

FORT LEONARD WOOD REGULATION 10-1

ORGANIZATION AND FUNCTIONS

**US ARMY MANEUVER SUPPORT
CENTER OF EXCELLENCE**

AND

FORT LEONARD WOOD



UNITED STATES ARMY MANEUVER SUPPORT CENTER

**AND FORT LEONARD WOOD
FORT LEONARD WOOD, MISSOURI 65473**

2009



REPLY TO
ATTENTION OF

ATZT-CS

DEPARTMENT OF THE ARMY
U.S. ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE
320 MANSCEN LOOP STE 316
FORT LEONARD WOOD, MISSOURI 65473-8929

17 December 2009

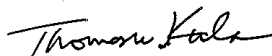
MEMORANDUM FOR RECORD

SUBJECT: Fort Leonard Wood (FLW) Regulation 10-1 Update

1. The Maneuver Support Center of Excellence (MSCoE) is a dynamic and growing installation. There have been numerous and diverse changes in the past seven years since publication of the last FLW Regulation 10-1. The enclosed document revises the previous regulation by providing updated information on the organizations and functions of activities located within the MSCoE.
2. In an effort to maintain a current 10-1, we are posting the 2009 regulation on the Directorate of Resource Management (DRM) SharePoint website as a "living document." As organizations change, the activity will request an update, approved through their chain of command to DRM for approval and subsequent posting on the DRM SharePoint website. By using this method, the electronic FLW Regulation 10-1 will be revised as changes occur; and a current document will be available for reference and printing at any given time.
3. Maneuver Support Center of Excellence G-staff will also be incorporated into this document in the appropriate section. Please see the MSCoE Campaign Plan for additional information at <https://flw-intranet.wood.army.mil/cop/documents/OPORDS/OPORDs%20FY10/>. Information is currently being developed for the latest addition.
4. An official tasker will be sent out every two years requesting needed updates. The "living" document will then be revised as needed, printed, and provided to my office and the Department of Human Resources for official approval during October of every odd year.
5. I ask for your help in keeping this regulation a true picture of the diversity of our world class Center of Excellence!

FOR THE COMMANDER:

Encl


THOMAS W. KULA
COL, GS
Chief of Staff

Organization and Functions
UNITED STATES ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE

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

Summary. This regulation revises the previous FLW Reg 10-1 by providing updated information on the organizations and functions of activities assigned to the United States Army Maneuver Support Center of Excellence (MSCoE).

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

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by Headquarters (HQ), MSCoE.

Suggested Improvements. The proponent agency of this regulation is the Directorate of Resource Management (Msn). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Cdr, MSCoE, ATTN: ATZT-RM, 320 MANSCEN Loop, Ste 347, Fort Leonard Wood, Missouri 65473-8929.

FOR THE COMMANDER:

THOMAS W. KULA
COLONEL, GS
Chief of Staff

JESSE FRENCH
Director, Human Resources

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Electronic medium posted to DRM SharePoint site

* This regulation supersedes FLW Regulation 10-1, 16 July 2002.

FORT LEONARD WOOD REGULATION 10-1

ORGANIZATION AND FUNCTIONS

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FORT LEONARD WOOD REGULATION 10-1

ORGANIZATION AND FUNCTIONS

PART I

GENERAL

1. **PURPOSE.** To establish policies and procedures for the definition, control, and stabilization of the organizational structure of the command. To document missions and functions for all special staff offices, directorates, and subordinate commands.

a. Missions and functions of United States Maneuver Support Center of Excellence (MSCoE) are provided in Part II.

b. Missions and functions of MSCoE schools, brigades, and consolidated directorates are provided in Part III.

c. Missions and functions of FORSCOM units and tenant units/activities are provided in Part IV.

2. **REFERENCES AND FORMS.** Required and related publications and referenced forms are listed in appendix A.

3. **EXPLANATION OF ACRONYMS AND ABBREVIATIONS.** Acronyms and abbreviations used in this regulation are explained in the glossary.

4. POLICIES.

a. Organizational structure, mission statements, and functional distribution of responsibilities are governed by FM 6.0, Mission Command: Command and Control of Army Forces, August 2003; and FM 100-22, Installation Management, October 1994; except where modified by this regulation.

b. Structure, alignment, and titles prescribed here will be in accordance with the current Table of Distribution and Allowances (TDA).

c. Detailed duties of individuals, task lists, and procedures to perform a function will not be included.

d. This regulation will be posted on the Directorate of Resource Management web site and will be updated as changes occur, to facilitate maintenance of a current version available for review and use. During October of each odd-numbered fiscal year, the document will be printed and provided to the Chief of Staff for official approval. At that time, only a limited number of hard copies will be printed for use by senior leaders.

5. RESPONSIBILITIES.

a. Commanders, directors, and staff officers will--

(1) Analyze their organizational structure on a continuing basis to ensure effective and economical organization for accomplishing assigned missions.

(2) Maintain that portion of this regulation, which pertains to their activities. Changes may be submitted as outlined in paragraph 6 below. **NOTE: Because this is a living document, and with each organization's mission and functions being independent from each other, acronyms will be spelled out the first time used by each organization.**

(3) Ensure that activities operate in accordance with the structure prescribed in this regulation. Organizational and functional charts showing functional responsibilities and their relationships to other organizational segments will also be maintained.

b. Directorate of Resource Management will--

(1) Review recommended changes to this regulation to ensure changes are in accordance with established policies, are based on sound management principles, and clearly state the mission and function.

(2) Submit recommended changes to the Chief of Staff for approval.

(3) Provide staff and technical assistance to operating officials and commanders when requested in applying management engineering techniques to organizational problems.

(4) Edit and publish changes to this regulation and maintain an updated version on the Directorate of Resource Management SharePoint site:

<https://vo.wood.army.mil/sites/DRMMSN/DRMMSN/tab4.aspx>.

(5) Provide an up-to-date copy of this regulation to the Chief of Staff for approval during October of each odd-numbered fiscal year.

6. PROCEDURES FOR PROCESSING CHANGES.

a. Changes to organizational structures and/or functional statements will be submitted through channels to Directorate of Resource Management, ATTN: ATZT-RM in hard copy or electronically. Proposed changes will be completely justified; manpower requirements will not be increased solely to support an organizational change.

b. Proposed changes will be accompanied by one or more of the following:

(1) Revised organizational chart.

(2) Revised mission statement.

(3) Revised functional statements.

c. Justification for changes will be expressed in terms of good management principles and/or increased efficiency or economy, unless the change is necessary to provide additional or deleted functions in compliance with directives from higher headquarters. In the latter case, a copy of the appropriate directive will be attached.

FORT LEONARD WOOD REGULATION 10-1

ORGANIZATION AND FUNCTIONS

PART II

HEADQUARTERS

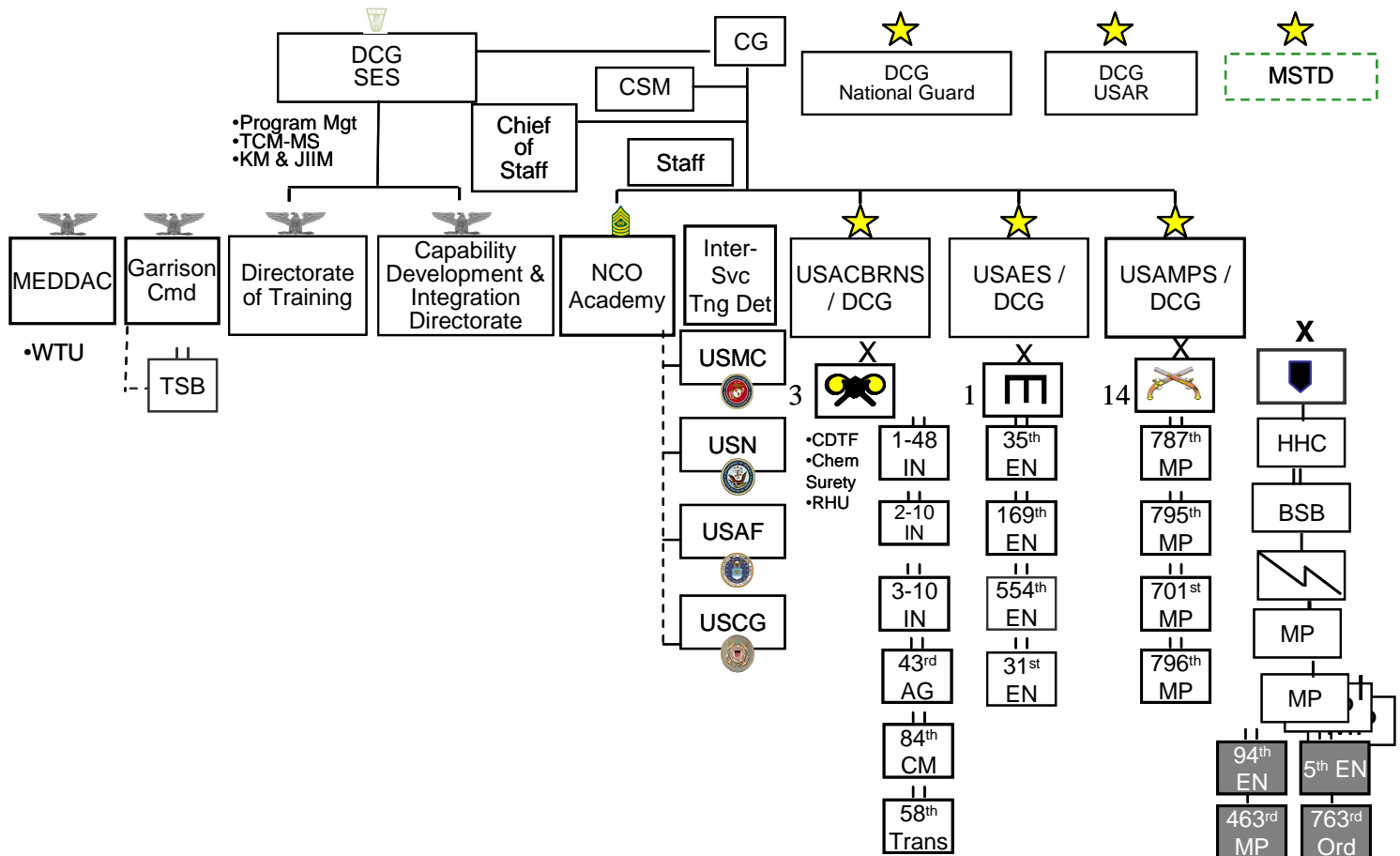
U.S. ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE

AND

FORT LEONARD WOOD



Maneuver Support Center & FLW



HEADQUARTERS, UNITED STATES ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE AND FORT LEONARD WOOD

MISSION

The Maneuver Support Center of Excellence (MSCoE), enabled by a world-class garrison at Fort Leonard Wood (FLW), creates warriors and develops leaders and capabilities that assure the mobility, freedom of action, and protection of the forces they support.

FUNCTIONS

1. Train joint warriors and develop innovative, adaptive leaders at ease in full spectrum operations to enable our success in the global war on terror and for the future force. This includes basic training for the Army as well as advanced individual training (AIT), one-station unit training (OSUT), Officer Education System (OES), and Noncommissioned Officer Education System (NCOES) for maneuver supporters in the disciplines of Chemical, Biological, Radiological, and Nuclear (CBRN); Engineer; Military Police; and Transportation.
2. Support our forces in combat today and support personnel and deploying units to operate in the contemporary operating environment and provide viable and responsive reach-back capabilities to enhance their effectiveness.
3. Transform and integrate maneuver support organizations and capabilities – across doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) – based on the Army's current needs and future vision. Transform our center and branches to provide world-class maneuver support to the Army.
4. Take care of our service members, civilians, and family members and make Fort Leonard Wood the installation of choice with second-to-none quality of life. This includes supporting tenant units and activities--including those on and off post in the assigned geographical area--and protecting the force.
5. Engage our stakeholders effectively to assure their understanding and support. Tell the story of the Army and the Maneuver Support Center of Excellence. Prepare and coordinate plans and communications with stakeholder groups.

COMMAND ELEMENT

COMMANDING GENERAL (CG)

Command and control the Maneuver Support Center of Excellence, its three branches, schools, and personnel proponents, and the Noncommissioned Officer (NCO) Academy (NCOA). As Senior Commander of Fort Leonard Wood, oversee garrison operations to ensure quality care for all personnel on Fort Leonard Wood. Lead MSCoE to provide trained and ready warriors to the combatant commands and other commanders as appropriate, with assistance from the Deputy Commanding Generals (DCG). Serve as 2-star advocate for maneuver support and all organizations and units under MSCoE command and control. Ensure that the institutional Army adapts to meet the needs of the future force.

DEPUTY TO THE COMMANDING GENERAL (DtCG)

1. Serve as Deputy to the Commanding General (DtCG), MSCoE, with authority to direct the mission activities of the Maneuver Support Center of Excellence.
2. Responsible for effectiveness of activities, establishing and implementing policies, and efficient and economical utilization of available resources.

3. Ensure all programs are systematically integrated into the overall plan of operations for the center.
4. Responsible for reviewing and analyzing progress toward and effectiveness and scope of MSCoE goals and objectives, including identification of budgetary, resource, and other limitations and constraints.
5. Supervise and direct the MSCoE Directorate of Training (MDoT), the Capability Development and Integration Directorate (CDID), and the Program Management and Integration Directorate (PMID).
6. In coordination with other DCGs, represent the Commanding General (CG) in DOTMLPF activities.
7. In coordination with other DCGs, interact with TRADOC and provide direction for maneuver support across DOTMLPF.
8. Facilitate the Executive Board of Directors (EBoD), and serve as the EBoD advocate for facilities and services.
9. Serve as chair for Facilities and Services Council of Colonels.
10. Serve as Senior Civilian Professional Development Advisor (National Security Personnel System (NSPS) and Civilian Education System (CES)/Civilian Leader Development (CLDP) implementation).

CHIEF OF STAFF (CS)

1. Act as principal coordinating agent for the command regarding its operation and relationships with higher, adjacent, subordinate, and supported units, agencies, and activities.
2. Formulate and administer command policy for processing and controlling all correspondence received and dispatched by the command element.
3. Formulate, announce, and implement policies used to supervise, direct, and coordinate command operations.
4. Supervise the coordinated efforts of all personnel and resource management actions/ issues within the command.
5. In coordination with the Garrison Commander, provide strategic direction to the personal, special, and coordinating staff consistent with the Commanding General's intent.
6. Assist the Commanding General in the development of unified policies, procedures, and command positions to ensure the Maneuver Support Center of Excellence and Fort Leonard Wood speak with one voice and accomplish required missions.
7. Serve as chairman of committees/boards as directed by the Commanding General to achieve efficient and effective operation of MSCoE (Strategic Communications Council, Senior Program Resource Advisory Committee, Commanders/Directors Meeting, Labor Management Partnership Council, Chemical Surety Board, etc.).
8. Exercise day-to-day staff supervision of installation level organizations and activities.
9. Command point of contact for business transformation, headquarters initiatives, and campaign plans.
10. Command the installation in the absence of the Commanding General and other general officers.

COMMAND SERGEANT MAJOR (CSM)

1. Serve as principal enlisted assistant and advisor to the Commanding General on all noncommissioned officer and enlisted Soldier assignments, awards, Uniform Code of Military Justice (UCMJ), initial entry training (IET), Noncommissioned Officers Education System, and FLW Regulation 350-12.
2. Provide technical guidance to sergeants major of subordinate organizations and directorates concerning matters of administering policy.
3. Conduct Sergeants Major Call.
4. Responsible for the overall conduct and instruction of the Noncommissioned Officers Academy.
5. Perform other duties assigned by the Commanding General.
6. Serve as a voting member of the business case proposal (BCP) budget process.
7. Serve as a member of the executive board of directors.

DEPUTY COMMANDING GENERAL U.S. ARMY NATIONAL GUARD

1. Assist the CG, MSCoE in synchronizing the TRADOC effort affecting the mission of the Army National Guard (ARNG).
2. Ensure the Army National Guard is fully integrated in the planning process, staffing considerations, force structure, doctrinal development, training requirements, and operational execution by all command and staff elements of MSCoE.
3. Serve as advisor to and personal representative of the Commanding General, MSCoE.
4. Serve as a member of the Executive Board of Director (EBoD) to Commanding General, MSCoE.
5. Support homeland defense initiatives, CBRNE Enhanced Response Force Package (CERFP), and Weapons of Mass Destruction – Civil Support Team (WMD-CST) training and doctrine development.

CHIEF OF STAFF U.S. ARMY NATIONAL GUARD

1. Serve as the senior, full-time Army National Guard (ARNG) representative to MSCoE.
2. Manage the command Army National Guard Active Guard Reserve (AGR) and Reserve Component – Active Duty operational support (RC-ADOS) assets.
3. Serve as the key staff officer/point of contact for matters between the CG and the Chief, National Guard Bureau (NGB) or Director, ARNG.
4. Serve as liaison with National Guard commands, adjutant generals, and NGB.
5. Assist the operational staff of the 54 states' and territories' Adjutant General Offices in dealing with problems arising with ARNG Soldiers assigned for training at Ft Leonard Wood.
6. Support the integration of the ARNG into the homeland security and consequence management effort at MSCoE.
7. Directly supervise the ARNG Liaison NCOs.

**DEPUTY COMMANDING GENERAL
U.S. ARMY RESERVE**

1. Serve as Deputy Commanding General for Mobilization and Training.
2. Assist in the training, readiness of USAR units and their ability to deploy.
3. Ensure doctrine, training, leader development, organizations, materiel, Soldiers (DTLOMS) requirements are coordinated with Reserve Components; assist in integration of the Total Army School System and distance learning initiatives.
4. Represent MSCoE Commander during visits to combat training centers (CTCs) and annual training events.
5. Review, analyze, and recommend allocation of resources to support MSCoE mobilization mission requirements.
6. Support homeland defense initiatives and Reserve Component Weapons of Mass Destruction – Civil Support Team (WMD-CST) training.

**CHIEF OF STAFF
U.S. ARMY RESERVE**

1. Serve as the senior full-time USAR representative within the Maneuver Support Center of Excellence.
2. 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.
3. Responsible for total force integration within MSCoE, by ensuring those issues with USAR implications are identified, considered, and coordinated in all MSCoE actions.
4. Ensure the needs and concerns of USAR Soldiers assigned/attached to the Engineer, CBRN, and Military Police Schools are addressed.
5. Manage the command's Active Guard/Reserve (AGR), active duty for special work (ADSW), and individual mobilization augmentee (IMA) programs.
6. Ensure the Chief, Army Reserve's policies and priorities are implemented.

**ALLIED LIAISON OFFICE
MSCoE**

1. Allied Army liaison officers and noncommissioned officers from Canada, France, Germany and the United Kingdom provide a link between their Armies and the U.S. Army Engineer, Military Police, and Chemical Corps and schools.
2. Allied Army liaison officers and NCOs facilitate bilateral (and when applicable, multi-lateral) work on equipment, doctrine, training, and organizations, drawing on unique perspectives and experiences to help formulate new concepts.
3. Assist in exchange visits and serve as their country's expert for information and cultural representation.

PROGRAM MANAGEMENT AND INTEGRATION DIRECTORATE (PMID)

MISSION

Provide centralized program integration, integrating maneuver support capabilities across the doctrine, organization, training, material, leadership and education, personnel, and facilities (DOTMLPF) domain, synchronizing across schools, garrison, and directorates. Ensure that the MSCoE priorities are defined and executed within the governance processes of the Capability Development and Integration Directorate (CDID), MSCoE Directorate of Training (MDOT), 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.

FUNCTIONS

1. Establish a fully integrated Maneuver Support Center of Excellence, collaboratively making a difference to the Army, while capitalizing on proponent qualities.
 2. Establish processes and systems to ensure the Maneuver Support needs are identified, understood, prioritized, and input into higher headquarters processes.
 3. Coordinate MSCoE's input into the TRADOC capabilities needs assessment (CNA) process.
 4. Develop intermediate and long term solutions to problems and assess future requirements.
 5. Integrate and synchronize capabilities development through working group processes and leadership councils.
 6. Program budget and resource approved initiatives.
 7. Provide joint, interagency, intergovernmental and multi-national (JIIM) integration of maneuver support programs (including foreign liaison officers).
 8. Manage the MSCoE governance processes of several entities to include the Capability Development Integration Directorate (CDID), MSCoE Directorate of Training (MDoT).
 9. Provide oversight of knowledge management (KM) policy and program implementation.
 10. Execute and manage MSCoE Fusion Center activities.
 11. Supervise and direct the TRADOC Capabilities Manager-Maneuver Support (TCM-MS), Knowledge Management Office (KMO), and the joint, interagency, intergovernmental, and multinational (JIIM) section.
-

TRADOC CAPABILITIES MANAGER-MANEUVER SUPPORT (TCM-MS)

The TCM-MS is the Army's centralized manager for the DOTMLPF program management and integration of all developmental programs associated with functional and multi-functional capabilities that assure the mobility, freedom of action, and protection of Army units in full spectrum operations. The TCM-MS will coordinate and synchronize the efforts of maneuver support capability developments within MSCoE. They will also interact with other Centers of Excellence TCMs, the CDID management cells, MDoT, the MSCoE schools, other services, and the Joint community to identify and solve required capability gaps and deliver Maneuver Support capability to commanders.

Responsible for duties as outlined in TRADOC Regulation 71-12, TRADOC System Management. Assisted by the CBRN, Engineer, and Military Police proponents, the TCM-MS will ensure deliverables are developed along timelines to meet capability milestones. The TCM-MS will manage the timely DOTMLPF synchronization of all MSCoE capability developments to ensure that all aspects of doctrine, organizing, training and leader development are synchronized with the fielding of new equipment to the field. The TRADOC Commanding General and the MSCoE Commanding General will resource the TCM-MS in order to meet his capability development objectives.

FUNCTIONS

1. Implement internal doctrine, organization, materiel, leadership and education, personnel and facilities (DOTMLPF) synchronization procedures.
2. Conduct external DOTMLPF coordination as directed.
3. Operate MSCoE fusion cell to provide access to MSCoE's DOTMLPF resources.
4. Coordinate international program activities.

OPERATIONAL ARCHITECTURE

Provide Operational Architecture products (operational views, technical views, and system views) for all MSCoE Joint Capabilities Integration and Development System (JCIDS) products in accordance with Chairman, Joint Chiefs of Staff Instruction (CJCSI) 3170.

KNOWLEDGE MANAGEMENT OFFICE (KMO)

Provide state-of-the-art access to knowledge building and sharing opportunities for the MSCoE workforce and customers. Foster daily collaboration among stakeholders combined with leveraged technology to facilitate a learning-focused culture. Facilitate knowledge accessibility and the processing of information into knowledge by analyzing customer requirements/needs, maximizing the use of technology and changing business processes where value-added results exist. Facilitate doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) integration and project completion by improving decision making among stakeholders. Ensure knowledge management principles become a part of the normal course of business for the Maneuver Support Center of Excellence.

FUNCTIONS

1. Responsible for integrating and synchronizing KM across the Center of Excellence (COE) functions.
2. Identify KM opportunities and challenges within the COE; develop and validate KM needs; and synchronize and manage the implementation of KM initiatives.

3. Provide governance over the KM process and collaborative systems employed for knowledge and information sharing with the COE and with external organizations.
 4. Lead innovation and manage change to embed enabling KM skills and knowledge in the workforce.
 5. Provide recommendations on how existing and planned KM initiatives can be adapted to improve lessons learned integration and synchronization.
 6. Provide COE's point of entry for KM-related inquiries from external organizations.
 7. Identify technology platforms for internal and external KM initiatives and establish policy and procedures for organizations.
 8. Develop the COE KM implementation plan and identify milestones.
 9. Monitor and assess effectiveness of SharePoint, Army Knowledge Online (AKO), and other approved technology platforms.
-

JOINT, INTERAGENCY, INTERGOVERNMENTAL, AND MULTINATIONAL (JIIM-IA)

Focus on the integration of planning and staff coordination to ensure interagency, intergovernmental, and multinational aspects are synchronized with the MSCoE capability developments process.

BUILDING MANAGEMENT OFFICE (BMO)

1. Develop and implement policies and procedures for the MSCoE and Schools Complex to operate, maintain, and preserve the complex in a like new condition.
 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.
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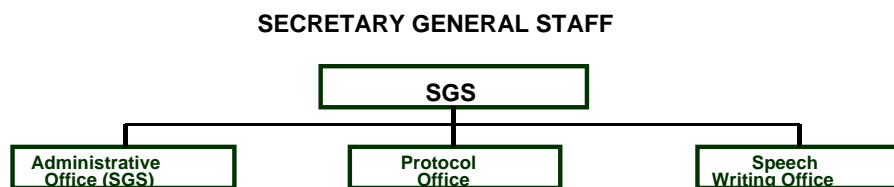
PERSONAL AND SPECIAL STAFF

(PLACEHOLDER FOR G-STAFF)

SECRETARY OF THE GENERAL STAFF (SGS)

1. Provide the Maneuver Support Center of Excellence command element with continuing administrative, personnel, and logistical support; protocol services; and speechwriting services.
2. Serve as the key advisor to the command for development and administration of command operations, and all matters relating to protocol.
3. Analyze, process, and follow up on all correspondence to ensure proper coordination, correctness, timeliness, and completion of assigned tasks.
4. Task, coordinate, and track all administrative staff actions.

5. Manage command element budget, including civilian pay, travel, contingency funds, automatic data processing equipment, and supply accounts.
6. 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.
7. Provide all protocol support to the Commandants of the Chemical, Biological, Radiological, and Nuclear; Engineer; and Military Police schools.
8. Assist in planning and execution of general officer level meetings and conferences.
9. Provide all installation ceremonial and general officer heraldry support.
10. Coordinate and publish installation orientation itineraries for all incoming commanders, directors, and brigade-level and above command sergeants' major and civilian equivalents.
11. Monitor installation Master Activities Calendar maintained by DPTM to de-conflict command element and general officer calendars.
12. Serve as liaison with local, state, and federal elected officials on installation visits, events, issues, and/or information.
13. Schedule the command briefing room (CBR) and the CG's conference room (CG CR).
14. Create speeches, remarks, and/or briefings to be delivered by the Commanding General and other general officers and command element personnel, as required.
15. Review and edit material prepared by other agencies for delivery by the Commanding General.
16. Assist in the development of a variety of ceremonial scripts and narratives for installation-level events.
17. Proponent for FLW Staff Procedures Guide (to be published (TBP)) and Distinguished Visitors Guide (TBP).



PUBLIC AFFAIRS OFFICE (PAO)

MISSION

Serves as principal advisor to commander and 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.

FUNCTIONS

1. External Communication.

a. Strategic Communication. Plan and coordinate installation's Strategic Communication Program.

b. Media Relations. Coordinate requests and visits from media organizations.

c. Community Relations. Coordinate requests, activities and opportunities that foster support and sustain civilian, military relations. Ensure such support conforms to commander's strategic communication plan.

2. Internal Communication. Coordinate and disseminate installation information to installation audiences via appropriate internal, DOD, Army, IMCOM, and TRADOC mediums. Ensure support conforms to commander's strategic communication plan.

EXTERNAL COMMUNICATION BRANCH

Strategic Communication

Responsible for the planning and coordination of the installation Strategic Communication (STRATCOM) Program. The planning and execution is done through both the STRATCOM steering committee and STRATCOM cell; agenda set by PAO.

Media Relations

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 on a monthly basis print and video 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.

Community Relations

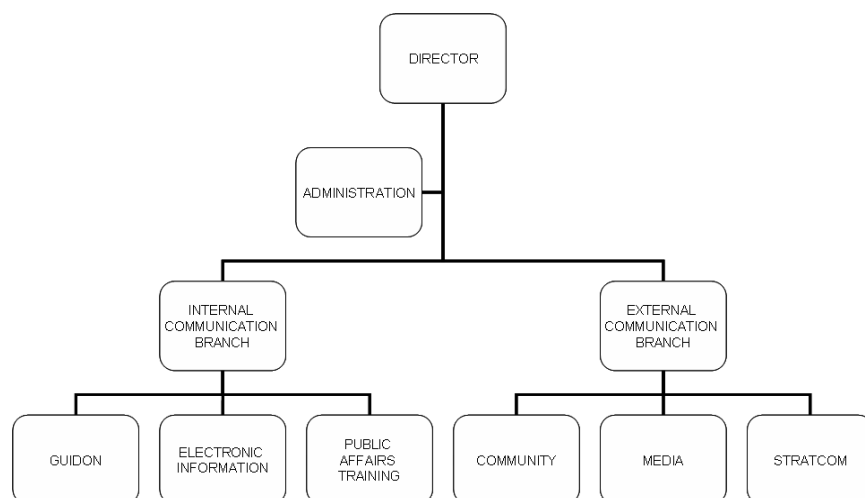
1. Serve as the primary initial contact of the general public to the installation.

2. Provide support to the installation by participating in community events, coordination of guest speakers, and general information about the installation.
3. Provide service to the local communities and throughout the state as the point of contact for the installation.
4. Coordinate with local, state, and federal elected officials on installation events, issues, and information.
5. Coordinate the participation of Civilian Aides to the Secretary of the Army (CASA) in installation events and activities.
6. Coordinate installation support of Army recruiters with the Total Army Involvement in Recruiting (TAIR) program.
7. Participate in the activities and events of the region to include crucial relations with chambers of commerce and community agencies.
8. 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 requests for tours, reunions, senior leader speakers, and events are referred to the SGS for planning and execution.
9. Responsible for coordinating and planning for the installation Speakers' Bureau supporting communities within Missouri and its contiguous states.

INTERNAL COMMUNICATION BRANCH

1. Responsible for review of speeches, fact sheets, publicly accessible web sites, and information for release to the general public and media.
2. 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.
3. Responsible for coordinating all installation command information.
4. Responsible for editorial content, photos and layout of the *Guidon*, the installation's weekly newspaper.
5. Responsible for posting all current information on installation marquees, and to provide updated information to CG's commander's access channel on the installation cable network.
6. Responsible for coordination of the Public Affairs support to the Emergency Operations Center and tracking taskers and operations requirements.
7. Responsible for providing public affairs training to TRADOC and FORSCOM Soldiers.

PUBLIC AFFAIRS OFFICE



STAFF JUDGE ADVOCATE (SJA)

MISSION

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.

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.

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.

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 Criminal 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 offenses 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.

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 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.

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)
3. Participates in office internal training programs and external training opportunities.

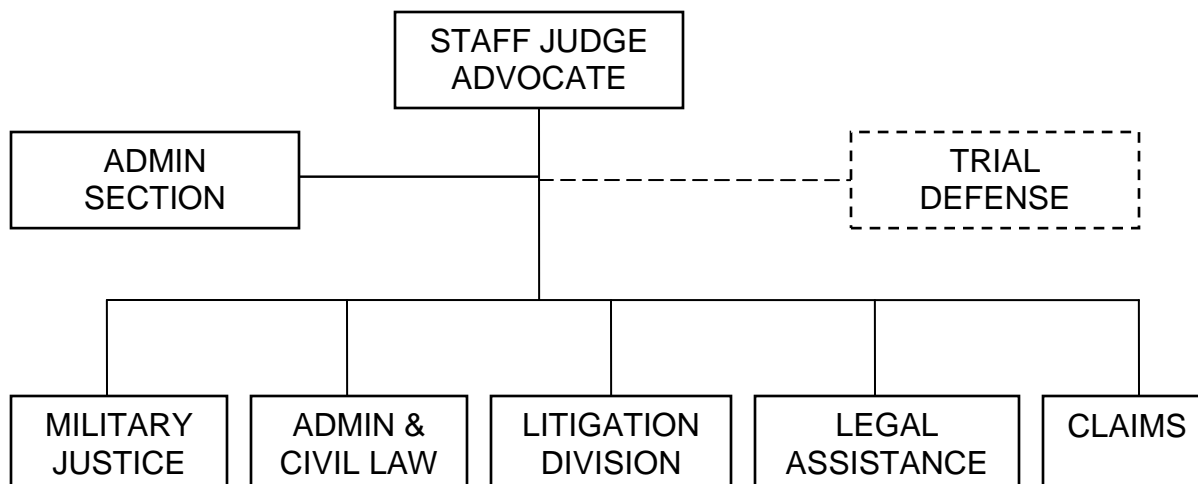
CLAIMS DIVISION

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.

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.



* TENANT ACTIVITY. ADMINISTRATIVE SUPPORT ONLY

INSPECTOR GENERAL (IG)

MISSION

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.

FUNCTIONS

ASSISTANCE AND INVESTIGATIONS BRANCH

1. 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 and maintain a database to support trend analysis.
2. Administers Inspector General Network (IGNET) for Fort Leonard Wood site. Manages IG information and IG information systems; webmaster for IG web page.
3. Makes assistance visits to subordinate commands to evaluate local assistance function, identifies or prevents problems with MSCoE or local policies, and gauges the pulse of the command.
4. Conducts inquiries and investigations as directed by the Commanding General, or as prescribed by law or regulation, and provide a report of such investigations and inquiries to the directing authority.

INSPECTION BRANCH

1. Conducts inspections as directed by the Commanding General or as prescribed by law or regulation. Report inspection results, identify root causes, recommend solutions, and identify responsibility for implementation. Consider management controls during the normal course of inspections, in the assessment of systemic issues and make appropriate recommendations. Conduct follow-up inspections to evaluate the adequacy and effectiveness of corrective action taken.
2. Provides intelligence oversight of intelligence activities and components within MSCoE per Executive Order 12333, DoD 5240.1-R and AR 20-1.

3. 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.
4. Administers command climate surveys for unit commanders and provides feedback and recommendations for resolution of unit issues.
5. Supports and coordinates visits from TRADOC IG, DA IG, DoD or congressionally mandated inspection or assessment teams.

CHAPLAIN

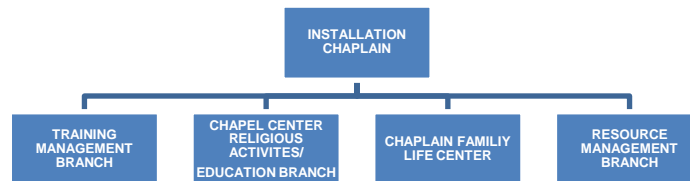
MISSION

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.

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. Provides ethical leadership training and practical implications of religion, morals and morale on mission accomplishment for all command elements beginning with entry level soldiers and extending training throughout all rank levels within the command.
6. Maintains liaison with National Guard and Reserve Component (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.

CHAPLAIN



EQUAL OPPORTUNITY PROGRAMS (EOP)

MISSION

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, excluding Post Exchange (PX) and Defense Military Pay Office (DMPO). Objectives include ensuring fair and equal treatment without regard to race, color, religion, sex (gender), age, national origin and physical or mental disability; 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.

FUNCTIONS

EOP DIRECTOR

1. 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.
2. Develops policies in support of Equal Employment Opportunity (EEO) regulatory and statutory requirements.
3. Fully manages and supervises all EEO and EOP office functions.
4. Provides active leadership to all EOP staff, especially in the development and implementation of affirmative employment plans, EEO complaints, administration, training, and special emphasis programs.
5. Evaluates and reports EEO and EOP office effectiveness to the GC and key management officials, making recommendations for change as required.
6. Ensures discrimination and sexual harassment complaints are processed in a timely and judicious manner.
7. Provides commanders, managers, supervisors, employees and Special Emphasis Program Committee (SEPC) with technical assistance regarding concerns of Soldiers, family members, women, minorities and individuals with disabilities.
8. Authenticates all EEO complaints, reports, letters, etc.

9. Co-chairs the quarterly EOP (EEO/EO) Executive Committee chaired by the Commanding General (CG), monitoring the effectiveness of EEO and EO requirements.

EO ADVISORS

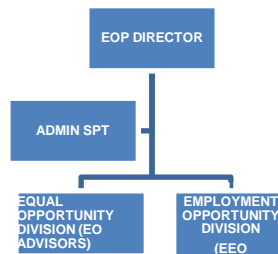
1. Functions under the administrative supervision of the Chief of Staff, but also serves as a member of the CG's personal staff having executive privilege of direct access to the CG as required.
2. Serves the commander as cultural change agents.
3. Writes and coordinates the military installation affirmative action plan with guidance from higher headquarters. Provides policy development on EO/sexual harassment issues.
4. Coordinates with EEO program, outside government agencies, and interested parties on functional requirements.
5. Serves as community liaison between Fort Leonard Wood and surrounding civilian communities outside of Fort Leonard Wood.
6. Provides organization development expertise and services for civilian and military supervisors, leaders, and commanders.
7. Provides conflict resolution for both civilian and military organizations and individuals through certified mediation and consideration of others training and unit climate assessment.
8. Provides EEO counseling services for military personnel and their family members concerning EO issues.
9. Develops and delivers training to military leaders on EO matters that include ethnic observances, EO complaints administration, and sensitivity training.
10. Receives and assists in processing individual complaints of discrimination and sexual harassment.
11. Conducts periodic organizational inspections and command assessments as outlined in governing regulations and guidelines.
12. Provides EO technical support to all activities, including applicable tenants.

EEO SPECIALISTS

1. Writes and coordinates the installation Federal Agency Annual EEO Program Status Report with guidance from higher headquarters and Equal Employment Opportunity Commission.
2. Provides total EEO support to all activities, including applicable tenant organizations.
3. Assists and advises CG and GC through EOP director in regard to special concerns of women, minorities and persons with disabilities.
4. Evaluates management activities to identify areas, which permit or encourage discrimination and initiate recommendations for changes in emphasis on overall special emphasis programs.
5. Monitors the implementation of affirmative employment plans; provides proactive hiring strategies to management in order to develop a diverse workforce.
6. Guides activities of EEO Counselors and Mediators, ensuring completion of inquiries into discrimination complaints.

7. Designs and delivers training to civilian workforce on EEO matters to include cultural diversity, sensitivity training and conflict resolution.

EQUAL OPPORTUNITY PROGRAMS (EOP)



MANEUVER SUPPORT CENTER OF EXCELLENCE SAFETY OFFICE (MSO)

MISSION

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, training, leader development, organization, materiel, and Soldiers (DTLOMS).

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.

MSCoE SAFETY BRANCH

1. Provides worldwide safety proponentcy 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 DTLOMS.
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.

INSTALLATION 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.

SAFETY ENGINEERING BRANCH

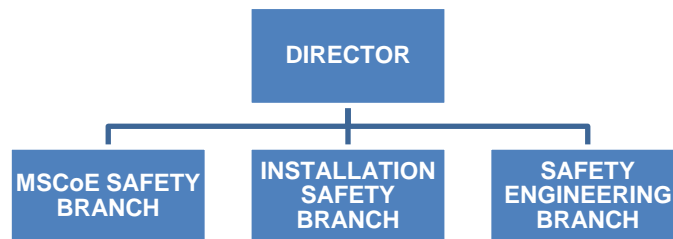
1. Provides system safety support to consolidated combat developments and other material acquisition and testing activities.

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.

COORDINATION

1. Develops close working relationships with the fire department, industrial hygiene, radiation protection officer, quality assurance specialist ammunition surveillance (QASAS), and Environmental Protection Office.
2. Receives guidance and direction from the Commanding General, commandants, and the Garrison Commander.
3. Integrates direction and guidance from Training and Doctrine Command, Installation Management Command, and the U.S. Army Safety Office into the MSCoE Safety Program.

MANEUVER SUPPORT CENTER OF EXCELLENCE SAFETY OFFICE



INTERNAL REVIEW OFFICE (IR)

MISSION

Provides the Commanding General and his staff with a full range of internal auditing services, monitors risks to the command, and assesses the status and effectiveness of management controls.

