

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Monroe, Virginia 23651-1047

\*TRADOC Regulation 10-5-8

23 August 2010

Organization and Functions

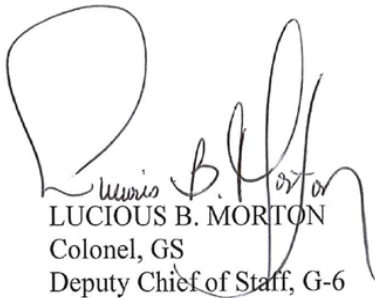
## INITIAL MILITARY TRAINING-CENTER OF EXCELLENCE

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FOR THE COMMANDER:

OFFICIAL:

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**History.** This publication is a new United States Army Training and Doctrine Command (TRADOC) regulation.

**Summary.** This regulation prescribes the organization, mission, and functions of the U.S. Army Training and Doctrine Command (TRADOC), Initial Military Training-Center of Excellence (IMT-CoE).

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

**Proponent and exception authority.** The proponent of this regulation is U.S. Army Training and Doctrine Command (TRADOC), Deputy Commanding General for Initial Military Training Center of Excellence (DCG-IMT-CoE).

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

**Supplementation.** Supplementation of this regulation is prohibited unless specifically approved by the U.S. Army Training and Doctrine Command (TRADOC), Deputy Commanding General

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

for Initial Military Training Center of Excellence (DCG-IMT-CoE), Headquarters (HQ) IMT-CoE (ATCG-MT), Building 10, 11 Bernard Road, Fort Monroe, Virginia 23651.

**Suggested improvements.** The lead responsibility for this regulation is the IMT-CoE. Send comments and suggested improvements on DA Form 2028 (Recommended changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) through channels to Headquarters (HQ) IMT-CoE (ATCG-MT), Building 10, 11 Bernard Road, Fort Monroe, Virginia 23651.

**Availability.** This publication is distributed through the TRADOC homepage at <http://www.tradoc.army.mil>

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### **Summary of Change**

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

This new regulation, dated 23 August 2010-

- o Establishes mission, organization, and responsibilities of Initial Military Training-Center of Excellence, staff elements and subordinate commands.
  - o Establishes the mission and organization of the Army Training Center and Fort Jackson.
  - o Outlines the operational control relationship with 108<sup>th</sup> and 80<sup>th</sup> Training Commands.
  - o Reflects the U.S. Army Training and Doctrine Command and Initial Military Training Campaign Plans.
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## **Chapter 1 Introduction**

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

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

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

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

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

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

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

a. The U.S. Army Training and Doctrine Command (TRADOC) Deputy Commanding General (DCG)/Chief of Staff (CoS) will approve changes to this regulation.

b. The CoS IMT-CoE, will-

(1) Serve as the lead for this regulation.

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

c. The DCS, G-8 will-

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

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

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

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

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

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

### **1-6. Policy**

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

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

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

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

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

### **1-7. General organizational requirements**

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

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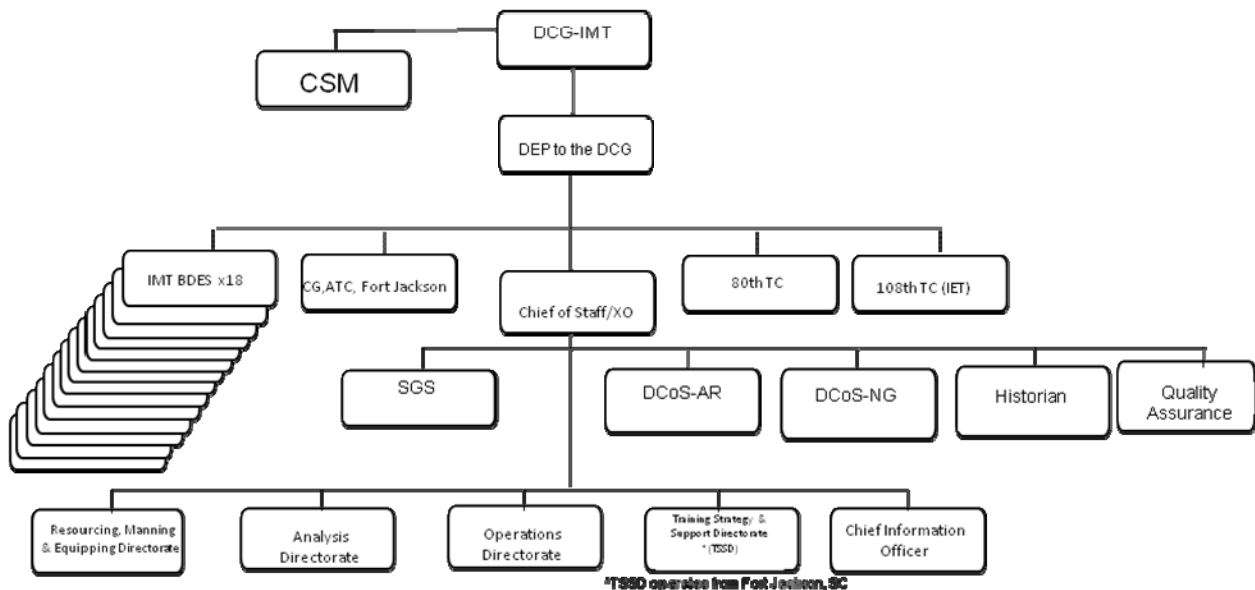
**Chapter 2  
IMT-CoE**

