible for chemical surety but has a requirement for reporting through the Center. Using military expertise, is responsible to the SC to exercise internal lead—ICW DtCG in the dual-hatted CDID SES role, as needed—for development and integration of the following: chemical, biological,

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radiological, and nuclear (CBRN) force structure and capabilities development for HD/CS, CBRN passive defense, and CBRN consequence management. Given the SC's approved position, may speak and brief on the SC's behalf for the same areas.

(9) Commandant of USAMPS is responsible for the MP Regiment and, using military expertise, is responsible to the SC to exercise internal lead—ICW DtCG in the dual-hatted CDID SES role, as needed—for development and integration of the following: military police force structure and capabilities development for detention operations, military working dogs, forensics, and nonlethal and scalable effects. Given the SC's approved position, may speak and brief on the SC's behalf for the same areas.

f. CoS.

(1) The primary role of the CoS is to free the SC from routine details of staff operations and headquarters management. The CoS will coordinate and direct the work of the staff and coordinate and disseminate policies, orders, and instructions pertaining to the MSCoE, the Fort Leonard Wood installation, and its tenant units. The CoS will establish and monitor the command battle rhythm and is the focal point for information. Guidance and direction will normally run directly through the CoS to staff, commands, directorates, or agencies. Similarly, routine information, communications, and feedback will generally pass through the CoS to the SC, DtCG, and school commandants.

(2) The CoS monitors activities and support of MSCoE and tenant unit staff; ensures coordination among the staffs; and, personally directs and coordinates MSCoE general and select special staff and leaders. CoS directly supervises SGS, Safety, 43d Adjutant General Battalion, MSCoE Headquarters and Headquarters Company (HHC), and general staff primaries.

(3) The CoS's additional areas of interest executed personally or through the principal staff include the following:

(a) Supervises and oversees the SC's planning and decision-making processes, forums, and briefings.

(b) Ensures all key protocol visits receive SC guidance and are fully coordinated and executed to standard.

(c) Ensures that community tours and the engagement program with civic and community leaders and our public affairs are coordinated, focused, and coherent.

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(d) Executes personnel taskings and assignment policy; works with assistant commandants, specifically identifying lieutenants for initial entry training (IET) company executive officer (XO) positions and captains for IET and initial military training (IMT) companies positions; with commandants or their representatives, recommends slating for lieutenant colonels and colonels for the CG's approval. Focuses on ensuring that school and Center requirements are met in accordance with (IAW) manning guidance.

(e) Supervises budget execution and personnel manning across the staff and directorates. Advises leadership of key funding and personnel issues.

(f) Oversees issues related to the museum and museum complex. Internally, chairs the Historical Board and Museum meetings. Externally, consults on behalf of the MSCoE to TRADOC, HQDA, the Center for Military History, and others in matters regarding operations and construction of facilities.

g. CIG.

(1) Enables the SC to think critically and broadly and frames initiatives along tactical, operational, and strategic lines. Keenly aware of emerging changes, missions, and guidance and formulates studies, analysis, and impacts on MSCoE/FLW. Provides information, unconstrained analysis, analytically-based and technically sound solutions, products, and recommendations for well thought-out initiatives.

(2) Part of the personal staff reporting directly to the SC and working in close coordination with and, when directed, with guidance and input from the command group.

(3) Example responsibilities include the following:

(a) Ensures that the SC is provided with facts, analysis, and informed perspectives on actions, issues, and opportunities relevant to the MSCoE and FLW.

(b) Manages knowledge of SC intent and assists SC with establishing and managing priorities. Leads initiatives or supports subordinates' planning and coordination for the SC's designated initiatives and key command group actions to ensure that SC intent is present and materialized.

(c) Prior to key briefings and visits, provides input in preparing the event and reviewing read-ahead documents. Develops all command group speeches, briefs, and talking points for strategic engagements and visits. Develops precursor and follow-on or summary messages for distribution to key stakeholders.

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(d) Coordinates closely with other commander's planning groups, working groups, and synchronization groups by passing information up, down, left, and right. Attends key meetings that the SC attends and captures personal notes from SC engagements for dissemination to activities. Personally executes and prepares follow-up projects and actions as required.