FUNCTIONS

1. Conducts formal performance and financial audits, which require broad, comprehensive evaluations of the effectiveness, efficiency, financial position of audited activities, or the results achieved by command programs or functions.
2. Performs quick response (troubleshooting) audits to address high priority command concerns.
3. Provides consulting and advisory services, which are not performance or financial audits, but require the auditors' technical advisory skills, education, observations, and experiences.
4. Provides consulting and advisory skills, education, observations, and experiences.
5. Facilitates the command's reply process for external audit reports by assisting the command in developing responses to findings and recommendations

6. Serves as the command's liaison for both internal and external audit organizations, which include the U.S. Government Accountability Office.
7. Conducts audit follow-ups for internal and external reports and confirms if management has taken corrective actions to implement the recommendations.
8. Works with the Inspector General and the Criminal Investigative Detachment on inspections and investigations.

OFFICE OF INTELLIGENCE AND SECURITY (OIS)

MISSION

The primary mission of the Office of Intelligence and Security (OIS) 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 OIS 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, Engineer, and Military Police mission areas, plus their related tasks, training, operations, or developmental systems.

Additionally, as the G-2, OIS 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, and FLW operations and missions.

As the focal point for security issues on the installation, OIS 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, OIS 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, handling and storage of classified information and sensitive data on FLW; foreign disclosure; procedures for control, dissemination, handling and storage of communications security (COMSEC) equipment; plus providing security compliance inspections, evaluations, and assistance to FLW units or activities.

FUNCTIONS

INTELLIGENCE MANAGEMENT

Intelligence Support to Force Protection

1. Develops and provides to the Installation Antiterrorism/Force Protection (AT/FP) Officer comprehensive threat assessments for the installation, VIP visits, and special events.
2. 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.
3. Chairs the intelligence fusion cell and participates in the AT/FP Working Group, Missouri State Domestic Terrorism Working Group, and crisis action team (CAT).

4. Provides intelligence support to the command by coordinating and facilitating intelligence/threat dissemination to key command and installation personnel.
5. Develops and recommends the command's priority intelligence requirements (PIR), intelligence requirements (IR), and statement of intelligence interests (SII) for approval by the CG.
6. Participates in installation and facility vulnerability assessments to ensure accurate threat portrayal.
7. Develops, coordinates, and reviews mobilizing elements intelligence requirements and assists in the dissemination of intelligence data and material to support these units in current and future contingency/combat operations.
8. Develops and disseminates threat assessments for the installation, facilities, VIP visits, and special events conducted on FLW.
9. Develops and disseminates foreign threats to U.S. information operations in support of current military operations and the information assurance program.
10. Principal advisor on security and intelligence matters for installation mobilization support/contingency planning.

Threat Management

1. As the threat manager, serves as single point of contact and principal authority on threat issues or threat support matters for all related activities.
2. Threat manager coordinates and facilitates threat dissemination to key combat developments, maneuver support, CBRN, Engineer, and Military Police School activities.
3. Represents or assists the commander in carrying out threat related responsibilities.
4. Maintains the classified intelligence and threat reference files.
5. 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.
6. Develops and submits to the Deputy Chief of Staff for Intelligence (DCSINT), HQ TRADOC an annual forecast of intelligence and threat information requirements.
7. 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)).
8. Establishes and maintains installation Intelligence dissemination customer account.
9. Provides the subject matter expert (SME) for appropriate threat coordinating groups (TCG's).
10. 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.
11. Provides threat support to resident TRADOC boards, TRADOC capabilities managers (TCM), and other resident TRADOC organizations.

12. Establishes active and frequent threat interface and coordination with Army Materiel Command (AMC) foreign intelligence counterparts.
13. Prepares and conducts threat briefings as required.
14. Serves as the approval authority for threat test support plans (TTSP) and threat test and evaluation master plan (TEMP) input for Army acquisition programs associated with the CBRN, Engineer, and Military Police schools.

Support to Concept and Doctrine Development

1. Reviews the threat in operational concepts and doctrinal literature through MSCoE coordination channels for all TRADOC products.
2. Ensures operational concepts and doctrinal literature is based on the approved assessments and accepted baseline intelligence products.
3. Disseminates current intelligence and threat projections to concept developers and doctrinal literature writers.
4. Drafts the threat paragraph for TRADOC pamphlets originating within the Maneuver Support, CBRN, Engineer, and Military Police areas of responsibility.
5. Validate lessons learned to ensure the training and education provided to our Soldiers, Sailors, Airmen, and Marines portrays the current operating environment to ensure our success in a variety of military operations.

Support to Combat Developments

1. Conducts analysis of threats to the Maneuver Support, CBRN, Engineer, and Military Police mission area in support of the concept-based requirements system (CBRS) process.
2. Provides threat support to mission area analysis (MAA), system program reviews (SPR) and functional area assessments (FAA).
3. Prepares threat statements for mission needs statement (MNS), organizational requirements document (ORD), joint service organizational requirement (JSOR), and other capabilities document (CD) requirements documents, or milestone reviews.
4. Prepares threat support plans (TSP) for major and defense acquisition program (DAP) systems in coordination with the AMC proponent major subordinate command.
5. Prepares system threat assessment reports for major, DAP, and intelligence production requirement (IPR) systems in coordination with the appropriate AMC foreign intelligence office.
6. Provides threat support to analysis of alternative (AOA) and abbreviated analysis (AA) studies.
7. Prepares 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.
8. Participates in threat coordinating groups (TCGs) and threat working groups (TWGs) as required.

9. 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.
10. Ensures that the Maneuver Support, CBRN, Engineer, and Military Police threat portrayal in combat developmental modeling, war gaming, and operational testing is accurate and consistently depicts current or projected threat capabilities.
11. Prepares threat fact sheets and intelligence research for consolidated combat development activities.

Support to Training and Training Developments

1. Assists resident instructors/POI managers in the writing and revision of all threat related blocks of instruction.
2. Assists resident SMEs and instructors in obtaining threat reference materials and reviews their products for accurate threat data.
3. Conducts quality control for integrated threat instruction for accuracy and consistency.
4. Reviews and approves threat content of training and training developments for which the MSCoE/Schools have approval authority.
5. 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.
6. Verifies the accuracy of the threat statements presented in training device needs statement (TDNS) and training device requirements (TDRs).
7. Maintains threat reference files to support training and training development personnel and SMEs.
8. Monitors all non-integrated threat classroom instruction for accuracy and maintain records of inspections.
9. Reviews threat instruction POIs and lesson plans for accuracy and consistency.
10. Provides SMEs to assist TRADOC DCSINT in evaluating the OPFOR Maneuver Support, CBRN, Engineer, and Military Police Battlefield Operating Systems (BOS) at all combat training centers (CTCs).
11. Provides threat and intelligence instruction for resident training courses and other installation activities.
12. Provides threat subject matter expertise to assist TRADOC DCSINT in writing and developing FMs, TCs, or products.
13. Develops threat handbooks, assessments, enemy recognition guides, and products for contingency missions.
14. Provides threat SME for mobile training teams in support of contingency missions, deployments, and unit preparedness.

SECURITY SUPPORT

1. Serves as the Installation/Command Security Manager/Officer (ISO/CSM), the principal authority on security issues, and oversees all aspects of the installation's security programs.
2. Advises the Command on all matters pertaining to security.

3. Plans, coordinates, establish policy, and direct activities relevant to security.
4. Manages the Foreign Officer Contact Program (FOCP).
5. Manages the CDPR program at the Chemical Decontamination Training Facility (CDTF).
6. Monitors and maintains the installation Joint Personnel Access Program (JPAS) system with the DA Central Clearance Facility (CCF).
7. Provides advice and assistance to directorate and activity security managers.
8. Monitors and inspects installation activities for compliance with the provisions of AR 380-67, AR 380-40, and AR 380-5.
9. Provides authorized file procurement officer to investigative records repository.
10. 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.
11. Processes information and forwards personnel security investigations to the Office of Personnel Management (OPM).
12. Processes data and administers classified access validation program for all personnel.
13. Processes data and administers verification of security clearances on military, civilian, and contractor personnel.
14. Processes data and administers security investigation actions for initial entry training (IET) and personnel security and surety program (PSSP) personnel, plus permanent party military and civilian personnel.
15. Provides suitability information through intelligence channels to commanders for personnel security clearance evaluations.
16. Monitors and coordinates the forwarding of adverse information to the appropriate investigative agencies.
17. Receives, verifies, and processes visit requests and clearances from industrial representatives, and foreign governments and agencies.
18. Serves as the U.S. Army Contact Officer for coordinating and monitoring the Foreign Officer Accreditation Program.
19. Participates in emergency deployment readiness exercises (EDRE) providing security and intelligence expertise.
20. Ensures information systems security monitoring is conducted in accordance with AR 380-53.
21. Develops, coordinates, reviews, and oversees the installation security education, training and awareness program.
22. Develops and implements the command intelligence oversight program.

23. 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.
24. Serves as the installation subject matter expert in information and industrial security matters.
25. Provides oversight, management, and guidance to prevent the compromise or loss of classified information; enforce proper security practices governing the dissemination, reproduction, transmission, and destruction of classified materials.
26. Manages, processes, and tracks national agency checks (NACs) for suitability requirements of contractors that require information technology (IT) access.
27. 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).
28. Validates and tracks visit requests from off-site government agencies/units and contract organizations.
29. Provides train-the-trainer information and security education to all Directorate/Unit S-2/security managers.
30. Provides foreign threat to information systems data to G6/NEC in support of the Information Assurance Program (IAP).

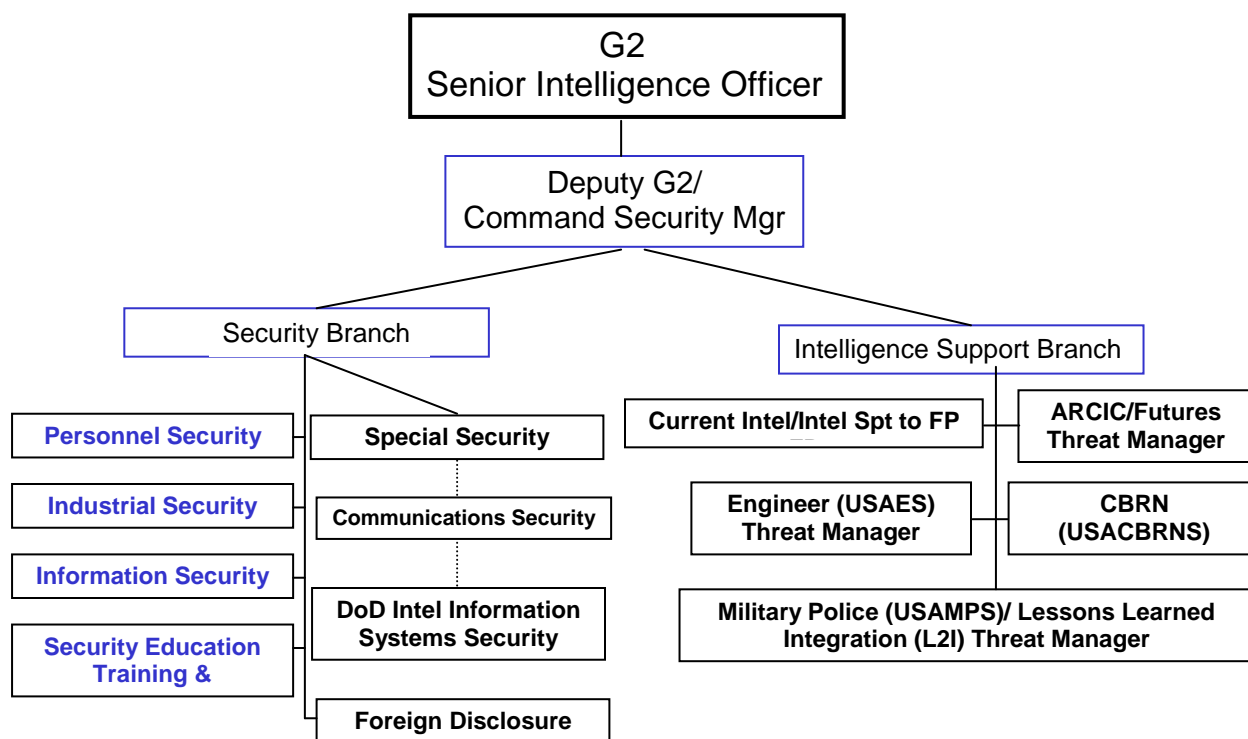
Operation of the Special Security Office (SSO)

1. Ensures the security of sensitive compartmented information (SCI); administers the Army Privacy Communications System; and provides security support for restricted and special access programs (SAP).
2. Develops and implements procedures concerning SCI that will provide for security of materials and ensure compliance with Director of National Intelligence Directives (DNID) 6/3, 6/4, and 6/9; the Joint DoD Intelligence Information System (DoDIIS)/Cryptologic SCI Information Systems Security Standards; DoD 5105.21-M-1; and DA and installation commander (IC) regulatory guidance.
3. Functions as the cognizant security officer for all SCI facilities (SCIF) located on Fort Leonard Wood.
4. 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.
5. 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 DCSINT, and DIA.
6. Administers the SCI personnel access program. Conducts pre-screening interviews.
7. Provides security training for SCI indoctrinated personnel.
8. 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).
9. Processes data and administers verification of SCI security clearances on military, civilian, and contractor personnel.

10. Develops and implements procedures concerning accreditation of and access to the joint worldwide intelligence community (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.

12. Monitors High Threat and Foreign Travel Briefing Program.

G2/OFFICE OF INTELLIGENCE AND SECURITY



DIRECTORATE OF RESOURCE MANAGEMENT (DRM MSN)

MISSION

Fight and win MSCoE and Fort Leonard Wood's resource battles; facilitate the creation of warriors 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.

FUNCTIONS

OFFICE OF THE DIRECTOR OF RESOURCE MANAGEMENT

1. Coordinate the efforts of the Budget Division, Manpower and Management Studies Division, and Managerial Accounting Division in accomplishing the organization's mission statement.
2. Primary financial advisor to the command's senior leadership.

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

BUDGET DIVISION

1. Provides budget status of funds and other briefings to the Command Group.
2. Distributes annual funding programs and quarterly allowances to program directors, and inputs into financial systems.
3. Provides program director support for all assigned activities.
4. Serves as advisor on all budget matters to supported activities.
5. Administers the financial management of the International Military Education and Training (IMET) and Foreign Military Sales (FMS) programs.
6. Responsible for developing cost for base realignment and other studies.
7. Responsible for providing TRADOC and FORSCOM with financial status reports on contingencies and other operations.
8. Develops reimbursement cost for ISA customers, initiates reimbursement earnings, and ensures all earnings are properly costed within appropriate Army management accounts.
9. Analyzes installation's training workload execution, i.e., BT, OSUT, AIT, and GST, ensuring execution is consistent with financial levels.
10. Develops program objective memorandum (POM) submission (Programs Branch).
11. Develops out-year funding requirements in coordination with TRADOC customers, IMCOM installation growth, and FORSCOM unit expansion so that future requirements are identified and funds are programmed (Programs Branch).

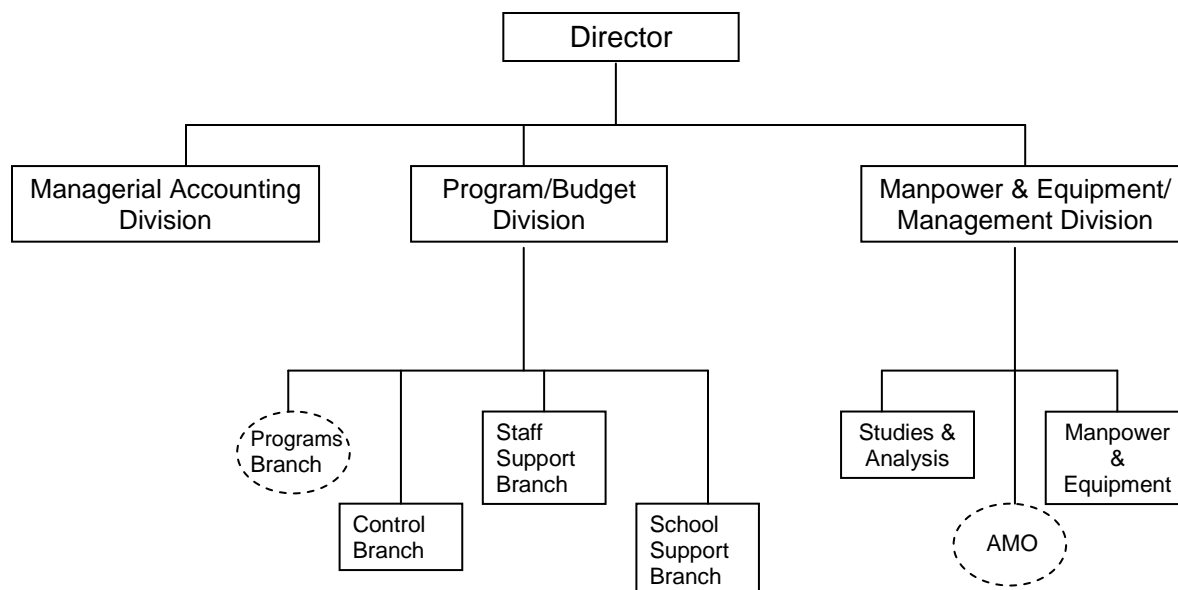
MANPOWER AND MANAGEMENT STUDIES DIVISION

1. The Manpower/Equipment/Force Management Team:
 - a. Prepares and submits tables of distribution and allowances (TDA) in conjunction with mission schools/activities (includes peacetime and mobilization documents).
 - b. Serves as mission POC for concept plans and stationing actions.
 - c. Provides manpower/equipment/force management services for mission activities.
 - d. Provides management analysis support for special task force study groups.
 - e. Serves as mission POC for Manpower Staffing Standards System (MS3) Studies, manpower assessments, and equipment surveys.
2. Management Studies/Analysis Team –
 - a. Manages/directs the Competitive Sourcing/Commercial Activities (A-76) Program for mission activities.
 - b. Provides support for realignment actions, special studies including Lean Six Sigma, and cost analyses.

- c. Provides management consulting services.
 - d. Manages/directs the Managers' Internal Control (MIC) Program (in accordance with AR 11-2).
 - e. Maintains and coordinates changes to FLW Regulation 10-1, Organization and Functions.
3. Acquisition Management Oversight (AMO) Team provides acquisition management oversight for contracted services (formerly known as contracted advisory and assistance services (CAAS)), to include:
- a. Advising/assisting customers with acquisition planning and exploration of options.
 - b. Assisting with document preparation to ensure effective expenditure of funds and receipt of a deliverable vs. fixed, time-based payments.
 - c. Ensuring all approvals and legal opinions are obtained prior to award of contract.
 - d. Providing quarterly contracting officer representative (COR) in-progress reviews (IPRs) and training.
 - e. Ensuring all service contracts or product contracts with embedded services obtain appropriate required written approval by School Commandant or CG to initiate contracting efforts.
 - f. Maintaining/reporting monthly contracted services information, as directed.

MANAGERIAL ACCOUNTING DIVISION

1. Interprets financial management policy and provides advanced guidance to staff elements, to include publishing installation financial management directives and procedures.
2. Identifies, monitors, and reports trends in financial management systems and installation program performance. Recommends needed changes and improvements.
3. Reviews unliquidated obligations, unmatched disbursements, and reimbursable orders; performs reviews as required.
4. Certifies availability of prior year funds for installation.
5. Provides liaison services with activity directors and external auditors as required. Performs as liaison between installation and Defense Finance AND Accounting services multiple offices and locations.
6. Manages the execution of the Mission Government Travel Card Program. Provide significant accounting and system support to the Government Purchase Card Program.
7. Acts as installation proponent for the implementation and interpretation of new financial systems and concepts.
8. Provides functional support to financial systems.
9. Provides customer service representative (CSR) to work civilian pay issues.



QUALITY ASSURANCE OFFICE (QAO)

MISSION STATEMENT

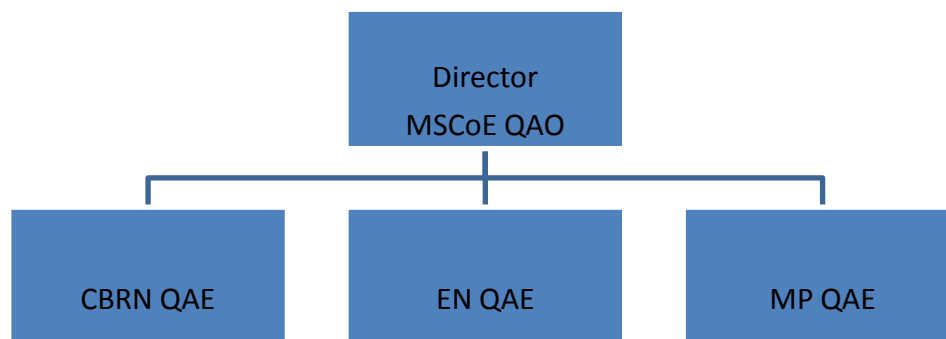
Provide the Maneuver Support Center of Excellence leadership assistance on doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) accreditation standards criteria. Ensure the implementation of current and relevant training that creates/develops innovative and adaptive warriors and leaders by supporting the One Army School System (OASS) to meet the Army Force Generation (ARFORGEN) requirements with effective educational research and analysis.

FUNCTIONS

1. Develops MSCoE policy and procedure for implementing TRADOC quality assurance guidance.
2. Provides oversight of the quality assurance elements assigned to the USACBRNS, USAES, and USAMPS.
3. Develops the installation Quality Assurance Master Evaluation Plan.
4. Ensures compliance with TRADOC Regulation 350-70.
5. Conducts external evaluations to determine the effectiveness or efficiency of school products.
6. Conducts accreditation of the One Army School System (OASS) Battalions.
7. Provides oversight of instructor certification.
8. Ensures that evaluation personnel have the requisite skills to perform mission to include the Training Evaluator Course, Systems Approach to Training (SAT) Basic, The Army Instructor Training Course, Small Group Instructor Training Course, Video Tele-training Course, and the Contracting Officer's Representative Course, as required.

9. 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 student evaluation plans (SEP)).
10. Verifies safety, risk assessment, and any environmental protection measures that have been considered throughout the TD process and incorporated into training products.
11. 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.
12. Assesses effectiveness of distance learning (DL) materials and student management.
13. Evaluates individual, collective and self-development products and literature for currency, usability, efficiency, effectiveness, and doctrinal and technical correctness.
14. Verifies that training requirement analysis (TRAS) documents (individual training plans (ITP), course administrative data (CAD), and programs of instruction (POI)) meet regulatory requirements.
15. 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.
16. Participates as non-voting member on boards and in-process reviews to ensure adherence to SAT requirements.
17. Ensures that the staff and faculty training requirements (to include instructor certification) in accordance with TR 350-70 are met.
18. Conducts special studies.
19. Develops data collection models to include surveys/questionnaires/structured interviews, and on-site observations; analyzes/interprets data; provides objective data (table/graphs) for management review.
20. Manages the American Council on Education (ACE) evaluation of resident POIs.
21. Monitors the implementation and effectiveness of automated systems such as Automated Systems Approach to Training (ASAT), Institutional Training Resource Model (ITRM)/Course Level Training Model (CLTM), Automated Survey Generator (AUTOGEN), and Army Training Requirements and Resources (ATRRS), etc.

ORGANIZATION



RETENTION

MISSION

To administer 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.

FUNCTIONS

COMMAND CAREER COUNSELOR

1. Serve as principal advisor to the Commanding General on all matters related to the Army Retention Program.
2. Implement and aggressively support the Army Retention Program, assigning "fair share" reenlistment and RC transfer/enlistment mission to major subordinate command.
3. Develop policies in support of Army retention regulatory guidance.
4. Ensure all units and organizations are properly staffed or supported by Active Army (AA) and RC career counselors.
5. Exercise program supervisory responsibility over subordinate career counselors.
6. Responsible for the overall management of the MSCoE Retention Program.
7. Make continuing estimates of the Army retention programs (AA and RC) for future planning.
8. Ensure subordinate career counselors maintain the highest standards of conduct, proficiency, and ethics.
9. Provide technical guidance to commanders and leaders concerning matters of retention policy.

OPERATIONS NCOIC

1. Perform quality control checks on all retention actions.
2. Sole operator of the DFAS Case Management System (CMS) for correction of any retention related financial discrepancies.
3. Review and submit appropriate Soldier actions to higher headquarters and Human Resource Command.
4. Maintain and publish statistics on Retention Program eligibles, missions, and accomplishments. Evaluate, advise, and assist subordinate commanders' retention processes, techniques, and abilities to do the same.
5. Ensure all Soldiers, serving honorably and faithfully, including those with waivable disqualifications, are counseled and interviewed. Soldiers will be informed that retention in the Army is a privilege earned through continued satisfactory performance.

6. 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.
7. 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 ARNGUS OR USAR.
8. Ensure all units and organizations are staffed or supported by Active Army and RC career counselors.
9. 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.
10. 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.
11. Ensure all subordinate commanders allocate sufficient funds to support retention and transition efforts within the command.
12. Ensure that reporting of reenlistment eligibility codes (ERUP) are processed in a timely manner.
13. Establish an Army Retention Awards Program, designed to enhance the commander's ability to accomplish assigned retention missions, recognizing subordinate command excellence.
14. Advise leaders and counsel Soldiers, employing the four phases of the Army Career Counseling System to increase retention and reduce unit level attrition.
15. Exercise supervision, including inspections as necessary, to ensure that retention policies are executed properly.
16. Maintain contact with local finance personnel and public information offices.

ACTIVE COMPONENT CAREER COUNSELOR

1. Administer daily operations of the Commander's Retention Program.
2. 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.
3. Ensure completion of all required tasks, functions, duties and program compliance with HQDA and higher headquarter guidance.
4. 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.
5. Exercise operational supervision over subordinate unit reenlistment programs and personnel.
6. Prepare and conduct formal training for subordinate personnel.
7. Counsel Soldiers and Family members regarding the benefits and opportunities within the Army Retention Program.

8. Ensure eligible Soldiers, not desiring reenlistment, are referred to and counseled by the servicing RC career counselor.
9. Conduct, at a minimum, quarterly inspection of subordinate unit retention programs.
10. Advise commanders on bar to reenlistment preparation, imposition and removal procedures, impacts, review and separation requirements.
11. 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.
12. Operate the RETAIN system.
13. Plan and conduct reenlistment/extension ceremonies.
14. Ensure the Army Retention Program is sufficiently publicized, ensuring information is available and distributed throughout the command.
15. Assist the commander in developing, implementing, and maintaining an effective Incentive Awards Program, supporting attainment of assigned retention and enlistment/transfer missions.

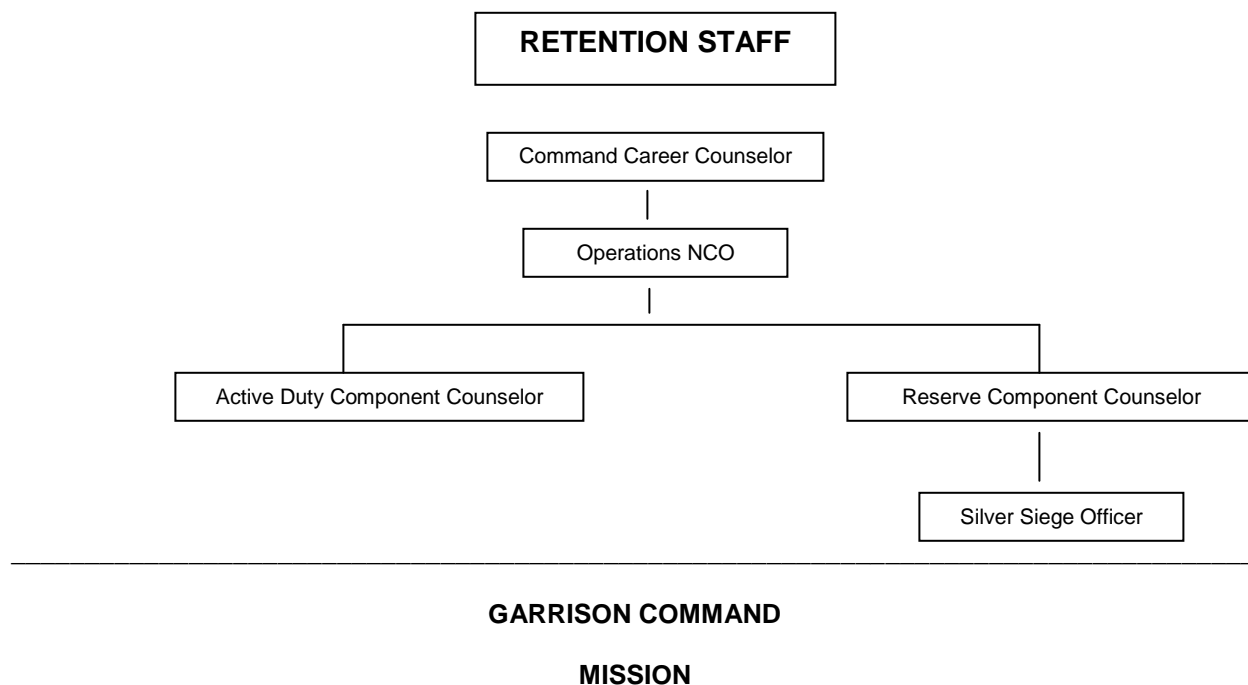
RESERVE COMPONENT CAREER COUNSELOR

1. Administer daily operations of the commander's RC enlistment/transfer responsibilities within the Army Retention Program.
2. Ensure that the commander and command sergeant major are continually updated regarding the RC readiness posture of the organizational Army Retention Program and compliance with HQDA and higher headquarters regulatory guidance.
3. Ensure completion of all required tasks, functions, and duties, as specified by HQDA and higher headquarters.
4. Exercise operational supervision over subordinate RC transfer and enlistment programs and personnel.
5. Maintain and publish statistics on Army Retention Program (Active Army Soldiers nearing separation) eligible population, mission, and accomplishments.
6. 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.
7. Prepare and conduct formal training for subordinate retention personnel.
8. Conduct, at a minimum, quarterly inspections of subordinate unit retention programs.
9. Determine enlistment/transfer eligibility by thoroughly screening of OMPF, MPRJ, and/or local training records and rosters, as required.
10. Operate the RETAIN system.
11. Plan and conduct enlistment/transfer ceremonies.

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

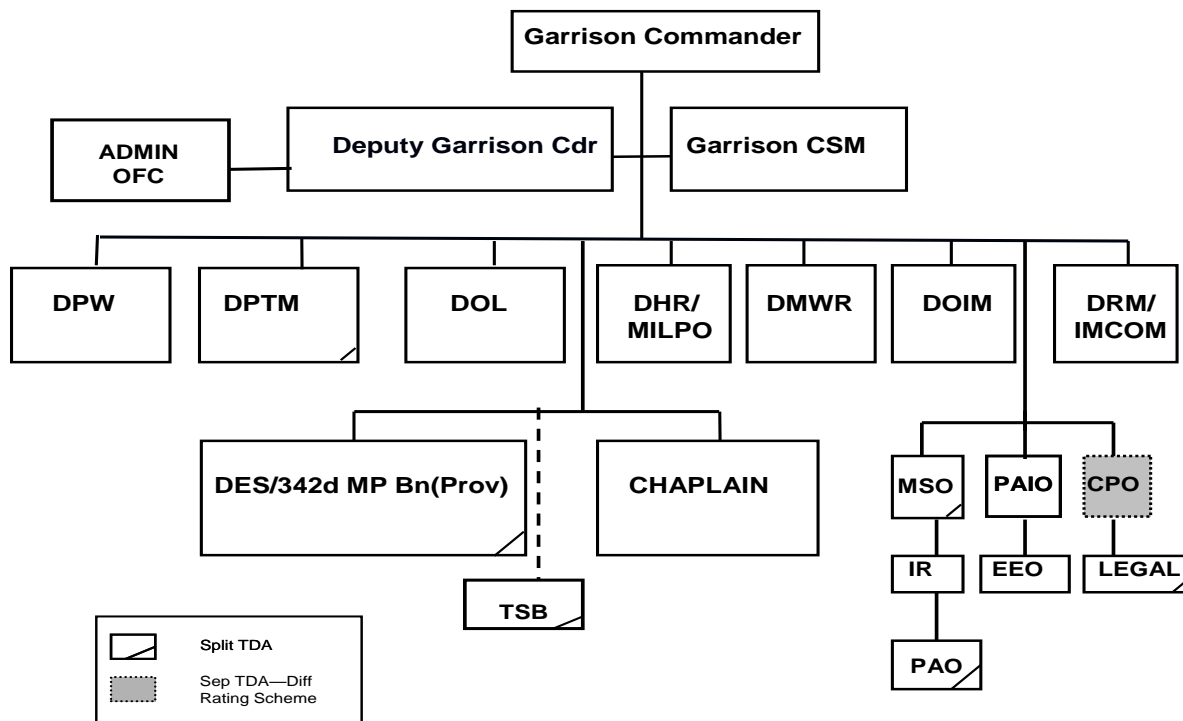
Silver Siege Officer

1. 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.
2. Facilitate the transfer of officer and warrant officer application packets from Active to Reserve component service.
3. Assist in briefing enlisted Soldiers on commissioning programs in the selected reserves.
4. 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.
5. Administer enlisted oaths as needed. (NG, USAR, AD)
6. Review state officer/warrant officer vacancies thru the director strength overview database (DSRO) and RETAIN.



A values-based organization that provides quality base operation services to enable all units to accomplish their mission; to enhance the well-being of our Fort Leonard Wood community.

GARRISON COMMAND



DIRECTORATE OF EMERGENCY SERVICES (DES) AND 342D MILITARY POLICE BATTALION

MISSION

The 342d Military Police Battalion (DES) conducts community-based law enforcement, fire services, and access control operations for Fort Leonard Wood/ Lake of the Ozarks Recreational Area, and provides other support as required in the Fort Leonard Wood area of responsibility (AOR) in accordance with AR 5-9. On order, the Battalion responds to crisis situations under military control both on/off the installation and stands ready to deploy units or Soldiers worldwide in support of the global war on terrorism (GWOT).

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. Provides command and operational control to include administrative and logistical support for all units and personnel assigned or attached to the 342d Military Police Battalion to include one FORSCOM MP Company, one TRADOC MP Detachment, and the 399th Army Band.
3. Provide incident management and command and control for emergencies on the installation.
4. Coordinate with the TRADOC Provost Marshal and provide reports and information as directed as well as deployment issues pertaining to assigned TRADOC MP assets.
5. Coordinate with FORSCOM Provost Marshal for deployments and issues pertaining to assigned FORSCOM combat support MP assets.

6. Supervise and enforce fish and game regulations pertaining to the military reservation in conjunction with the State game commission.

7. Process prisoners for confinement, and monitor prisoners' health and welfare while temporarily confined at Fort Leonard Wood. Provide required administrative and security details for escort of prisoners to correctional facilities.

8. Maintain liaison with local, state and federal law enforcement as well as fire and emergency service agencies. Direct all military law enforcement activities within the AR 5-9 area including Missouri and 41 counties of Illinois.

252d MILITARY POLICE DETACHMENT

MISSION

Provide law and order operations to the Fort Leonard Wood Community IAW AR 5-9. On order, conduct anti-terrorism and special threat operations and support contingency operations both CONUS and OCONUS.

FUNCTIONS

1. Provide trained MP personnel to manage MP information security systems.
2. Provide trained MP personnel to conduct patrol operations, to conduct criminal and juvenile investigations, to employ military working dogs and to conduct special operations as directed for the Fort Leonard Wood community.
3. Provide cross training for military police for worldwide contingencies.
4. Provide training, administrative, and logistical support to assigned or attached personnel.

463d MILITARY POLICE COMPANY

MISSION

On order, deploy in support of U.S. Army Forces Command (FORSCOM) worldwide contingency operations; provide law enforcement to the Fort Leonard Wood community.

FUNCTIONS

1. The company, platoons and Soldiers will deploy by air, rail, ground and sea to anywhere in the world.
2. Conduct the five military police functions and other required functions anywhere in the world.
3. Provide trained MP personnel to the Provost Marshal for installation force protection and law and order operations in the Fort Leonard Wood community.

399TH ARMY BAND

MISSION

Provide music throughout the spectrum of military operations to instill in our forces the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad.

FUNCTIONS

1. Provide band-trained personnel in support of military operations and ceremonial occasions in support of the members of the Fort Leonard Wood.
2. Provide training, administrative, and logistical support to assigned or attached personnel.
3. On order, deploy in support of worldwide contingency operations.

FORT LEONARD WOOD FIRE DEPARTMENT

MISSION

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: fire code/regulation enforcement; public fire safety and prevention education; ensuring fire protection engineering features for all construction projects; providing fire suppression, rescue services, hazardous materials release mitigation, and maintaining a readiness for a weapons of mass destruction, chemical, biological, radiation, nuclear, or explosive event.

FUNCTIONS

1. 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.

a. 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.

b. 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.

c. Fire protection engineering includes: reviewing plans and drawings for all construction projects to ensure they include the necessary fire protection and life 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.

2. 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.

3. 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.

4. 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.

5. 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.

DEPARTMENT OF THE ARMY GUARD FORCE

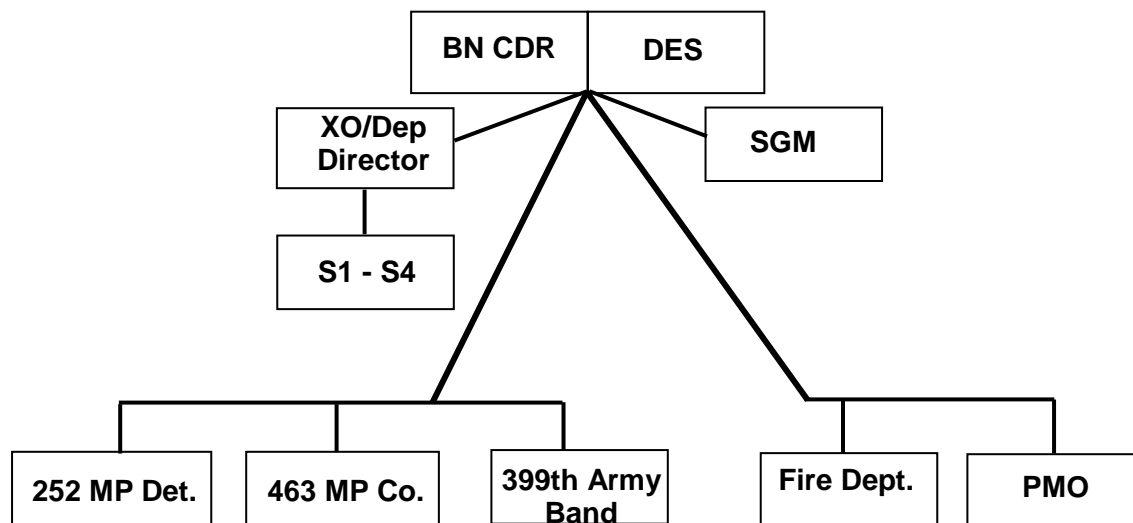
MISSION

Conduct access control for Fort Leonard Wood and enforce installation policies and regulations. Carry out force protection measures; conduct vehicle searches for safety and security violations; and, if necessary, detain individuals suspected of crimes and/or security violations.

FUNCTIONS

1. Coordinate access control operations for the Fort Leonard Wood community.
2. Provide antiterrorism and force protection support to the community by performing random anti-terrorism measures as well as searches of vehicles entering the installation.

342d Military Police Battalion and Directorate of Emergency Services



CIVILIAN PERSONNEL ADVISORY CENTER (CPAC)

MISSION

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.

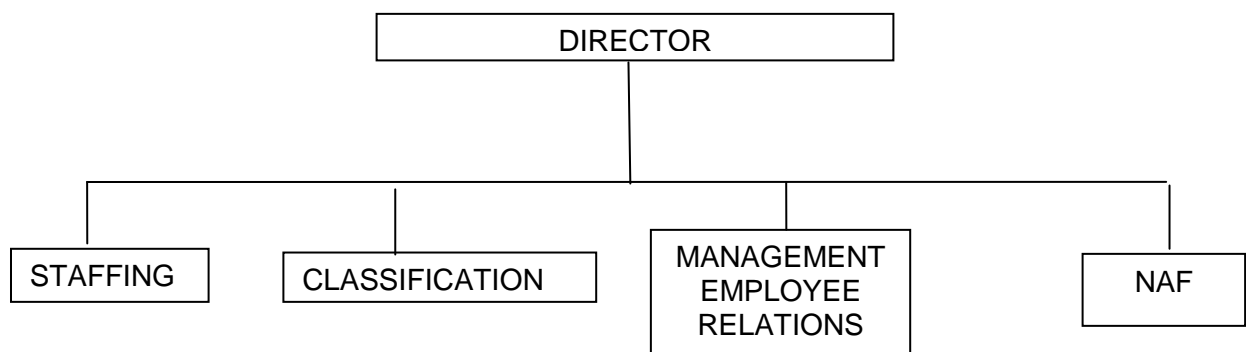
FUNCTIONS

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 negotiation 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 in 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 advisors 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 other 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, allowances and entitlements, and coordinate resolution of related problems.
13. Coordinate job announcements, make referrals, coordinate selection and make job offers.

NONAPPROPRIATED FUND (NAF) CIVILIAN PERSONNEL DIVISION

In accordance with provisions of AR 215-3, provide comprehensive personnel services to the installation morale, welfare, and recreation activities, to include performance of the following functions:

1. Recruitment, placement, business based action (BBA) operation of the performance evaluation program.
2. Position classification and pay management.
3. Establishment, maintenance, and custody of personnel record.
4. Advice and guidance on personnel administration, including the processing of disciplinary actions, appeals and grievances and matters involving labor relations.
5. Information on established NAF personnel policies, including employee rights and benefits.
6. Training and development of employees in supervisory responsibilities and skills.
7. Incentive awards.
8. In-process personnel and complete forms.
9. Provide information and points of contact for pay, retirement, benefits, allowances and entitlements, and coordinate resolution of related problems.



DIRECTORATE OF HUMAN RESOURCES (DHR)

MISSION

To provide the Fort Leonard Wood community “world class” support and services consistent with installation management command program goals and objectives with emphasis on military personnel human resources, the Army Career Alumni Program, the Army Continuing Education System, the Alcohol and Substance Abuse Program, and other human resources area support responsibilities.

FUNCTIONS

BUILDING MANAGEMENT (BLDG 470)

1. Ensure building wide safety, fire, security, and force protection plans.
2. Work with tenants to provide positive work environment in building 470 that supports mission accomplishment.
3. Schedule classrooms and Soldier processing to assist building tenants and to maximize use of the building for those we serve.

QUALITY ASSURANCE (QA)

1. Responsible for developing and implementing quality assurance surveillance plans.
2. Monitor division's performance to ensure compliance with predetermined technical requirements
3. Recommend actions when performance deficiencies are encountered.
4. Designs sampling plans and surveillance procedures, procedures checklists, and other guidelines for use in monitoring performance.

MILITARY PERSONNEL DIVISION (MPD)

1. Perform functions listed in AR 600-8, Military Personnel Management.
2. Serve as the Adjutant General.
3. Provide overall management of division resources and operations.
4. Serve as advisor to the Director, Human Resources, command group, other staff agencies and all supported activities on matters pertaining to military human resources.
5. Develop policy and procedures necessary to implement and manage Department of the Army and command directed military human resources programs at Fort Leonard Wood.
6. Conduct installation staff assistance visits to ensure military human resources programs are properly administered by all assigned, attached and tenant units.
7. Develop training and/or processing plans and provides operational control and assistance for selected reserve component Soldiers and units training or being processed at Fort Leonard Wood.
8. Advise the DHR, senior leaders, and commanders on officer distribution and utilization.
9. Perform officer management and manage officer assignments/reassignments.
10. Perform officer strength management, processes/submits requisitions, and monitors officer authorizations.
11. Perform officer records management and maintenance (including emergency data and Servicemen's Group Life Insurance); prepare statements of service; adjust dates for creditable service for date of rank, pay entry base date, and basic active service date; and update and provide officer record briefs (ORB).
12. Monitor and notify units of suspense items.

13. Manage Officer Sponsorship Program.
14. Publish officer orders and memorandums of changes to orders.
15. Coordinate, manage, and publish staff duty officer (SDO) roster for the installation.
16. Advise officers on career alternatives and board presentations.
17. Perform pre-/post-centralized officer promotion board processing, to include preparation of Commanding General's congratulatory letters/memos.
18. Perform officer decentralization promotion processing (W01 to CW2 & 2LT to 1LT).
19. Perform Soldier readiness processing.
20. Conduct installation officer in- and out-processing.
21. Maintain records for the Chemical Surety Personnel Reliability Program (PRP). Process PRP documentation.
22. Process frocking requests.
23. Process DA Form 71 for Regular Army appointments and commissioning.
24. Update and maintain officer personnel roster.
25. Manage installation company command order of merit list (OML) and manage the installation field grade slate.
26. Monitor military staffing to determine requirements for assignment of military personnel; process enlisted requisitions.
27. Analyze assignment of military personnel to ensure equitable distribution of personnel resources and distribute enlisted personnel based upon policies and priorities.
28. Execute HQDA policy for installation management of TRADOC and FORSCOM officer and enlisted personnel strength. Track brigade strength and develop strength reports.
29. Manage installation drill sergeant program.
30. Manage installation Military Occupational Specialty (MOS) Medical Retention Board.
31. Manage reassignments for permanent party military personnel within FLW area of responsibility; publish reassignment orders.
32. Manage permanent party enlisted military personnel MOS actions and publish special and hazardous duty pay orders.
33. Provide monthly gains roster and requests for sponsorship to brigade S-1's to ensure compliance of Army Sponsorship Program.
34. Perform enlisted pre/post centralized board processing, to include preparation of Commanding General and CSM congratulatory letters.
35. Verify military and dependent identification card applications and issue identification (ID) cards to service members and their family members, retirees, civilian employees and contractor personnel.

36. Perform enlisted decentralized promotion processing.
37. Perform trainee and enlisted permanent party record management.
38. Perform enlisted in/out processing and Soldier readiness processing.
39. Process awards and decorations.
40. Process senior enlisted promotion boards.
41. Process suspension of favorable personnel actions (FLAG).
42. Advise senior leaders, commanders, and senior NCOs on management of evaluations (NCOERs and OERs).
43. Disseminate summary evaluation reports from the Human Resources Command (HRC) and Soldier Record Data Center (SRDC).
44. Administer survey program.
45. Conduct in-processing.
46. Conduct central clearance for out processing.
47. Advise leaders and Soldiers on promotion points and verifies validity.
48. Monitor processing of official photographs on enlisted record brief (ERB)/ORB.
49. Process Department of the Army special orders for senior enlisted promotions.
50. Advise Soldiers on records preparation for review by boards.
51. Maintain accountability for all trainees from departure of the reception battalion students at FLW; input training and tracks trainee in Army Training Requirements and Resource System (ATRRS).
52. Manage installation and worldwide reassignment for trainees and students within the FLW area of responsibility.
53. Monitor installation holdovers.
54. Process absent without leave (AWOL)/dropped from roll (DFR) actions/serve as Installation AWOL Control Officer.
55. Monitor entrance national agency checks (ENTNAC)/security clearances.
56. Conduct student and trainee in/out processing.
57. Prepare statement of service; adjust dates for creditable service.
58. Perform student records management.
59. Process trainee and student promotions.
60. Process classification/reclassification actions; publish orders.

61. Complete or review retirement application and process from the military regular Army and Active Guard Reserve retirees (length of service or medical).
62. Counsel all pre/post retirees concerning benefits; review and/or complete benefits application.
63. Release U.S. Army Reserve and Army National Guard initial entry training (IET) Soldiers from active duty.
64. Process discharges and administrative separations.
65. Review eligibility and process separation of all Regular Army, Active Guard Reserve and Army National Guard applications under the Department of the Army incentive/special awards program.
66. Operate the Fort Leonard Wood Retirement Services Office.
67. Advise and assist commanders on trainee separation, i.e., fraudulent entry, pregnancy, hardship, etc., and work with SJA to identify separation method.
68. Advise DHR and command on changes pertaining to transition issues to include all enlisted and officer separations and retirements.
69. Advise DHR, command, and the Fort Leonard Wood Retiree Council on current retiree issues.
70. Operate the Fort Leonard Wood Casualty Area Command (CAC); (88 counties in Missouri, all of Illinois and Wisconsin, the upper peninsula of Michigan) provide casualty reporting, notification and assistance, mortuary services, and military funeral honors.
71. Review and process line-of-duty investigations for installation and CAC.
72. Manage installation military awards and decorations program and process recommendations.
73. Serve as installation liaison for congressional/special correspondence.
74. Manage outside continental U.S. temporary duty and leave programs. Obtain country and theater clearances and serves as travel clearance manager for the installation.
75. Process assignment requests, i.e., exchange, compassionate, sole surviving son or daughter.
76. Manage the Officer Candidate School (OCS) and warrant officer (WO) recruiting programs and process officer procurement actions.
77. Process separation actions and Soldier actions.
78. Manage the installation military unit and personnel orders program. Maintain record set of installation orders and incoming official messages dealing with military personnel issues.
79. Process temporary duty orders for casualty assistance officers. Publish outside continental U.S. duty, invitational, unit, temporary change of station, confinement, and dependent travel orders for the installation.
80. Determine, authorize, and publish orders for dependent travel and transportation in connection with court-martial or administrative discharges under other than favorable conditions.
81. Provide assistance, training, and inspections of functional areas.
82. Manage the military personnel Privacy Act and Freedom of Information Act (FOIA) programs.

83. Provide security management for the Military Personnel Division.
84. Develop installation policy, perform inspections and administer security access to the Defense Integrated Military Human Resources System (DIMHRS).
85. Monitor/analyze programming of installation support modules.
86. Control Army Standard Information Management System input and manage system output.
87. Manage automated system generated files.
88. Perform analysis of programs and initiate programs for system retrieval of customer service information.
89. Monitor corrections to DIMHRS personnel file.
90. Monitor personnel asset inventory.
91. Perform information systems security officer (ISSO) duties for the Military Personnel Division.
92. Provide training to installation personnel using DIMHRS.
93. Perform records management and forms management.
94. Process FOIA requests.
95. Perform and manage postal operations.

ARMY CAREER ALUMNI PROGRAM (ACAP) DIVISION

1. Conduct preparation briefing and counseling.
2. Conduct a three-day Transition Assistance Program (TAP)/ACAP Workshop.
3. Responsible for executing ACAP XX21.
4. Conduct job fairs.
5. Assist in preparation of resumes.
6. Assist customers on employment opportunities.
7. Assist in Soldier readiness processing and reverse Soldier readiness processing.
8. Conduct career counseling.
9. Assist customers in preparation of transition plan.
10. Provide transitional service members (active, reserve, civilians, retirees, and their family members with career guidance services and job search assistance.

ALCOHOL AND SUBSTANCE ABUSE PROGRAM (ASAP) DIVISION

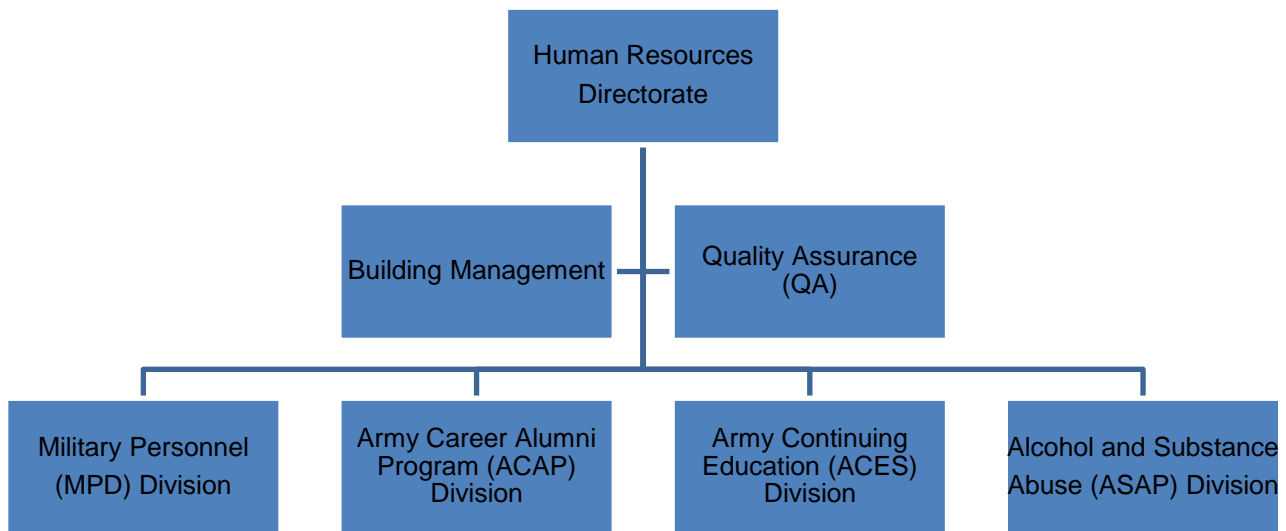
1. Eliminate alcohol and/or other drug abuse.

2. Provide consultation to the Commanding General and commanders in substance abuse related issues.
3. Manage, develop, and initiate on-site biochemical testing program for drug abuse prevention.
4. Provide current substance abuse prevention information.
5. Conduct training and certification for all newly assigned unit prevention leaders.
6. Provide training to military and civilian supervisors as mandated by Public Law, OPM regulations, and AR 600-85.
7. Conduct health fairs in substance abuse prevention.
8. Provide strict confidential referral program.
9. Provide training and education to civilian employees.
10. Inspect, certify, and maintain liaison with state and community based counseling/treatment centers.
11. Assist/advocate for commanders in developing prevention strategies to reduce high risk factors through the Risk Reduction Program.
12. Coordinate installation prevention team meetings.
13. Serve as installation coordinator and trainer for the Risk Reduction Program.
14. Facilitate early identification of alcohol and/or other drug abuse.
15. Monitor rehabilitation of those who require testing.
16. Determine the presence of a controlled substance in the urine or alcohol in the blood or on the breath during inspections.
17. Collect data on the prevalence of alcohol and/or other drug abuse within the Fort Leonard Wood community.
18. Provide drug testing program and services outlined in EO 12564, establishing the goal of a drug-free federal workplace.
19. Establish a program to test for the use of illegal drugs by federal employees.
20. Provides subject matter expert inspector for the post organization inspection program team.

ARMY CONTINUING EDUCATION SYSTEM (ACES) DIVISION

1. 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.
2. Provide a full range of educational services i.e., counseling, testing, instruction, Army Learning Center services, and college degree programs.
3. Provide remote advisement and assistance to deployed Soldiers.
4. Provide space available educational services to military family members, DoD/DA civilian employees, and others within the community.

5. Schedule personnel/customers for counseling, testing and possible enrollment in appropriate educational programs, i.e., functional academic skills training (FAST), college degree programs, vocational/technical classes, and skill documentation.
6. Manage the Army Learning Center.
7. Provide mandatory veteran's benefits counseling for separating personnel.
8. Provide advisement to service members on the availability and use of the Army tuition assistance (TA) and assists service members with the GoArmyEd website.
9. Conduct educational needs assessments.
10. Provide information on voluntary off-duty education programs.
11. Provide defense activity for non-traditional education support (DANTES) educational programs and testing.
12. Render educational advice and assistance to warriors in transition.



NETWORK ENTERPRISE CENTER (NEC)

MISSION

Provide integrated information mission area (IMA) sustaining base services, planning, policy, acquisition, system security, and support to the installation and geographically supported units IAW AR 5-9.

FUNCTIONS

OFFICE OF THE DIRECTOR

Serve as a member of the Installation Planning Board (IPB), Quality Management Board, Working Program Resource Advisory Committee (WPRAC) and the Mobilization in Process Review (MPR), and host the Information Management Support Council (IMSC).

TECHNICAL SERVICES DIVISION

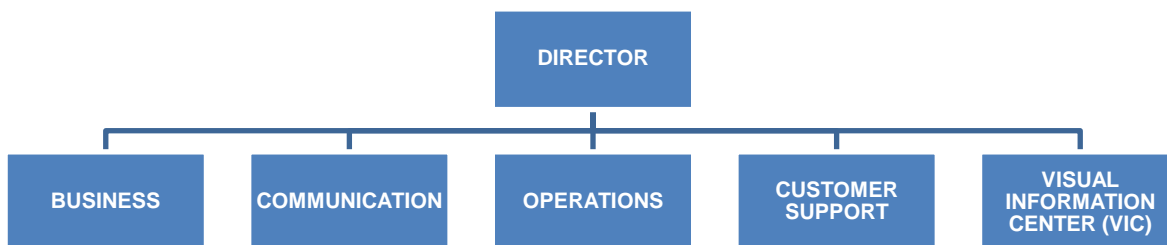
1. Provide oversight and coordinate implementation of any IMA capabilities or fielded systems with other installations, activities and contractors.
2. Ensure requirement statements for the installation are validated and submitted through appropriate Major Army Command (MACOM) channels for review and approval.
3. Plan, design, implement, and administer installation networks and telecommunication systems.
4. Provide information capability request (CAPR) support/systems. Determine solutions that best satisfy the CAPR's submitted.
5. Ensure optimum use of FLW automation and infrastructure resources through resource allocation and utilization management of all automation resources.
6. Conduct IMSC meetings.
7. Manage commercial official telephone bill and Communications Service Authorizations (CSAs) for the installation and AR 5-9 areas of responsibility.
8. Provide input to all information management plans, programs and budgets.
9. Perform contracting officer representative functions for the IMA contracts.
10. Designated as sole purchaser of all IMA resources for FLW.
11. Manage and maintain all automation resources to include hardware, software, operating systems, applications and configuration standards.
12. Manage service and support contracts that directly support IMA resources (hardware, software, warranty).
13. Provide Systems Administration for Army Standard Databases, FLW databases, network servers, desktop, and laptop systems connected to the FLW network.
14. Maintain central data archive and backup capabilities for the server infrastructure and provides emergency data restoration after catastrophic failure.
15. Develop and monitor IMA policy.
16. Determine, implement and monitor all IMA systems security ensuring systems and infrastructure security. (Intrusion detection, Web resource utilization).
17. Provide systems analysis, database design and management, and programming support for local systems.
18. Provide connectivity to the NIPRNet and SIPRNet. Monitor bandwidth utilization.

19. Act as the FLW Network Security Officer.
20. Chair the Configuration Control Board, approving all requests for data connectivity.
21. Provide effective resource management of WEB, web cache, and firewall systems.
22. Manage all radio frequency authorizations (RFA) used at Fort Leonard Wood.
23. Manage, schedule, and operate the video teleconference (VTC) facility for the installation.
24. Manage, provide audio-visual support, and operate the Lincoln Hall auditorium located in the headquarters center complex.
25. Input and update advertisements on channel 59 and provide live broadcasting in conjunction with the Directorate of Information Management/Visual Information (NEC/VI).

VISUAL INFORMATION SERVICE CENTER

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.
4. Provide a wide range of television (TV), audio, and visual information production and services.
5. Input and update advertisements on channel 59, 60, 61, 62; and provide live broadcasting in conjunction with NEC/VI.

NETWORK ENTERPRISE CENTER ORGANIZATION



DIRECTORATE OF LOGISTICS (DOL)

MISSION

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 materiel and equipment, transportation of materiel and personnel, and operational planning.

FUNCTIONS

OFFICE OF THE DIRECTOR

1. Serve as the S-4 (logistics) for Garrison Command.
2. Direct policy, program planning, program execution; and coordinate all logistical activities for the installation.
3. Direct all maintenance, supply, ammunition, food service, laundry, transportation, and property accountability, clothing, and other related logistical activities.
4. Oversee a workforce comprised of both in-house and contractor personnel performing various logistical functions.
5. Accountable for ensuring logistical services are provided to the employees, infrastructure, and services to train, sustain, mobilize, and rapidly deploy America's forces.

LOGISTICS OPERATIONS DIVISION

Responsible for overseeing various logistical operations/functions and the following:

1. Coordinate all DOL activities pertaining to installation operations (exercises, activities, etc., under operations order (OPORD), when the operation or activity involves more than one DOL functional area.
2. Responsible for preparation, review, and coordination of installation plans (mobilization plans, operations plans, OPORDs, logistics annexes, etc.) for the directorate.
3. Responsible for all aspects of logistics mobilization/de-mobilization to include planning, coordination, and execution of those actions.
4. Responsible for development and coordination of directorate TDA, processing and tracking personnel actions, collection and consolidation of budget information and priorities from functional areas.
5. Responsible for all automated logistics information systems, except for Transportation Coordinator's-Automated Information for Movement System (TC-AIMS) and Transportation Operational Personal Property Standard System (TOPS).

SUPPLY AND SERVICES DIVISION

1. Perform all supply and services related functions necessary to execute logistics tasks for FLW.
2. Responsible for operations of the installation food service program including food service advisor, quality surveillance, sanitation instruction and contracting officer representative (COR) authority. Develop food service standards and contract work statements.
3. 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.
4. Provide governmental oversight for the installation laundry and dry cleaning plant including quality surveillance, managerial interface, and an equipment replacement and modernization program.
5. Manage and operate the Ammunition Supply Point (ASP) to receive, store, issue, and account for ammunition for the installation.

6. 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.

TRANSPORTATION DIVISION

1. Manage and direct the departure/arrival airfield control group (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).

2. Manage and provide the functional expertise and systems administration of Transportation Coordinator's-Automated Information for Movement System (TC-AIMS) and Transportation Operational Personal Property Standard System (TOPS).

3. Manage and direct inbound/outbound shipments of personal property, non-temporary storage, inspecting carriers' performance, and overseas privately owned vehicle (POV) processing, for all military and civilian personnel at this installation and the surrounding 30 counties.

4. Manage and direct the operation of freight control unit. Plan, develop and direct all shipments of freight to include truckload, less than truckload, rail, air, United Parcel Service (UPS), and overnight express for CONUS and OCONUS. Certify all hazardous shipments departing the installation. Issue convoy clearances and secure over dimensional permits from various state highway departments.

5. 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, units, USAR, NG, and ROTC. Certify payment for central billed account for airline ticketing charges. Process passports and arrange for port calls.

6. Manage the licensing and operation of local taxis and busses on Fort Leonard Wood.

7. Manage and direct the operation of Fort Leonard Wood's non-tactical vehicle fleet for the movement of command, staff, and equipment.

8. Manage the testing and licensing of personnel to operate government vehicles and equipment at Fort Leonard Wood.

MAINTENANCE DIVISION

1. 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.

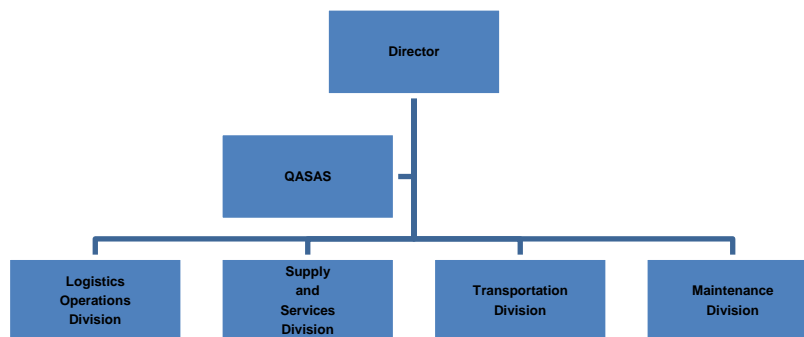
2. Perform sustainment level maintenance support on the following equipment categories: combat vehicles, tactical vehicles, communication and electronics equipment, floating equipment, construction equipment, material handling equipment, chemical/smoke equipment, machine tools, support equipment, shop support equipment, non-tactical vehicles, furniture and appliances, office equipment, clothing, textiles, tents/canvas, and gym and sports equipment.

3. Provide field and sustainment level maintenance for stand-by emergency generators, firefighting equipment, material handling equipment, lawn care equipment, and janitorial cleaning equipment.

4. Perform duties of Installation Radiological Safety Officer (RSO).

5. 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.
6. Assist the installation Inspector General's office in conducting the organizational inspection program by providing functional area inspectors.
7. Operate an internal maintenance shop supply to support the various shops in completion of work requests. Operate a cannibalization point to provide free repair parts from salvaged vehicles to customer units.
8. 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 installation Commanding General's operator and mechanic of the quarter award program and Army Chief of Staff maintenance excellence award program at the installation level.
9. Manage and coordinate installation warranty control program, combat vehicle evaluation program, modification work order program.
10. 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/TDA (SAMS-I/TDA) used to record, track, store and report all maintenance actions, internal supply actions, and manpower utilization within the division.

DIRECTORATE OF LOGISTICS



DIRECTORATE OF FAMILY AND MORALE, WELFARE, AND RECREATION (DFMWR)

MISSION

Plans, develops and implements all family and morale, welfare, recreation (FMWR) activities relating to services, programming, marketing, operations, financial management, logistical support, procurement, facilities and labor.

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.

ARMY COMMUNITY SERVICE DIVISION

1. Provides assistance to all members of the military community in addressing complex personal and family issues.
2. Develops and initiates plans and readiness training in the area of family assistance in support of military operations--deployment or mobilization--and stability and support operations (SSOs) (includes mass casualties, evacuation, natural disasters, and acts of terror).
3. Provides special outreach services with emphasis on assistance to first term service members and their family members to ease their adjustment to Army life and to assist them in maintaining their financial stability.
4. Establishes programs and procedures to ensure that identification, reporting, referral, treatment, and follow-up procedures are followed for child abuse/neglect and spouse abuse. Coordinates post-wide prevention programs in public awareness of the seriousness of child and spouse abuse and domestic violence.
5. Provides information and referral services for exceptional family members which include medical and educational resources and support services.
6. Assists family member spouses in acquiring skills, networks, and resources that will allow them to participate in the work force and to develop a career/work plan. Provides resource information, job search assistance, career counseling and coaching, as well as development of employment partnerships with local businesses.
7. Links service members and their families with needed resources through assessment of problems and identification of appropriate services. Develops data collection systems which identify available social services, review duplications and inadequacies, as well as perform community planning and assessment of need for additional services.
8. Coordinates, trains, and supervises a volunteer program which supports Army Community Service (ACS) program delivery. Operates the Army Volunteer Corps and manages all levels of the Army Family Team Building (AFTB) Program and the Army Family Action Plan (AFAP) Program for the community.
9. Administers the Army Emergency Relief (AER) program.
10. Provides loan closet and small household item supply assistance for short periods of time for personnel awaiting arrival and after shipment of household goods. Provides overseas relocation counseling, briefings, newcomers' orientations, services to foreign-born spouses and waiting spouses, and sponsorship training.
11. Provides financial counseling, debt management, and consumer affairs information. Conducts training to include home-buying, car purchases, managing credit, saving and investing, etc. Provides emergency food assistance and referrals to local food pantries.
12. Provides "subject matter expert" inspector for the post Organization Inspection Program Team.
13. Administers the Sexual Assault Response and Prevention Program. Provides training and victim advocacy.

14. Administers the Soldier and Family Assistance Center. Provides or coordinates resources for Wounded Warriors in Transition and their family members.

BUSINESS OPERATIONS DIVISION

1. Plans, coordinates and directs business operations for directorate including bowling, golf, clubs, catering, and lodging operations.
2. Manages entertainment programs for clubs.
3. Provides food, beverage, and programming outlets for installation personnel and initial entry training (IET) Soldiers.
4. Army Lodging Program at Fort Leonard Wood—
 - a. Programs and plans use of transient housing to support TDY students.
 - b. Manages the appropriated and non-appropriated funds, which support lodging.
 - c. Maintains liaison with off-post hotels/motels.
 - d. Provides principal staff support and policy recommendations to the command on issues related to housing support for TDY students.
 - e. Programs and plans the maintenance, repair, and improvement of transient housing assets.
 - f. Provides a 24-hour duty staff to accommodate the arrival and departure of students and visitors

CHILD AND YOUTH SERVICES DIVISION

1. Provides a full range of youth social, educational, and sports activities.
2. Provides center-based full-day, part-day, and hourly developmental child care programs to meet the needs of children six weeks to kindergarten age.
3. Provides center-based before- and after-school care, as well as full-day care on non-school days for children kindergarten through ten years.
4. Provides in-home developmental care 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.
5. Provides liaison services for military families who have children/youth in area schools.

COMMUNITY RECREATION DIVISION

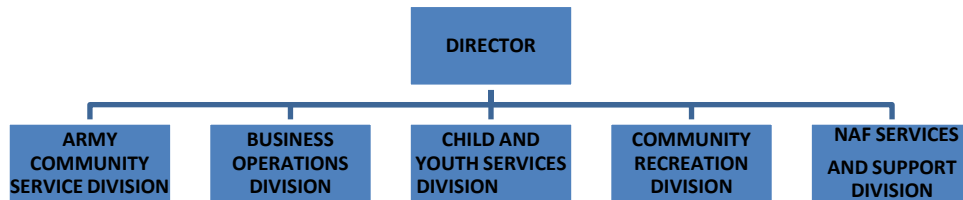
Plans, develops, and implements a broad range of directed and self-directed recreational activities to meet the needs, interests, abilities, and preferences of the military family. Provides management of programs and facilities for Outdoor Recreation; Lake of the Ozarks Recreation Area; Piney Valley Golf Course; Sports Branch; Auto Crafts; Arts and Crafts; Information, Ticketing and Registration; and Daugherty Bowling Center.

NAF SERVICES AND SUPPORT DIVISION

Provides policies, plans, and procedures; and monitors execution of non-appropriated fund (NAF)/appropriated fund (APF) monies impacting FMWR/NAF activities. Also, provides support services to other divisions in the FMWR area; i.e., procurement, marketing, commercial sponsorship, warehousing,

supply, and property book functions, as well as automatic data processing. Exercises staff surveillance and overview for installation private organizations and unit funds.

DIRECTORATE OF FAMILY AND MORALE, WELFARE, AND RECREATION



DIRECTORATE OF PLANS, TRAINING, AND MOBILIZATION (DPTM)

MISSION

Directs and coordinates the operations and training activities of the installation.

FUNCTIONS

PLANS, OPERATIONS AND TRAINING DIVISION

1. Drafts/edits, all installation operations orders.
2. Coordinates and supervises the execution of all installation parades, ceremonies, and other post-level events.
3. Serves as the U.S. Army Maneuver Support Center of Excellence lead on the annual initial entry level Soldier Holiday Block Leave program.
4. Plans and directs installation operations.
5. Coordinates training resource and support requirements.
6. Provides staff management and coordination of resident and non-resident instruction.
7. Manages and grants input rights to the installation master activity calendar (MAC).
8. Coordinates and chairs the monthly G3/S3 meeting and training summit.
9. Plans, coordinates, and conducts miscellaneous training activities for internal and external agencies, to include the drill cadet leadership program, cadet troop leadership program, German Armed Forces efficiency test, contingency real estate support team, and the Internal Revenue Service (tax) training program.

Plans and Security Branch

1. Program manager and command and control center for installation man-made and natural disaster emergency operations contingency plans, Emergency Operations Center (EOC), the Central Tasking Office (CTO), Classified Operations Information Systems Center, Readiness Office, and Anti-Terrorism/Force Protection Office.
2. Maintains the operational classified operations information systems center.
3. Operates and maintains the FLW mass notification systems, operates the installation's emergency command radio net, an automated notification system "The Communicator," the North American Weather Alert System (NAWAS), State Emergency Management Agency (SEMA) radio communications, aviation crash telephone, installation siren warning system, and cable TV override.
4. Provides the installation anti-terrorism/force protection program officer; emergency management officer; operations security (OPSEC) coordinator, readiness officer, unit identification code (UIC) officer, and the central tasking officer.
5. Coordinates internal and external CONUS and OCONUS and equipment troop support for operations, training, and special exercises, and troop construction, both on and off the installation.
6. 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.
7. Controls the movement of units deploying from and redeploying to the installation.
8. Supports and coordinates the mobilization of units and individual ready reservists during times of crisis.
9. Compiles and submits narrative and automated operational and unit status reports as required for operational readiness of TRADOC and FORSCOM units. Submits installation unit status report (USR), unit identification code (UIC) changes, and prepares and submits NETUSR reports.
10. Provides 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.
11. Operates and maintains the installation operational classified message center through the SIPERNET, Global Command and Control System (GCCS), message distribution terminal (MDT), the Defense Messaging System (DMS), and a classified fax machine.
12. Provides secure communications between FLW and other DoD installations.
13. 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.
14. Manages the directorate security programs.
15. Manages the staff duty office.
16. Plans and coordinates the snow and ice removal (SNAIR) program for the installation training areas.

Training Branch

1. Coordinates installation training support through the use of post training meetings and working groups.

2. Establishes the installation's training policies and training guidance.
3. Supervises the training management portion of the installation's organizational inspection program (OIP).
4. Serves as a liaison between training units and TRADOC.
6. Approves accelerated graduations for IET Soldiers.
7. Serves as the liaison between basic combat training (BCT) units and the United States Infantry School for review, validation, and implementation of the BCT programs of instruction, training support packages, and other BCT issues.
8. Schedules all students for attendance at on-post professional development courses and manages the off-post professional development school quotas and budget.
9. Schedules ranges, training areas, bivouac sites and maneuver areas for BCT, OSUT, AIT, and Basic Noncommissioned Officer Course (BNCOC), Advanced Noncommissioned Officer Course (ANCOC), Officer Basic and Advanced Courses, Warrant Officer Basic, Advanced, and Technical Courses, FORSCOM, U.S. Army Reserve (USAR), NG, and other service units requiring training facilities.
10. Performs functional management and acts as installation point of contact for the ATRRS; Training Ammunition Management Information System (TAMIS); Range Facility Management Support System (RFMSS); and the Resident Individual Training Management System (RITMS).
11. Manages Nutter Field House.

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. Hosts 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 (OPCW).
3. Submits annual projected production reports and annual actual production reports to for inclusion to the U.S. annual reports to the OPCW.
4. Submits annual program review reports on compliance of all treaties.
5. Disseminates Open Skies Treaty 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. 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. Plans and coordinates execution of force stationing actions to or from the installation.

TRAINING SUPPORT CENTER

Provides quality, on time training aids, devices, simulation, and simulator (TADSS) support (AR 350-38) to Fort Leonard Wood, MSCoE, all active duty components, National Guard, Reserve, regional and ROTC units located within the Ft Leonard Wood geographical area of responsibility (AR 5-9). Customers

include FLW/MSCoE units, JROTC, ROTC, USAR, sister services in Arkansas, Kansas, Oklahoma, Illinois, and Iowa, Department of Defense, Department of the Army, and Recruiting Command.

Services Branch

Manages training aids and devices and their loan/issue/turn-in, and performs primary hand receipt accountability. Receives and stores equipment. Inspects equipment identify faults, manages maintenance support, and updates work orders and maintenance records. Prepares, packages, and ships training aids, devices, simulators, and simulations (TADSS) for use worldwide in support of Army training. Provides TADSS familiarization training and/or trains instructors/operators (I/Os) and operators for DA-specified virtual TADSS in accordance with DA I/O metric.

Miles Branch

Issues, receives, and stores the multiple integrated laser engagement system (MILES). Inspects equipment upon return and identify faults. Prepares, packs, and ships equipment to maintenance sites. Provides classroom instruction/certification and on-site contact support.

Engagement Skills Training (EST) Branch

Schedules and operates engagement skills trainer facilities. Performs preventive maintenance, checks and services (PMCS) of equipment before and after operations. Identifies faults and performs first level maintenance. Identifies equipment for further evacuation. Maintains maintenance reports for all equipment. Identifies shortages or trends that could impact training resources. Performs EST operator certification.

Fabrication Branch

Provides initial consultation on training device to determine local, outsource, or Army-wide fabrication. Provides consultation on design, budget, military interdepartmental purchase request (MIPR), and fabrication schedule. Executes fabrication in accordance with the training device fabrication request, (TDFR). Produces prototype training devices using wood, plastics, metals, textiles, paints/other coatings and electronic/electric parts for validation. Produces and interprets plans and schematics. Procures, stores, and manages raw materials. Packages (manufactures crates) and shipment in accordance with distribution plan. Provides preventative maintenance of the devices fabricated. Provides preventative maintenance of the fabrication equipment. Provides life cycle replacement and upgrades of fabrication equipment.

RESERVE COMPONENT DIVISION

1. Manages all activities concerning on-post support for training of National Guard/Reserve units and other organizations not assigned to the installation. Training may be weekend training 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, and ROTC commands to coordinate training and support requirements and outline training, administrative and other requirements necessary for the successful completion of their training.
3. Coordinates evaluation for RC units conducting annual training at Fort Leonard Wood.
4. Manages the placement of all Individual Ready Reserve (IRR)/Individual Mobilization Augmentation (IMA) personnel in coordination with the DC USAR. Coordinates assignments with DAC USAR in each proponent school. Manages and assigns limited IMA assets based on School/Installation priority.

5. Coordinates with TRADOC, FORSCOM, USARC, First U.S. Army, Missouri National Guard (MONG), Divisions Institutional Training, and 89th Regional Support Command.
6. Plans for support to mobilizing units and provides support to the Mobilizing Unit In-processing Center (MUIC).

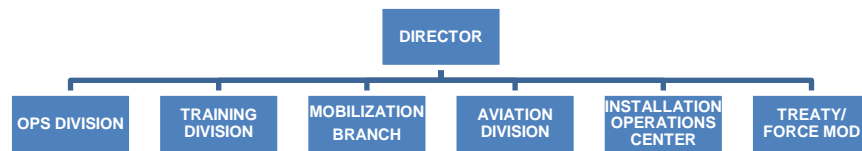
Mobilization Branch

1. Coordinates and executes mobilization/demobilization plans for Fort Leonard Wood and assigned Reserve Component units. Designs and evaluates mobilization exercises to determine mobilization readiness. Mobilization branch representatives attend mobilization workshops.
2. Serves as the primary mobilization point of contact and representative for the Installation.

AVIATION DIVISION

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 and the aviation safety officer.
4. Formulates and disseminates nationwide notice to airmen (NOTAMs) notification system, both the U.S. NOTAM and the Defense Internet NOTAM system (DINS). Receives, processes, and files military flight plans (DD Fm 175). Provides military flight movement messages to other base operations and to flight service stations. Assists and manages physical security of the airfield confines. Supports medical evacuation (MEDEVAC) and special air missions (Sapper training, Military Police) as required. Assists and coordinates military aircraft (MILAIR) for arrival and departure of distinguished visitors. Assists and coordinates with outside aviation units for training on Fort Leonard Wood.
5. Provides staging area for the weapons of mass destruction (WMD) civil support team.
6. Coordinates installation weather requirements with the USAF Weather Detachment.
7. Maintains all air traffic control (ATC) equipment to include navigational aids and communications equipment.
8. 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.
9. Assists Waynesville/St. Robert with joint use agreement policies concerning aircraft and airfield operations.
10. Stores and dispenses JP8 used by transient military aircraft and mobilizing ground units.

DIRECTORATE OF PLANS, TRAINING, AND MOBILIZATION



DIRECTORATE OF PUBLIC WORKS (DPW)

MISSION

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 compliance program and installation unaccompanied personnel housing (UPH) program.

FUNCTIONS

OFFICE OF THE DIRECTOR

Exercises staff supervision over all facilities engineering and housing functions that are part of the installation's mission.