(e) Reviews and revises internal staffing and external communication products—from all FLW units—with impacts to installation missions, resources, and priorities to ensure that content is consistent with the SC's intent.

h. G-3. The MSCoE G-3 is rated by the CoS and has direct access to the SC. The G-3 organizes itself to accomplish its common training, leader development, and support functions in addition to doctrinal G-3 responsibilities including training, plans, and operations. The G-3 conducts common training and leader training and program of instruction (POI) development. The G-3 prepares and manages SC training guidance and the MSCoE Campaign Plan. The G-3 analyzes requirements and recommends the allocation of resources, maintains the Commander's Unit Status Report (CUSR), and keeps training records, reports, and data. The G-3 prepares, coordinates, authenticates, and publishes written orders and plans based on requirements and analysis of plans, orders, and taskings from higher headquarters. G-3 coordinates with other staff elements, schools, commands, and tenant organizations to synchronize training and operations across Fort Leonard Wood.

i. GC. All applicable commands support the SC in the execution of SC responsibilities; therefore, the SC is the supported commander by the IMCOM Region Director, the garrison, and tenants. The SC uses the garrison as the primary organization to provide services and resources to customers in support of accomplishing this mission.

(1) SC leverages the GC as the principal leader in discharging installation responsibilities for SC. The GC provides services and resources to commanders and customers to accomplish the mission. The GC, the IMCOM Region Director, and tenants support the SC.

(2) The GC ensures that installation services and capabilities are provided in accordance with HQDA-directed programs, SC guidance, and IMCOM guidance. The GC provides additional service support in accordance with HQDA directives and provides reimbursable services in accordance with memorandum of understanding (MOU) or memorandum of agreement (MOA). The GC is responsible to deliver family and installation programs, coordinates and integrates the delivery of support from other service providers, and obtains SC approval of the installation master plan and other

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staff actions of strategic mission, personnel, resourcing, or priorities impact going forward to IMCOM.

(3) The GC represents the installation in the community as directed; approves and issues garrison policies IAW Army regulations or installation policies involving tenant units as directed; develops and implements the force protection program; and supports mobilization station requirements.

(4) The GC establishes and maintains a positive command climate and directs, coordinates, and supervises the garrison staff.

(5) Partners with the commandants, DtCG, commanders, and tenant units for real property and future facilities and infrastructure planning, BRAC, and other discretionary moves.

(6) The GC's additional areas of special interest include:

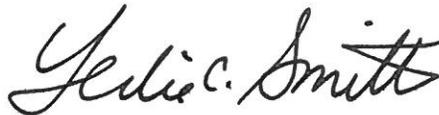
(a) Leads the post effort to revitalize the area. Coordinates with civic leaders and participates in appropriate forums as directed. Partners with the community and school systems as well as civic, DoD and State authorities with the goal of maintaining community support and quality of education, both on and off post, for our Army children.

(b) Supervises and reenergizes installation planning with focus on energy and sustainability as well as maintenance, upkeep, efficiency of legacy, and new installation facilities and services.

(c) Leads and synchronizes post-wide requirements to the SC for discussion and resolution, including but is not limited to requirements for Balfour Beatty, Army and Air Forces Exchange Service (AAFES), MICC, CHRA, USACE.

5. Point of contact for this action, MSCoE CIG, (573) 563-6159.

This We Will Defend!



LESLIE C. SMITH
Major General, USA
Commanding

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Companies, Detachments, Tenant Units
Directorates and Personal Staff Offices

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Management of Army Modeling and Simulation

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Army Acquisition Policy

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AR 601-280
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AR 690-12
Equal Employment Opportunity and Affirmative Action

AR 690-600
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AR 700-127
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AR 750-1
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AR 870-5
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AR 870-20
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DA PAM 7-21.13
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The NCO Guide

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DODD 5101.1
DOD Executive Agent

Field Manual 6-0
Knowledge Management Operations

Field Manual 7-21.13
The Soldier's Guide

Field Manual 7-22.7
The NCO Guide

Joint Publication 1-02
DOD Dictionary of Military and Associated Terms

Joint Publication 3-05
Doctrine for Joint Special Operations

TRADOC Regulation 1-11
Staff Procedures

TRADOC Regulation 5-14
Acquisition Management and Oversight

TRADOC Regulation 25-30
Preparation, Production, and Processing of Army-wide Doctrinal and Training Literature (ADTL)

TRADOC Regulation 71-20
Concept Development, Capabilities Determination, and Capabilities Integration