ENVIRONMENTAL DIVISION

1. Develops and coordinates the installation hazardous waste management plan. Monitors installation activities for compliance with state and federal hazardous waste laws.
2. Develops and coordinates the installation historical and archaeological resources management plan.
3. Monitors installation compliance with state and federal clean air laws, water pollution control laws, and drinking water standards.
4. Coordinates the Defense Environment Restoration Account (DERA) program for all installation properties including the Weldon Spring Training Area.
5. Serves as the installation representative in all environmental activities in dealing with state and federal compliance agencies.
6. Develops and operates the installation's recycling, fish and wildlife programs, forestry management timber sales, firewood sales, agricultural and leasing programs and land management.
7. Identifies and programs environmental projects for funding through various TRADOC, HQDA and other federal sources.
8. Performs environmental surveys and prepares environmental documents for implementation of the National Environmental Policy Act.

ENGINEER DIVISION

1. 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.
2. Manages the operation, maintenance, repair and improvement of the installations utility plants and systems.
3. Manages the refuse/solid waste collection and disposal services, recycling contract, custodial services, grass cutting and snow removal programs.
4. Plans, programs, and provides maintenance, repair, and minor construction improvements to the installations facilities infrastructure.
5. Reviews all planned and funded facilities projects to determine best value solutions and best method of execution.
6. Provides real property maintenance activities (RPMA) support to U.S. Army Reserve Centers in Missouri, Kansas, and Nebraska.
7. Performs studies to determine best method of execution of DPW's RPMA responsibilities.
8. Provides inspection, quality assurance surveillance, performance evaluation and other contract administration tasks.
9. Prepares and administers service contracts and recurring maintenance contracts for which DPW is responsible.
10. Develops design standards for application installation wide.
11. Performs structural inspection of pedestrian, vehicular, railroad bridges, dams and structures and other safety inspections as required.
12. Operates and maintains a computer-aided design and drafting (CADD) system to prepare and update project drawings and basic information maps.
13. Inspects and certifies arms rooms.
14. Evaluates contractor performance and performs quality assurance and inspection of facilities related contracts.
15. Prepares annual installation-wide facilities work plan.

PLANNING DIVISION

1. Functions as the installation's liaison with the Kansas City District Corps of Engineers.
2. 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.
3. 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 tenants.

4. Provides real property, real estate, facilities space management and building assignment for the installation.
5. Manages preparation of the Installation Status Report (ISR), part I, for the installation.
6. Coordinates real estate leases, licenses, in-grants, out-grants, and permits for the installation.
7. Prepares installation wide surveys of building space utilization in order to recommend the proper bed down, location, and acceptance of new missions on the installation.

OPERATIONS DIVISION

1. Provides oversight of roads, utility systems, mechanical systems and building components.
2. Oversees maintenance and repair of real property facilities.
3. Writes contracts and descriptions of work for maintenance and repair.
4. Provides long range planning for utilities systems.

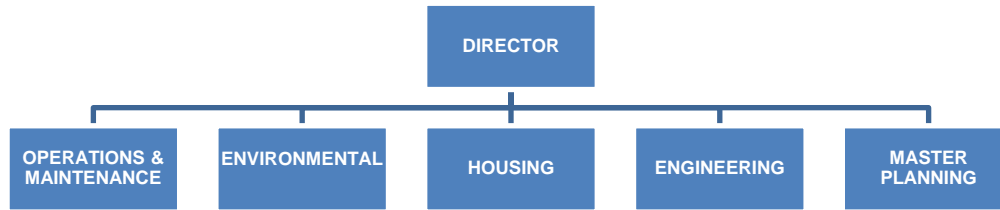
BUSINESS MANAGEMENT DIVISION

1. Responsible for DPW financial planning, programming, and budgeting of resources and manpower.
2. Responsible for DPW work orders and service orders and work reception functions.
3. Responsible for administrative functions in support of all directorate operations and management and employee relations issues.
4. Manages internal automated data processing (ADP) systems support and coordination of external ADP systems support for engineer unique automated systems.
5. Coordinates the self-help programs.
6. Provides supply operations, furnishings management and property accountability for facilities engineering equipment.
7. Schedules and conducts special and annual supply and equipment inventories.
8. Maintains unconstrained work requirement list for activities on the installation.

UNACCOMPANIED PERSONNEL HOUSING (UPH) DIVISION

1. Manages the operations/maintenance of unaccompanied personnel housing (UPHs).
2. Conducts assignments and termination inspections for UPH.
3. Maintains records of inventory, condition and utilization of UPH furniture and equipment.
4. Oversees barracks furniture (i.e. replacement, issue and warehousing).
5. Assists service members in locating off post housing.

DIRECTORATE OF PUBLIC WORKS



DIRECTORATE OF RESOURCE MANAGEMENT (DRM IMCOM)

MISSION

To obtain and efficiently manage the resources required to support Fort Leonard Wood's goals.

FUNCTIONS

BUDGET AND ACCOUNTING

1. Control all appropriated funds.
2. Track and execute current/prior year annual funding and the reimbursable program and mid-year review.
3. Provide liaison and assistance to Garrison Commander, staff, and external agencies.
4. Identify budget requirements and anticipated funding for next year's annual funding.

MANPOWER AND AGREEMENTS

1. Provide manpower execution guidance/ data analysis to the Garrison Commander, Garrison activities, and higher HQ.
2. Provide analytical and advisory support to the Garrison Command Group.
3. Provide input to higher HQ for documentation of Garrison manpower and equipment requirements, authorizations, and structure.
4. Process equipment requests for Garrison activities.
5. Document the Garrison mobilization manpower and equipment requirements in accordance with higher HQ guidance.
6. Serve as the office of record for relevant manpower and equipment information to internal and external customers.
7. Provide input to higher HQ to assist in the identification and validation of civilian and military manpower requirements.
8. Negotiate, develop, and conclude a variety of high-emphasis agreements with interservice intragovernmental 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,

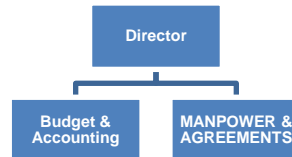
develop, and conclude agreements with a variety of international customers. This includes a reimbursable relationship required by law.

9. Conduct regular reviews of existing agreements, updating, or terminating as necessary.

10. Provide oversight of mandatory Federal management controls programs.

11. Negotiate, develop, and conclude a variety of low-emphasis agreements with customer agencies. This includes the reimbursable relationship governed by Army policy.

DIRECTORATE OF RESOURCE MANAGEMENT



PLANS, ANALYSIS, AND INTEGRATION OFFICE (PAIO)

MISSION

PAIO serves as the installation focal point for developing, planning, coordinating and directing the strategic planning efforts of the Fort Leonard Wood Garrison including operational alignment and effectiveness, marketing, partnership development, and regional growth to make Fort Leonard Wood the installation of choice for Soldiers and families and number one in training, quality of life, services, and safety.

FUNCTIONS

1. Base Realignment and Closure (BRAC) Actions: This program provides overall program integration, planning, monitoring, and coordination of BRAC activities, to include data calls; gap analysis; implementation monitoring; integration planning and oversight; BRAC action plans and integrating the installation and local community government plans; community integration (e.g., meeting and board participation); BRAC strategic communications.
2. Administer A-76 Competitions: This program provides administration of A-76 competitions (pre- and post-), to include pre-planning; competitions; most efficient organization (MEO)/contract; implementation; post-MEO or post competition accountability (PCA) review; post-contract review; annual acquisition compliance; annual Defense Commercial Activity Management Information System (DCAMIS) updates regarding manpower and costs.
3. Stationing: This program provides overall program integration, planning, monitoring, and coordination of stationing activities (AR 5-10), to include gap analysis; execution monitoring; stakeholder and staff coordination; quality control of stationing packet.
4. Conduct Assessment of Installation Status: This program provides DA-level reporting on costs, infrastructure, environmental, and services performance, and demographics to build requirements and for planning purposes. It includes Installation Status Report (ISR) / service based costing (SBC); Army Stationing and Installation Plan (ASIP); common delivery of installation services (CDIS) / common output level standards (COLS).
5. Conduct Strategic Planning: This program performs long-range planning activities to address overall installation operations and provide appropriate strategic communications to achieve objectives. It includes strategic action planning; Installation Planning Board (IPB); integration and coordination for Installation

Geospatial Information and Services (IGI&S); strategic communications; long-range calendar; information management decision support.

6. Evaluate Performance against Plan: This program provides a process to compare garrison/installation base operations support performance against approved plans and standards. It includes performance management review (PMR) and monitoring performance of Command initiatives.

7. Conduct Cost Management: This program provides for capture, analysis, and reporting of Garrison level cost data related to services and identifies improvement opportunities. It includes leveraging unit level cost view against activity based costing (ABC); reporting against common levels of support (CLS); analyzing cost data (e.g. Automated Time and Attendance and Production System (ATAAPS)).

8. Administer Process Management and Improvement Programs: This program provides administration and coordination of established and developing process improvement programs, such as Business Improvement and Lean Six Sigma. It includes the following: administering and coordinating of Lean Six Sigma (LSS); evaluating and tracking cost and performance of process improvement programs (e.g. within Power Steering); the Army Suggestion Program (ASP); and customer relationship management.

9. Assess Garrison Organizational Performance: This program focuses on continuous improvement utilizing the Army Performance Improvement Criteria (APIC) framework. By using the APIC, garrisons prepare and submit organizational self-assessments (OSA) and are measured based on developmental bands. It includes conducting APIC-based OSA and Army Communities of Excellence (ACOE) packet preparation and submission.

10. Conduct Garrison Structure and Support Analysis: This program conducts analysis on realignment, garrison force structure actions, and support requests and provides recommended courses of action, to include AR 71-32, Organizational Studies; and standard garrison organization (SGO) implementation.

TRAINING SUPPORT BATTALION (TSB)

MISSION

Provide direct support and enables training capabilities to set conditions for training of Soldiers, Interservice Training Review Organization (ITRO) service members, leaders, and teams in basic combat skills and maneuver support disciplines at Fort Leonard Wood in support of an Army and nation at war. Effectively manage, coordinate, and synchronize training support, training resources, range operations/safety, and range maintenance/upgrades in support of CG MSCoE priorities across three training brigades, and the FLW Garrison by ensuring the right training support at the right place and the right time – conducted safely and to standard.

Provide battalion-level command and control, training management, and administrative support for Soldiers and leaders assigned to Headquarters and Headquarters Company, U.S. Army Maneuver Support Center of Excellence.

Provide command and control and coordinate and train units and individual Soldiers mobilizing through the Fort Leonard Wood power generation support platform (PGSP) to prepare them to further deploy into theatres of operation.

Provide command and control (C2), and administrative and logistical support for demobilizing Reserve and National Guard units and individual Soldiers.

FUNCTIONS

TRAINING SUPPORT BATTALION HEADQUARTERS

1. Provide responsive training support to Fort Leonard Wood.

2. Manage training and provide administration/logistics for HHC/MSCoE and MOB/DEMOB units.
3. Synchronize and integrate training resources, range operations/safety, and training requirements in the Range and Facilities Management Support System (RFMSS).
4. Request, and be accountable for, ammunition for initial entry training.
5. Plan, coordinate, and synchronize IET ammo delivery and explosive ordnance clearing agents (EOCA) demolitions delivery.
6. Be responsible for warrior task and battle drill (WT&BD) weapons, night vision goggles (NVG), and equipment accountability.
7. Oversee range standing operating procedures (SOPs) and risk assessment / training deviations.
8. Implement and control the Sustainable Range Program.
9. Enhance range training capabilities and realism with the brigades.
10. Be responsible for range development planning (RDP) and integration and range project management.
11. Synchronize troop construction support for RDP projects.
12. Provide battalion-level rear detachment support to individual augmentee (IA) deployment support groups (DSG).
13. Facilitate the initial military training work group / MDoT.
14. Sponsor the 4th Maneuver Enhancement Brigade (temporary mission).

HEADQUARTERS AND HEADQUARTERS COMPANY

Provide company-level command and control, training management, and administrative support for military personnel assigned to HQ / MSCoE.

RANGE SUPPORT COMPANY

1. Control FLW range/training area operations/access.
2. Inspect for range safety and surface danger zones (SDZ) on ranges.
3. Provide range medics and combat lifesaver support training and certification.
4. Manage the sustainable range program (SRP) for the range and training land program (RTLP) and integrated training area management (ITAM) environment.
5. Perform range planning and design for requirements.
6. Provide target, berm, and range maintenance.
7. Perform range construction and upgrades.

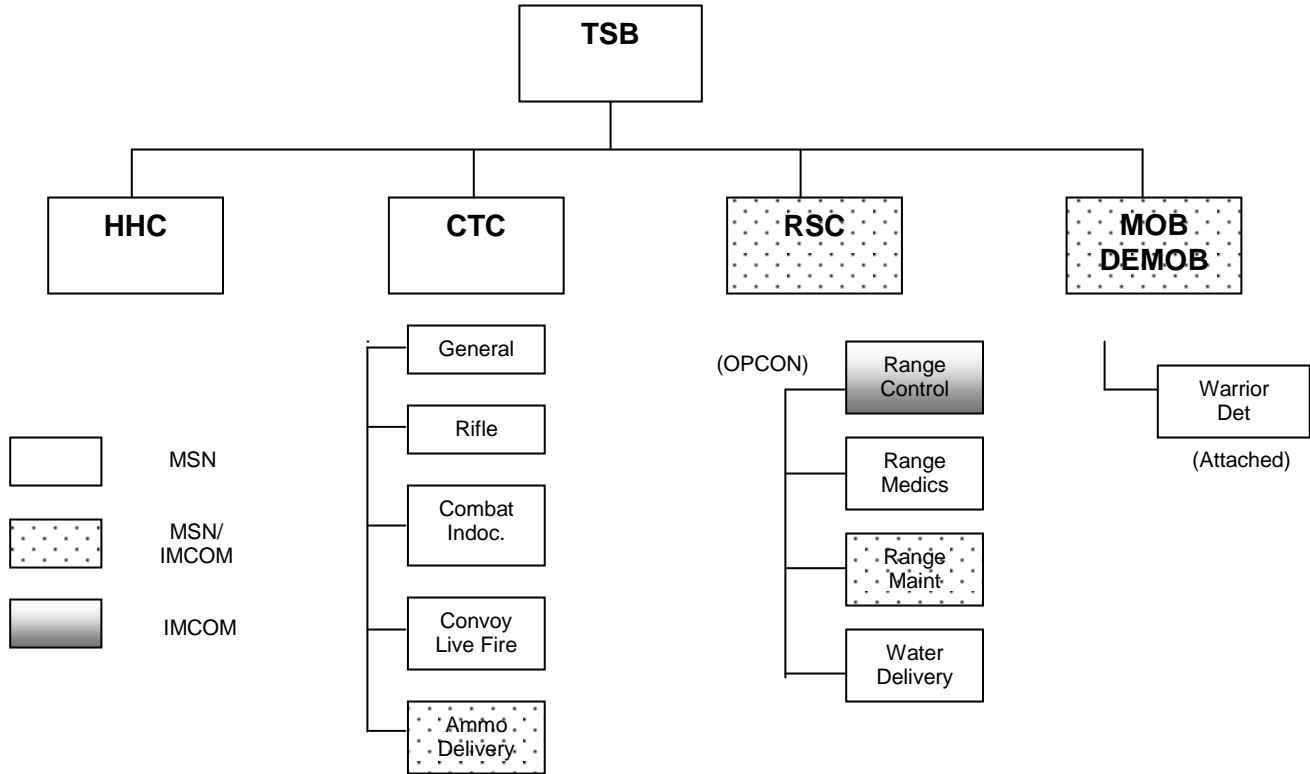
MOB/DEMOB AND WARRIOR DETACHMENTS

1. Perform command, control, and support for MOB/DEMOB mission.
2. Perform individual and unit training for mobilization program of instruction (POI).
3. Provide retiree recall training / SRP.
4. Provide support and control of IRR individual augmentees / SRP.
5. Provide control and support of arms, ammunition, and explosives (AA&E) (MOB/DEMOB weapons).
6. Provide company-level rear-detachment support to Warrior Detachment.
7. Support MSCoE&FLW with an individual augmentee deployment support group (IA DSG).

COMBAT TRAINING COMPANY

1. Provide training support by providing—
 - Range cadre expert trainers for WT&BD
 - Specialized IET range cadre certification
2. Provide IET range SOPs and risk assessments for—
 - Range operations and targetry systems
 - Initial entry training range ammo accountability and control
 - Range and targetry maintenance (operator-level)
 - Convoy live fire exercise (LFX) vehicle operators and maintenance
 - Transport, pickup and turn-in, and accountability of WT&BD weapons, NVGs, equipment, and target alert data display sets (TADDs).
3. Manage IET ammunition delivery and ammunition holding area.

TRAINING SUPPORT BATTALION



PART III

MSCoE SCHOOLS, BRIGADES, AND CONSOLIDATED ACTIVITIES

MSCoE SCHOOLS, BRIGADES, AND CONSOLIDATED ACTIVITIES

COMMANDING GENERAL, MSCoE

FUNCTIONS

1. Serves as Commander, MSCoE.
2. Serves as Chairman, MSCoE Board of Directors.

DEPUTY COMMANDING GENERAL, MSCoE – FACILITIES AND SERVICES

1. Supervises and directs the Capability Development and Integration Directorate (CDID).
2. Supervises and directs the MSCoE Directorate of Training (MDoT).
3. Supervises and directs the Program Management and Integration Directorate (PMID).

4. Responsible for all facilities and services on Fort Leonard Wood. Focus is on an integrated approach to managing facilities, ranges, training areas, and other Services' facilities and services needs to support the master plan and transformation of MSCoE. This includes integrating and synchronizing knowledge and information management in the transformation of MSCoE.

DEPUTY COMMANDING GENERAL – MATERIEL AND TECHNOLOGY (USACBRNS)

Provides oversight for materiel and technology.

DEPUTY COMMANDING GENERAL – CONCEPTS, DOCTRINE, AND ORGANIZATION (USAES)

Provides oversight for concepts, doctrine, and organization.

DEPUTY COMMANDING GENERAL - TRAINING AND LEADER DEVELOPMENT (USAMPS)

Provides process oversight for training and leader development.

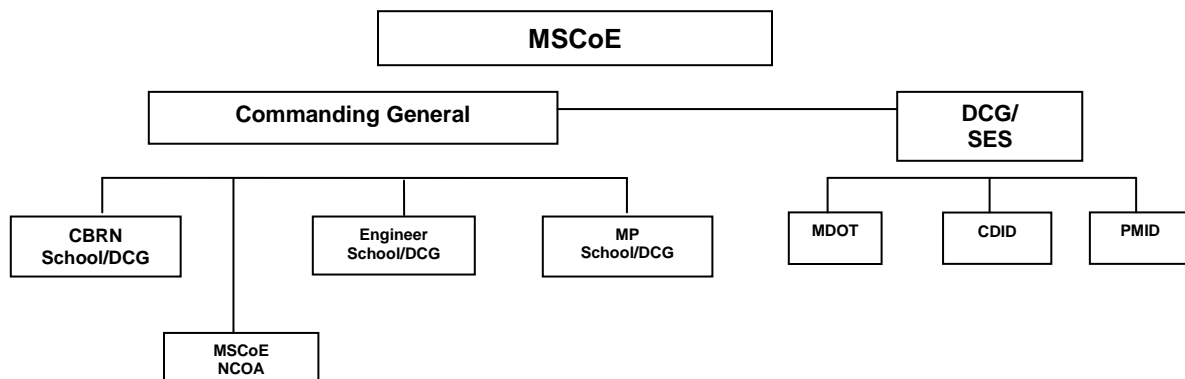
MSCoE BOARD OF DIRECTORS (BoD)

DESCRIPTION

The BoD is chaired by the MSCoE CG, and composed of eight other members: the DCG, Training and Leader Development; DCG, Concepts, Doctrine, and Organization; DCG, Materiel and Technology; DCG (SES), Facilities and Services; DCG, USA Reserve; DCG, Army National Guard; CSM, MSCoE; Chief of Staff; and the Garrison Commander. The EBoD meets at least bimonthly. It takes a balanced approach, always looking out for both current and future needs as it sets priorities for MSCoE according to the needs of the Army. Each school Commandant serves as a Deputy Commanding General (DCG) of MSCoE and represents a functional area within the MSCoE. These functional areas and relevant information are shown below.

FUNCTIONS

1. Provides overall direction, oversight, and horizontal integration across MSCoE of training and leader development; concepts, doctrine, and organization; materiel and technology; and facilities and services.
2. Sets the strategy for MSCoE and approves capability needs and modifications.



UNITED STATES ARMY CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR SCHOOL (USACBRNS)

MISSION

The USACBRN school trains the Army's Chemical Corps Soldiers; develops leaders; supports training in units; develops joint, multi-service, and Army doctrine; transforms the future Army chemical force; and serves as the joint combat developer for the Joint Chemical, Biological, Radiological, and Nuclear (CBRN) Defense Program.

COMMANDANT

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 (Colonel) 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 Total Army School System (TASS) 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.

ASSISTANT COMMANDANT

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.

FUNCTIONS

1. Serves as the senior technical adviser 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 the 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.

REGIMENTAL COMMAND SERGEANT MAJOR

FUNCTIONS

1. Serves as the principal enlisted adviser and assistant to the Commandant and the Assistant Commandant.
2. Serves as the Regimental Command Sergeant Major.
3. Reviews the USACBRNS policy on promotions, reductions, efficiency ratings, and other matters pertaining to enlisted personnel.
4. Assigns all senior NCOs within the USACBRNS and monitors assignments of junior service members.
5. Uses NCO support channels to promote NCO professional development and other aspects of pride and esprit de corps of the Chemical NCO Corps, both at the USACBRNS and representing the Commandant as proponent, worldwide.
6. Monitors the chemical element of the MSCoE NCO Academy.

**DEPUTY ASSISTANT COMMANDANTS
(RESERVE and NATIONAL GUARD)**

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 applicability and adequacy of training materials with ARNG units.
4. Subject matter expert on Defense Security Cooperation Agency (DSCA), consequence management, and domestic CBRN response.
5. Subject matter expert on the ARNG Civil Support Team (WMD) and ARNG CBRN Enhanced Response Force Packages (CERFP) units.
6. 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 units and headquarters.
8. Maintains liaison between USACBRNS and TRADOC, Combined Arms Command (CAC), National Guard Bureau (NGB), Federal Bureau of Investigation (FBI), Army North (ARNORTH), and FORSCOM.
9. Advises active component (AC) Chemical Corps officers separating from active duty about RC/ARNG programs and requirements.
10. Provides instruction on the roles and missions of the reserve component to classes conducted at the CBRN School.
11. Provides guidance, leadership and mentoring to USAR/NG/AC students attending training.
12. Coordinates utilization of ARNG Soldiers mobilized to support the USACBRNS.
13. Implements mobilization activities consistent with the Fort Leonard Wood mobilization plan.
14. Advises program of instruction (POI) managers on all mobilization POIs (MOBPOI).
15. Schedules courses at the USACBRNS for USAR and ARNG units and personnel.
16. Processes and coordinates USAR/NG requests for mobile training teams.
17. Advises ARNG/USAR chemical students regarding mandatory educational requirements for promotion and retention purposes.
18. Maintains enrollment records of student officers throughout the USAR school system and a USACBRNS mailing list of approximately 4,000 units and activities (Reserve and Active Component).
19. Participates in the formulation, coordination, and administration of policies, plans, programs, and regulations pertaining to the USAR/NG to ensure unique USAR/NG training needs and requirements are met.

20. Directly contributes to the development and acquisition of CBRN related systems and COTS equipment sets for ARNG CST/CERFP units as well as AC units.

21. Provides tactics, techniques, and procedures (TTPs) and technical equipment information support to deployed CBRN units engaged in SSE/SSA missions and HAZMAT remediation.

CHIEF OF STAFF

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. Responsible for the conduct and evaluation of the USACBRNS Command Inspection Program.
4. Acts for the Commandant and Assistant Commandant in managing all current operations of the USACBRNS.
5. 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.

OPERATIONS OFFICE

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. Serves as POC for Freedom of Information Act (FOIA) requests.
5. Prepares and maintains the USACBRNS portion of the Fort Leonard Wood Regulation 10-1.
6. Serves as USACBRNS interface with Public Affairs Office (PAO).
7. Serves as Regimental Adjutant advising the Assistant Commandant on all incoming officers.
8. Serves as proponent for all USACBRNS taskings received from DPTM and internal requirements.
9. Provides advice and assistance on matters pertaining to automated information systems and coordinates the information management requirements with the NEC.
10. Primary liaison between MSCoE Protocol and the USACBRNS for all visitors, both foreign and domestic.
11. Schedules use of the USACBRNS conference room.

BUDGET AND CONTRACTING OFFICE

1. Coordinates allocation of resources to directorates and brigade, based on requirements and Assistant Commandant's priorities; and provides the interface between the Directorate of Resource Management (DRM) 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 DRM (Mission) 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 DRM (Mission).
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 school POC for automated data processing (ADP) purchases; obtains NEC approval of architectural compatibility, as well as funding.

HEALTH PHYSICS OFFICE

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.

HISTORY

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 adviser to academic departments for infusion of military history into the curricula, and assists in the development and teaching of courses in military history.

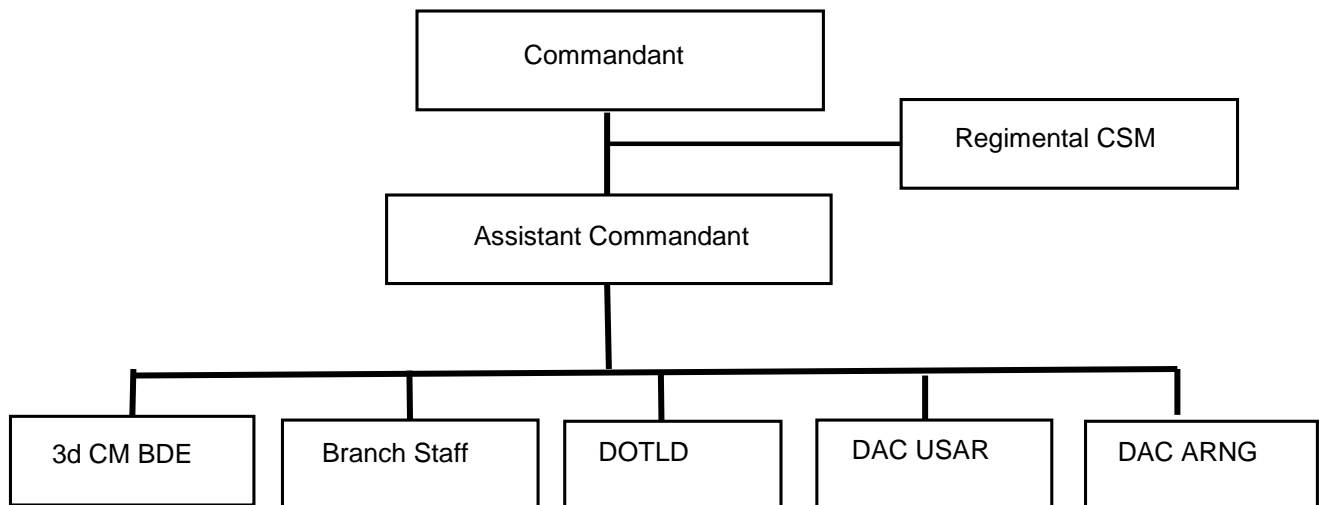
4. Advises the Commandant on Army and TRADOC historical program responsibilities and represents the Commandant on matters relating to military history.
5. Develops and maintains historical source documents as the corporate memory of the Chemical Branch and the USACBRNS.

MUSEUM

1. Serves as a historical artifact holding/preservation area for chemical warfare and chemical corps memorabilia and subject matter expert for 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, lectures, and seminars.
3. Researches the history of chemical warfare and the corps.

PROPONENCY OFFICE

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) and enlisted CMF74 (CBRN).
2. Evaluates information, prioritizes issues, formulates alternatives, coordinate actions, and initiates changes concerning BC74 and CMF74 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.



DIRECTORATE OF TRAINING AND LEADER DEVELOPMENT (DOTLD)

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.

DIRECTOR

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, material, 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 DOTLD budget and manpower management.
6. Serves as the Deputy Joint Combat Developer for joint CBRN experimentation.

INDIVIDUAL TRAINING DEVELOPMENT

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. Makes appropriate distribution and maintains an audit trail.
 - c. Coordinates TRADOC Management Activity (TMA) validation of POIs.

2. Conducts the analysis phase of SAT.
 - a. Performs needs analyses and specialty code/military occupational specialty (MOS) and duty analyses 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 decisions 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 development 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 a 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, and such) 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 the proponent school POC for the American Council on Education (ACE).
 7. Acts as the 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).

COLLECTIVE TRAINING DEVELOPMENT

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 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 Forces Command 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.

FUTURE PERFORMANCE IMPROVEMENT

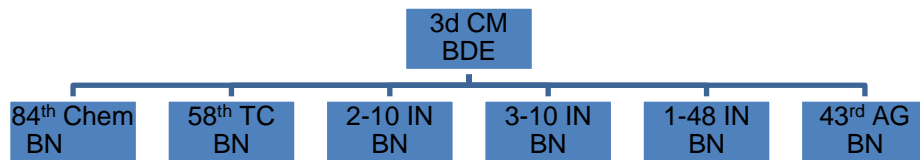
1. Analyzes and reviews future training and leader development and facility requirements through coordination with doctrine, organization, material, and personnel MSCoE, Joint and NATO external organizations.
 - a. Maintains and reviews all CBRN system training plans and provide relevant comment to both 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. Act 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.

JOINT EXPERIMENTATION AND ANALYSIS

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.
-

3RD CHEMICAL BRIGADE



MISSION

Provide relevant and realistic training in a 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.

COMMANDER

1. Provides command and control, administration, supply, housing and training for the 84th Chemical Battalion (Staff and Faculty, USA Officers), the 58th Transportation Battalion (AIT), 2-10 Infantry Battalion (BCT), 3-10 Infantry Battalion (BCT), 1-48 Infantry Battalion (BCT), and 43rd AG Battalion (Reception).
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 nuclear, biological, chemical (NBC) defense; the employment of smoke, obscurants and flame; force protection and response to WMD events.
6. Trains technically proficient 88M motor transport operators for DoD, train technically proficient selected 77F (fuel handlers), and award a H-7 ASI.
7. Operates the Chemical Decontamination Training Facility in accordance with Organization for the Prohibition of Chemical Weapons (OPCW) requirements and appropriate environmental regulations.
8. Trains entry-level Soldiers on basic combat training.

EXECUTIVE OFFICER

1. Serves as principal 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.

BRIGADE COMMAND SERGEANT MAJOR

1. Serves as the principal enlisted adviser 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.

CHAPLAIN

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.

S1

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.

EQUAL OPPORTUNITY (EO) ADVISOR

1. Serves as adviser 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 the USACBRNS.
6. Plans, coordinates, and executes ethnic observances.

S2/3

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 ANCOC, BNCOC, 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. Prepare the training portion of the TRADOC Status Report (TSR).

DIRECTORATE OF EDUCATION AND TRAINING EXECUTION (DETE)

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 DPTM 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. Complies 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.

S4

1. Furnishes services and logistical support to the 84th Chemical Battalion, the 58th Transportation Battalion, the 2-10 Infantry Battalion, the 3-10 Infantry Battalion, the 1-48 Infantry Battalion, and the 43rd AG Battalion.
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's TDA.
8. Monitors and tracks the brigade's budget. Conducts forecasts and estimates for input to higher headquarters.

HEADQUARTERS AND HEADQUARTERS COMPANY (HHC)

1. Commands, controls, 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 alcohol abuse, EO, dependent care, and reenlistment.

84TH CHEMICAL BATTALION (STUDENT, STAFF, AND FACULTY)

MISSION

The 84th Chemical Battalion 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, command and control for all Soldiers, civilians and family members of the hellfire team.

FUNCTIONS

1. Commands and controls 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.

COMMANDER

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. Provides oversight and assistance to international students from 19 countries attending the USACBRN, Engineer, and Military Police Schools.
4. Ensures that safety is foremost in both training and daily activities.

EXECUTIVE OFFICER

1. Serves as 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 of the battalion and USACBRNS.
5. Responsible for the conduct and evaluation of the command inspection program.
6. Develops and manages the battalion manpower program to include the battalion TDA units and the review and assessment of the battalion manpower utilization.

S1

1. The mission of the S1 is to provide 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.
2. Coordinates the preparation/processing of correspondence, records, reports, and orders.
3. Plans, coordinates, and monitors the battalion safety program.
4. Supports regimental reviews and ceremonies.
5. Administers publication control within the battalion.
6. Manages the battalion information program.
7. Manages duty rosters for post staff duty officer and staff duty NCO.
8. Provides legal support and battalion staff duty NCO.

S2/3

1. The mission of the S2/3 is to direct and coordinate functions of the battalion staff relative to operations, training, and security.
2. 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 subordinate units, advising

company commanders on issues pertaining to training and serving as liaison between unit and installation level staffs.

3. Maintain training-related correspondence, reports, and training schedules.
4. Prepare and coordinate mobilization requirements.
5. Serve as USACBRNS and battalion security manager.
6. Develop and maintain school emergency and other contingency plans.
7. Coordinate/manage career training at other Army service schools; e.g., WLC, BNCOC.
8. Plans, directs, and coordinates the battalion crime prevention and security programs to include conducting security inspections and coordination for issuance/acceptance of security clearances.
9. Plan, coordinate, and supervise parades or ceremonial functions.
10. Serve on Post Emergency Operations Center Crisis Action Team, and monitor training for the Chemical Accident/Incident Response Assistance (CAIRA) Team and Recon Response Team (RRT).

S4

1. The mission of the S4 is to provide logistical support to the USACBRNS and the 84th Chemical Battalion.
2. Process and assign control numbers to work order requests.
3. Coordinate turn-in of unserviceable and excess equipment.
4. Maintain--
 - a. Expendable document register for the USACBRNS to include posting back order listings and daily cycle listings status.
 - b. Logistical operating and supply transaction files, register, appointing authority property adjustment files, and process all report of surveys (RS) initiated by the USACBRNS.
5. Ensure inventories are conducted in an accurate and timely manner and shortages are reported in accordance with AR 735-5.
6. Establish and review operational levels of supply for the school.
7. Prepare, edit, and process requisitions for supplies and equipment.
8. Assign and follow up all urgency-of-need designator A and B priorities submitted.
9. Pick up and issue expendable supplies from the installation service support activities and provides unit distribution as required.
10. Supervise, coordinate, and monitor the battalion self-help program.
11. Develop the battalion's operating budget for IMPAC/GSA funds and expenditures for furnishings and equipment.

COMPANIES

A Company

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 command and control 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), and Biological Integrated Detector System (BIDS) Course.

B Company

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 AIT training for chemical, biological, radiological, nuclear (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.

C Company

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 AIT training for chemical, biological, radiological, nuclear (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.

CONTINGENCY SUPPORT DETACHMENT

1. Provide CBRN training to Department of Defense and government agencies.
2. Advise and assist supported agencies in the selection and acquisition of CBRN defense equipment.
3. Perform primary instructional duties for the Chemical/Biological Countermeasures Course.

SMALL GROUP LEADER DIVISION

1. Provide small group leaders as mentors, primary instructors, and faculty advisors for CBRN Captains' Career Course (CMC3) students to include responsibility for student physical training program.
2. Train CMC3 students in the fundamentals of combined arms tactical operations at brigade/division level and prepares them to be company commanders and brigade/division staff officers.

TECHNICAL TRAINING DEPARTMENT (TTD)

RADIOLOGICAL DIVISION

The Rad (Radiological) Lab consists of two departments, Technical Rad and Tactical Rad.

FUNCTIONS

1. Technical Rad:
 - a. Training NBC personnel in radiological operations.
 - b. Developing and evaluating new technical training techniques involving radiological operations.
 - c. Qualifying radiological protection officers for Department of Army, DOD, and civilian agencies.
 - d. Evaluating radiation hazards of DoD items.
 - e. Advising field commands on technical radiological operation questions.
 - f. Maintaining and operating radiological laboratories and lab equipment.
 - g. Preparing and maintaining radioactive sources and devices.
 - h. Developing and implementing a laboratory safety program.
 - i. Identifying, researching, preparing, and reviewing radiological operation doctrine, and procedures.
 - j. Providing resident instruction for functional courses: Radiological Safety, Radiac Calibrator Custodian, and Operational Radiation Safety.
 - k. Providing mobile training instruction for field units upon request for operational radiation safety and specialized training.
 - l. Providing other specialized training in radiation safety upon request.
 - m. Providing specialized research.

2. Tactical Rad:
 - a. Providing doctrinally sound tactical radiological training for U.S. military and allied forces through resident AIT, CBOLC, CMC3 courses.
 - b. Developing and evaluating new technical training techniques involving radiological operations.
 - c. Advising field commands on tactical radiological operation questions.
 - d. Providing assistance to mobile training instruction for field units upon request for operational radiation safety and specialized training.
 - e. Providing assistance for other specialized training in radiation safety upon request.
3. Rad Lab supports:
 - a. The following proponent courses with equipment and lab facilities: CMC3, CBOLC, BNCOC, and On-site Inspection Agency (OSIA).
 - b. Additional courses with equipment and lab facilities: 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, specified civilian agencies.

NBC RECONNAISSANCE DIVISION

1. Conduct instruction in the operation and maintenance of the M93A1 FOX NBCRS.
2. Conduct a 5-week, 2-day ASI producing NBC recon specialists, 5 courses annually.
3. Conduct 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.
4. Train NBC personnel in NBC reconnaissance techniques.

BIOLOGICAL DEFENSE DIVISION

1. Conduct training for OSUT, CBOLC, and CMC3 students on biological defense.
2. Conduct resident training on the operation of the systems incorporated into the Biological Integrated Detection System (BIDS) and the Long Range Biological Standoff Detection System (LRBSDL).
 - a. Conduct 5-week, 3-day course for ASI L4, producing BIDS specialist.
 - b. Conduct a 2-week course for LRBSDL specialist.
3. Develop and evaluate new biological defense techniques.
4. Oversee Reserve Component L4 and LRBSDL courses.

CHEMICAL TRAINING DEPARTMENT

ADVANCED INDIVIDUAL TRAINING (AIT) DIVISION

1. Provide training for AIT in the areas of unit tactical training, machine gun familiarization firing, land navigation, and tactical communications.

2. Assess AIT skill development in the areas of combat skills, NBC defense, smoke, and de-con operations
3. Operate the land navigation range and the live fire ranges.
4. Assist with conduct of Phase V field training exercise (FTX) during the final 2 weeks of AIT training.

CHEMICAL DECONTAMINATION DIVISION

Trains AIT, BNCOC, and CBOLC students on the tactical/technical aspects of chemical decontamination.

1. Trains AIT, BNCOC, and CBOLC students on the operation and maintenance of decontamination and detection equipment.
2. Manages and operates the Chemical Applied Training Facility.
3. Instructs CMC3, Basic NCO Course (BNCOC), the Advanced NCO Course (ANCOC), and the Joint Senior Leader Course (JSLC) in the technical and tactical aspects of decontamination operations.

SMOKE AND FLAME DIVISION

1. Trains advanced individual training (AIT) and CBOLC students in the technical and tactical aspects of smoke and the operation and maintenance of smoke generators.
2. Trains one-station unit training (OSUT) and CBOLC students on the operation and maintenance of the high mobility multi-purpose wheeled vehicle (HMMWV) and the M113.
3. Instructs CBOLC, CMC3, Basic NCO Course (BNCOC), the Advanced NCO Course (ANCOC), and the Joint Senior Leader's Course (JSLC) in the technical and tactical aspects of smoke and flame operations.
4. Operates and maintains POL yards.
5. Operates and maintains smoke and flame ranges.

CHEMICAL DEFENSE TRAINING FACILITY (CDTF) DEPARTMENT

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.

FUNCTIONS

1. Conduct:
 - a. 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.
 - b. Coordination with and training for allied military personnel in support of their national CBRN defense strategy.
 - c. Internal training and professional development regarding CBRN defense expertise, organizational procedures, and career progression for both military and DA civilian personnel.
 - d. Chemical surety operations and undergo Department of the Army Inspector General (DAIG) scrutiny biennially.

2. Perform:

- a. 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.
- b. 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.
- c. Facility and grounds maintenance; operator and depot-level maintenance on all military detection, identification, and personal protective equipment
- d. Environmental Program management through periodic sampling and analysis as well as containment and removal of type-classified "special" wastes.
- e. 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.
- f. Procurement coordination and logistics functions to obtain and maintain services, supplies, and equipment in support of facility operations and the training mission.

3. Maintain:

- a. Administrative, training, medical, and air monitoring records IAW regulatory guidance.
- b. 24-hour operations and maintenance personnel presence to ensure immediate notification and resolution of critical facility infrastructure faults or malfunctions.

4. Operate:

- a. 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.
- b. A protective clothing and equipment maintenance and certification facility in support of toxic training and emergency response operations.

DIRECTOR

1. Serves as site commander/director and certifying official for the Chemical Personnel Reliability Program.
2. 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.
3. Provides guidance for conduct of and revisions to all toxic agent training lesson plans for Army, joint, and allied customers.
4. Ensures compliance with all regulatory requirements associated with chemical surety and international treaty compliance.

5. Directly supervises two subordinate commissioned officers, one senior noncommissioned officer, the surety supervisor, and the supervisory chemist. Serves as the higher level supervisor for all assigned military and civilian personnel.
6. 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.
7. 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.

ADMINISTRATION

1. Manages all logistical functions to include budget, contractor performance and evaluation, and supply management.
2. Provides clerical and administrative support to the director and staff.
3. Executes purchases via GPC in support of facility operations.
4. Publishes appointment orders and processes/manages personnel actions to the brigade S1.
5. Manages the tracking of incoming and outgoing correspondence.
6. Manages the CDTF publications account.

OPERATIONS

1. 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.
2. 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.
3. Provides internal surety compliance oversight to ensure the facility is prepared for all inspections.
4. Coordinates the programming of student training with the 3rd CM Bde DETE, USACBRNS, ITRO Detachment, MSCoE, and external units as required.
5. Coordinates the scheduling of personnel in direct support of training to include military instructors, medical support, and contract workers.
6. Coordinates and executes revisions to SOPs and work instructions annually and as needed.
7. 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.
8. Operates the Emergency Action Center during all exercises and real-world emergency situations that directly affect the CDTF.
9. Oversees the updating of lesson plans in support of all POIs that require training at the CDTF.

10. Provides primary instructor duties for officer courses.
11. Plans for and manages the introduction of new equipment into toxic training.

TRAINING SUPPORT DIVISION

1. 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.
2. 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).
3. 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.
4. Executes procurement actions; maintains accountability for supplies, equipment and training materials; manages calibrations.
5. Manages the Drug and Alcohol Control Program.
6. Coordinates all medical support requirements.

TRAINING DIVISION

1. Maintains accountability of all military personnel; manages, plans, and schedules instructor workload.
2. Executes the toxic agent training (TAT) program; forecasts supply and equipment requirements for training; and maintains accountability of equipment.
3. Provides quality control feedback on all training support and contractor functions directly related to training.
4. Performs safety control and entry control functions during toxic training.
5. Updates and coordinates approvals to lesson plan changes.
6. Updates and coordinates approvals to SOPs and work instructions.
7. Participates in the Chemical Personnel Reliability Program.

TECHNICAL SUPPORT DIVISION

1. Ensures technical support is completed in the CDTF laboratory, protective clothing and equipment (PC&E), supply, and medical areas.
2. 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).
3. Conducts liaison with the DPW, Environmental Hygiene Agency, Missouri Department of Environment Management, and the Environmental Protection Agency.

4. 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.
5. Maintains control and accountability for training and operational supplies.
6. Provides internal supervision of laboratory operations.
7. Monitors laboratory supply requirements.
8. Monitors hazardous waste management, hazard minimization, and hazard communications programs.
9. Coordinates with supporting contractors on lab maintenance and acquisitions.

58TH TRANSPORTATION BATTALION

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.

FUNCTIONS

1. Commands and controls TDA units.
2. Trains and develops IET Soldiers and Marines and ASI Soldiers.
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 operations.

COMMANDER

1. Provides command, control, administration, and supervision of training conducted by subordinate units for all assigned and attached United States 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 command and control and maintains proficiency in individual Soldier skills/common task training (CTT) for all assigned/attached personnel.
5. Provides training liaison and service support to United States Army Reserve, Army National Guard, and other agencies as required.
6. Conducts staff supervision of subordinate elements in matters of personnel, security, training, logistics and military justice.

7. Coordinates with CASCOM and Fort Eustis in developing performance training standards and conditions.

EXECUTIVE OFFICER

1. Serves as 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 of the battalion.
5. Responsible for the conduct and evaluation of the Command Inspection Program.
6. Develops and manages the battalion manpower program to include the battalion TDA units and the review and assessment of the battalion manpower utilization.

BATTALION COMMAND SERGEANT MAJOR

1. Serves as the principal enlisted adviser 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.

CHAPLAIN

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.

S1

1. Provide 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 battalion.
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.

S2/3

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. Evaluates training and implements the POIs through proper planning and coordination with the 3rd CM Brigade 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 ANCOC, BNCOC, 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 requisitions.
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.

S4

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.

MOTOR TRANSPORT OPERATORS COURSE

FUNCTIONS

1. Provides academic record support.
2. Compiles and maintains service school training reports, class standing reports, and other recurring and special academic reports.
3. Represents the proponent and the motor transport operator Soldier at all levels for system development, testing, and fielding.
4. Ensures integration of doctrine, training, organizational concepts, and materiel requirements (logistics, training, leader development, Soldier issues).
5. Provides the proponent school with information on analysis, implementation, and design of the program of instruction (POI); executes the POI with an instructor pool.
6. Provides the proponent school with training support packets.
7. Provides information for ATTRS at the SMDR.
8. Formulates the equipment and personnel section of the TDA for the Motor Transport Operator Course.

TRUCKMASTER

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.

MAINTENANCE

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 packaged 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.

HEADQUARTERS AND HEADQUARTERS COMPANY (HHC)

1. Commands, controls, 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 of 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 alcohol abuse, EO, dependent care, and reenlistment.
6. Conducts appropriate disciplinary actions.

TRAINING COMPANIES

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.

2-10 INFANTRY BATTALION

MISSION

2nd Battalion, 10th Infantry Regiment conducts gender-integrated basic combat training to produce physically-fit, disciplined, motivated Soldiers who live the Army values, are instilled with the warrior ethos, and can contribute to their first unit immediately after advanced individual training.

FUNCTIONS

1. Conduct soldierization.
2. Execute BCT POI; train and develop permanent party.
3. Conduct support operations.
4. Care for Soldiers and their families.

5. Execute training base expansion (TBE) mission.

STRUCTURE

Provide the necessary training in the warrior tasks and battle drills, basic combat training, warrior ethos, and the Army values during the soldierization process.

COMPANY

MISSION

Produce disciplined, motivated, and physically fit Soldiers trained to basic combat training standards; advise and evaluate RC.

FUNCTIONS

1. Conduct soldierization.
2. Execute BCT POI.
3. Train and develop permanent party.
4. Conduct support operations.
5. Care for Soldiers and family.

3-10 INFANTRY BATTALION

MISSION

3rd Battalion, 10th Infantry Regiment conducts gender integrated basic combat training to produce values-based, disciplined Soldiers, who are trained in basic combat skills, warrior tasks and battle drills, and are fully prepared to contribute to their first unit of assignment after advanced individual training.

FUNCTIONS

1. Conduct soldierization.
2. Develop permanent party.
3. Conduct support operations.
4. Execute BCT POI.
5. Care for Soldiers and family.

STRUCTURE

Provide the necessary training in the warrior tasks and battle drills, basic combat training, warrior ethos, and the Army values during the soldierization process.

COMPANIES

MISSION

Produce disciplined, motivated, and physically fit Soldiers trained to basic combat training standards; advise and evaluate RC.

FUNCTIONS

1. Conduct soldierization.
2. Execute BCT POI.
3. Train and develop permanent party.
4. Conduct support operations.
5. Care for Soldiers and family.

1-48 INFANTRY BATTALION

MISSION

1st Battalion, 48th Infantry conducts gender- integrated basic combat training to produce Soldiers, proficient in warrior tasks, battle drills, basic combat skills, who live the Army values, and are capable of contributing to their first unit upon arrival.

FUNCTIONS

1. Conduct soldierization.
2. Execute BCT POI.
3. Train and develop permanent party.
4. Conduct support operations.
5. Care for Soldiers and their families.
6. Execute TBE mission.

STRUCTURE

Provide the necessary training in the warrior tasks and battle drills, basic combat training, warrior ethos, and the Army values during the soldierization process.

COMPANIES

MISSION

Produce disciplined, motivated, and physically fit Soldiers trained to basic combat training standards; advise and evaluate RC.

FUNCTIONS

1. Conduct soldierization.

2. Execute BCT POI.
3. Train and develop permanent party.
4. Conduct support operations.
5. Care for Soldiers and family.

43rd AG BATTALION

MISSION

Conduct mixed gender reception, processing and rehabilitation operations for IET, OSUT, and prior service Soldiers.

MISSION ESSENTIAL TASK LISTING

1. Conduct command and control and reception operations.
2. Conduct in-processing and rehabilitation training.
3. Develop permanent party.
4. Provide for the well being of our Soldiers, our work force, and their family members.
5. Provide installation and community support.

FUNCTIONS

1. Support three training brigades.
2. Provide admin/UCMJ support to the MSCoE NCOA.
3. Provide rehabilitation for IET Soldiers injured in training.
4. Serve as installation transition point of separating Soldiers.
5. Serve as testing coordinator site.

COMMANDER

1. Provides command, control, 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 standard 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.

EXECUTIVE OFFICER

1. Serves as principal assistant to the Commander and represents the Commander when authorized.

2. Directs, supervises, and coordinates the work of the battalion staff.
3. Responsible for the Command Supply Discipline Program of the battalion.
4. Responsible for the conduct and evaluation of the Command Inspection Program.
5. Develops and manages the battalion's manpower program to include the battalion TDA units and the review and assessment of the battalion manpower utilization.

COMMAND SERGEANT MAJOR

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 within the 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.

BN S1

1. Provides and coordinates finance, postal, administrative/UCMJ support for subordinate units assigned or attached to include the MSCoE NCOA.
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.
5. Manages duty rosters for installation staff duty officer.

S2/S3

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- 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, BNCOC, ANCOC, 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.
11. Supervises dining facility operations.
12. Liaison with the Civilian Personnel Advisory Center (CPAC) for the battalion on all matters pertaining to the human resource management of the civilian workforce.
13. Prepares final review and approval for assignment of IET and AIT Soldiers to training units.
14. Coordinates with the Surface Deployment and Distribution Command (SDDC) to manifest Soldiers, move groups to debarkation point, and transmit all data to the Transit Company and the Initial Receiving Branch.

S4

1. Provides services and logistical support to the 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 requests. Coordinates turn-in of unserviceable and excess equipment.
4. Exercises staff supervision including inspections over 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. Conducts forecast and estimates for input to the brigade.
7. Ensures inventories are conducted in an accurate and timely manner and shortages are reported in accordance with AR735-5.
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.

RECEPTION OPERATIONS

Stand-alone military personnel office with the assigned responsibility for all aspects of military personnel management programs for IET, AIT, split training option, prior service and special category Soldiers.

INITIAL RECEIVING BRANCH

1. Responsible for the reception of all initial Active Duty for training (IADT), prior service, phase II, and special category Soldiers reporting to Ft 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 input/output transactions for validity, completeness, and regulatory compliance, e.g. determines accuracy of new Soldier personnel and personal affairs data collation, pay entitlement/options adherence to the latest regulatory requirements.

PERSONAL AFFAIRS BRANCH

1. Responsible for the operations orientations and functions of the accuracy of data captured in the in and out processing of military personnel and family members.
2. Checks each Soldier's in-processing record for any deficiencies, initiates and follows-up on corrective actions(s), and notifies gaining unit of any remaining incorrect conditions.
3. Reviews and updates individual's Record of Emergency Data Card (DD Fm 93), service-member group life insurance (SGLI), assignments, training, and affiliated documents.
4. Makes detailed regulatory and procedural review, audit, and update of required documents and records to assure accuracy and completeness of all information recorded.

ID/DEERS BRANCH

1. Coordinates the operation and resources of Prior Service/Shipping Section and Testing/Orientation Section.
2. The ID/DEERS section is responsible for issuance of the common access card (CAC) and requesting of the CAC through CIF and enrollment in the Defense Enrollment Eligibility Reporting System.
3. The Prior Service/Shipping Section is responsible for processing of prior service Soldiers to include verifying MOS requirements and verifying of rank and service and pay dates. Requests orders and port call for Soldiers cleared for shipping overseas or continental United States (CONUS) assignments.
4. The Testing/Orientation Section is responsible for scheduling, administering and grading of a variety of test to IET Soldiers and permanent party Soldiers. Conducts daily orientation briefings to all IET Soldiers to include moment of truth and personal affairs briefings.

COMPANIES

FITNESS TRAINING COMPANY (FTC)

MISSION

Provide implementation of a systematic approach to physical training for the Warrior Training Rehabilitation Program (WTRP) that enables all Soldiers to successfully recover from their injuries, rehabilitate, and recondition in order to return to their appropriate phase of BCT or ship directly to AIT.

FUNCTIONS

1. Warrior Training Rehabilitation Program: Reception; inventory Soldier; Soldier orientation; mandatory briefings; mandatory appointments; rehabilitation expectations; accountability; maintenance; out-processing procedures; return Soldier to training.
2. APFT-Company (C): Effectively conduct intense fitness improvement training for Soldiers who fail to pass their end-of-cycle Army physical fitness test (APFT). This program is available for training cycle graduates, minus APFT, from BCT/OSUT/AIT units at FLW.
3. Con Leave: Applies to all IET Soldiers post-wide who are recommended by a medical provider for a second iteration (or more) of convalescent leave and recommended by their chain of command to leave their training units prior to taking their convalescent leave.
4. Med Board: To assist in the transition by providing command and control (C2) and administrative support for Soldiers going through the medical board process.
5. Provide C2 for IET, prior service Soldiers (PSS) and cadre; train and develop personnel; provide well being for Soldiers, cadre, and families; process PSS into the Army; provide rehabilitation to IET Soldiers for entry/reentry into training; and support the battalion's mission.
6. Operate the Prior Service Platoon.
7. Receive, integrate, and train Reserve Component Soldiers and units.
8. Man and support the 22 processing stations within the battalion.
9. Man and support the staff elements and chaplain within the battalion.
10. Discharge: Screen Soldier packets for eligibility; schedule Soldiers to arrive; inventory Soldiers; 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.

A CO / B CO

MISSION

Provide command and control, and protect the force to ensure the well being of Soldiers; ensure that each Soldier is administratively and medically processed for initial entry training (IET) and one-station unit training (OSUT); on order, support Reserve Division Institutional Training (IT) and mobilization to support training base expansion (TBE).

MSCoE HOMELAND DEFENSE/CIVIL SUPPORT OFFICE (HD/CS)

MISSION

The MSCoE Homeland Defense/Civil Support Office coordinates and integrates the development of capabilities that enable Joint and Army forces to safely and effectively execute homeland defense, civil support, and consequence management operations.

FUNCTIONS

The MSCoE Homeland Defense/Civil Support Office manages the program resources for-- and in some cases directly procures--studies, analyses, and other products that support:

1. Development of Joint and Army CM operational concepts.
2. Identification of capability gaps in doctrine, organization, training, materiel, leader development and education, personnel, and facilities (DOTMLPF).
3. Identification of DOTMLPF solution sets for the CM mission areas.
4. Development/revision of CM doctrine.
5. Validation/revision of the WMD-CST Table of Distribution and Allowances (TDA).
6. Documentation of training analysis and training requirements, development of training products, and execution of institutional training for CM capabilities.
7. Documentation of materiel requirements for CM capabilities.
8. Documentation of personnel requirements with the appropriate center, school, or service representative.
9. Documentation of facility requirements with the appropriate activity.

MSCoE BOARD OF DIRECTORS

Provides oversight, establishes priorities, and approves strategies for the integration, synchronization, coordination, and commonality aspects relative to CM missions for the Army required by DOTMLPF processes, combat developments, training developments, experimentation, and modeling and simulations (M&S).

EXECUTIVE AGENT, MSCoE HOMELAND DEFENSE/CIVIL SUPPORT OFFICE (COMMANDANT, CBRN SCHOOL)

1. Directs, manages, and/or accomplishes for the Commanding General, MSCoE & FLW the CM oversight responsibilities for identification, development, and synchronization of the right combinations of CM capabilities.
2. The Executive Agent is the approving authority for--
 - a. MSCoE CM Strategic Plan.
 - b. MSCoE CM Action Plan.
 - c. MSCoE CM annual program plan and budget.

- d. Weapons of Mass Destruction – Civil Support Team (WMD-CST) and other CM program documentation requiring a general officer signature.

DIRECTOR, MSCoE HOMELAND DEFENSE/CIVIL SUPPORT OFFICE

1. Supports the Executive Agent by planning, coordinating, and directing daily office and program activities.
2. Performs staff coordination to develop fully coordinated responses for Army and joint CM contingency plans and initiatives within MSCoE for:
 - a. All WMD-CST program documents requiring approval by the Commanding General, Executive Agent, or a School Assistant Commandant will receive an endorsement by the Director, MSCoE HD/CS Office and the MSCoE Chief of Staff (National Guard).
 - b. All CM program documents requiring approval by the Commanding General, Executive Agent, or a School Assistant Commandant will receive an endorsement by the Director, MSCoE HD/CS Office and the MSCoE Chief of Staff (National Guard) or MSCoE Chief of Staff (Army Reserve), as appropriate.
 - c. All WMD-CST and CM program documents not requiring approval by the Commanding General, Executive Agent, or a School Assistant Commandant may be approved by the appropriate MSCoE or school director. However, a courtesy copy must be provided to the Director, MSCoE HD/CS Office.
 - d. All WMD-CST and CM program cost estimates will be submitted by the MSCoE HD/CS Office without exception. No activity may submit a requirement for programmatic or execution year support that is not reviewed and validated by the Director, MSCoE HD/CS Office.
 - e. All requests for information for WMD-CST and CM programs will be sent to MSCoE HD/CS Office for proper coordination with the Fort Leonard Wood Emergency Operations Center.
 - f. All responses to requests for information for WMD-CST and CM programs will include a courtesy copy to the MSCoE HD/CS Office who will maintain the Command archives on these programs.
3. Synchronizes the development of the MSCoE CM Strategic Plan. Maintains situational awareness of near, mid and far term issues associated with the CM mission area.
4. Coordinates with MSCoE proponent schools and directorates, TRADOC, and other resource management agencies to document resource requirements to support the CM Strategic Plan.
5. Synchronizes the development of an action plan for CM functions, to include the WMD-CST mission set, to monitor the analysis, design, development, and implementation of the DOTMLPF solution sets identified in the strategic plan.
6. Updates the action plan annually within 30 days of receipt of the Annual TRADOC Budget Guidance (ATBG).
7. Prepares the annual briefing to the Commanding General on the status of the program. The essential elements information of the briefing are:
 - a. MSCoE CM programs and CM program segments.
 - b. Key products by DOTMLPF domain.
 - c. Previous fiscal year (FY) expenditures and accomplishments.

- d. Current FY funding and work plan.
 - e. Initiatives and challenges.
8. Program manager for VCST, VWMD, and VIPP management decision package (MDEP) resources at Fort Leonard Wood.
 9. Synchronizes the development of the MSCoE CM annual budget for CM efforts and initiatives and provides staff oversight of activity manager requirements, products, and resources.
 10. Prepares the annual spending plan briefing to the Executive Agent.
 11. Synchronizes integrated concept development team (ICDT) actions at MSCoE level for the CM mission areas.
 12. Coordinates with the Joint and Interagency communities on how MSCoE CM capabilities contribute to homeland defense and civil support operations.

HD/CS OFFICE TECHNICAL STAFF

1. Assists the director in management of the homeland security (HS) program.
2. Synchronizes and integrates subject matter expert efforts for CM programs.
3. Manages contracts and other accounts for CM programs.
4. Reviews and validates requirements for CM programs.
5. Establishes technical guidance for work groups.
6. Reviews resource requirements and the technical aspects of POM input for CM programs.
7. Establishes liaison between and among supported units and agencies, seeking to build coalitions.
8. Identifies technical goals and criteria for CM programs.
9. Leads a multi-disciplinary matrix study team for CM programs.
10. Identifies measures that address study objectives for CM programs.
11. Prepares written reports for CM programs.
12. Reviews contractor deliverables for CM programs.
13. Reviews technical training products for CM programs.
14. Analyzes current technical trends for CM programs.
15. Provides direct and indirect technical support.
16. Monitors research and experimentation for CM programs.
17. Provides/oversees technical instruction for accreditation.

HD/CS OFFICE PROGRAM INTEGRATION STAFF

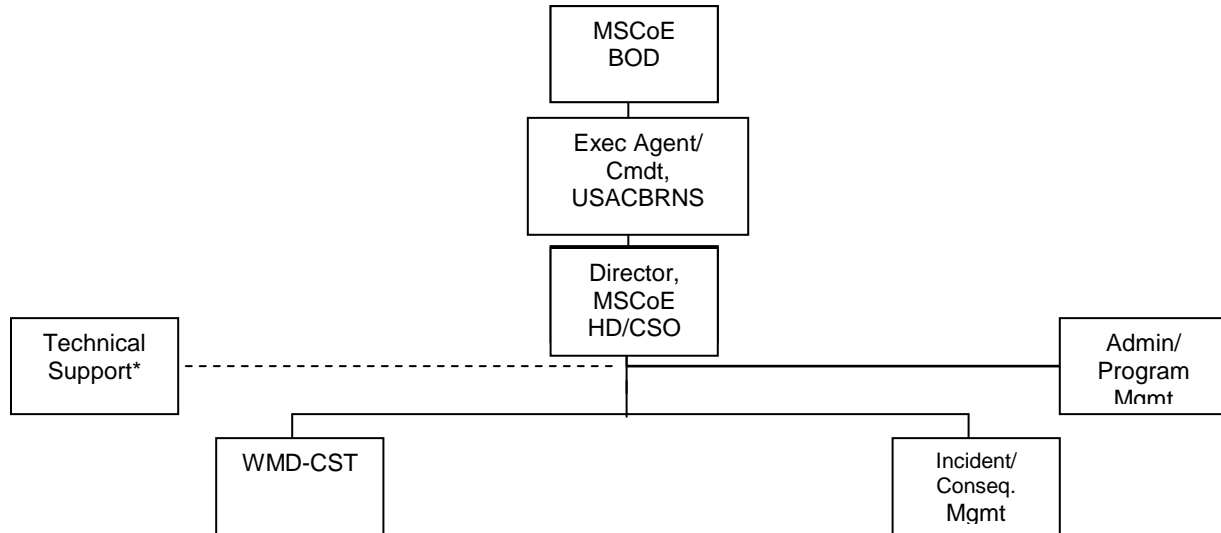
1. Assists the director in management of the HS program.
2. Synchronizes and integrates subject matter expert efforts for CM programs.
3. Manages contracts and other accounts for CM programs.
4. Establishes liaison between and among supported units and agencies, seeking to build coalitions.
5. Coordinates and direct activities for assigned CM programs.
6. Incorporates technical advances into DOTMLPF processes for CM programs.
7. Conducts long range planning for CM programs, reviewing resource requirements and the operational aspects of POM input for CM programs.
8. Identifies and documents contract requirements for CM programs.
9. Resolves issues with outside agencies for CM programs.
10. Provides direct and indirect technical support for CM programs.
11. Advises on development and implementation of CM program policies.
12. Identifies and recommends appropriate conferences and workshops for CM programs.
13. Plans, organizes, and attends functions representing the organization.

HOMELAND DEFENSE/CIVIL SUPPORT OFFICE BUSINESS PROCESSES

1. Prepares and obtains approval of a strategic plan for the MSCoE CM program. This strategic plan includes input to the POM and stakeholder buy-in through the MDEP managers. Revises this strategic plan every two years.
2. Prepares and obtains approval of an action plan for the MSCoE CM program, to include the WMD-CST mission set, to monitor the analysis, design, development, and implementation of the DOTMLPF solution sets identified in the strategic plan, to include:
 - a. Determine the milestones and products required to develop operational concepts and provide DOTMLPF solutions in support of MSCoE CM efforts.
 - b. Provide an annual briefing to the Commanding General on the status of the program.
 - c. Provide an annual update to the action plan and the associated spending plans for CM resources, specifically the VCST, VWMD, and VIPP management decision packages.
 - d. Provide a chartered methodology to direct the efforts of various working groups and other subject matter experts to accomplish the tasks, schedule, milestones and products required in accomplishing proponent DOTMLPF responsibilities.
3. Uses staffed, coordinated program directives to ensure funded activities deliver to measurable standards. Obtain or provide:
 - a. Monthly progress update from the activities.

- b. Monthly update to the Executive Agent.
- c. Formal reports provided three times a year on the status/quality of products.

HD/CSO ORGANIZATION



*Technical staff consists of other personnel in DOT, the 3d Chem Bde, DOTD, USACBRN School, and CDID, as well as the HD/CS Office.

US ARMY ENGINEER SCHOOL

MISSION

The U.S. Army Engineer School (USAES), in close coordination with and in support of the Engineer Regiment executes training, defines requirements, and develops and coordinates capabilities in order to provide combat, general, and geospatial engineering to combatant commanders and the joint force across the full spectrum of operations while taking care of our Soldiers, civilians, and their families.

COMMANDANT

FUNCTIONS

1. Represents the Engineer proponent at high level functions.
2. Directs the operation of the school.
3. Serves as a member of the MSCoE Board of Directors.
4. Exercises command and general supervision over all elements assigned or attached to the school.
5. Exercises responsibilities under AR 5-22 and AR 600-3 as branch and personnel proponent to ensure the relevance of the Engineer Corps.
6. Develops and documents the concepts, doctrine, tactics, and techniques for Engineer operations throughout the spectrum of conflict.

7. Documents organizational designs and materiel requirements to support Force XXI and the Army After Next.
8. Analyzes, designs, develops, implements, and evaluates training programs and training support requirements in accordance with Army Training XXI plans and programs.
9. Provides SME support to the MSCoE DOT for training development.

ASSISTANT COMMANDANT

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, management, and financial 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.
9. Serves as principal link to the Director of the Capability Development and Integration Directorate.
10. Monitors anti-personnel landmine alternative (APLA) developments and controls APLA officer.

DEPUTY ASSISTANT COMMANDANTS - ARMY RESERVE AND NATIONAL GUARD

FUNCTIONS

1. Serves as the senior Reserve Component (RC) (USAR or ARNG) advisor to the Commandant, Assistant Commandant, and school staff.
2. Participates in the development of policies, plans, and programs influencing RC matters in support of the total force integration process.
3. Coordinates review of Engineer training and doctrine materials for RC applicability.
4. Conducts liaison and field visits and provides appropriate Engineer Corps-related briefings to active component (AC) and RC units and headquarters.
5. Maintains liaison between USAES and TRADOC, Combined Arms Command (CAC), Office of the Chief, Army Reserves (OCAR), US Army Reserve Personnel Command (AR-PERSCOM), National Guard Bureau (NGB), United States Army Reserve Center (USARC), FORSCOM, and RC units. Represents USAES at meetings, conferences, workshops, and RC unit visits.
6. Advises AC Engineer Corps officers separating from active duty about RC programs and requirements.

7. Provides instruction on the roles and missions of the reserve components to classes conducted at the USAES to include: PCC, BOLC, and CCC.
8. Advises RC students attending training. Monitors the academic progress of RC students and provides counseling as required to all RC officer and senior enlisted personnel.
9. Participates in the development of policies, plans, and programs influencing RC matters.

CHIEF OF STAFF

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 the 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.

REGIMENTAL CHIEF WARRANT OFFICER

FUNCTIONS

1. Serves as Engineer Regimental Chief Warrant Officer.
2. Serves as the principal 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 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.

REGIMENTAL COMMAND SERGEANT MAJOR

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 promotion boards.
 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.
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DIRECTORATE OF ENVIRONMENTAL INTEGRATION

MISSION

Represents USAES as the Army's proponent for the development and integration of environmental considerations into and across DTLOMS.

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.

DIRECTOR OF HISTORICAL PROGRAMS

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 meeting of the Fort Leonard Wood Historical Board when the Assistant Commandant or the Chief of Staff cannot attend.

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.

MUSEUM

1. Fosters an appreciation for the history and tradition of the Corps of Engineers, Fort Leonard Wood, and the US Army.
 2. Collects, preserves, documents, exhibits, and interprets objects of historical interest which pertain to the history of US 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 and Fort Leonard Wood.
 4. Works with the CBRN and Military Police Museums to collect, preserve, document, exhibit, and interpret objects of historical interest which pertain to the history of Fort Leonard Wood, 1940 - present.
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DIRECTORATE OF TRAINING AND LEADER DEVELOPMENT (DOTLD)

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.

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.

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, MDOT, 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.

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 the 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.

COLLECTIVE TRAINING DIVISION (CTD)

FUNCTIONS

1. Develops and provides collective training products, unit combined arms training strategies (CATS) and individual improvised explosive device defeat tasks/training support packages for the Engineer Regiment, Department of the Army, and Joint Forces.
2. Responsible for maintaining current and relevant IED-D individual and collect tasks/training support packages (TSP).
3. Develops and maintains critical task lists for the Modular Engineer Force.
4. Responsible for ensuring that all collective task training products are posted on Blackboard, CALL, Engineer portal, and AKO for easy reference.
5. Ensures that all collective lessons learned are integrated into all training products.

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. Supports the production of courseware and other training products.
4. Provides instruction in Engineering subjects for all Engineer officer and warrant officer courses.
5. Serves as course manager and conducts instruction for PCC, ECCC, WOAC, and WOBC officer professional development courses. Provides input into the Army Instructional Management System (AIMS) and coordinates with DPTM on scheduling issues.
6. Provides input to DPTM on course resource requirements, and course start dates to include proposing Army Training Requirements and Resources System (ATRRS) input.
7. Provides subject matter expertise (SME) to support doctrinal and training product development.

8. Develops training support packages and serves as the school point of contact for joint Engineer training.
 9. Provides support to mobile training teams as needed and/or requested.
 10. Works with CDID, MDOT, EPPO, and TRADOC Capabilities Manager-Maneuver Support (TCM/MS) in developing and revising Engineer training and doctrine products and other support materials.
 11. Serves as the subject matter expert and government point of contact for department initiated studies and training products performed by contract.
 12. Manages cooperative graduate degree programs which are conducted as an integral part of officer professional development courses.
 13. Coordinates with DAC-RC/NGB for the alignment and use of individual mobilization augmentee (IMA) TDA instructors.
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ENGINEER PERSONNEL PROPONENCY OFFICE (EPPO)

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.

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 assessments and Engineer functional reviews presented to the Deputy Chief of Staff for Personnel (DCSPER).

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.

6. Recommends classification criteria, by career field, classification standard/job description and performance standards.
7. Develops and/or reviews enlisted Soldiers' qualification standards and recruitment strategies by career field.
8. Develops goals for functional area participation and Soldiers' quality targets.
9. Maintains EPPO information posted on the USASE–EPPO Web-page.

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 US Army Regimental System.
9. Manages the US Army Engineer School (USAES) Personnel Exchange Program (PEP).

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 (TAADS), 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.

THE ARMY SCHOOL SYSTEM

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 courses of action based on an analysis of operational unit input.
10. Conducts certification of The Army School 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.

COUNTER EXPLOSIVES AND HAZARDS CENTER (CEHC)

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. Critical tasks include:

1. Identify the threat.
2. Determine vulnerabilities.

3. Identify and develop solutions through concepts, technology and training.
4. Doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) integration of solutions.
5. Disseminate countermeasures.
6. Evaluate effectiveness.
7. Institutionalize solution sets.

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 US 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.

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 facilitates the migration of immediate solutions into permanent capabilities.

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.

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 for 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.

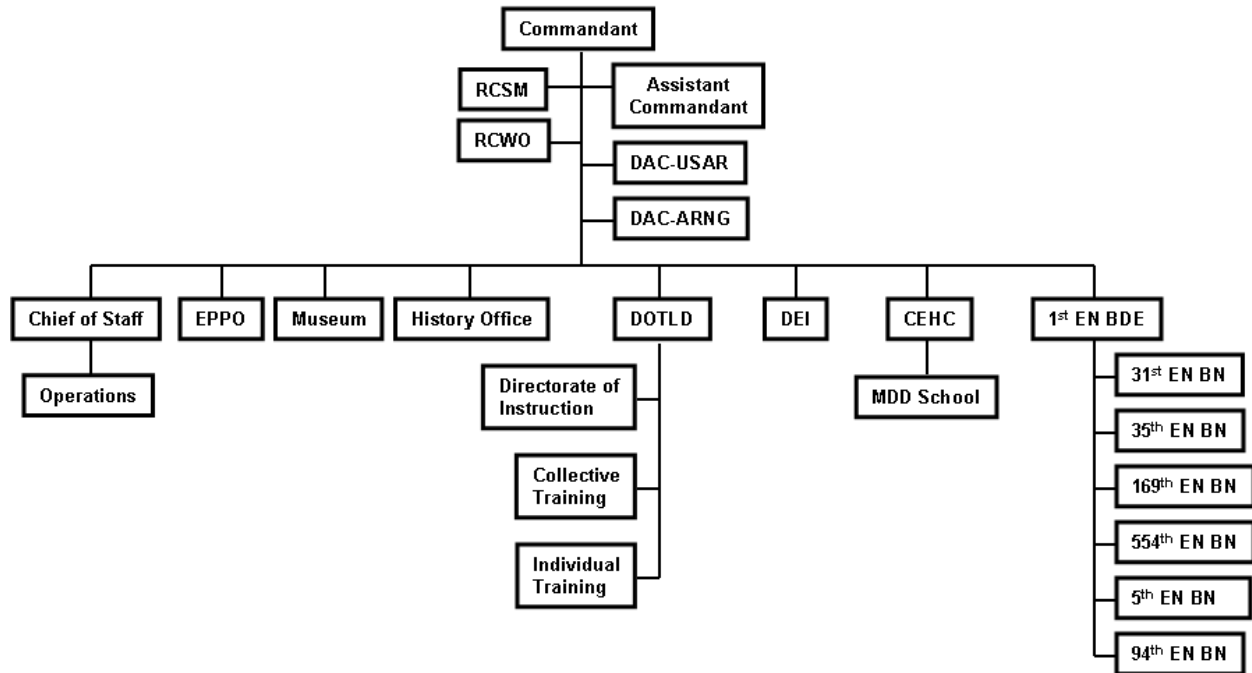
ENGINEER DOG PROGRAM MANAGEMENT

MISSION

Responsible for subject matter expertise and DOTMLPF integration, development, coordination, and oversight of the US Army Engineer Detection Dog program.

1. 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.
2. Researches, collects and compiles explosive detection programs, and operations data.
3. Establishes the explosive detection dog training standards and sustainment criteria for the army and evaluates training and unit proficiency for compliance with published standards.
4. 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.
5. 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.
6. Coordinates with the appropriate agencies for the development of 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.

US Army Engineer School



1ST ENGINEER BRIGADE

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.

MISSION ESSENTIAL TASK LIST

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, FLW, surrounding communities, and the Engineer School.

FUNCTIONS

1. Provides command, control, administration, and supervision of training conducted by subordinate units for all assigned and attached United States Army personnel. Exercises operational control over, and provides training to, assigned and attached personnel of other services and agencies.

2. Provides command and control 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 United States Armed Forces and designated representatives of federal agencies and allied Soldiers.
3. Provides training liaison and service support to United States 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. Supervises and assists FORSCOM units in meeting operational readiness requirements. Integrates the activities of the FORSCOM units into the overall installation scheme to provide for maximum support consistent with readiness requirements.
6. Conducts staff supervision of subordinate elements in matters of personnel, security, training, logistics and military justice.

35TH ENGINEER BATTALION (OSUT)

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 21B Combat Engineers and 21C Bridge Crewmembers who are prepared for combat.

MISSION ESSENTIAL TASK LIST

1. Train and develop Soldiers in BCT.
2. Train and develop Soldiers in AIT.
3. Execute training management.
4. Execute the Systems Approach to Training (SAT).
5. Support our Soldiers, families, and community.

COMBAT ENGINEER DIVISION

FUNCTION

1. Trains IET Engineer Soldiers in combat Engineer and bridging Engineer skills.
2. Facilitates training with instructors, classroom instruction, and ranges.

35th ENGINEER BATTALION TRAINING COMPANIES

FUNCTIONS

1. Executes phases I-V of 21B/21C 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.

31ST ENGINEER BATTALION (OSUT)

MISSION

Transform volunteers into American Soldiers, instilled with the warrior ethos and Army values, through rigorous and relevant training in basic combat and Engineer skills, producing disciplined and MOS-qualified 21B Combat Engineers and 21C Bridge Crewmembers who are prepared to immediately contribute to their units.

MISSION ESSENTIAL TASK LIST

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 the community.

31ST ENGINEER BATTALION TRAINING COMPANIES

FUNCTIONS

1. Executes phases I-V of 21B/21C 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.

169TH ENGINEER BATTALION

MISSION

The 169th Engineer Battalion continuously transforms basic combat training graduates, prior service, and military occupation 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) 21 (21K, 21L, 21M, 21R, 21S, 21T, 21U, and 21W) and 62B Soldiers. Conducts battle- focused training to ensure all CMF 21 Vertical, Horizontal, and 62B Soldiers are prepared to contribute on day one in their first unit of assignment.

MISSION ESSENTIAL TASK LIST

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 command and control, administrative, and logistical support.
6. Take care of Soldiers and families, and support the community.

169TH ENGINEER BATTALION TRAINING COMPANIES

FUNCTIONS

1. Executes 21/62 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.

554TH ENGINEER BATTALION

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.

MISSION ESSENTIAL TASK LIST

1. Support the war.
2. Train and educate Soldiers.
3. Transform the battalion.
4. Take care of the team.
5. Engage our stakeholders.

A/554th ENGINEER BATTALION

FUNCTIONS

1. Conducts interservice construction equipment Engineer training.
2. Performs operator level maintenance.
3. Executes external training with equipment and personnel.

B/554th ENGINEER BATTALION

FUNCTIONS

1. Conducts Engineer Basic Officer Leader Course training.
2. Executes cadre certification.

C/554th ENGINEER BATTALION

FUNCTIONS

1. Conducts battalion administrative and logistic operations.
2. Conducts Engineer Captain's Career Course training.
3. Conducts Warrant Officer Basic Course training.
4. Executes cadre certification.

D/554th ENGINEER BATTALION

FUNCTIONS

1. Train ANCOC, BNCOC, and AIT dive students.
2. POI management for dive courses.
3. Maintain requirement list for dive courses.

E/554th ENGINEER BATTALION

FUNCTIONS

1. Conducts Sapper leader training.
2. Facilitates training with equipment, vehicles and personnel.

H/554th ENGINEER BATTALION

1. Conducts interservice construction equipment Engineer training.
2. Performs operator level maintenance.
3. Executes phase I diver (00B) training.
4. Executes external training with equipment and personnel.