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

TRADOC Regulation 350-10
Institutional Leader Training and Education

TRADOC Regulation 350-13
Instruction in Military History

TRADOC Regulation 350-18
The Army School System

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

TRADOC Regulation 870-1
TRADOC Military History Program

Army Doctrine Publication 6-0
Mission Command

ADRP 1-02
Operational Terms and Military Symbols

GLOSSARY

AA	Active Army, Abbreviated Analysis
AAFES	Army, Air Force Exchange Service
ABCA	American, British, Canadian, Australian, and New Zealand
ABIC	Army Basic Instructor Course
AC	Active Component
ACAP	Army Career and Alumni Program
ACCA	Army Court of Appeals
ACE	American Council on Education
ACES	Army Continuing Education System
ACIC	Army Counterintelligence Center
ACIIPS	Army Clothing Initial Issue Point System
ACOE	Army Community of Excellence
ACOS	Assistant Chief of Staff
ACSITC	Advance Crime Scenes Investigative Techniques Course
A/DAACG	Arrival/Departure Airfield Control Group
ADDIE	Analysis, Design, Development, Implementation, and Evaluation
ADP	Army Doctrine Publication, Automated Data Processing
ADR	Alternate Dispute Resolution
ADRP	Army Doctrine Reference Publication
ADT	Active Duty for Training
ADTLP	Army Doctrine and Training Literature Program
AEAS	Army Enterprise Accreditation Standards
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFTB	Army Family Team Building
AG	Adjutant General
AGC	Army Geospatial Center
AGDM	Army Geospatial Data Model
AGE	Army Geospatial Enterprise
AGR	Active Guard/Reserve
AIMS	Army Instructional Management System\
AIMS-PC	Army Instructional Management System – Personnel Computer
AIT	Advanced Individual Training
ALC	Advance Leader Course
ALDF	Army Leader Development Forum
ALLIS	Army Lessons Learned Information System
ALLP	Army Lessons Learned Program
ALM	Army Learning Model
AMC	Army Materiel Command
AMHS	Army Message Handling System
AMO	Acquisition Management Oversight
ANSEC	Army Nonlethal Scalable Effects Center
AOA	Analysis of Alternative
AOB	Aviation Operations Board
AOAP	Army Oil Analysis Program

APLA	Anti-Personnel Landmine Activity
APOE	Aerial Port of Embarkation
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARFORGEN	Army Force Generation
ARIMS	Army Records Information Management System
ARISS	Army Recruiting Information Support System
ARL-HRED	Army Research Labs – Human Research Engineering Directorate
ARNG	Army National Guard
ARNORTH	Army North
ARPRINT	Army Program for Individual Training
ARRM	Army Range Requirements Module
ARTEP	Army Training Evaluation Program
ASAT	Automated Systems Approach to Training
ASC	Aviation Safety Council
ASCC	Army Service Component Commanders
ASI	Additional Skill Identifier
ASIISG	All Source Intelligence Integration Sub Group
ASIP	Army Stationing and Installation Planning
ASP	Army Suggestion Program, Ammunition Supply Point
AT	Annual Training, Antiterrorism
ATC	Air Traffic Control
AtF	Adapt the Force
AT/FP	Antiterrorism/Force Protection
ATHD	Army Training Help Desk
AtN	Attack the Network
ATRRS	Army Training Requirements and Resources
ATSC	Army Training Support Center
AVC	Army Volunteer Corps
AWG	Asymmetric Working Group
Bb	Blackboard
BBA	Business Based Action
BCASP	Battle Command Arts and Sciences Program
BCCL	Bruce C. Clarke Library
BCP	Business Case Proposal
BCT	Brigade Combat Teams
BDE	Brigade
BIDS	Biological Integrated Detection System
BLS	Basic Level of Support
BMO	Building Management Office
BOIP	Basis of Issue Plan
BOLC	Basic Officer Leader Course
BOS	Battlefield Operating Systems
BP	Building Partnership
BRAC	Base Realignment and Closure
BSETD	Behavioral Sciences Education Training Division
BSTB	Brigade Special Troops Battalion