DEPARTMENT OF MILITARY ENGINEERING

FUNCTIONS

1. Conducts the Combat Engineer MOS 21B one-station unit training (OSUT) and 21C OSUT training.

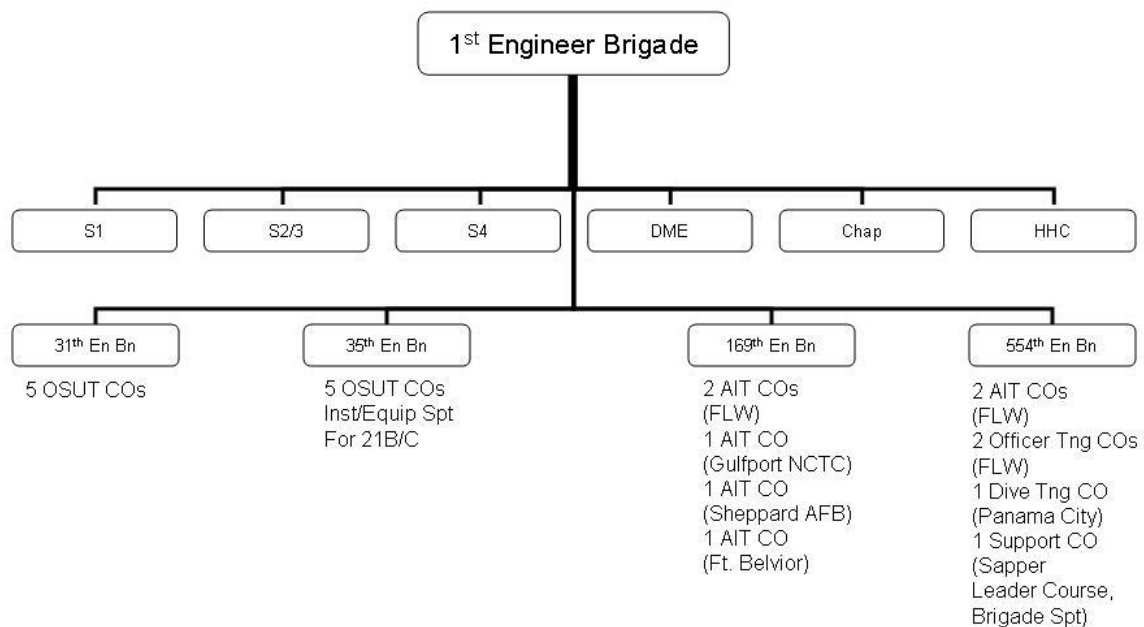
2. Conducts the construction Engineering military occupational skills (MOS 21K, 21L, 21M, 21R, 21S, 21T, 21U, 21W, and 62B).

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.

SAPPER LEADER COURSE

MISSION

To train leaders of Engineer units assigned to Light Infantry Divisions and other units as directed.



UNITED STATES ARMY MILITARY POLICE SCHOOL (USAMPS)

MISSION

To provide the Army with Military Police doctrine, systems, training and personnel management in order to improve readiness and modernize the force. To train MP leaders and Soldiers who are well grounded in warfighting doctrine, capable of performing the five MP functional areas across the spectrum of conflict and to design organizations and equipment to facilitate the accomplishment of those functions now and into the future.

COMMANDANT

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. Serves as a member of the MSCoE Board of Directors and 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.

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.

ASSISTANT COMMANDANT

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 Directorate of Training (MDOT).
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.

FUNCTIONS

1. Serves as senior technical advisor and integrator on MP organizational concepts. Conducts oversight and ensures the proper documentation and development of 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 the director, Tactical Simulation (TACSIM) Program Office (TPO) (ASV).
6. Serves as the Joint Coordination and Integration Group (JCIG) voting principal for the Army non-lethal program. As such, directs the Army Non-lethal Scalable Effects Center (ANSEC) support to the Army non-lethal efforts.

REGIMENTAL COMMAND SERGEANT MAJOR

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.
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 oversight 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.

EQUAL OPPORTUNITY (EO) ADVISOR

FUNCTIONS

1. Serves as adviser to the Commandant, Command Sergeant Major, 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 NCO's 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.

DEPUTY ASSISTANT COMMANDANT UNITED STATES ARMY RESERVE (USAR)

RESPONSIBILITIES

1. Represents the USAR communities and assists units with maintaining readiness standards.
2. Manages the TASS accreditation and Title XI programs, and accredits functionally aligned MP training battalions.

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 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. Conducts certification of TASS programs.
6. Is responsible for TASS accreditation and certification.
7. Makes staff visits to TASS battalions as required.
8. Makes final decision concerning certification of instructors assigned to Total Army School System (TASS) battalions.
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, ARPERSCOM, 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 ARNG 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 an 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.

**DEPUTY ASSISTANT COMMANDANT
ARMY NATIONAL GUARD (ARNG)**

RESPONSIBILITIES

Represents the ARNG Military Police communities and assists units with maintaining training readiness standards.

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 Basic Course (MPOBC), the MP Captains Career Course (MPCCC), and the MP Pre-command Course (MPPCC) students on Army National Guard Military Police force integration issues in strategic and operational terms as well as an overview of the ARNG Military Police role in military assistance to civil authorities (MACA), military support to civil authorities (MSCA), and Homeland Security (HLS).
 8. Establish and maintain a continuing liaison relationship between the individual state Plans, Operations, and Training Officers (POTO) and/or state DSCOPS officer's 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 National Guard Bureau regarding training, force structure, equipment and Soldier quality of life issues for the ARNG MP force structure.
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ARMY NON-LETHAL SCALEABLE EFFECTS CENTER (ANSEC)

In June 2006, Army Capabilities Integration Center (ARCIC) director, LTG John M. Curran, further clarified the role of USAMPS in a memorandum entitled Nonlethal/Scalable Effects (NL/SE) Responsibilities. ARCIC designated USAMPS as the overall lead for Army's NL/SE efforts and also as chair of the Force Protection Working Group (FP WG). The ANSEC is the USAMPS element responsible for executing these efforts.

RESPONSIBILITIES

1. ANSEC/Force Protection Working Group (FP WG) has specific responsibility for coordinating the NL/SE efforts between force protection, force application and directed energy working groups.
2. The Force Protection Working Group will also establish, document, update, and execute ANSEC agreements and MOAs. The FP WG will provide periodic input and guidance via the NL integrated concept team and associated Council of Colonels, as required.
3. The FP WG will develop and support the Army's Joint Coordination and Integration Group (JCIG) voting principal's proposals/positions for the overall Joint Nonlethal Weapons Directorate (JNLWD) RDT&E budget and POM inputs to the Joint NLW Integrated Product Team (JNLW IPT).

FUNCTIONS

1. Provide user doctrine, organization, training, material, leadership, personnel, and facilities (DOTMLPF) requirements input for the rapid and efficient development and fielding of Army nonlethal capabilities for current and future forces.

2. Participate in/develop NL experimentation and modeling and simulations (M&S) initiatives; develop and revise the Army's nonlethal concept (TRADOC Pam 525-99); execute leader development and education imperatives in OES and NCOES courses (e.g., ANCOC, CCC, PCC, intermediate level education (ILE), etc.).
3. Execute MTTs as required; provide reach-back capability to forward elements requiring NL expertise/lessons learned.
4. Execute NL doctrine development (e.g., Air Land Sea Application Field Manual revisions/updates).
5. Participate as the Army's representative in the Joint-level initiatives and developments.

DIRECTORATE OF PROPONENCY, INITIATIVES, AND INTEGRATION (PII)

RESPONSIBILITIES

1. Advises and assists the Commandant, Assistant Commandant and Regimental Command Sergeants 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 States 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 forensics laboratories), stability operations, and IED defeat.
7. Refine the police intelligence operations (PIO) MP functions and enhancements to detention operations (DO) through the training of MP internment/resettlement (I/R) units and refinements to their force structure.
8. Under the Initiatives Branch the detainee operations NCO functions as the SME for USAMPS regarding all areas of DO, he also conducts briefings to the Pre-command and Captain's Career Course on detention operations. Responsible for conducting mobile training team training and ensuring quality assurance of pre-deployment training provided to Soldiers at three major mobilization sites across the country. Updates training support packages (TSPs) to reflect the contemporary operating environment.
9. 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.

FUNCTIONS

1. Operates under the provision of AR 5-22 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 CMF31 in its place for structure, acquisition, development, distribution, deployment, compensation, sustainment and separation.
 12. Branch proponent for Joint Recruiting Information Support System (JRISS).
 13. Provide oversight for detention operations worldwide in operational environment. Instrumental in providing training techniques to deploying units.
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DIRECTORATE OF PLANS AND OPERATIONS

MISSION

Serves as the G3 for USAMPS. Plans, coordinates, manages and executes daily operations within and for the U.S. Army 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, the Program Management Division, Training Management Division, Historian, and Museum operations.

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 DPTM and TRADOC.
4. Conducts oversight of USAMPS ammunition control and delivery operations.

5. Conducts oversight of USAMPS supply operations.
6. Conducts oversight of USAMPS class scheduling operations.
7. Conducts oversight of the USAMPS budget process and execution.
8. Conducts oversight of the Military Police Regimental Museum operations.
9. Conducts oversight of the Military Police Regimental historian operations.

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 other than 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 Directorate of Resource Management (DRM) and USAMPS organizations to coordinate USAMPS TDA documentation.
6. Acts as the interface with DRM 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).

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 programs.
7. Operates consolidated message distribution center for the USAMPS.
8. Provides protocol/flag support on all MP graduations, ceremonies, and other USAMPS functions.

TRAINING MANAGEMENT DIVISION

FUNCTIONS

1. Monitors training activities for USAMPS courses.
2. Supervises and coordinates with Mission DRM the USAMPS budget 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. Coordinates ammunition needs for DOT/14th MP Brigade with TRADOC and installation activities.
9. Has the responsibility for the logistical requirements and support for USAMPS.
10. Responsible for property control, management, and accountability for buildings and outlying areas assigned to USAMPS.
11. Plans, coordinates, implements, and evaluates management controls within USAMPS.
12. Coordinates with TSC, printing plant, DPW, DS/GS on all work order requests for USAMPS.
13. Coordinates and reviews Structure and Manning Decision Review (SMDR) reports and/or taskings.
14. Represents the Commandant at the SMDR.
15. Projects training resource requirements for the program year and 2 years out.
16. Provides the senior leaders and managers with statistical reports on students and training resources.

17. Reviews changes and updates of programs of instruction.
18. Develops and coordinates USAMPS annual class schedule with TRADOC/DPTM, and maintains the schedule in ATRRS.
19. Publishes USAMPS Annual Class Schedule.
20. Coordinates Training Resources Arbitration Panel (TRAP) actions with TRADOC and installation activities.
21. Schedules and manages USAMPS classrooms in Thurman Hall.
22. Coordinates USAMPS/14th MP Bde civilian personnel actions.
23. Coordinates the USAMPS civilian personnel security program.
24. Manages the USAMPS civilian personnel awards program.
25. Manages the USAMPS civilian personnel training program.
26. Serves as the security manager for the USAMPS.

HISTORIAN

FUNCTIONS

1. Serves 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 adviser to the academic departments for inclusion of military history into the curricula. Integrates MP history into instruction by providing vignettes, examples, 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.

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.

DIRECTORATE OF TRAINING AND LEADER DEVELOPMENT (DOTLD)

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 for force protection requirements and all other critical subject areas.

DIRECTOR

FUNCTIONS

1. Serves as the senior technical advisor to the Commandant and Assistant Commandant on MP training and leader development.
2. Serves as the course director for Military Police officer and functional area 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. Reviews doctrinal training products for emerging force protection requirements and all other critical subject areas.
5. Serves as integrator for MP training and leader development.
6. Manages and executes the DOT budget.
7. Manages officer and civilian assignments within DOT.
8. Serves as the USAMPS National Security Personal System (NSPS) pay pool manager.

TECHNICAL DIRECTOR

FUNCTIONS

1. Serves as the senior technical advisor to the Director of Training and Leader Development on MP doctrine, training, and leader development.
2. Coordinates and manages the training efforts across DOTMLPF, 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 the DOTLD budget.
5. Assists in the management of civilian assignments within DOTLD.

SERGEANT MAJOR

FUNCTIONS

1. Serves as the chief enlisted instructor within the directorate.
2. Serves as the principal adviser to the director for enlisted (permanent party and student) morale, welfare, and conduct.
3. Manages NCO assignments, awards, and NCOERs within the DOTLD.
4. Assists in the management and execution of the DOTLD budget.
5. Assists in the management of civilian and warrant/commissioned officers within DOTLD.

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 701st MP Battalion.
4. Provides support for graduations, banquets, and ceremonies.

AUTOMATION TRAINING BRANCH

FUNCTIONS

1. Serves as the technical advisor to the DOTLD on automation 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 all automation equipment within USAMPS.
5. Manages and conducts oversight responsibility for the training, implementation, and execution of the Centralized Operating Police Suite (COPS).
6. Supervised USAMPS knowledge management and, as administrator of USAMPS web-based programs, conducts oversight responsibility for the USAMPS web page, AKO, SharePoint, etc.

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 Officer 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 and 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 USAMPS 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.

MILITARY LAW DIVISION

FUNCTIONS

1. Provides all legal instruction requested from MSCoE DOT, 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.

MILITARY POLICE INVESTIGATIONS DIVISION (MPID)

FUNCTIONS

1. Advises the director on matters pertaining to MP law enforcement development (WOAC and WOBC), MPI and CID investigations, delta track of the BNCOC and ANCOG, environmental courses, advanced crime scenes, and weapons of mass destruction crime scene processing.
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), MPI, and Apprentice Special Agent Course (ASAC) investigative courses.

4. Manages four branches, Basic Investigations Training Branch; Advanced Investigations Training Branch; Warrant Officer Leadership and Professional Development Branch; Police Intelligence Operations Branch; and the Weapons of Mass Destruction Branch for all courses.

5. Performs duties as the USAMPS liaison with USACIDC and the senior warrant officer within USAMPS. Duties include training instruction, training and doctrinal development, proponentcy, and equipment and materiel issues.

FORCE PROTECTION TRAINING DIVISION

FUNCTIONS

1. Advises the director on matters pertaining to conventional physical security, antiterrorism, law enforcement operations, DA police and guard 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, DA police and guard academy and force protection training programs of instruction, 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, DA Police and Guard 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 DA police and guard academy and force protection training areas of responsibility.

6. Conducts research and analysis in support of conventional physical security, antiterrorism, law enforcement operations, and DA police and guard academy and force protection training.

7. Conducts mobile training team training mission as requested.

FAMILY ADVOCACY LAW ENFORCEMENT TRAINING (FALET) DIVISION

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, 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, ANCOC, BNCOC, MPI, and ASAC.

5. Provides instructor support to the Armed Forces Institute of Pathology and U.S. Army AMEDD Center and School.

6. Conducts MTT training to requested organizations in the FALETD 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 FALETD 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, Department of the Army Fatality Review Team, and Department of the Army Family Advocacy Committee.
10. Coordinates with all military criminal investigation organizations (MCIO's) including CID, Naval Criminal Investigative Service (NCIS), and the Air Force Office of Special Investigations (AFOSI) 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.

INDIVIDUAL TRAINING DEVELOPMENT DIVISION (ITDD)

FUNCTIONS

1. ITDD is comprised of three training development branches: Officer Education System Branch, NCOES and Functional Courses Branch, and OSUT Branch.
 - a. Officer Education System 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 Branch manages the POI for all NCOES PME POIs and functional courses.
 - c. OSUT Branch manages the POI for 31B and 31E initial military education and advanced individual training.
2. Serves as USAMPS subject matter experts (SME) on instructional system design and development ensuring all training products are developed IAW TR 350-70.
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) 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 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.

SPECIAL TACTICS TRAINING DIVISION (STTD)

FUNCTIONS

1. Advises the Director of Training and Leader Development on matters pertaining to advanced law enforcement tactical training subjects supporting force protection, anti-terrorism, and counter drug issues.
2. Conducts instruction and develops advanced law enforcement instructional support for force protection, antiterrorism and counter drug training programs of instruction, 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, Joint (Air Force, Marines, and Navy), DOD civilian, federal, state, and local law enforcement agencies in military and counter drug special reaction team training courses, military and counter drug marksman/observer training courses, Protective Services Training Course, Antiterrorism Evasive Driving Course (Staff Driver), Antiterrorism Evasive Driving Course (General Officer), High Risk Personnel-Security Course, and counter drug field tactical police operations training.
5. Provides SME support to combat and individual training developers for advanced law enforcement tactical training subjects in force protection, antiterrorism, and counter drug training arenas.
6. Conducts research and analysis in support of advanced law enforcement tactical training subjects in the force protection, antiterrorism, and counter drug training development.
7. Conducts mobile training team assistance visits when requested.
8. Maintains three major advanced law enforcement tactical training areas and ranges.

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.

LESSONS LEARNED INTEGRATION DIVISION (L2I)

FUNCTIONS

1. Advises the director on all matters pertaining to Lessons Learned Integration.
2. Collects, analyzes, disseminates, and provides the Military Police Corps with combat relevant lessons learned which impact within the DOTMLPF (doctrine, organization, training, material, leadership and education, personnel, and facilities) domain.
3. Vets OILS (observations, insights, and lessons learned) TTPs, AARs for consideration and integration into lessons plans, instructor notes, and doctrine.
4. Manages the USAMPS Lessons Learned Knowledge Portal.
5. Provides and updates specific priority DOTMLPF issues list to the MSCoE L2I LNO for research and analysis.

14TH MILITARY POLICE BRIGADE

MISSION

Provide command and control, 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.

BRIGADE ROLES AND RESPONSIBILITIES

BRIGADE COMMANDER

1. Directs command, control, administration, and resourcing of training conducted by subordinate units for all assigned and attached United States 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 United States Armed Forces and designated representatives of federal agencies and allied Soldiers.
3. Directs training liaison and service support to United States 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.

BRIGADE EXECUTIVE OFFICER

1. Serves as 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 Brigade Commander.
4. Plans and coordinates the Brigade Command Inspection Program.
5. Coordinates and administers the Brigade Officer Professional Development (OPD) Program.
6. Manages reviews and ensures proper execution of the brigade operating budget.
7. Coordinates with MSCoE and Installation staff on all brigade staff actions.

BRIGADE COMMAND SERGEANT MAJOR

1. Serves as the senior enlisted adviser 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.

BRIGADE S1

1. Coordinates the provision of administrative and personnel services for trainees, students, and permanent party personnel assigned or attached to the Brigade.
2. Manages military personnel and force sustainment operations.
3. Maintains manpower data on all trainees, students, and permanent party personnel within the Brigade.
4. Manages officer assignments and reviews all OERs and NCOERs within the brigade.
5. Manages the preparation and processing of correspondence, records, reports, orders, and legal actions within the brigade.
6. Serves as the brigade's information management and safety officer.

BRIGADE S2/3

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 Brigade Training Status Report (TSR).
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.

BRIGADE S4

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 report of survey 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.

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 whom 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.

701ST MILITARY POLICE BATTALION ROLES AND RESPONSIBILITIES

BATTALION COMMANDER

1. Directs command, control, administration, military justice, morale and welfare of organic companies, staff and faculty (permanent party), cadre of the United State Army Military Police School (USAMPS) and student 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 permanent party training and designated Basic Military Police Training Division (BMPTD) training for OSUT Soldiers.
4. Ensures BMPTD training policies, procedures, and administration are IAW TRADOC and FLW Regulation 350-6.
5. Create a positive command climate that supports families and provides Soldiers with an environment in which they can succeed.
6. Ensures the integration of safety and risk management into all activities, operations, and training.

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 Battalion Training Status Report (TSR).

BATTALION COMMAND SERGEANT MAJOR

1. Serves as the senior enlisted adviser 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.

BATTALION S1

1. Coordinates the provision of administrative and personnel services for students and permanent party personnel (including USAMPS cadre) 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. Processes student status reviews and faculty board proceedings.
5. Manages and reviews all OERs and NCOERs within the battalion.
6. Serves as battalion information management and safety officer.

BATTALION S2/3

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 Battalion Training Status Report (TSR).
6. Serves as operational security, physical security, crime prevention, and key control manager for the battalion.

BATTALION S4

1. Provides and coordinates supply and logistical support and service to the battalion and USAMPS staff, faculty, and students.
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 report of survey 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.

COMPANY HEADQUARTERS (COMPANY COMMANDER AND FIRST SERGEANT)

1. Provides command, control, administrative, logistical, and training support for cadre, staff, and faculty Soldiers assigned or attached.
2. Prepares permanent party Soldiers for deployment in the Army's Force Projection Operations and support to all military operations.
3. A Company provides command, control, administrative, and logistical support for personnel within USAMPS DOT and the Basic Military Police Training Division's (BMPTD). NOTE: This function will be moving to HHC, 14th MP Bde during calendar year 2008 and A Company will assume an OSUT mission.
4. B Company provides command, control, administrative, and logistical support for personnel attending the following functional courses taught by USAMPS: Military Police Officer Basic, Conventional Physical Security/Crime Prevention, Combating Terrorism on Military Installations, Special Reaction Team, Special Reaction Team Marksman/Observer, Protective Services Training, Hostage Negotiations, Rehabilitation Training Instructor, CID Special Agent Warrant Officer Basic, and Force Protection Unit Advisors Course.
5. C Company provides command, control, administrative, and logistical support for personnel attending the following professional military education courses taught by USAMPS: Military Police Officer Advanced Course, Battalion and Brigade Pre-command Course, Apprentice Special Agent, Military Police Investigator Course, Child Abuse Prevention and Intervention, Domestic Violence Intervention, Advanced Warrant Officer Courses Phase II and III, and Advanced Fraud Investigations.
6. D Company provides command, control, administration and logistical support for personnel attending the following functional courses taught at Lackland Air Force Base: Specialized Search Dog Program, Military Working Dog, Military Working Dog Supervisor and Traffic Management Investigation Program.

787th, 795th AND 796th MILITARY POLICE BATTALIONS (OSUT)

BATTALION COMMANDER

1. Directs command, control, administration, military justice, morale and welfare of organic companies, cadre, and OSUT trainee personnel assigned and/or attached to the battalion.
2. Other than the typical OSUT mission, 796th has one AIT company that conducts 31E and MP MOS reclassification courses. 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.
3. Provides consolidated personnel, security, supply, maintenance, facilities management, property accountability and administrative functions.
4. Supervises and monitors training for permanent party training and OSUT Soldiers.
5. Creates a positive command climate that supports families and provides Soldiers with an environment in which they can succeed.
6. Ensures the integration of safety and risk management into all activities, operations and training.

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 Battalion Training Status Report (TSR).

BATTALION COMMAND SERGEANT MAJOR

1. Serves as the senior enlisted adviser 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.

BATTALION S1

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.

BATTALION S2/3

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 Battalion Training Status Report (TSR).
6. Serves as operational security, physical security, crime prevention, and key control manager for the Battalion.

BATTALION S4

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 report of survey 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.

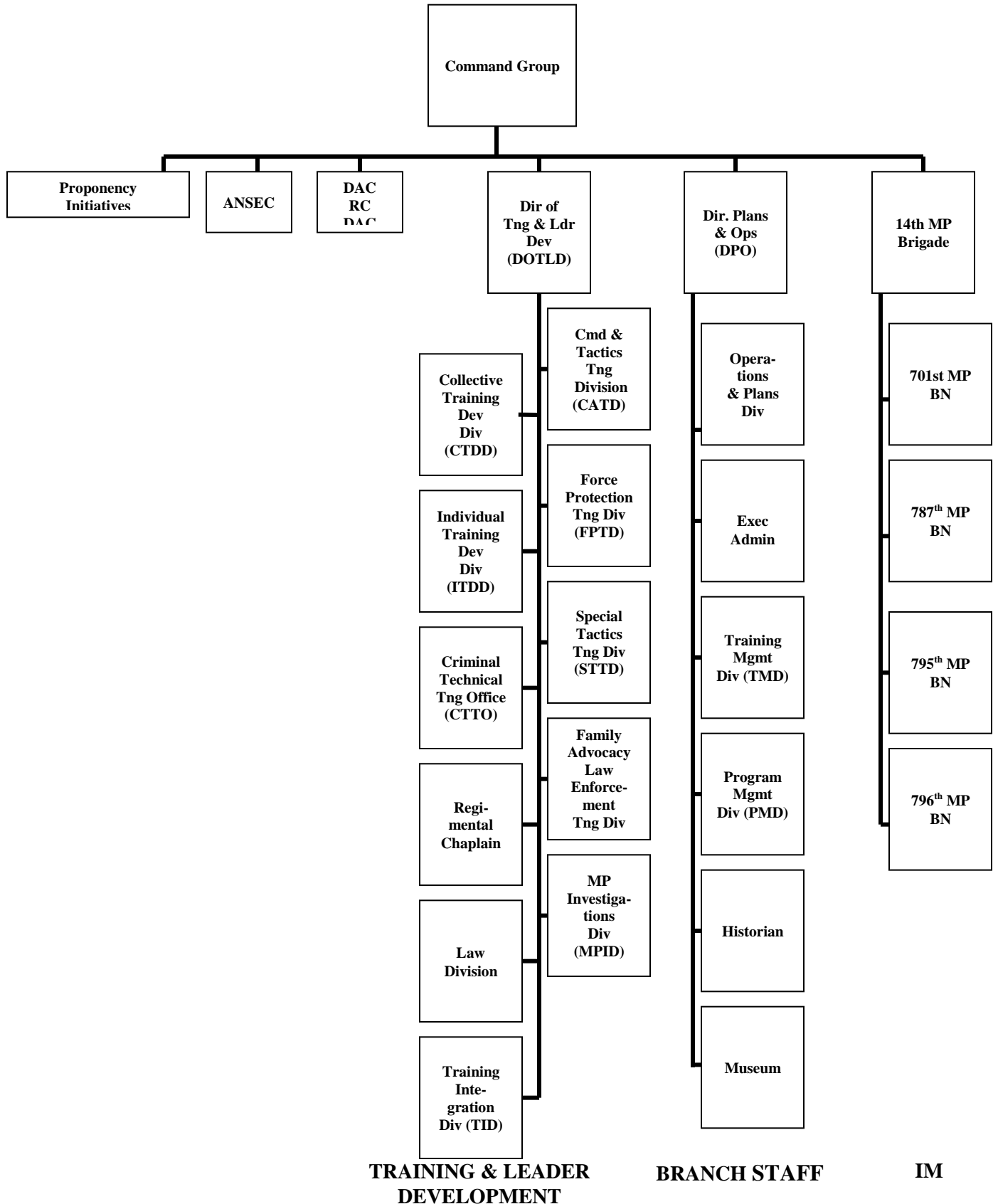
BATTALION CHAPLAIN

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.

COMPANY HEADQUARTERS (COMPANY COMMANDER, EXECUTIVE OFFICER AND FIRST SERGEANT)

1. Provide command and control, 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 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.

USAMPS



MANEUVER SUPPORT CENTER OF EXCELLENCE (MSCoE)
CAPABILITY DEVELOPMENT AND INTEGRATION DIRECTORATE (CDID)

MISSION

The MSCoE CDID develops 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.

HEADQUARTERS

MISSION

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

FUNCTIONS

1. Oversees and integrates capability development activities for MSCoE, CBRN, Engineer, and Military Police proponents.
2. Ensures necessary and effective interface, hand-offs, 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.
3. Conducts evaluations and assessments throughout the life cycle of materiel systems; concepts, and organizations to ensure goals are achieved.
4. Establishes and develops administrative policy and procedures.
5. Coordinates acquisition of military personnel, ratings, awards, disciplinary actions, leaves, special duties, etc.
6. Administers the CDID TDA process.
7. Evaluates, processes, and disseminates information to decision-makers concerning information management, command-wide trends, and associated equipment and processes.
8. Supports visits from foreign countries, TRADOC, Department of the Army, and other dignitaries.
9. 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.
10. 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).
11. Oversees CDID budget obligations and liquidations.

12. Coordinates CDID Government Purchase Card (GPC) and Defense Travel System (DTS) programs.
 13. 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 the civilian personnel including the National Security Personnel System (NSPS).
 14. Integrates CDID input to the monthly TRADOC Status Report (TSR) and MSCoE annual command historical reports.
 15. Maintains CDID repository for memorandums of understanding and memorandums of agreement.
 16. Serves as print control officer, approving official for TDY orders, copier control officer, publications officer, and internal management control officer.
 17. Oversees CDID contracting activities and submittal of confidential financial disclosure reports.
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CONCEPT DEVELOPMENT DIVISION (CDD)

MISSION

The CDID Concept Development Division (CDD) 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 CDD also leads the development of organizational requirements and solutions.

FUNCTIONS

1. Participate in either a lead or supporting role in chartered integrated capability development teams (ICDT) as directed by the Army Concept and Capability Developments Plan (AC2DP) or Director, ARCIC. Provide analysis and recommendations as to other MSCoE DOTMLPF domain participation in subject ICDT's.
2. As a member of an ICDT, manage the assessment and development of key steps in the capabilities development process, to include developing ICDT charters, writing white papers and concept capability plans (CCP), and participating in or conducting capabilities based assessments (CBA), to include writing the document change request (DCR).
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, Army, and Joint concepts.
6. Reviews Army and Joint capstone and keystone doctrine, requirements documentation, and training material.
7. Leads organizational development including developing and maintaining unit reference sheets (URS), Tables of Organization and Equipment (TO&Es), develop force design updates (FDUs) and rules of allocation (ROA) for TO&E and HQDA modeling.

8. Participates in TRADOC requirements determination process in support of Total Army Analysis (TAA).
 9. Reviews Joint and Army concepts, scenarios, and the operational environment which underpin the requirements for the future force.
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REQUIREMENTS DETERMINATION DIVISION (RDD)

MISSION

The RDD serves as the Joint CBRN and Army's warfighter representative for all maneuver support, assured mobility, combating weapons of mass destruction (WMD), and protection material requirements in order to ensure mobility, freedom of action, and protection of the supported force. The RDD performs key roles in the JCIDS process.

FUNCTIONS

1. Serves as the primary author of JCIDS requirement documents and training development programs while providing input for Joint and International programs.
 2. 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.
 3. Participates with ICDTs 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), and other DOTMLPF change recommendations (DCR)).
 4. In collaboration with the CDD, assesses concepts to identify gaps in required capabilities and conducts capability gap assessments for the current and future force.
 5. Coordinates with the CDD for organization implications, MSCoE Directorate of Training (MDoT) for doctrine and training implications, MSCoE proponent schools for leader development implications and other Joint and branch technical aspects, and the branch proponent office for personnel implications.
 6. Supports JCIDS capability-based assessment (CBA) by providing the capabilities-based identification of needs from the combination of joint concepts with analysis.
 7. Responsible for the management of MSCoE test and evaluation requirements.
 8. Oversees the Joint CBRN Threat Support Office.
 9. Provide support, as required, to CDD in the development of the CBA and follow-on ICDT products, to include the document change request (DCR).
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MANEUVER SUPPORT BATTLE LAB (MSBL)

MISSION

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.

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 the future force.
 2. Identifies and verifies acceptable solutions for required changes in DOTMLPF to achieve significant advances in current and future capabilities.
 3. Supports 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 wargaming (principally used for concept development) through integrated live, virtual, and constructive experiments.
 6. Leads MSCoE's science and technology program to provide the Soldier requirements that drive technology development for solutions to current and future capability gaps to Research and Development Engineer Command (RDECOM).
 7. Provide support, as required, to CDD in the development of the CBA and follow-on ICDT products, to include the document change request.
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TRADOC CAPABILITY MANAGER (TCM) GEOSPATIAL

MISSION

As the TRADOC geospatial capability manager, TCM-Geospatial integrates all Army geospatial information and services capabilities to provide an interoperable geospatial enterprise supporting battle command, including operations, intelligence, mission rehearsal, and training. Tests, evaluates, and develops processes necessary to integrate the Theater Geospatial Database (TGD) and common map background for battle command (BC).

FUNCTIONS

1. Leads Army Geospatial ICDT.
2. Responsible for DOTMLPF domain solutions in the areas of geospatial information generation, analysis, display, management, dissemination and joint geospatial interoperability.
3. Conducts limited production to support experimentation including geospatial databases for Maneuver Support Battle Lab (MSBL) experiments.

4. Identifies deficiencies in the TGD, and establishes TGD data management procedures and associated tactics, techniques and procedures (TTP).
 5. Produces TGD support of war on terror (WOT) unit pre-deployment training.
 6. Partners with the U.S. Army Corps of Engineers Geospatial Center of Excellence (e.g., Topographic Engineer Center (TEC)) to determine ways to duplicate and replicate TGD updates across the full spectrum of users.
 7. Conducts final tests of emerging geospatial mobility models.
 8. Establishes the geospatial enterprise to gain a common user command and control common operating picture (COP).
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RAPID TRANSITION DIVISION (RTD)

MISSION

Rapid Transition Division (RTD) leads MSCoE's efforts to rapidly identify, develop, integrate, and provide maneuver support forces with doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) solutions to fill or mitigate capability shortfalls in the functional areas of improvised explosive device defeat (IEDD), asymmetric warfare, protection, and CBRN.

FUNCTIONS

1. Oversees TRADOC IEDD ICDT actions as ICDT co-chair, reporting IED defeat activities directly to MSCoE CG as ICDT chairman.
 2. Establishes cross-links with CDID RDD, and the U.S. Army Engineer School Counter Explosive Hazards Center (CEHC) to ensure common operational picture (COP) and integration for IEDD initiatives, (e.g. Joint Improvised Explosive Device Defeat Office (JIEDDO)/Army Asymmetric Warfare Office (AAWO) assessments and draft counter-improvised explosive device (C-IED) requirements documents).
 3. Responsible for spiral development of other MSCoE asymmetric warfare, protection, and CBRN requirements resulting from current operation operational needs statements (ONS), operational lessons learned, and senior leadership decisions to spiral future capabilities into the current force.
 4. Links with MSCoE CDID RDD when enduring current materiel fielding efforts are identified for potential JCIDS programs of record (POR) materiel programs including MSCoE oversight of Army capability development for rapid transition (CDRT) processes.
 5. Provides core competencies to bridge from operational to institutional domains including gap analysis and institutional strategy development; solution identification and assessment across the spectrum of DOTMLPF; skills and tools Integration; and capability assessments.
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EXPLOSIVE ORDNANCE DISPOSAL (EOD) FUSION DIVISION

MISSION

EOD Fusion Division oversees collaborative capability development efforts between MSCoE and the larger EOD community, including tactical and technical site exploitation, engineer explosive ordnance clearance agent (EOCA) and chemical, biological, radiological, nuclear and high explosive (CBRNE) developments.

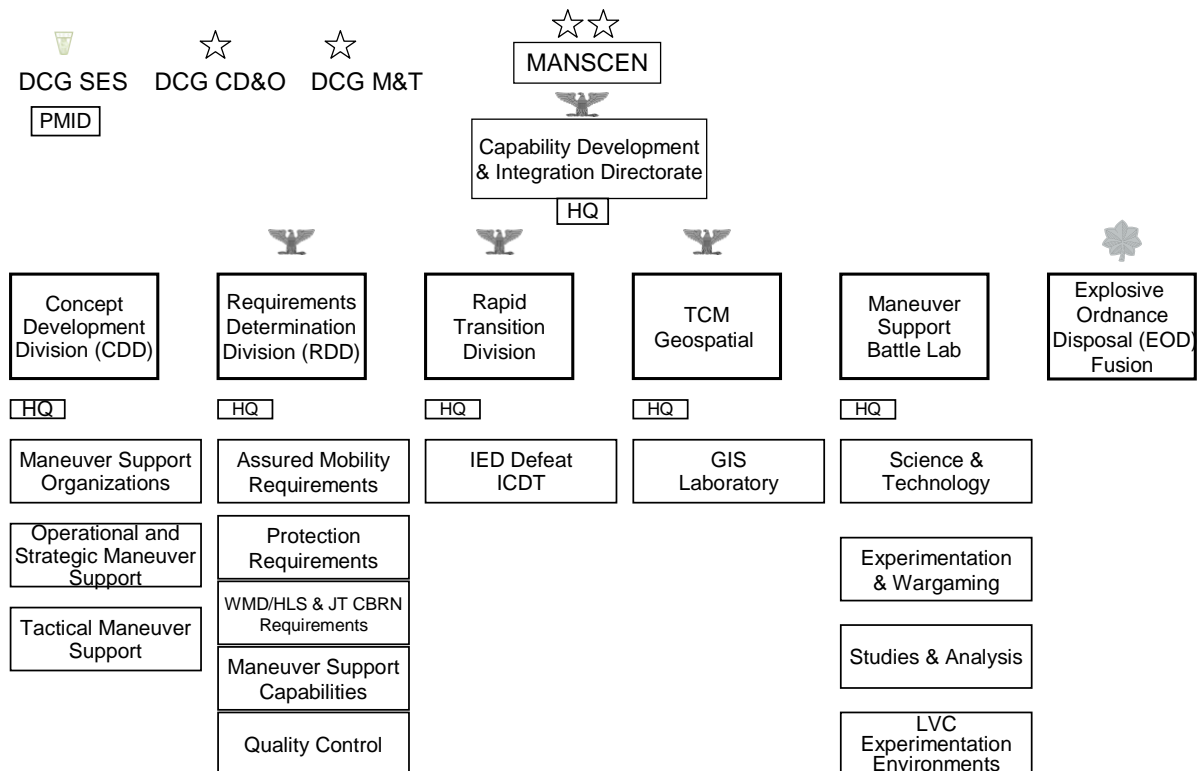
FUNCTIONS

1. Develops and integrates EOD, CBRN, Engineer, and Military Police solutions across the DOTMLPF spectrum for the warfighting functions of maneuver/movement and protection from explosive ordnance and devices.
2. Provides EOD-related training for MSCoE Officer Education System (OES).
3. Provides EOD-related training for MSCoE Noncommissioned Officer Education System (NCOES).

STRUCTURE

The MSCoE CDID consists of a headquarters cell and seven subordinate elements: a Concept Development Division (CDD), a Requirements Determination Division (RDD), Maneuver Support Battle Lab (MSBL), and the TRADOC Capability Manager (TCM) for Geospatial, a Rapid Transition Division (RTD), and an Explosive Ordnance Disposal (EOD) Fusion Division. The CDID normally operates using a matrix management approach to gather necessary competencies or by forming teams to solve problems or undertake tasks.

MANSCEN CDID



MANEUVER SUPPORT CENTER OF EXCELLENCE DIRECTORATE OF TRAINING (MDoT)

The Maneuver Support Center of Excellence Directorate of Training (MDoT) develops doctrine and training products, provides training coordination management and publications support for MSCoE and its

branch schools, coordinates training and leader development actions, executes maneuver support instruction, and provides instructional support across the MSCoE Center of Excellence. The directorate is divided into two major departments: the Department of Career Studies and the Training and Doctrine Development Department.

OFFICE OF THE DIRECTOR AND TECHNICAL DIRECTOR

FUNCTIONS

1. Advises the Command Group and MSCoE branch commandants on a wide range of doctrine, training, and leader development (DTL) activities.
2. Exercises staff supervision over MSCoE level professional military education (PME) and related training development efforts.
3. Prepares long range training strategies, to include live, virtual and constructive simulations.
4. Drafts and staffs the MSCoE annual training guidance.
5. Oversees all of MSCoE and their branch school's doctrinal development and participates in the Concepts and Doctrine Council of Colonels.
6. Oversees the training and leader development working groups and Council of Colonels.
7. Synchronizes training and leader development actions with the MSCoE branch school's Directors of Training. Participates in key MSCoE decision making via Council of Colonels.
8. Course manager for Maneuver Enhancement Brigade (MEB)/Brigade Special Troops Battalion (BSTB) Pre-Command Course.
9. Coordinates MSCoE wide doctrine, leader development, and training/training development staffing actions as required among the branch schools and MSCoE directorates.
10. Identifies field training deficiencies and provides feedback for revision and improvement of DTL products, programs, and processes.
11. Serves as the installation level advisor for the civilian career program 32 –training and warfighting developments.
12. Manage CP 32 intern and fellow training.
13. Ensures that Army training and instructor standards are met for all assigned and adjunct faculty.
14. Establishes relationships with academia to move PME at MSCoE closer to a university model.
15. Serves as the MSCoE representative to the Leonard Wood Institute.

DIRECTORATE MANAGEMENT BRANCH

FUNCTIONS

1. Provides administrative support to the two departments and their subordinate divisions.
2. Initiates and tracks all directorate civilian personnel and time and attendance actions.

3. Performs directorate level resource management support to include, business case proposal (BCP)/UFR and POM preparation and input, budget preparation and tracking, and entry of into standardized status reporting systems.
 4. Manages the internal controls program to include directorate level oversight of Government purchase cards and travel cards.
 5. Provides directorate level tracking and direct coordination with DRM (Mission) of all budget accounts to include the foreign military sales program.
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DEPARTMENT OF CAREER STUDIES

MISSION

The Department of Career Studies 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 operational force and reserve component Total Army School System. Manages shared resources and records through a single, centralized registrar process. Facilitate the Career Studies Working Group to develop recommendations for senior governing process. Provide center-level oversight and support to the International Student Office.

MANEUVER SUPPORT TRAINING DIVISION

MISSION

The Maneuver Support Training Division (MSTD) trains and prepares adaptive leaders for full spectrum operations in the contemporary operating environment through the development, maintenance, and execution of specified TRADOC common core, MSCoE shared, common digital battle command, and battle simulations instruction. Manages, administers and conducts the MSCoE faculty instruction programs for military and government personnel. Within capabilities, provides battle command training support to the operational force and reserve component Total Army School System.

FUNCTIONS

1. Coordinates with MSCoE Schools, other tenant units or activities, and reserve component units to develop training and training support requirements in support of their mission.
2. Conducts training on specified TRADOC common core and MSCoE shared tasks for officer, warrant officer and noncommissioned officer professional development courses and the international student education program.
3. Coordinates and executes the MSCoE combined Pre-Command Course (PCC) for the Maneuver Enhancement Brigade (MEB) and Brigade Special Troops Battalion (BSTB) select commanders and coordinates the combined portion for the PCCs scheduled by the branch schools within MSCoE and the MSCoE portion of the BCT PCC program.
4. Develops the constructive simulation exercises for use in PME courses to include the Captains Career Course (CCC) Capstone Combined Arms Exercise (Warfighter III).
5. Provides higher command (division and below) and role player support to constructive simulation exercises.

6. Represents MSCoE and its branch schools in the area of the training, exercises, and military operations (TEMO) domain of models and simulations at higher headquarters meetings, conferences, councils and board meetings.
7. Operates the Fire Support Center (Call for Fire).
8. Conducts common digital battle command system training (Maneuver Control System (MCS) and Force XXI Battle Command Brigade and Below (FBCB2)) for officer, warrant officer and noncommissioned officer professional development courses.
9. Conducts combat simulations in support of the CBRN, Engineer, Military Police Schools and MSCoE Noncommissioned Officer Academy programs of instruction.
10. Conducts combat simulations in support of training programs for tenant and reserve component units.
11. Administers and instructs the Army Basic Instructor Course (ABIC), Small Group Leader Instructor Training Course (SGLITC), Army Greening Course, and the Instructor Supervisor Course to support faculty development installation wide.
12. Manages, administers, and updates the data base of the MSCoE Instructor Development Program.
13. Supports the Training Development and Programming Division in executing the installation level Instructor of the Year program to include TRADOC submissions for higher level competition.
14. Conducts the International Student Orientation Course.
15. Responsible for managing the content of the leader development domain within the MSCoE Knowledge Network (MSKN).

SPECIAL FACILITIES DIVISION

MISSION

Directly operates or oversees the operation of special technology-related mission training facilities. This includes managing combined use specialized high technology training and institutional constructive simulation facilities as well as serving as classroom and training facility, advocate, expert, and modernizer. Provides combined academic and community library services to both the Fort Leonard Wood and MSCoE communities.

FUNCTIONS

1. Maintains and operates as well as performs preventive maintenance on Classroom XXI, digital training, and computer labs across the installation.
2. Operates the Digital Training Access Center (DTAC) in support of high technology classrooms and the delivery of interactive multimedia and remote training.
3. Manages, provides accountability for, and provides training technology support to the Institutional Training Technology Program (ITTP) classrooms across installation and annually updates the TRADOC IT inventory for training facilities.
4. Responds to technical computer and A-V equipment problems within classrooms in the MSCoE Plaza to include maintaining expendable parts supporting instructional technology equipment (batteries, bulbs, projector screens etc).

5. Provides consulting services and instructional technology advice/technical support to the installation for conference rooms and classrooms not traditionally used in support of POI training.
6. Maintains the institutional training simulations center consisting of four Janus constructive labs, 17 simulation tactical operations centers (TOCs) and 2 after action review (AAR) rooms.
7. Operates two computer labs within the Bruce C. Clarke Library which offer internet and basic computing services as well as access to the library digital and database collection.
8. Provides consulting services to the installation and proponent schools on classroom modernization, integration of training automation resources.
9. Provides recommendations on technological requirements for future facilities by participating in new construction charettes and remodeling meetings.
10. Repairs, adjusts or identifies corrective measures for instructional technology equipment in conference and briefing rooms.
11. Coordinates with the TRADOC Classroom XXI and ITTP managers to ensure that each proponent school obtains the type of training equipment needed to satisfactorily train Soldiers.
12. Coordinates local classroom modernization, renovation and installation actions for high technology instructional equipment within training facilities.
13. Provides oversight and management of 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.
14. Oversees collection development for both the community and academic services area of the library to ensure relevance of the collection in support of the library's information mission.
15. Manages a collection of diverse media types (paper, electronic, on-line, digital audio and video recordings, etc) relevant to the information needs of the MSCoE and Fort Leonard Wood training communities.
16. Selects books, periodicals, pamphlets, documents, multi-media, and instructional materials for purchase or requisition.
17. Provides research assistance and inter-library loan services to students, staff, faculty, and members of the military community.
18. Prepares bibliographies as needed for frequently requested materials.
19. Maintains archives for rare books, artifacts and special collections.
20. Maintains a digital repository (MSCoE Digital Repository) for the production, maintenance and preservation of digital resources (text based materials, photographs, drawings, audio recordings, video, etc.) in support of military training within the MSCoE and Fort Leonard Wood.

INTERNATIONAL STUDENT OFFICE

MISSION

The International Student Office (ISO) plans and executes the international military education and training (IMET) and foreign military sales (FMS) components of the Training and Doctrine Command (TRADOC)

Security Assistance Training Field Activity (SATFA) at MSCoE in accordance with Joint Security Regulation AR 12-15. The ISO provides command and control, liaison, logistical, and administrative support to all assigned international military officers, non-commissioned officers, and their families attending courses throughout MSCoE and other services detachments that are stationed at Fort Leonard Wood.

FUNCTIONS

1. Works with branch school trainers to implement the International Military Student Sponsor Program.
2. Performs additional administrative processing required of international military students.
3. Provides/arranges for official escort officers.
4. Administers the English comprehension test for international military students.
5. Advises MSCoE branch school trainers on matters pertaining to international military students.
6. Ensures that academic reports are prepared on each student.
7. Implements the State Department and Department of Defense Information Program by planning and conducting educational tours and cultural exchange events.
8. Coordinate conferences and official visits of senior allied officers.
9. Drafts and publishes itineraries and makes distribution to appropriate school elements and visitors.
10. Coordinates with the Post Chaplain for special religious facility needs of students.
10. Performs administrative functions to support student's morale and welfare while undergoing training at MSCoE.

TRAINING MANAGEMENT DIVISION

MISSION

The Training Management Division supports the MSCoE Schools and Academy in providing a world-class registrar operation that effectively manages classroom facilities in the MSCoE complex, schedules Department of Career Studies critical shared resources (instructors, support personnel, and facilities), manages student data for assigned courses in the Army Training Requirements and Resources System, provides academic records storage and archiving functions, and maintains and issues training reference materials to MSCoE Schools and Academy courses. Provides test control functions for the MSCoE Schools and Academy. Manages logistical, supply and accountability functions for the entire MDOT.

FUNCTIONS

1. Provides and processes requests for Army Training Requirements and Resources System (ATRRS) rosters and provides to professional military education (PME) course managers and other authorized offices.
2. Processes PME student data sheets into ATRRS and Automated Instructional Management System – Redesign (AIMS-R) databases and updates as needed. Prints academic records and student class rosters for PME courses.
3. Processes corrections to the academic records student class roster. Processes PME student eliminations in ATRRS.

4. Prints diplomas and graduation / course completion certificates for resident and non-resident PME courses (mobile training teams).
5. Processes and distributes DA Form 1059, Academic Evaluation Reports for PME courses.
6. Maintains class rosters and historical files for all resident and non-resident PME courses.
7. Maintains PME graduation rosters and extracts statistical data from ATRRS.
8. Develops and executes a master scheduling process in order to manage and synchronize low-density shared MSCoE training resources (personnel and facilities):
9. Prepares long-range training planning schedules to assist branch schools and NCO Academy in developing out-year course scheduling dates in Army Training Requirements and Resources System (ATRRS) and identifies all key resources require and de-conflict prior to current year.
10. Monitors ATRRS for student loads and training dates to ensure courses are scheduled with sufficient resources to conduct training.
11. Provides classroom services, to include key issue/turn-in, to the shared use schedulable classrooms located in MSCoE plaza.
12. Ensures high-quality formatted tests/test questions by assisting in their development.
13. Secures tests and test material in accordance with TR PAM 350-70-5, ensures that a standardized testing program is in place for all PME courses and participates in compromise investigations as required.
14. Provides test administration guidelines (i.e., Test Administration Guide).
15. Assists in the validation of tests/test questions by providing test result data. Maintains test material by reproducing test material (tests, scanner answer keys, and reference sheets), labeling and numbering test folders, and replacing worn-out material.
16. Signs-in/out tests; maintains access rosters to test material and test office room.
17. Maintains historical data on test results and test audit trails.
18. Maintains schools/academy's test control accreditation status in accordance with TR PAM 350-70-5.
19. Maintains master hand receipt and sensitive item inventory holder for MDoT, and performs accountability functions for both departments to include issue and turn-in of all accountable items (equipment and furniture).
20. Provides supply services for the directorate to include procurement of specialized and general items using standard Army supply system, Aquiline PRWeb, and the Government Purchase Card (GPC) Program.
21. Performs, in conjunction with the MSCoE Plaza Building Manager, all MDoT master key control and physical security activities.
22. Performs all textbook distribution for the MSCoE proponent schools and NCOA.
23. Manages text book shelf stock and course materials levels for the branch schools.
24. Serves as the military institutional account managers for all centrally distributed training publications.

25. Works with course managers and makes recommendations on media and availability of student issue list.

TRAINING AND DOCTRINE DEVELOPMENT DEPARTMENT

MISSION

The Training and Doctrine Development Department coordinates training and leader development staff actions, develops doctrine and training products, edits, publishes, and distributes professional bulletins and training products, provides staff training and development, manages the training and doctrine workload program and provides Automated Systems Approach to Training (ASAT) system administration for the U.S. Army Maneuver Support Center of Excellence and associated branch schools. The department is divided into four divisions: Operations, Doctrine Development, Training Development and Programming, and Development Support Division.

OPERATIONS DIVISION

The Operations Division functions as the liaison between the MSCoE Directorate of Training, the proponent schools, and the garrison DPTM. Performs all STRAC management duties for all MSCoE Schools. Coordinates and works all training, leader development, and doctrine development taskings across MSCoE. Reviews all system training plans produced by agencies external to MSCoE. Coordinates activities and functions with the MSCoE training and leader development governance process.

FUNCTIONS

1. Serves as the Standards in Training Commission (STRAC) manager for all MSCoE Schools.
2. Coordinates with Chief of Staff's office, Program Management and Integration/Fusion Center, CDID, and DPTM EOC to correctly assess the DTLOMPF implications and manages the assigned doctrine training, leader development, and doctrine development taskings across MSCoE.
3. Coordinates staffing actions as required within MSCoE.
4. Serves as the directorate's tasking and tracking agent.
5. Synchronizes doctrine, training and leader development actions by direct coordination with counterparts in the branch schools Directorates of Training.
6. Serves as the knowledge management representative for the directorate to include webpage, SharePoint sites, and D, T, and L pages within MSKN.

DOCTRINE DEVELOPMENT DIVISION

MISSION

The Doctrine Development Division manages the Chemical, Biological, Radiological, and Nuclear (CBRN), Engineer, Military Police, and Maneuver Support doctrine development process within TRADOC. As part of this process, the division assesses higher level concepts, studies, and plans and writes, staffs, and disseminates proponent doctrine that is synchronized with Allied, Multinational, Joint, Multi-service and Army doctrine. The division also supports the development of non-proponent doctrinal products by providing subject matter expertise that reviews and provides comments back to the proponents. the division also oversees the Lessons Learned Integration program by providing information and analysis as needed.

FUNCTIONS

1. Assesses, develops, writes, and coordinates Army CBRN, Engineer, Military Police, and Maneuver Support operational, tactical and technical doctrine.
2. Assesses, writes, staffs, and coordinates doctrine integration review of Multinational, Joint, Multiservice, and Army doctrine for application of CBRN, Engineer, Military Police, and Maneuver Support capabilities.
3. Serves as the CBRN, Engineer, Military Police and Maneuver Support coordinator for all NATO and ABCA doctrine actions.
4. Provides CBRN, Engineer, Military Police, and Maneuver Support doctrinal input to the doctrine, organization, training, leadership and education, material, personnel, facilities domain requirements determination process as a member of the integrated product or concept team.
5. Maintains the MSCoE lessons learned integration cell that provides analysis, collection, and feedback on areas of CBRN, Engineer, Military Police, and Maneuver Support interest from combat operations, combat training center rotations, and field training exercises.
6. Conducts the Army capability needs analysis to identify CBRN, Engineer, Military Police, and Maneuver Support doctrine domain solutions that link required capabilities to the strategic objectives essential for attaining the Army's overarching and interrelated strategies.
7. Responsible for managing the content of the doctrine domain within the MSCoE Knowledge Network (MSKN).

TRAINING DEVELOPMENT AND PROGRAMMING DIVISION

MISSION

The division is responsible for all individual and collective Maneuver Support training development activities within the MDoT. For both individual and collective Maneuver Support subject training products performs analysis, design, development, and evaluation. Manages and administers the Automated Systems Approach to Training (ASAT) program for the directorate and the MSCoE proponent schools. Integrates CBRN, EN, and MP training development efforts as necessary. Also manages the training and doctrine development (TD2) product management software suites. Administers for the MSCoE staff, the CP 32 careerists, and their military colleagues the staff training and professional development program for the installation.

FUNCTIONS

1. Plans, directs, administers, coordinates, and supervises all activities associated with Maneuver Support individual and collective training development for the Maneuver Enhancement Brigade (MEB) and Brigade Special Troops Battalion (BSTB) and the associated individual skills and special functional subjects assigned to the MSCoE Directorate of Training. Integrates CBRN, EN, and MP individual and collective training development products into Maneuver Support training development efforts as necessary.
2. Supports the implementation of the Army Doctrine and Training Literature Program (ADTLP).
3. Manages and maintains ASAT and TD2 software suites for MSCoE.
4. Works with TRADOC to validate newly developed curriculum and regulations/guidance, such as the Army Basic Instructor Course, the Instructional Design for Performance course, and the Army Performance Improvement.
5. Administers and instructs the Automated Systems Approach to Training (ASAT) course, the Systems Approach to Training (SAT) course, the Automated Instructional Management System-Personal Computer (AIMS-PC) course, the Resident Individual Training Management (RITM) system course, the Blackboard course, and the Test Development Workshop.
6. Develops and recommends policies and procedures relating to the operation of staff and faculty courses and workshops.
7. Manages the Instructor of the Year Program.
8. Coordinates with MSCoE Schools and organizations to input students into the TRADOC Training Developer Middle Manager and Senior Manager Courses.
9. Provides guidance and advice to Ft Leonard Wood management regarding the legal and appropriate uses for government and non-government civilian training for a workforce of approximately 3,000 employees.
10. Develops workforce training policies and procedures.
11. Works with the installation career program managers to provide specialized training for their civilian workforce.
12. Approves the purchase of non-government training for the entire military and civilian workforce using the Standard Form 182, Authorization, Agreement, and Certification of Training.
13. Responsible for the managing the content of the training domain within the MSCoE Knowledge Network (MSKN).
14. Serves as the on-site facilitator for Army Training Support Center, Training Development and Delivery Division (ATSC/TDAD) delivered blended staff development courses.
15. Serves as the quota manager and coordinator for input into the TRADOC Training Developer Middle Manager and Senior Manager Courses.
16. Provides onsite supervision to CPAC Human Resources Division (HRD) specialist on workforce training policies and procedures and coordination with the various civilian installation career program managers on required specialized training.
17. Provides direct support to MDoT Technical Director in CP-32 related actions and intern management.

18. Provides process ownership and internal control for the purchase of non-government training for the entire military and civilian workforce using the Standard Form 182, Authorization, Agreement, and Certification of Training.

DEVELOPMENT SUPPORT DIVISION

MISSION

Supports the development and maintenance of interactive multi-media and dL courseware. Produces the MSCoE and branch schools portion of the Department of the Army Multimedia/Video Production and Distribution Program (DAMVIPDP) and the Army Recruiting Information Support System (ARISS) video program. Produce final copy of training and doctrinal publications (Army, joint, multiservice) for MSCoE branch schools in both paper-based and electronic formats. Produce MSCoE and its branch schools' professional bulletins. Manage the MSCoE Lifelong Learning Center; provide technical support and training to government instructors and training developers on the use of academic content development/management applications.

FUNCTIONS

1. Produces the final copy of training and doctrinal publications (Army, joint, and multiservice) for MSCoE branch schools in both paper-based and electronic formats.
2. Coordinates authentication, publication, and distribution of MSCoE training and doctrinal products with ATSC, TRADOC, the U.S. Army Publishing Agency (USAPA), the Department of the Army (DA), the Department of Defense (DOD), and other services (Navy, Air Force, and Marines) as required.
3. Identifies needs and solicits, designs, edits, and distributes in print and in web-format all MSCoE schools' professional bulletins.
4. Coordinates and manages production priorities for scripting, copyright release, shooting, editing, and DVD mastery as required to produce branch schools' training videos.
5. Coordinates with ATSC and Army Recruiting Command on the production of MOS recruiting (ARRIS) videos.
6. Prepares analysis, storyboards, scripts, graphics, and performs necessary computer programming, sound capture, and photography to produce tasked in-house developed interactive courseware dL courseware that support just-in-time ,contingency operations, and POI training for MSCoE and its branch schools.
7. Performs maintenance, as needed, on interactive courseware developed by the branch schools.
8. Reviews and provides input to schools on contract Statements of Work for dL courseware.
9. At the branch schools request, performs technical reviews and conformance testing on contracted courseware.
10. Provides technical support for production and development (Blackboard), collaborative (SharePoint), and testing servers (maintain server architecture); collaboration software tools (Adobe Connect); and the MSCoE tiered training help desk to support distributed learning (dL) and knowledge management (KM) functions.
11. Provides technical support and training to government instructors and training developers on the use of academic content development/management applications.

12. Coordinates support to blended and distance learning actions between branch school, Enterprise service providers, and ATSC.

MSCoE NONCOMMISSIONED OFFICER ACADEMY (NCOA)

MISSION

Train selected NCOs and produce motivated, disciplined, and skilled team leaders, squad leaders, platoon sergeants, and drill sergeants through demanding tactical, technical, and Army values-based training courses for the Engineer, CBRN, and Military Police Regiments, to include the Ordnance NCO Basic Course, Warrior Leader Course (WLC), and Cadre Training Course; instill the warrior ethos and review lessons learned from changing conditions within the current contemporary operating environment; conduct training in accordance with the United States Army Sergeants Major Academy's Common Core Course Management Plan and proponent school's program of instruction.

COMMANDANT

Commands, controls, and supervises activities pertaining to the students in Advanced Noncommissioned Officer Course (ANCOC), Basic Noncommissioned Officer Course (BNCOC), and the Warrior Leader Course (WLC). Enforce the Noncommissioned Officers Academy standards of TRADOC Regulation 351-10 and Army Regulation 350-1. Coordinates with DPTM for quota management and the MSCoE Directorate of Training (MDoT) 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.

ADVANCED NONCOMMISSIONED OFFICERS COURSE (ANCOC)

The advanced level of NCO training prepares DA-selected staff sergeants promotable and sergeants first class for leadership positions at the platoon sergeant level. This course trains the technical instruction provided by the CBRN, Engineer, and Military Police training proponents. Training at the ANCOC 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 student's demonstrated leadership strengths, weaknesses, and provides input to the student's professional growth and development.

BASIC NONCOMMISSIONED OFFICERS COURSE (BNCOC)

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 leaders, tank commander, or weapons system leader level to lead and train soldiers. This course trains common leader training developed by the United States Army Sergeants Major Academy (USASMA) and technical instruction provided by the 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 student's demonstrated leadership strengths, weaknesses, and provides input to the student's professional growth and development.

WARRIOR LEADER 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 Primary Leader Development Course (PLDC) is a prerequisite for attendance at

BNCOC. 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.

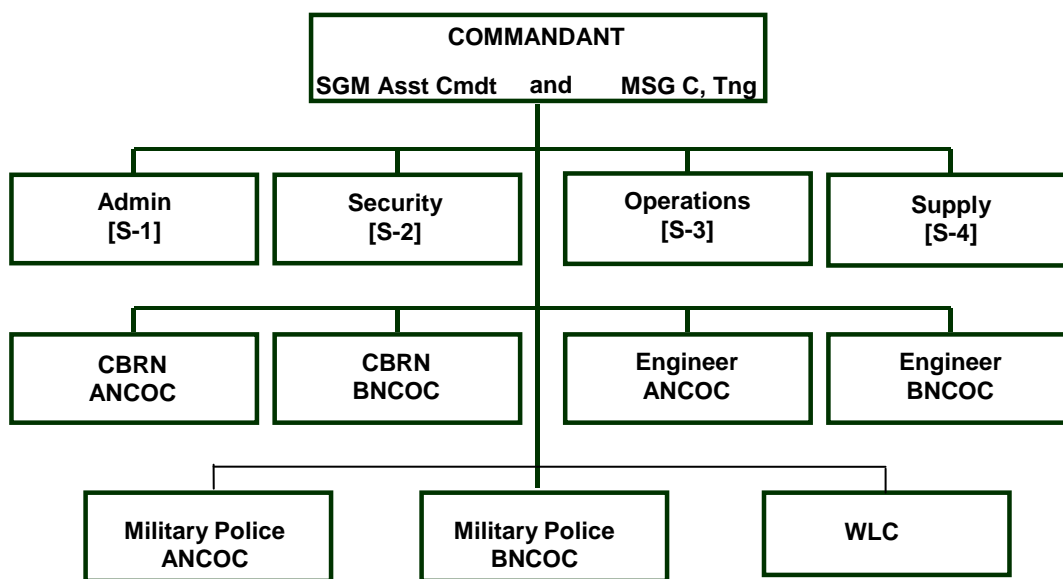
INITIAL ENTRY TRAINING CADRE COURSES

Trains new company commanders, first sergeants, training officers, chaplains and cadre member effective ways to create a positive environment for both drill sergeants and trainees. Provides IET leaders with information required to develop basically trained, disciplined, motivated, and physically fit soldiers who espouse the Army's core values and are focused on teamwork.

ADVANCED INDIVIDUAL TRAINING PLATOON SERGEANT COURSE

Provides selected NCOs the skills and information necessary to perform duties as platoon sergeants in an advanced individual training (AIT) unit. The program will develop agile and adaptive platoon sergeants grounded in warrior tasks and comfortable with the complexity of AIT. Learning will be experiential and include reflection, analysis and critical examination. Focus is on principles, and appropriate techniques while providing current, relevant, and rigorous training.

MSCoE NONCOMMISSIONED OFFICER ACADEMY



FORT LEONARD WOOD REGULATION 10-1

ORGANIZATION AND FUNCTIONS

SECTION IV

FORSCOM UNITS

AND

TENANT UNITS/ACTIVITIES

4TH MANEUVER ENHANCEMENT BRIGADE (MEB) (October 2008)

MISSION

The 4th MEB is a mission-tailored force that conducts support area, maneuver support (MANSPT) area, consequence management, and stability operations in order to assure the mobility, protection, and freedom of action of the supported force. As a deploying unit, the 4th MEB continuously trains, deploys, redeploys, and resets in order to support the Army at War.

FUNCTIONS

1. Conduct combined arms operations integrating a wide range of MANSPT-related technical branches and combat forces.
2. Command and control forces from multiple branches—especially those that conduct MANSPT operations for 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 installation's tactical units to fall under one operational commander.

5TH ENGINEER BATTALION (4th MEB, Oct 08)

MISSION

On order, 5th Engineer Battalion deploys worldwide and conducts full spectrum engineer operations in support of Army, joint, and coalition forces. On order, redeploys.

FUNCTIONS

1. Plans and provides command and control for engineer occupations.
 2. Conducts deployment and redeployment operations.
 3. Conducts full spectrum engineer operations
 4. Sustains and protects the battalion.
 5. Provides for the well being of Soldiers and families.
-

6TH MILITARY POLICE GROUP (CID) FORT LEONARD WOOD RESIDENT AGENCY

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 spectrum of military operations.

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 the 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 United States 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.
-

7TH WEAPONS OF MASS DESTRUCTION (WMD) CIVIL SUPPORT DETACHMENT (CSD)

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.

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.
-

35TH ENGINEER BRIGADE (MO-ARNG)

MISSION

Provides command and control of combat engineer units assigned to I Corps for worldwide missions. 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 missions across the operational continuum.

FUNCTIONS

1. Control operations.
 - a. Control engineer operations.
 - b. Control a base cluster.
2. Project the force.
3. Protect the force.

EXERCISE COMMAND OVERSIGHT

1. Task Force Alaska.
 2. Engineer Brigade, 35th ID (M).
 3. 203rd Engineer Battalion (HVY).
 4. 1140th Engineer Battalion (HHD)
-

94TH ENGINEER BATTALION (4th MEB, Oct 08)

MISSION

The 94th Engineer Battalion reconstitutes, transforms, and trains the force at Fort Leonard Wood, MO, in order to prepare for combat operations in support of our nation's Global War on Terrorism.

FUNCTIONS

1. Deploy the battalion.
 2. Plan and control engineer operations.
 3. Conduct construction operations in support of combat operations
 4. Sustain the battalion.
-

**131ST FIGHTER WING, DETACHMENT 1
CANNON RANGE**

MISSION

Provide a realistic and relevant joint training environment and timely training support while ensuring public safety and acting as environmental stewards.

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 self-contained unit to provide all necessary functions such as vehicle maintenance, heavy equipment operators, airfield management, structures, communications, and administration activities.
-

**140TH REGIMENT
MISSOURI REGIONAL TRAINING INSTITUTE (MO-RTI)
MISSOURI ARMY NATIONAL GUARD (MOARNG)**

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, and NGB Individual Training Branch. Coordinate, initiate, and monitor requirements; conduct training; provide administrative and logistical support.

FUNCTIONS

1. Exercise command oversight for the 1st Training Battalion (Engineer), and 2nd Training Battalion (General Studies), located at Ft Leonard Wood. These units provide:
 - a. 21B Combat Engineer MOS-T
 - b. 21E Heavy Construction Equipment Operator MOS-T
 - c. 31B Military Police MOS-T
 - d. 88M Motor Transport Operator MOS-T
 - 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 (in Nevada) and Crowder (in Neosho), while coordinating Ft 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-T and BNCOC
- b. 62B Construction Equipment Repairer MOS-T and BNCOC
- c. 63B Wheeled Vehicle Mechanic MOS-T and BNCO
- 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 ANCOC

763D ORDNANCE COMPANY

EXPLOSIVE ORDNANCE DISPOSAL

MISSION

The 763d Ordnance Company (Explosive Ordnance Disposal) provides 24-hour routine and emergency support to Fort Leonard Wood and the states of Missouri, Illinois, and Iowa as designated by the Commander, 84th Ordnance Battalion (EOD), and Fort Riley, KS 66442-5001.

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: accidents/incidents

involving military ordnance and/or explosives; accidents/incidents involving commercial demolition materials when beyond the capabilities of the requesting agency; response to suspect or actual improvised explosive devices (IED); provide technical assistance or advice to all agencies listed above.

2. Provides support to the United States 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 or groups.
-

**902D MILITARY INTELLIGENCE GROUP
FORT LEONARD WOOD FIELD OFFICE (FLWFO)**

IAMG-B-FW, 308TH MI BN

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.

FUNCTION

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 the various consumers.
 3. Operational coordination with federal, state, and local law enforcement agencies, and various consumer organizations within the FLWFO area of operations.
-

**AMERICAN RED CROSS
SERVICE TO ARMED FORCES (SAF) – FORT LEONARD WOOD OFFICE**

MISSION

The American Red Cross is a humanitarian organization led by volunteers and guided by its Congressional Charter and the fundamental principles of the International Red Cross movement to provide relief to victims of disaster and help people prevent, prepare for and respond to emergencies. The Fort Leonard Wood Red Cross is also responsible for delivering emergency messages to service members and their families. We identify and process volunteers to give their service at various locations and provide morale boosting services and programs to personnel who live on and/or attached to the installation.

FUNCTIONS

1. Deliver and process emergency messages relating to death, illness, birth, family childcare, and other crisis situations to inform service members and their families and provide the verifications for commands to aid in leave decisions.

2. Coordinate the placement of volunteers at the General Leonard Wood Army Community Hospital (GLWACH), DENTAC, Veterinary Clinic, Red Cross Office and other locations in coordination with the Anti-Virus Control Center (AVCC).
 3. In conjunction with DENTAC, coordinate the Dental Assistant Training Program that offers hands-on training to DOD ID card holders.
 4. Coordinate an annual Summer Youth Volunteer Program to provide opportunities for youth to learn job and life skills during their summer vacations.
 5. Liaison between the American Red Cross Blood Services and Phelps/Pulaski County Chapter that offers blood donor services, lifeguard, CPR and first aid training, disaster training and assistance, and other humanitarian services to for personnel attached or assigned to Fort Leonard Wood.
-

ARMY AND AIR FORCE EXCHANGE SERVICE (AAFES)

MISSION

Provide quality merchandise and services to Soldiers, Airmen and their family members. Generate funds to support the Moral, Welfare and Recreation Programs of the Army and Air Force.

FUNCTIONS

Provide for the 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, car care service center, class six and catalog sales facility.

DEFENSE COMMISSARY AGENCY* (DECA)

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.

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 of the Defense Commissary Agency (DeCA).

DEFENSE MILITARY PAY OFFICE (DMPO)

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, mobilization and demobilization, and wounded warrior pay management processing.

PROCESSING SECTION

Responsible to the Defense Military Pay Office (DMPO) for providing pay transaction input for military pay accounts (Active and Reserve), mobilization and demobilization and wounded warrior pay management processing.

MILITARY REVIEW SECTION

Responsible to the DMPO for identifying and implementing continuous process improvements of 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.

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.

DEPARTMENT OF VETERANS AFFAIRS (VA)

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.

FUNCTIONS

1. Participate with Transition Assistance Program (TAP) and Disabled Transition Assistance Program (DTAP) 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 the 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.

DIRECTORATE OF CONTRACTING (DOC)

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 small business and competition programs. Implements and manages execution of the International Merchant Purchasing Authority Card (IMPAC) and Federal Acquisition Streamlining Act (FASA) programs.

FUNCTIONS

DIRECTOR

1. Serves as the Commanding General's principal staff officer for acquisition; responsible for advising senior leaders on the acquisition activities of the command.
2. 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.
3. Acts as the Installation Acquisition Career Program Manager (CP14).

CONTRACT PRE-AWARD DIVISION

1. Carries out the functional planning, evaluation, solicitation, and award of contracts using simplified acquisition procedures for requirements below the simplified acquisition threshold (\$100,000), as well as the more complex and formalized processes for requirements above it, to the monetary limit of the Contracting Officer's warrant, and in keeping with all pertinent acquisition regulations and policies.
2. Administers the Government Purchase Card (GPC) Program. Certifies GPC approving officials and card holders.
3. Division chief serves as the Installation Competition Advocate.
4. Supports customers by providing advice and assistance in development of requirements, identification of sources to meet requirements, and provision of training/guidance as necessary.

CONTRACT ADMINISTRATION DIVISION

1. Responsible for administering service, supply, and construction contracts, as well as providing guidance, assistance, decisions, and clarification of contractual matters for contractors, customers, and other interested parties, ensuring all contractual actions are processed in accordance with statutory and regulatory guidance.
 2. Coordinates technical and administrative efforts to ensure the government's best interest is served in the timely receipt of products and services established by contract.
 3. Actively supports the government's Small/Disadvantaged Business Utilization Program.
-

DOCUMENT AUTOMATION AND PRODUCTION SERVICE (DAPS)

MISSION

Responsible for document services within the Department of Defense encompassing printing and high speed, high volume duplicating, scanning, imaging, digital warehousing, engineering drawing conversion, CD-ROM duplication, 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.

EQUIPMENT CONCENTRATION SITE (ECS) 66 89TH REGIONAL READINESS COMMAND

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.

FUNCTIONS

1. Provide storage and obtain maximum operational readiness of unit-owned TOE/TDA equipment that cannot be properly maintained at 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 evacuation base for equipment requiring DS/GS maintenance support.
 11. Serve as the service and evacuation base for equipment requiring DS/GS maintenance support.
-

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.

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.

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.
-

FORT LEONARD WOOD WEATHER OPERATIONS 3RD RESEARCH CORPORATION UNITED STATES AIR FORCE

MISSION

Provide surface weather observing and climatological support to Forney Field and Fort Leonard Wood.

FUNCTIONS

1. Operate in close coordination with Aviation Division, DPTM, 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 weather advisories for severe weather phenomena.
 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.
-

HQ STATE AREA COMMAND, MOARNG FACILITIES MANAGEMENT BRANCH (NGMO-FDT-FLW)

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.

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 and 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.
-

HUMANITARIAN DEMINING TRAINING CENTER

MISSION

To directly support the Defense Security Cooperation Agency (DSCA) mission to lead, direct and manage the security cooperation program and resources that support national security objectives. The Humanitarian Demining Training Center (HDTC) will train members of the U.S. Armed Forces who deploy worldwide to train and assist humanitarian mine action (HMA) organizations in mine-affected countries through a joint effort to reduce loss of life, limb, and property from landmines or other explosive remnants of war.

FUNCTIONS

1. Train the trainer, thus enabling U.S. military personnel to effectively train foreign deminers. This will, in turn, enable mine-affected countries to develop their own effective and self-sustaining HMA program.
 2. Train U.S. military forces in development of humanitarian mine action.
 3. Provide subject-matter assistance in all HMA aspects.
 4. Advocate the use of International Mine Action Standards (IMAS).
 5. Collect and disseminate mine-related information to support the HMA program.
-

KANSAS CITY DISTRICT U.S. ARMY CORPS OF ENGINEER FORT LEONARD WOOD RESIDENT OFFICE

MISSION

To oversee the on-going, day-to-day construction supervision of military construction contracts issued by the Kansas City District Corps of Engineers.

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, usable facilities for the post.
 7. Maintain liaison with local interest in time of flood and other disasters or emergencies and performs authorized activities.
-

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.

MISSION

Recruit and enlist qualified applicants into the Regular Army and Army Reserves.

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.
-

TACOM FLEET SUPPORT OPERATIONS-TRADOC

MISSION

1. 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."
2. Serve as a single point of entry for field maintenance of training-based equipment which allows the TRADOC commanders to focus on their mission, training.

FUNCTIONS

SUPPORT OPERATIONS SUPERVISOR

1. Serves as supervisor of the TACOM Support Operations Office and onsite leader for all fleet management operations in support of TRADOC training-based equipment (TBE).
2. Executes supervisory and management responsibilities for assigned personnel.
3. Maintains overview of fleet management program requirements, budget execution, and manpower utilization.

TACOM SUPPORT OFFICE

MISSION

To successfully execute the mission, TACOM has a designated maintenance cell at Ft Leonard Wood to directly oversee the maintenance and support of TRADOC training base equipment.

FUNCTIONS

1. Synchronizes the execution of maintenance and supply support functions at the unit level; goal, provide 100 percent of equipment required for training, on time.
2. Manage equipment in training; goal, provide 100% availability to training units.
3. Maintain TRADOC training based equipment to the DA condition and readiness standards.
4. Coordinate all maintenance operations/functions in support of training units.
5. Track, monitor, and determine systemic trends; recommend solutions and fixes to logistical issues.
6. Act as an expediter and problem-solver on issues involving class III (B/P), IV, and VII.
7. Execute property accountability responsibilities for assigned equipment.
8. Facilitate and expedite the turn-around time for repair and return of critical training equipment.
9. Ensure all STAMIS are on the current system change packet (SCP).

MAINTENANCE MANAGEMENT

1. Perform integrated materiel management in support of TRADOC training base equipment.
2. Collect, sort, analyze, and act on supply and maintenance data.
3. Evaluate capabilities of maintenance operations and cross-level workload or resources to maximize performance.
4. Leverage AMC logistical capabilities to improve TRADOC training-based fleet.
5. Coordinate field level maintenance support.
6. Monitor and recommend priorities on maintenance operations.
7. Plan, prepare, and execute equipment modernization plan.
8. Assist in determining appropriate positioning/facilities for maintenance operations.
9. Coordinate and execute maintenance policies.
10. Monitors Army Oil Analysis Program (AOAP), gun cards, quality deficiency reports (QDRs), TMDE calibration, and HAZMAT.
11. .Support TRADOC Status Report (TSR) process.
12. Oversee the execution of modification work orders (MWOs) (monitors status and recommends order of completion).

13. Ensure training, certification and data integrity of SAMS-E (STAMIS).

SUPPLY/PROPERTY ACCOUNTABILITY

1. Monitor and inspect property accountability procedures (receipt, store, issue, security) in class III (B/P), VII, and IX.
2. Review and execute unit level hand-receipts.
3. Monitor, track, and approve lateral transfers.
4. Track/monitor personnel and equipment TDA changes.
5. Ensure/monitor an appropriate number of personnel are trained/certified in class III (B/P)
6. Monitor/inspect/enforce the following: safety, standard operating procedures (SOPs), HAZMAT (certification/storage), STAMIS (ULLS/SAMS-E) utilization, training (drivers/certification), and PLL/shop stock (monitor and evaluate performance; ensure in compliance with appropriate Army regulation).
7. Monitor and ensure appropriate numbers of personnel are trained to operate ULLS/SAMS-E
8. Execute Command Supply Discipline Program (CDSP).

CONTRACTING

1. Review/analyze all current field maintenance contracts for TRADOC training based equipment.
2. Review and monitor current performance of the field maintenance contracts.
3. Administer current contracts for field maintenance of TRADOC training based equipment.
4. Execute augmentation of current contracts for field maintenance of TRADOC training based equipment (as needed).
5. Consolidate contracts for field maintenance of TRADOC training-based equipment (where possible).
6. Develop statements of work (SOWs) for new field maintenance for TRADOC training-based equipment contracts.
7. Execute new contracts for field maintenance of TRADOC training-based equipment.
8. Evaluate contract proposals for field maintenance of TRADOC training-based equipment.
9. Execute QA/surveillance/CDRL for contract for field maintenance for TRADOC training based equipment (works with COR and QAE personnel).