C4IM	Command, Control, Communications and Computer Information Management
C4OPS	Command, Control, Communications and Computer Operations
CAC	Combined Arms Command
CAD	Course Administrative Data
CADD	Computer-Aided Design and Drafting
CAF	Consolidated Adjudication Facility
CAIRA	Chemical Accident/Incident Response Assistance
CAIRO	Chemical Accident/Incident Response Officer
CALL	Center of Army Lessons Learned
CAPR	Capability Request
CAR	Chief, Army Reserve
CASARMS	Chemical Agent Standard Analytical Reference Material
CAT	Crisis Action Team
CATS	Combined Arms Training Strategy
CBA	Capability Based Assessments
CBDP	Chemical, Biological Defense Program
CBR	Command Briefing Room
CBRN	Chemical, Biological, Radiological, and Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CCC	Captains Career Course, Cross Cutting Capability
CCDO	Camouflage, Concealment, Deception and Denial, Obscurants
CCIAC	Crime and Criminal Intelligence Analysis Course
CD	Counter Drug
CDD	Capability Development Document
CDID	Capability Development and Integration Directorate
CDRT	Capabilities Development for Rapid Transition
CDTF	Chemical Defense Training Facility
CE	Computing Environments
CEHC	Counter Explosives and Hazards Center
CERFP	CBRNE Enhanced Response Force Package
CG	Commanding General
CG CR	Commanding General's Conference Room
CGSC	Command and General Staff College
CHRA	Civilian and Human Resources Agency
CI	Counter Intelligence
CID	Capabilities Integration Division, Criminal Investigation Division
CIDSAC	Criminal Investigation Division Special Agent Course
CIED	Counter Improvised Explosive Devices
CIG	Commanding General's Initiatives and Engagement Group
CIP	Command Inspection Program
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CKO	Chief Knowledge Office, CBRN Knowledge Online
CL	Class
CLF	Civilian Labor Force
CLTM	Course Level Training Model
CM	Chemical Corps, Consequence Management
CMDT	Commandant

CME	Contract Manpower Estimate
CMF	Career Management Field
CMP	Course Management Plan
CMS	Case Management System
CAN	Capability Needs Assessment
COCOM	Combatant Command
CODDD	Concepts, Organizations, Doctrine Development Division
CoE	Center of Excellence
COMSEC	Communications Security
CONUS	Continental United States
COOP	Continuity of Operations Plan
COR	Contracting Officer's Representative
CoS	Chief of Staff
COTS	Commercial Off-the-Shelf
CP	Career Program, Campaign Plan
CPD	Capability Production Document
CPAC	Civilian Personnel Advisory Center
COIN	Counterinsurgency
CQAT	Chemical Quality Assurance Team
CRE	CBRN Response Enterprise
CS	Combat Support
CSD	Civil Support Detachment
CSDA	Connecting Soldiers to Digital Applications
CSDP	Command Supply Discipline Program
CSM	Command Sergeant Major, Chemical Surety Material
CSR	Customer Service Representative
CSS	Combat Service Support
CSSC	Civil Support Skills Course
CTC	Combat Training Company, Combat Training Center
CTO	Central Tasking Office
CUSR	Command Unit Status Report
CWC	Chemical Weapons Convention
CWMD	Combating Weapons of Mass Destruction
DAMVIPDP	Department of the Army Video Production & Distribution Program
DANTES	Defense Activities Non-Traditional Education Services
DARE	Drug Abuse Resistance Education
DASAF	Director of Army Safety
DCG	Deputy Commanding General
DCIED	Directorate for Counter Improvised Explosive Devices
DCG-C	Deputy Commanding General-Chemical
DCG-E	Deputy Commanding General-Engineer
DCG-M	Deputy Commanding General-Military Police
DCO	Deputy Commanding Officer
DCSPER	Deputy Chief of Staff for Personnel
DECA	Defense Commissary Agency
DEERS	Defense Enrollment Eligibility Reporting System
DENTAC	Dental Activity

DERA	Defense Environment Restoration Account
DES	Directorate of Emergency Services
DFAS	Defense Finance and Accounting System
DFMWR	Directorate of Family and Morale, Welfare and Recreation
DHR	Directorate of Human Resources
DIA	Defense Intelligence Agency
DICR	DOTMLPF Integrated Change Report
DINS	Defense Internet NOTAM System
DISA	Defense Information Security Agency
dL	Distance Learning
DLA	Defense Logistics Agency
DMPO	Defense Military Pay Office
DOD	Department of Defense
DODI	Department of Defense Instruction
DODIIS	Department of Defense Intelligence Information System
DOT	Director of Training
DOTLD	Director of Training and Leader Development
DOTMLPF	Doctrine, Organization, Training, Leadership and education, Personnel, and Facilities
DPS	Defense Property System
DPTMS	Directorate of Plans, Training, Mobilization and Security
DPW	Directorate of Public Works
DRRS-A	Defense Readiness Reporting System-Army
DSCA	Defense Support of Civil Authorities
DSRO	Director Strength Overview
DtCG	Deputy to the Commanding General
DtD	Defeat the Device
DTMS	Digital Training Management System
DTS	Defense Travel System
DTT	Doctrine and Tactics Training
EAS	Essential Airline Service
ECS	Equipment Concentration Site
EDRE	Emergency Deployment Readiness Exercise
EEO	Equal Employment Opportunity Office
EFMP	Exceptional Family Member Program
EM	Emergency Management
EN	Engineer
EO	Equal Opportunity
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOD-D	Explosive Ordnance Disposal – Directorate
EOP	Equal Opportunity Program
EPA	Environmental Protection Agency
EPDO	Engineer Personnel Development Office
ERO	Employment Readiness Office
EST	Engagement Skills Trainer
ETS	Expiration Term of Service

FA	Functional Advisor
FAA	Functional Area Assessment
FAP	Family Advocacy Program
FAST	Functional Academic Skills Training
FBI	Federal Bureau of Investigation
FDTE	Force Development Test and Experimentation
FDU	Force Design Updates
FEF	Final Electrical File
FEMA	Federal Emergency Management Agency
FHA	Foreign Humanitarian Assistance
FID	Foreign Internal Defense
FIFC	Foundation Instructor Facilitator Course
FLIPL	Financial Liability Investigation of Property Loss
FLRA	Federal Labor Relations Agency
FLW	Fort Leonard Wood
FM	Field Manual
FMAP	Family Member Assistance Program
FMS	Foreign Military Sales
FMWR	Family and Morale, Welfare, Recreation
FOD	Foreign Object Damage
FOIA	Freedom of Information Act
FORMAL	Force Management Analysis
FORSCOM	United States Army Forces Command
FOT&E	Final Operational Test and Evaluation
FPMO	Food Program Management Office
FRO	Financial Readiness Program
FSO	Facility Security Officer
FTC	Fitness Training Company
FTCA	Federal Tort Claims Act
FTDC	Foundation Training Development Course
FTX	Field Training Exercise
FRG	Family Readiness Group
FSD	Full Service Directory
FSIP	Federal Services Impasses Panel
FSO	Full Spectrum Operations
G&SC	Governance and Strategic Communications
GC	Garrison Commander
GGDM	Ground-Warfighter Geospatial Data Model
GI&S	Geospatial Information and Services
GIS	Geographic Information System
GLWACH	General Leonard Wood Army Community Hospital
GO	General Officer
GOSC	General Officer Steering Committee
GPC	Government Purchase Card
GRSMC	Geospatial Remote Sensing for Mission Command
GSA	General Services Administration
GSMMD	Ground Support Material Management Directorate

GST	General Skills Training
GTA	Graphic Training Aid
GWG	Geospatial Working Group
HAZMAT	Hazardous Material
HD	Homeland Defense
HD/CSO	Homeland Defense and Civil Support Office
HDTC	Humanitarian Demining Training Center
HHC	Headquarters and Headquarters Company
HMMWV	High Mobility Multi-purpose Wheeled Vehicle
HOD	Head of Delegation
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HRC	Human Resource Command
HS	Homeland Security
I&R	Information and Referral
IAPD	International Army Programs Division
IAW	In Accordance With
IC	Intelligence Community
ICD	Initial Capabilities Document, Intelligence Community Directives
ICDT	Integrated Capability Development Team
ICE	Interactive Customer Evaluation
ICO	Installation Contracting Office
ICW	In Coordination With
IDIQ	Indefinite Delivery-Indefinite Quantity
IET	Initial Entry Training
IG	Inspector General
IGNET	Inspector General Network
IHG	Intercontinental Hotel Group
ILO	Installation Legal Office
IMA	Individual Mobilization Augmentee
IMET	International Military Education and Training
IMH	Instruction in Military History
IMCOM	Installation Management Command
IMPAC	International Merchant Purchase Agreement Card
IMSC	Information Management Synchronization
IMSO	International Military Student Office
IMT	Initial Military Training
IOC	Installation Operations Center
IOT&E	Initial Operational Test and Evaluation
IOY	Instructor of the Year
IPR	In-progress Review
IPT	Integrated Process Team
IR	Intelligence Requirements
IRACO	Internal Review Audit Compliance Office
ISEP	Individual Student Evaluation Plans
ISO	Installation Safety Officer, Installation Security Officer
ISR	Installation Status Report