FACILITIES and TOOLING

1. Identify TDA authorized versus on-hand equipment.
2. Assist in determining appropriate facilities for maintenance assets.
3. Ensure facilities and tooling are aligned with two-level maintenance.
4. Conduct equipment life cycle review. (tools and test sets)

5. Assist in the development of Capital Improvement Plan (CIP) strategy.
6. Coordinate IT/STAMIS integration.
7. Assist BRAC strategists/Corps of Engineers with maintenance facility design (functional SME input).

AUTOMATION SYSTEMS

1. Ensure daily input files are received from ULLS-G/SAMS-E to SAMS-I/TDA and supporting SARSS site.
2. Monitor monthly reconciliation reports from all STAMIS and local unique systems.
3. Track and monitor performance for systems training and certification of ULLS-G/SAMS-E personnel.
4. Monitor upgrade of Army STAMIS and local unique systems.
5. Ensure STAMIS data is submitted to Logistics Support Activity (LOGSA).
6. Assist in obtaining data for monthly readiness reviews (MRR).
7. Share automation lessons learned, issues, and ideas between installations.
8. Provide STAMIS data on key performance drivers for both unit level supply and maintenance performance in support of TRADOC training based equipment.

BUDGET/FINANCIAL MANAGEMENT

1. Provide funding management of repair parts dollars by measuring progress toward reimbursable targets based upon TRADOC funding goals, validated by ITRM requirements.
2. Execute TRADOC budget submissions for personnel salaries and TDY funding.
3. Ensure the fleet management expansion (FMX) tasks, objectives, missions, and vision are communicated to the customer and integrated into MOA, performance based agreement (PBA), and ISSA agreements.
4. Work with IMCOM personnel to define "common level of support" to be provided to the TACOM Support Offices and develop intra-service support agreements to cover costs for additional services.
5. Provide staff interface with personnel managers to validate vacancies and to fill personnel shortages.

PROCESS/CHANGE MANAGEMENT

1. Initiate Lean Six Sigma (LSS) programs across the full spectrum of maintenance/supply operations to increase efficiency and operational impact.
 2. Track results of improved processes and procedures and documents cost avoidances/savings.
-

TACOM FLEET SUPPORT OPERATIONS-TRADOC

TEST AND EVALUATION COORDINATION OFFICE (TECO)

MISSION

Provide coordination between the 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 the CBRN, Engineer, and Military Police Schools. Responsible for improvement of processes to optimize resources and products.

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.

**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.

TRANSPORTATION SECURITY ADMINISTRATION (TSA)

MISSION

The Transportation Security Administration protects the nation's transportation systems to ensure freedom of movement for people and commerce.

FUNCTIONS

TSA Security Officers (TSO) screen 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.

**UNITED STATES 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.

UNITED STATES AIR FORCE DETACHMENT

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, Vehicle Operator, and Security Forces.

FUNCTIONS

1. Equip and train members of the Armed Forces upon graduation from respective service basic training.
 2. Provide advanced/upgrade training to 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.
-

UNITED STATES ARMY DENTAL ACTIVITY (DENTAC)

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.

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.

UNITED STATES ARMY MATERIEL COMMAND (AMC) LOGISTICS ASSISTANCE OFFICE (LAO)

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.

FUNCTIONS

1. Function as Army Materiel 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 materiel supported by the Standard Army Retail Supply System (SARSS) and capitalized into the Army Working Capital Fund-Supply Management Army (AWCF-SWA).
 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.
-

UNITED STATES 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.

**UNITED STATES ARMY RESEARCH LABORATORY
HUMAN RESEARCH ENGINEERING DIRECTORATE (ARL-HRED)
FIELD ELEMENT – FORT LEONARD WOOD, MISSOURI**

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.

FUNCTIONS

1. Provide consultation to the U.S. Army MSCoE & FLW on the latest human factors engineering and MANPRINT methods and techniques.
2. Help identify, through interaction with U.S. Army MSCoE & FLW, research needed to establish an effective engineer human factors engineering technology database.
3. Provide U.S. Army 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 U.S. Army 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.

UNITED STATES ARMY MEDICAL DEPARTMENT ACTIVITY (MEDDAC)

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.

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. Serve 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 Soldiers and their Family members in the WTU.
-

**U.S. ARMY ROTC CADET COMMAND
10th BRIGADE**

MISSION

Provide command and control 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.

FUNCTIONS

1. Provide command and control 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.
-

**UNITED STATES 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). Other than administrative support, this office operates completely separate from the Staff Judge Advocate.

MISSION

Provide specified defense counsel services for soldiers, whenever required by law or regulation and authorized by TJAG.

FUNCTIONS

The trial defense counsel's primary duty is to represent only active duty or AGR Soldiers pending potential trial by courts-martial. U.S. Army Trial Defense Service counsel will perform the following in order of priority:

1. Priority I. These are duties, which must be performed by USATDS counsel.
 - a. General court-martial representation.
 - b. Special court-martial representation.
 - c. Article 32, UCMJ, representation.
 - d. Counseling of pretrial confinees.
 2. Priority II. These are duties, which are primarily the responsibility of USATDS counsel. However, if temporary duty (TDY) and travel costs are involved, support may be requested from the local SJA. In accordance with ITRO, USATDS counsel will provide counseling in accordance with Article 31/Miranda requirements and formal Article 15 procedures to joint services.
 - a. Counseling in accordance with Article 31/Miranda requirements.
 - b. Counseling in line-up situations.
 - c. Formal Article 15, UCMJ counseling.
 - d. Representation at officer and enlisted administrative elimination boards which require Judge Advocate General's Corps (JAGC) officers as defense counsel.
 - e. Counseling with regard to summary court-martial.
 - f. Counseling suspects on criminal matters when the exercise of military jurisdiction appears probable.
 - g. Counseling military personnel with regard to administrative separations not requiring representation by JAGC officers.
 - h. Representation at reduction in grade boards up Chapter 6, AR 600-8-19.
 - i. Counseling with regard to drill sergeant status removal.
 - j. Counseling with regard to memorandum of reprimand rebuttal.
-

**UNITED STATES MARINE CORPS (USMC) DETACHMENT
FORT LEONARD WOOD (MARDETFLW)**

MISSION

MarDet FLW conducts basic and advanced engineer equipment, motor transport, military police, chemical biological radiological nuclear defense and non-lethal weapons systems training in order to provide the operating forces with basic and advanced qualified Marines capable of operating in the 21st century.

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. Serve as the USMC representative for Engineer Equipment, Motor Transport, Military Police, CBRND, Non-Lethal Weapons Systems, and other ITRO matters.
 3. Serve as the Training and Education Centers of Excellence (TECOE) for Motor Transport, Military Police, and Chemical Biological Radiological Nuclear occupational fields in order to provide connectivity and timely coordinated solutions for validated training and education requirements in support of the operating forces, using the DOTMLPF process.
-

UNITED STATES NAVY DETACHMENT

MISSION

Provide instructors to the 1st Engineer Brigade, and provide the administrative support of instructors during the interservice training (ITRO) of Engineering Aid (Army MOS 51T), (Navy A-412-0012), and Equipment Operator (Army MOS 62J/E) (Navy A-730-0010) courses at Fort Leonard Wood. Provide Navy-unique Equipment Operator instruction to designated personnel. Provide instruction in Shipboard Chemical, Biological, and Radiological Defense (A-495-2062) and Disaster Preparedness Operations Specialist (A-393-006).

FUNCTIONS

1. Officer-in-charge represents the Navy in all training matters involving United States Navy personnel.
 2. Provides all administrative support for staff and student personnel.
 3. The Navy Detachment Officer in Charge reports to the Commanding Officer Naval Construction Training Center, Gulfport, Mississippi.
 4. Participates and provides input regarding ITRO training issues.
-

**UNITED STATES OFFICE OF PERSONNEL MANAGEMENT –
FEDERAL INVESTIGATIVE SERVICES**

MISSION

Conduct civil service and national security investigations in accordance with federal government regulations.

**UNITED STATES TOTAL ARMY PERSONNEL COMMAND
PERSONNEL SECURITY SCREENING PROGRAM (PSSP) DETACHMENT**

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).

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.

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.

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 military.

Appendix A References

Section I Required Publications

FM 6.0
Mission Command: Command and Control of Army Forces

FM 100-22
Installation Management

Section II Related Publications

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

AR 5-5
Army Studies and Analysis

AR 5-9
Area Support Responsibilities

AR 5-10
Stationing

AR 5-17
Army Ideas for Excellence Program

AR 5-20
Competitive Sourcing Program

AR 5-22
The Army Proponent System

AR 10-87
Army Commands, Army Service Component Commands and Direct Reporting Units

AR 11-2
Management Controls

AR 12-15
Joint Security Assistance Training (JSAT)

AR 15-6
Dept of the Army Committee for Ammunition

AR 25-11
Record Communications and the Privacy Communications System

AR 27-10
Military Justice

AR 34-1
Multinational Force Compatibility

AR 37-1

Army Accounting and Fund Control

AR 40-13

Medical Support – Nuclear/Chemical Accidents and Incidents

AR 71-32

Force Development and Documentation Consolidated Policies

AR 75-15

Responsibilities and Procedures for Explosive Ordnance Disposal

AR 190-5

Motor Vehicle Traffic Supervision

AR 215-3

Nonappropriated Funds Personnel Policies and Procedures

AR 350-1

U.S. Army Training Board

AR 350-10

Management of Army Individual Training Requirements and Resources

AR 350-38

Training Device Policies and Management

AR 351-1

Individual Military Education and Training

AR 380-5

Dept of the Army Information Security Program

AR 380-40

Policy for Safeguarding and Controlling Communication Security

AR 380-53

Information Systems Security Monitoring

AR 380-67

The Dept of the Army Personnel Security Program

AR 600-3

The Army Personnel Proponent System

AR 600-8

Military Personnel Management

AR 600-8-19

Enlisted Promotions and Reductions

AR 600-37

Unfavorable Information

AR 600-82

The U.S. Army Regimental System

AR 600-85

Army Substance Abuse Program

AR 600-200

Enlisted Personnel Management System

AR 601-280

Army Retention Program

AR 608-10

Child Development Service

AR 621-5

Army Continuing Education System

AR 621-6

Army Learning Centers

AR 700-4

Logistics Assistance

AR 735-5

Policies and Procedures for Property Accountability

AR 750-43

Army Test, Measurement, and Diagnostic Equipment Program

DA Pam 5-20

Commercial Activities Study Guide

DA Pam 600-3

Commissioned Officer Professional Development and Career Management

DA Pam 600-25

U.S. Army Noncommissioned Officer Professional Development Guide

DA Pam 738-750

Functional Users Manual for Army Maintenance Management

FLW Reg 210-14

Ranges and Training Areas

FLW Reg 350-6

Initial Entry Training Policies and Administration

FLW Reg 525-3

Installation Command Reporting

FLW Reg 608-2

Family Member Assistance Program

TRADOC Pam 350-70-5

Systems Approach Training: Testing

TRADOC Reg 71-12

TRADOC System Management

TRADOC Reg 350-6

Enlisted Initial Entry Training (IET) Policies and Administration

TRADOC Reg 350-70

Systems Approach to Training Management, Processes, and Products

TRADOC Pam 350-70-5

Systems Approach to Training: Testing

TRADOC Pam 525 Series

Military Operations

Uniform Code of Military Justice (UCMJ)**Section III****Prescribed Forms**

Except where otherwise indicated below, the following forms are available on the AKO, AHP, and APD websites.

DA Form 71

Oath of Office – Military Personnel

DA Form 1059

Service School Academic Evaluation Report

DA Form 2028

Recommended Changes to Publications and Blank Forms

DD Form 254

DOD Contract Security Classification Specification

SF 182

Authorization, Agreement, and Certification of Training

Glossary

Section I Abbreviations

AA

abbreviated analysis
Active Army

AA&E

arms, ammunition, and explosives

AAFES

Army and Air Force Exchange Service

AAR

after action review

AAWO

Army Asymmetric Warfare Office

ABC

activity-based costing

ABCA

America, Britain, Canada, and Australia

ABIC

Army Basic Instructor Course

AC

Active Component

AC

Assistant Commandant

AC2DP

Army Concept and Capability Developments Plan

ACAP

Army Career Alumni Program

ACCP

Army Correspondence Course Program

ACE

American Council on Education
armored combat earthmover

ACIC

Automated Combat Intelligence Center
Army Counterintelligence Center

ACIIPS

Army Clothing Initial Issue Point System

ACOE

Army Communities of Excellence

ACS

Army Community Service

ADP

automated data processing

ADSW

active duty for special work

ADTLP

Army Doctrine and Training Literature Program

AER

Army Emergency Relief

AERS

Army Education Requirements System

AFAP

Army family action plan

AFOSI

Air Force Office of Special Investigations

AFTB

Army family team building

AFWA

Air Force Weather Agency

AG

Adjutant General

AGR

Active Guard Reserve

AIMS

Automated Instructional Management System

AIMS-PC

Automated Instructional Management System - Personal Computer

AIT

advanced individual training

AKA

Army Knowledge Online
also known as

AMAP

Army Medical Action Plan

AMC

Army Materiel Command

AMEDD

Army Medical Department

AMO

Acquisition Management Office

ANCOC

Advanced Noncommissioned Officer Course

ANSEC

Army Nonlethal/Scalable Effects Center

AO

area of operations

AOA

analysis of alternative

AOAP

Army Oil Analysis Program

AOR

area of responsibility

APF

appropriated fund

APFT

Army physical fitness test

APFT-C

Army Physical Fitness Test Company

APIC

Army Performance Improvement Criteria

APLA

anti-personnel landmine alternative

APOE

airports of embarkation

AR

Army regulation

ARCIC

Army Capabilities Integration Center

ARFORGEN

Army Force Generation

ARG

Active Guard/Reserve

ARISS

Army Recruiting Information Support System

ARL-HRED

Army Research Laboratory – Human Research Engineering Directorate

ARNG

Army National Guard

ARNORTH

Army North (US Army)

ARPRINT

Army Program for Individual Training

ARTEP

Army Training and Publication Program

ASAC

Apprentice Special Agent Course

ASAP

Alcohol and Substance Abuse Program

ASAT

automated systems approach to training

ASI

additional skill identifier

ASIP

Army Stationing and Installation Plan

ASP

Ammunition Supply Point

Army Suggestion Program

AT

anti-terrorism

ATAAPS

Automated Time and Attendance and Production System

ATC

air traffic control

ATEC

US Army Test and Evaluation Center

ATEC

Army Test and Evaluation Center

ATSC

Army Training Support Center

ATTRS

Army Training Requirements and Resources System

AUTOGEN

automated survey generator

AVCC

Anti-Virus Control Center

AVLB

armored vehicle launched bridge

AWCF-SWA

Army Working Capital Fund – Supply Management Army

AWOL

absent without leave

BASOPS

base operations

BBA

business-based action

BC

battle command

BCP

business case proposal

BCT

basic combat training

BCT

brigade combat team

Bde

brigade

BIDS

Biological Integrated Detector System

BMPTD

Basic Military Police Training Division

Bn

battalion

BNCOC

Basic Noncommissioned Officer Course

BOLC

Basic Officer Leadership Course

BOS

battlefield operating system

BRAC

base realignment and closure

BRAC

Base Realignment and Closure (Commission)

BSTB

Brigade Special Troops Battalion

C2

command and control

CAC

casualty area command

CAC

Combined Arms Center/Command

CAC

common access card

CAD

course administrative data

CADD

computer-aided design and drafting
combined arms doctrine development

CAIRA

chemical accident / incident response assistance

CAIRO

chemical accident /incident response officer

CALL

Center for Army Lessons Learned

CAPR

capability request

CASARMS

chemical agent standard analytical reference material

CAT

crisis action team

CATD

Command and Tactics Division

CATS

combined arms training strategies

CBA

capability-based assessment

CBOC

Chemical Basic Officers Course

CBOC

community-based outpatient clinic

CBOLC

CBRN Basic Officer Leader Course

CBR

chemical, biological, radiological

CBR

command briefing room

CBRN

chemical, biological, radiological, and nuclear

CBRNE

chemical, biological, radiological, nuclear, and explosive

CBRS

concept-based requirements system

CC

Chemical Corps

CCC

Captains' Career Course

CCF

central clearance facility

CD

capabilities document

CDD

capability development document

CDID

Capability Development and Integration Directorate

CDIS

common delivery of installation services

CDRL

contract data requirements list

CDRT

capability development for rapid transition

CDSP

Command Supply Discipline Program

CDTF

Chemical Defense Training Facility

CE

counterespionage

CEHC

Counter Explosives Hazard Center

CEP

COMSEC equipment program

CEP

consolidated equipment pool

CEP

concept evaluation program

CERFP

CBRN enhanced response force packages

CG

Commanding General

CI

command inspection
counterintelligence

CID

Criminal Investigation Division (now Command)

C-IED

counter-improvised explosive device

CIP

capital improvement plan

CKO

CBRN knowledge on-line

CL III

Class III

CL IX

Class IX

CLS

common levels of support

CLTM

course level training model

CM

Chemical

CM

consequence management

CMC3
CBRN Captains' Career Course

CMF
career management field

CMOB
counter mobility

CMP
course management plan

CMS
Case Management System

CNS
capabilities needs assessment

CoC
Council of Colonels

COE
Corps of Engineers
Center of Excellence

COLS
common output level standards

COMSEC
communications security

CONOPS
continental operations

CONUS
continental United States

COPS
Centralized Operating Police Suite

COR
contracting officer representative

COTS
commercial off-the-shelf

CP
command post
career program

CPAC
Civilian Personnel Advisory Center

CPD
capability production document

CPR

cardiopulmonary resuscitation

CQAT

chemical quality assurance team

CSA

communications service authorizations

CSD

Civil Support Detachment

CSDP

Command Supply Discipline Program

CSM

chemical surety material
command security manager
Command Sergeant Major

CSR

customer service representative

CSSC

Civil Support Skills Course

CST

civil support team

CTC

combat training center
combat training company

CTDD

Collective Training Development Division

CTO

Central Tasking Office

CTT

common task training

CTTO

concurrent test and training operations
Criminal Technical Training Office

CWC

Chemical Weapons Convention

DA

Department of the Army

DAACG

Departure/Arrival Airfield Control Group

DAC

Department of the Army Civilian

DAC

Deputy Assistant Commandant

DAC ARNG

Deputy Assistant Commandant Army National Guard

DAC USAR

Deputy Assistant Commandant United States Army Reserve

DAIG

Department of the Army Inspector General

DAMVIPDP

Department of the Army Multimedia/Video Production and Distribution Program

DANTES

Defense Activity for Non-Traditional Education Support

DAP

Defense Acquisition Program

DAPS

Document Automation and Production Service

DCAMIS

DoD Commercial Activities Management Information System

DCG

Deputy Commanding General

DCR

DOTMLPF change recommendation

DCSINT

Deputy Chief of Staff for Intelligence

DCSPER

Deputy Chief of Staff for Personnel

DeCA

Defense Commissary Agency

DEERS

Defense Enrollment Eligibility Reporting System

DEMOB

demobilization

DENCOM

United States Army Dental Command

DENTAC

United States Army Dental Activity

DERA

Defense Environment Restoration Account

DES

Directorate of Emergency Services

DETE

Directorate of Education and Training Execution

DFAS

Defense Finance and Accounting

DFR

dropped from rolls

DHR

Director/Directorate of Human Resources

DIA

Defense Intelligence Agency

DIIS

DoD Intelligence Information System

DIMHRS

Defense Integrated Military Human Resources System

DINS

Defense Internet NOTAM System

DIS

Defense Intelligence System

dL

distributed learning

DLMP

Doctrine Literature Master Plan

DMPO

Defense Military Pay Office

DMS

Defense Messaging System

DNID

Director of National Intelligence Directive

DO

detention operations

DoCS

Department of Career Studies

DoD

Department of Defense

DoDIIS

Department of Defense Intelligence Information System

DOIM

Director/Directorate of Information Management

DOL

Director/Directorate of Logistics

DOT

Directorate of Training

DOTD

Directorate of Training Development

DOTMLPF

doctrine, organization, training, materiel, leadership and education, personnel, and facilities

DPTM

Directorate of Planning, Training and Mobilization

DPW

Director/Directorate of Public Works

DRM

Directorate of Resource Management

DS/GS

direct support/general support

DSCA

Defense Security Cooperation Agency

DSG

deployment support group

DSS

Drill Sergeant School

DTAC

Digital Training Access Center

DTAP

Disabled Transition Assistance Program

DTC

Developmental Test Command

DTL

doctrine, training, and leader development

DTLOMS

doctrine, training, leader development, organization, materiel, Soldiers

EAD

echelons above division

EBoD

Executive Board of Directors

ECCC

Engineer Captains' Career Course

ECS

Equipment Concentration Site

EDRE

emergency deployment readiness exercise

EEO

equal employment opportunity

EN

engineer

ENTNAC

entrance national agency check

EO

equal opportunity

EOA

equal opportunity advisor

EOBC

Engineer Officer Basic Course

EOC

Emergency Operations Center

EOCA

explosive ordnance clearing agent

EOD

explosive ordnance disposal

Explosive Ordnance Detachment

EOP

Equal Opportunity Program

EPA

Environmental Protection Agency

ERB

enlisted record brief

ERUP

eligibility for reenlistment

FAA

functional area assessment

FALET

Family Advocacy Law Enforcement Training Division

FAST

functional academic skills training

FBCB2

Force XXI Battle Command, Brigade-and-Below

FBI

Federal Bureau of Investigation

FDO

Foreign Disclosure Office

FDTE

force development test and experimentation

FDU

force design update

FLW

Fort Leonard Wood

FLWFO

Fort Leonard Wood Field Office

FM

field manual

FMAP

Family Member Assistance Program

FMS

foreign military sales

FMT

force modernization training

foreign military training

FMTV

family of tactical vehicles

FMX

fleet management expansion

FOCP

Foreign Officer Contact Program

FOIA

Freedom of Information Act

FORSCOM

Forces Command

FOT&E

follow-on operational test and evaluation

FP

force protection

FPWG

Force Protection Working Group

FSD

full service directory

FSO

facility security officer

FTC

Fitness Training Company

FTCA

Federal Tort Claims Act

FTX

field training exercise

FY

fiscal year

GB

nerve agent

GCCS

Global Command and Control System

GLWACH

General Leonard Wood Army Community Hospital

MMC

Ground Systems Material Management Center

GPC

Government purchase card

GSA

General Services Administration

GST

general skills training

GTA

graphic training aid

GTC

Government travel card

GWOT

global war on terrorism

HAZMAT

hazardous material

HD/CS

homeland defense/civil support

HDTC

Humanitarian Demining Training Center

HHC

Headquarters and Headquarters Company

HLS

Homeland Security

HMA

humanitarian mine action

HMMWV

high mobility multipurpose wheeled vehicle (AKA Hummv)

HQ

headquarters

HQDA

Headquarters, Department of the Army

HRC

Human Resources Command

HRD

Human Resources Division

HS

homeland security

I/O

instructor/operator

I/R

internment/resettlement

IA

individual augmentee

information assurance

IADT

initial active duty for training

IAP

information assurance program

IAW

in accordance with

IC

intelligence community

ICD

initial capability document

ICDT

integrated capability development team

integrated concept development team

ICT

integrated concept team

ICW

in conjunction or in coordination with

ID

identification/identify

infantry division

IED

improvised explosive device

IEDD

improvised explosive device (IED) defeat

IET

initial entry training

IFR

instrument flight rule

IG

Inspector General

IGI&S

Installation Geospatial Information and Services

ILE

interactive learning environment

intermediate level educational

IM

incident management

IMA

individual mobilization augmentation/augmentee

information mission area

IMAS

International Mine Action Standards

IMET

international military education and training

IMPAC

international merchant purchase authorization card

IMSC

Information Management Support Council

IMT

initial military training

IN

infantry

IOT

initial operational test; interoperability training

IOT&E

initial operational test and evaluation

IPB

Installation Planning Board

IPR

in-progress review

IPT

Integrated priority list
integrated product team

I/R

intern and resettlement

IRR

individual ready reserve

ISA

installation support agreement
interservice support agreement

ISO

Installation Security Officer
International Student Office

ISR

installation status report

ISSA

intra-service support agreement

ISSO

information systems security officer

IT

information technology
institutional training

ITAM

integrated training area management

ITDD

Individual Training Development Division

ITP

individual training plan

ITRM

institutional training resource model

ITRO

interservice training review organization (joint service training)

ITTP

Institutional Training Technology Program

JAGC

Judge Advocate General's Corps

JCIDS

Joint Capability Integration Development System

JCIG

Joint Coordination and Integration Group

JFCOM

Joint Forces Command

JIEDDO/AAWO

Joint Improvised Explosive Device Defeat Office (JIEDDO)/Army Asymmetric Warfare Office (AAWO)

JIIM

joint, interagency, intergovernmental, and multi-national

JNLWD

Joint Nonlethal Weapons Directorate

JNLWIPT

Joint NLW Integrated Product Team

JPAS

Joint Personnel Access Program System

JBPDS

Joint Biological Point Detection System

JRISS

Joint Recruiting Information Support System

JROTC

Junior Reserve Officer Training Corps

JSLC

Joint Senior Leaders Course

JSOR

joint service organizational requirement

JWICS

Joint Worldwide Intelligence Community Systems

JTF

joint task force(s)

KMO

Knowledge Management Office

L2I

lessons learned integration

L6S

Lean Six Sigma

LSS

Lean Six Sigma

LAN

local area network

LAO

Logistics Assistance Office

LFX

live fire exercise

LOGSA

Logistics Support Activity

LRBSDS

Long-Range Biological Stand-Off Detection System

LSE

Logistics Support Element

LSS

Lean Six Sigma

LXR

Logic Extension Resource

M&S

modeling and simulations

MAA

mission area analysis

MAC

master activity calendar

Military Airlift Command

MACA

military assistance to civil authorities

MACOM

major command

MAIT

maintenance assistance and instruction team

MANPRINT

manpower and personnel integration

MANSCEN

Maneuver Support Center

MANSPT

maneuver support

MBoD

MSCOE Board of Directors

MCA

Military Claims Act

military construction, Army

MCIO

military criminal investigation organizations

MCS

Maneuver Control System

MDD

management data distribution

management decision document

mine detection dog

mission description document

MDEP

management decision package

MDoT

MSCOE Directorate of Training

MDT

message distribution terminal

MEB

Maneuver Enhancement Brigade

MEDDAC

United States Army Medical Department Activity

MEDEVAC

medical evacuation

METL

mission essential task list

MILAIR

military aircraft

MILES

multiple integrated laser engagement system

MIPR

military interdepartmental purchase request

MNS

mission needs statement

MO

Missouri

MOA

memorandum of agreement

MOARNG

Missouri Army Reserve National Guard

MOB

mobilization

MOBPOI

mobilization program of instruction

MONG

Missouri National Guard

MO-RTI

Missouri Regional Training Institute

MOS

military occupational specialty

MOS-T

MOS-trained

MP

military police

MPD

Military Personnel Division

MPI

Military Police investigations

MPID

Military Police Investigations Division

MPR

mobilization in-process review

MPR

master personnel records
military pay record

MPR

mobility position roster
mobilization program reassignment

MPRJ

military personnel records jacket

MRBC

multiple resolution bitmap compiler

MRR

monthly readiness review

MS3

manpower staffing standards system studies

MSBL

Maneuver Support Battle Lab

MSCA

military support to civil authorities

MSIC

Missile and Space Intelligence Center

MSKN

MSCOE Knowledge Network

MTT

mobile training team

MUIC

Mobilizing Unit In-processing Center

MWO

modification work orders

MWR

morale, welfare, and recreation

NAC

national agency check

NAF

nonappropriated fund

NATO

North Atlantic Treaty Organization

NAWAS

North American Weather Alert System

NBC

nuclear, biological, chemical

NBCRV

Nuclear, Biological, Chemical Reconnaissance Vehicle

NCIS

Naval Criminal Investigative Service

NCO

noncommissioned officer

NCOA

Noncommissioned Officer Academy

NCOER

noncommissioned officer evaluation report

NCOES

Noncommissioned Officer Education System

NCOPD

NCO professional development

NEC

Network Enterprise Center

NetUSR

Net Unit Status Report

NG

National Guard

NGB

National Guard Bureau

NGIC

National Ground Intelligence Center

NIPRNet

non-secure internet protocol router network

NL/SE

nonlethal scalable effects

NOTAM

notice to airmen

NRC

Nuclear Regulatory Commission

NSA

National Security Agency

NVG

night vision goggles

OA

organizational administrator

O&M

operation and maintenance

OASS

One Army School System

OCAR

Office of the Chief, Army Reserve

OCONUS

outside continental United States

OCS

Officer Candidate School

ODP

officer distribution plan

OEF

Operation Enduring Freedom

OER

officer evaluation report

OES

Officer Education System

OIC

officer in charge

OIF

Operation Iraqi Freedom

OILS

observations, insights, lessons learned

OIP

organizational inspection program

OIS

Office of Intelligence and Security

OML

order of merit list

OMPF

official military personnel file

ONS

operational needs statements

OPCW

Organization for the Prohibition of Chemical Weapons

OPD

officer professional development

OPM

Office of Personnel Management

OPORD

operations order

OPREPS

operational reports

OPSEC

operational security

ORB

officer record brief

ORD

organizational requirement document

OSA

organizational self-assessments

OSD

Office of the Secretary of Defense

OSIA

on-site inspection agency

OSJA

Office of the Staff Judge Advocate

OSUT

one-station unit training

OT&E

operational test and evaluation

OTC

Operational Test Command

OTJAG

Office of the Judge Advocate General

PAO

Public Affairs Office

PBA

performance-based agreement/acquisition

PBAC

program budget advisory committee

PC&E

protective clothing and equipment

PCC

Pre-Command Course

PCS

permanent change of station

PEO

program executive office

PEP

Personnel Exchange Program

PGSP

power generation support platform

PIF

priority intelligence requirements

PII

proponency, initiatives, and integration

PIO

police intelligence operations

PKI

public key infrastructure

PLDC

Primary Leader Development Course

PLL

prescribed load list

PM

program manager

PMCS

preventive maintenance, checks, and services

PME

professional military education

PMR

performance management review

PNOK

primary next of kin

POC

point of contact

POI

program of instruction

POL

petroleum, oil, and lubricants

POM

program objective memorandum

POR

programs of record

POV

privately owned vehicle

PRAC

program resource advisory committee

PRP

Personnel Reliability Program

PSS

prior service Soldiers

PSSP

Personnel Security and Surety Program

Personnel Security Screening Program

PTTL

Police Transition Team Leaders

PX

Post Exchange

QA

quality assurance

QAE

quality assurance evaluator

QAMEP

quality assurance master evaluation plan

QASAS

quality assurance specialist ammunition surveillance

QC

quality control

QDR

quality deficiency report

QMB

quality management board

QSTAG

quadripartite standardization agreements

Rad

radiological

RAPIDS

Random Access Personnel Information Dissemination System
Real-Time Automated Personnel Identification System

RC

Reserve Component

RC-ADOS

Reserve Component – Active Duty operational support

RDECOM

Research and Development Engineering Command

RDP

range development plan

RDT&E

research, development, test, and evaluation

RECBASS

Reception Battalion Automated Support System

RFA

radio frequency authorizations

RFMSS

Range and Facility Management Support System

RITM

Resident Institutional Training Management

RMP

risk management program

ROTC

Reserve Officer Training Corps

RPI

retention publicity items

RPMA

real property maintenance activities

RRT

recon response team

RS

report of survey

RSC

Range Support Company

RSO

Radiological Safety Officer

RTLP

range and training land program

SAF

service to Armed Forces

SAMS-E

Standard Army Maintenance System - Enhanced

SAMS-I

Standard Army Maintenance System - Installation

SAP

special access program

SARSS

Standard Army Retail Supply System

SAT

Systems Approach to Training

SATFA

Security Assistance Training Field Activity

SBC

service-based costing

SCI

sensitive compartmented information

SCP

system change packet

SCRA

Servicemembers Civil Relief Act

SDDC

Surface Deployment and Distribution Command

SDO

staff duty officer

SDZ

surface danger zone

SED

state emergency duties

SEMA

State Emergency Management Agency

SEP

student evaluation plan

SEPC

Special Emphasis Program Committee

SGA

standards of grade authorizations

SGLI

service-member group life insurance

SGLITC

Small Group Leader Instructor Training Course

SGS

Secretary of the General Staff

SIDPERS

Standard Installation Division Personnel System

SII

statement of intelligence interests

SIO

senior intelligence officer

SIPRNet

secure internet protocol router network

SJA

Staff Judge Advocate

SM

security manager

SMART

Sergeants Major of the Army Recruiting Team

SMDR

structure and manning decision review

SME

subject matter expert

SNAIR

snow and ice removal

SOP

standing operating procedures

SOW

statement of work

SPR

system program reviews

SRDC

Soldier Record Data Center

SRP

Soldier readiness processing

Soldier Readiness Program

SSA

system support activity

system supportability assessment

SSAA

system security authentication agreement

SSBI

single scope background investigations

SSD

Service Support Detachment / Division

SSE

system status evaluation

signal security element

SSF

single stock fund

SSO

Special Security Office

stability and support operations

S&T

science and technology

STAMIS

Standard Army Management Information System

STANAG

standardization agreements

STO

split training option

STP

Soldier training publication

STRAC

Standards in Training Commission

STTD

Special Tactics Training Division

SWOAC

Senior Warrant Officer Advisory Council

3X waste

potentially agent-contaminated waste

TA

tuition assistance

TAA

total Army analysis

TAADS

The Army Authorization Documents System

TACITS

Total Army Centralized Individual Training Solicitation

TACOM

Tank Automotive Command; Tank Automotive & Armaments Command

TACSIM

tactical simulation

TADDS

target alert data display set

TADSS

training aids, devices, simulators, and simulations

TAMIS

Training Ammunition Management Information System

TAMMS

The Army Maintenance Management System

TAP

Transition Assistance Program

TASS

Total Army School System

TAT

toxic agent training

TBE

training base(d) equipment

training base expansion

TBP

to be published

TC

training circular

TC-AIMS

Transportation Coordinator's-Automated Information for Movement System

TCG

Threat Coordination Group

TCM

TRADOC Capabilities Manager

TCM-MS

TRADOC Capabilities Manager – Maneuver Support

TCO

telephone control officer

threat control officer

TD

technical document

training development

TD2

training and doctrine development

TDA

table of distribution and allowances

TDAD

training development and delivery

TDFR

training device fabrication request

TDNS

training device needs statement

TDR

training device requirement

TDY

temporary duty

TEB

Training Evaluation Battalion

TEC

Topographic Engineering Center

TECO

Test and Evaluation Coordination Office

TEMO

training, exercises, and military operations

TEMP

test and evaluation master plan

TEMPEST

unclassified name for compromising emanations

TF

task force

TGD

Theater Geospatial Database

TJAG

The Judge Advocate General

TM

technical manual

TMA

TRADOC Management Activity

TMDE

test, measurement, and diagnostic equipment

TMP

Transportation Motor Pool

TOC

Tactical Operations Center

TPO (ASV)

TACSIM Program Office (armored security vehicle)

TRADOC

Training and Doctrine Command

TRAP

training resources arbitration panel

TRAS

Training Requirements Analysis System

TSA

Transportation Security Administration

TSB

Training Support Battalion

TSC

Training Support Center

TSC-FLW

Training Support Center - Fort Leonard Wood

TSCM

technical surveillance countermeasures

TSM

TRADOC System Manager

TSO

Transportation Security Administration Security Officers

TSA security officer

TSP

threat support plans
training support package

TSR

Training and Doctrine Command Status Report

TTD

Technical Training Department

TTP

tactics, techniques, and procedures

TTSP

threat test support plans

TWG

Threat Working Group

UCMJ

Uniform Code of Military Justice

UFR

unfinanced requirement

UIC

unit identification code

ULLS-G

unit level logistics system - ground

UPH

unaccompanied personnel housing

UPS

United Parcel Service

URS

unit reference sheets

USACBRN

United States Army Chemical, Biological, Radiological and Nuclear

USACBRNS

United States Army Chemical, Biological, Radiological and Nuclear School

USAES

United States Army Engineer School

USALSA

United States Army Legal Services Agency

USAMANSCEN

United States Army Maneuver Support Center

USAMEDDAC

United States Army Medical Department Activity

USAMPS

United States Army Military Police School

USAPA

United States Army Publishing Agency

USAR

United States Army Reserve

USARC

United States Army Reserve Center

United States Army Reserve Command

USASMA

United States Army Sergeants Major Academy

USATDS

United States Army Trial Defense Service

USC

United States Code

USERRA

Uniformed Service Employment and Reemployment Rights Act

USMA

United States Military Academy

USMC

United States Marine Corps

USR

unit status reports

UXO

unexploded ordnance

VA

Veterans Affairs

VAMC

Veterans Administration/Affairs Medical Center

VETCOM

U.S. Veterinary Command

VFR

visual flight rule

VI

visual information

VIP

very important person

VTC

video teleconference

VX

nerve agent

WAN

wide area network

WFLA

warfighting lens analysis

WLC

Warrior Leader Course

WMD

weapons of mass destruction

WMD-CST

weapons of mass destruction – civil support team

WO

warrant officer

WOAC

Warrant Officer Advanced Course

WOBC

Warrant Officer Basic Course

WOT

war on terror

WPRAC

Working Program Resource Advisory Committee

WRAFF

Waynesville Regional Airport at Forney Field

WT&BD

warrior tasks and battle drills

WTRP

Warrior Training Rehabilitation Program

WTU

Warrior Transition Unit

Section II**Terms****Authority**

The right to act or exact action by others within a prescribed area; the power to decide and to require that decisions are acted on.

Authorize

To commission; to empower to act; to sanction. (Connotes command or delegated supervisory authority.)

Command

To exercise authority through command channels. To direct or control with the authority that an individual exercises over his subordinates because of his grade and assignment. Command involves the authority and responsibility inherent in an assignment for planning, organizing, directing, coordinating, and controlling military forces to accomplish missions and tasks through the application of available resources and includes responsibility for health, welfare, morale, and discipline of assigned personnel.

Conduct

To manage, lead, direct, or carry on a mission, function, task, or assignment. (Connotes command or delegated supervisory authority, with or without responsibility for decision.)

Control

To exercise directing or restraining power over; to regulate, curb, or check.

Coordination

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

Determine

To come to a decision or conclusion after thorough investigation.

Direct

To give authoritative orders or instructions; to regulate activities or courses of action. (Connotes command or delegated supervisory decision authority.)

FLAG

suspension of favorable personnel actions

Function

A principal activity performed by an organizational element to accomplish its mission; normally, a grouping of related component tasks.

Manage

To direct, plan, develop, organize, guide, coordinate, and control all aspects of execution and all resources available to achieve objectives. To administer in the broadest sense of overall control. (This verb implies responsibility for all aspects of an operation or activity.)

Mission

A brief statement of the basic purpose or objective.

Monitor

To oversee for accuracy, faults, or weaknesses; to critically observe, review, or maintain awareness of situations, programs, or projects without authority for direction, control, or supervision but with responsibility for advising the proponent of action needed or current status.

Operational Control

Authority to assign tasks, designate objectives, and staff supervise their execution. (Excludes administrative matters such as personnel matters, supply services, discipline, internal organization, training, and other such matters not included in the operational mission of the subordinate activity.)

Prescribe

To lay down as a rule of action. (Connotes command or delegated supervisory decision authority.)

Program Director

The staff agency chief designated by the Chief of Staff to be responsible for performing programming functions for a specified functional area.

Proponent

The staff agency responsible for developing, coordinating, publishing, and implementing a command directive and/or execution of responsibility for a specified function.

Responsibility

The obligation to carry forward an assigned task to a successful conclusion. With responsibility goes authority to direct and take the necessary action to insure success.

Task

A component of a function.