ISSP	Integrated Strategic Sustainability Plan
IT	Information Technology
ITAM	Integrated Training Area Management
ITE	Integrated Training Environment
ITP	Individual Training Plan
ITRM	Institutional Training Resource Model
ITRO	Interservice Training Review Organization
ITTP	Institutional Training Technology Plan
JCA	Joint Capability Area
JCGISR	Joint Capability Group Intelligence, Surveillance and Reconnaissance
JCIDS	Joint Capabilities Integration and Development System
JCIG	Joint Coordination Integration Group
JFCOM	Joint Forces Command
JIEDDO	Joint Improvised Explosive Device Defeat Organization
JIIM-IA	Joint, Interagency, Intergovernmental, Multinational – Industry and Academia
JLLIS	Joint Lessons Learned Information System
JMC	Joint Munitions Command
JNLWIPT	Joint Nonlethal Weapons Integrated Product Team
JNLWP	Joint Nonlethal Weapons Program
JOPES	Joint Operation Planning and Execution System
JPAS	Joint Personnel Access Program
JPEO-CBD	Joint Program Executive Office for Chemical and Biological Defense)
JRISS	Joint Recruiting Information Support System
JSLC	Joint Senior Leader Course
JUONS	Joint Urgent Operational Needs Statement
JWICS	Joint Worldwide Intelligence Community System
KLI	Key Leader Interview
KM	Knowledge Management
L2I	Lessons Learned Integration
LAO	Logistics Assistance Office
LLC	Lifelong Learning Center
LMS	Learning Management System
LOE	Line of Effort
LOO	Line of Operation
LRC	Logistics Readiness Office
LRBDS	Long Range Biological Standoff Detection System
LRR	Logistics Readiness Review
LSE	Logistics Support Element
LSS	Lean Sigma Six
LVC-G	Live, Virtual, Constructive – Gaming
LWN	Land War Network
MACOM	Major Command
MAIT	Maintenance Assistance and Inspection Team
MARDETFLW	Marine Detachment Fort Leonard Wood
MCA	Military Construction – Army
MCP	MSCoE Campaign Plan
MCSM	Maneuver Support Center of Excellence Command Sergeant Major

MDEP	Management Decision Package
MDOT	MSCoE Director of Training
MDT	Message Distribution Terminal
MEB	Maneuver Enhancement Brigade
MEDDAC	Medical Department Activity
MEDEVAC	Medical Evacuation
METL	Mission Essential Task List
MIC	Managers' Internal Control
MILAIR	Military Aircraft
MILENG	Military Engineer
MILES	Multiple Integrated Laser Engagement System
MIMCS	MSCoE Integrated Master Calendar System
MMSSC	MSCoE Mission Support Services
MOA	Memorandum of Agreement
MOARNG	Missouri Army National Guard
MOS	Military Occupational Specialty
MOSQ	Military Occupational Skill Qualification
MOU	Memorandum of Understanding
MP	Military Police
MPID	Military Police Investigation Division
MPRJ	Military Personnel Records Jacket
MICC	Mission and Installation Contracting Command
MRDS	MSCoE dL Rapid Development Suite
MS3	Manpower Staffing Standards System
MSBL	Maneuver Support Battle Lab
MSC	Major Subordinate Command
MSCoE	Maneuver Support Center of Excellence
MSFV	Mobile-Strike Force Vehicle
MSIC	Missile and Space Intelligence Center
MSO	Maneuver Support Center of Excellence Safety Office
MTT	Mobile Training Team
NAC	National Agency Check
NAF	Non-Appropriated Fund
NATO	North Atlantic Treaty Organization
NAWAS	National Warning System
NCOA	Noncommissioned Officers Academy
NCODP	Noncommissioned Officer Development Program
NCOER	Noncommissioned Officer Evaluation Reports
NCOES	Noncommissioned Officer Education System
NCOPD	Noncommissioned Officer Professional Development
NEC	Network Enterprise Center
NEO	Noncombatant Evacuation Order
NET	New Equipment Training
NGB	National Guard Bureau
NGIC	National Ground Intelligence Center
NoFEAR	Notification of Federal Employees Antidiscrimination and Retaliation Act
NORTHCOM	U.S. Northern Command

NOTAM	Notice to Airmen
NRC	Nuclear Regulatory Commission
NSA	National Security Agency
NSGM	National System of Geospatial Intelligence
OCAR	Office of the Chief, Army Reserve
OCONUS	Outside the Continental United States
OCS	Officer Candidate School
OES	Officer Education System
OIP	Organizational Inspection Program
OMPF	Official Military Personnel File
ONS	Operational Needs Statement
OPCW	Organization for the Prohibition of Chemical Weapons
OPD	Officer Professional Development
OPFOR	Opposing Forces
OPM	Office of Personnel Management
OPMG	Office of the Provost Marshal General
OPORD	Operations Order
OPREP	Operational Report
OPSEC	Operations Security
OSHA	Occupational Safety and Health Act
OSIA	On-Site Inspection Agency
OSUT	One Station Unit Training
OTJAG	Office of the Judge Advocate General
PA	Privacy Act
PAI	Personnel Asset Inventory
PAIO	Plans, Analysis, and Integration Office
PAL	Privatization of Army Lodging
PAO	Public Affairs Office
PBAC	Program Budget Advisory Committee
PCC	Pre-command Course
PC&E	Protective Clothing and Equipment
PCS	Permanent Change of Station
PEO	Program Executive Office
PHYSEC	Physical Security
PI	Process Improvement
PII	Proponency, Initiatives, and Integration
PIR	Priority Intelligence Requirements
PKI	Public Key Infrastructure
PM	Program Manager
PMCS	Preventive Maintenance Checks and Services
PME	Professional Military Education
PMID	Program Management and Integration Directorate
PMS	Professor of Military Science
PO	Peace Operations
POC	Point of Contact
POI	Program of Instruction
POL	Petroleum, Oil, and Lubricants

POV	Privately Owned Vehicle
PSS	Prior Service Soldier
PSSP	Personnel Security Screening Program
PTAE	Pre-mobilization Training & Assistance Element
PX	Post Exchange
QA	Quality Assurance
QAEC	Quality Assurance Evaluator Course
QAO	Quality Assurance Office
QASAS	Quality Assurance Specialist Ammunition Surveillance
QC	Quality Control
RAPIDS	Real-Time Automated Personnel Identification System
RC	Reserve Component
RCAAT	Reserve Collection and Analysis Team
RCADOS	Reserve Component-Active Duty Operational Support
RCCC	Reserve Component Career Counselor
RCLNCO	Reserve Component Liaison Noncommissioned Officer
RDD	Requirements Determination Division
RDT&E	Research, Development, Testing & Evaluation
RECBASS	Reception Battalion Automated Support System
RFA	Radio Frequency Authorizations
RFMSS	Range Facility Management Support System
RH	Records Holding Area
RITMS	Resident Individual Training Management System
RMO	Resource Management Office
RMP	Risk Management Program
ROTC	Reserve Officer Training Corps
RPA	Request for Personnel Action
RPI	Retention Publicity Items
RPMA	Real Property Maintenance Activities
RRO	Relocation Readiness Program
RRT	Reconnaissance Response Team
RSI	Rationalization, Standardization, and Interoperability
RSO	Religious Services Office, Radiological Safety Officer
RTI	Regional Training Institution
SAHR	Semi-Annual Historical Report
SAMS-E	Standard Army Maintenance System - Enhanced
SAMS-IE	Standard Army Maintenance System – Installation Enhanced
SAP	Special Access Program
SARSS	Standard Army Retail Supply System
SASMO	Sustainment Automation Support Management Office
SAT	Systems Approach to Training
SATB	Semi-Annual Training Brief
SATFA	Security Assistance Training Field Activity
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SCINI	Senior Commanders Installation Needs and Issues
SDDC	Surface Deployment and Distribution Command

SEMA	State Emergency Management Agency
SEP	Special Emphasis Program
SEPC	Special Emphasis Program Committee
SES	Senior Executive Service
SETA	Security Education Training and Awareness
SFAC	Soldier and Family Assistance Center
SGL	Small Group Leader
SGS	Secretary of the General Staff
SHARP	Sexual Harassment Assault Response and Prevention Program
SIDPERS	Standard Installation/Division Personnel System
SIECMP	Service and Infrastructure, Enterprise, Contract, Management Program
SII	Statement of Intelligence Interests
SIO	Senior Intelligence Officer
SIPR	Secure Internet Protocol Router
SITREP	Situation Report
SJA	Staff Judge Advocate
SLA	Service Level Agreement
SLC	Senior Leader Course
SMDR	Structure Manning Decision Review
SME	Subject Matter Expert
SMS	Strategic Management System
SNAIR	Snow and Ice Removal
SO	Safety Officer
SOS	Soldier Outreach Services
SRP	Sustainable Range Program, Soldier Readiness Processing
SSA	Sensitive Site Assessment
SSAA	System Security Authentication Agreement
SSE	Sensitive Site Exploitation
SSGF	Standard and Sharable Geospatial Foundation
SSO	Special Security Office
S&T	Science and Technology
STAR	System Threat Assessment Report
STO	Split Training Option
STP	Soldier Training Publication
STRAC	Standards of Training Commission
STRAP	Systems Training Plan
STRATCOM	Strategic Communications
STSP	Soldier Training Support Program
SUPCOM	Support Command
SWT	STRAP Writing Tool
TAA	Total Army Analysis
TACOM	United States Army Tank Automotive Command
TADLP	The Army Distributed Learning Program
TADSS	Training Aids, Devices, Simulators and Simulations
TAMIS	Training Ammunition Management Information System
TAMMS	The Army Maintenance Management System
TASS	Total Army School System

TAT	Toxic Agent Training
TC	Technical Circular
TC-AIMS	Transportation Coordinator's – Automated Information Management System
TCG	Threat Coordinating Groups
TCM	TRADOC Capability Manger
TCM-L	TRADOC Capability Manger-Live
TCM-G	TRADOC Capability Manger – Geospatial
TCM-MS	TRADOC Capability Manger – Maneuver Support
TCOR	Technical Contracting Officer's Representative
TD	Training Development
TD2-QA	Training and Doctrine Development-Quality Assurance
TDA	Table of Distribution and Allowances
TDC	Training Development Capability
TDU	Temporary Duty
T&E	Training and Education
TECO	Test and Evaluation Coordination Office
TEMO	Training, Exercises, and Military Operations
TEMP	Threat Test Evaluation Master Plan
TIF	Training Integration Forum
TKMC	TRADOC Knowledge Management Council
TM	Technical Manual
TMA	TRADOC Management Activity
TMDE	Test, Measurement, and Diagnostic Equipment
TOD	Theater Observation Detachment
TOE	Table of Organization and Equipment
TOMA	Training Operations Management Activity
TOPS	Transportation Operational Personal Property Standard System
TPOC	Technical Point of Contact
TRAC	TRADOC Analysis Center
TRADOC	United States Army Training and Doctrine Command
TRAP	Training Requirements Arbitration Panel
TRAS	Training Requirement and Analysis System
TSA	Transportation Security Administration
TSC	Training Support Center
TSM	TRADOC Synchronization Meeting
TSMATS	Training Support Material Army-wide Tracking System
TSR	TRADOC Status Report
TSS	Training Support System
TSSR	Training Support System Review
TTP	Tactics, Techniques, Procedures
TTSP	Threat Test Support Package
UCMJ	Uniform Code of Military Justice
UFR	Unfinanced Requirement
UIC	Unit Identification Code
UICIO	Unit Identification Code Information Officer
UPH	Unaccompanied Personnel Housing
URS	Unit Reference Sheets

USACBRNS	United States Army Chemical, Biological, Radiological and Nuclear School
USAES	United States Army Engineer School
USAF	United States Air Force
USAMPS	United States Army Military Police School
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USASMA	United States Army Sergeants Major Academy
USATDS	United States Army Trial Defense Service
USCG	United States Coast Guard
USMC	United States Marine Corps
USMA	United States Military Academy
USN	United States Navy
USR	Unit Status Report
VA	Veterans Administration, Veterans' Affairs
VIC	Visual Information Center
VIP	Very Important Person
VOCO	Voice Command
VTC	Video Teleconference
WLC	Warrior Leader Course
WMD	Weapons of Mass Destruction
WMD-CST	Weapons of Mass Destruction-Civil Support Team
WO	Warrant Officer
WOAC	Warrant Officer Advance Course
WOBC	Warrant Officer Basic Course
WOES	Warrant Officer Education System
WT	Wounded Warrior in Transition
XO	Executive Officer

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