**2-1. Mission**

DCG, IMT will standardize, refine, and assess training for initial entry Soldiers and recently commissioned and appointed junior officers and warrant officers, to develop Soldiers and junior leaders who are adaptable, physically prepared and consistently trained in core initial military skills and their basic military occupational specialty (MOS) skills; understand and embrace the Army values; internalize the Warrior Ethos; and are prepared to contribute as a member of a team upon arrival at their first unit of assignment.

**2-2. Organization**

IMT consists of a HQ element, located at Fort Eustis, VA, which directs all aspects of IMT at all Army Training Centers (ATCs) and develops, refines, and supports IMT through policy, doctrine, education, research, quality assurance, and training support to ensure IMT produces trained and educated Soldiers and junior officers. It also has three subordinate commands: the U.S. Army Training Center at Fort Jackson; the 108th Training Command, which serves as the Army’s sole U.S. Army Reserve (USAR) IET force provider to support and expand the TRADOC training base; and the 80th Total Army School System (TASS), which provides coordinating and special staff support for the TASS (see figure 2-1).



**Figure 2-1. IMT-CoE**

**2-3. Lead responsibilities**

IMT has the following lead responsibilities:

- a. Core function: IMT. Sets standards for and oversees training in the competencies (knowledge, skills, abilities, attributes) and behaviors needed to become a Soldier and junior officer subsequently to succeed as a member of an Army unit, contribute to unit mission

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accomplishment and fight and win during full-spectrum operations. IMT-CoE is the lead for common core IMT; establishes and maintains warrior tasks and battle drills (WTBD).

b. IMT includes basic combat training (BCT), one station unit training (OSUT), advanced individual training (AIT), Basic Officer Leaders Course (BOLC), warrant officer basic course, Warrior Transition Course (WTC), AIT platoon sergeant course (AIT PSGC), Drill Sergeant School (DSS), and associated cadre training (Victory University (VU)). IET consists of the portions of IMT that pertain to enlisted Soldiers – BCT, OSUT, WTC, and AIT.

c. Other major responsibilities/tasks:

(1) IMT-CoE exercises direct supervision, management, and oversight for policy, priorities, and resource prioritization of all matters pertaining to IMT.

(2) Establishes, approves, and publishes all IMT policy, strategy, and waivers.

(3) Lead for IMT common core tasks.

(4) Exercises operational control (OPCON) authority of Reserve component (RC) organizations when supporting IMT.

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

(6) Directs precommissioning common core Soldier and officer training requirements set by DCG, IMT in coordination with and executed by the U.S. Army Reserve Command (USARC), National Guard Bureau, U.S. Army Cadet Command Reserve Officers' Training Course (ROTC), Deputy Commandant, Officer Candidate School (OCS), Warrant Officer Candidate School, and U.S. Military Academy (USMA) to ensure linkage and standards between BOLC.

(7) Directs pilots and surveys within IMT.

(8) DCG, IMT senior rates select IMT brigade commanders (minus ROTC brigades, OCS, and USMA). DCG, IMT rates the 108<sup>th</sup> and 80<sup>th</sup> Training Command commanding generals and senior rates the 108<sup>th</sup> and 80<sup>th</sup> Training Commands DCGs and division commanders.

(9) Revises, updates, and incorporates WTBD into IMT.

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

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

(12) Ensures IMT processes and training supports ARFORGEN requirements.



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

(14) Reviews all IMT programs of instruction (POI) for inclusion of mandated training.

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

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

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

IMT has the following assist responsibilities:

a. Core functions:

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

(2) Functional training. Assists CAC with the synchronization of post-IMT functional training and in the identification of capabilities and development of requirements for future functional training needs.

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

(4) Recruitment and accessions. Provides the U.S. Army Accessions Command (USAAC) with information relevant to the recruitment of Soldiers and the accession and training of pre-commissioned officers (ROTC, OCS, direct commission).

(5) Human Capital Enterprise (HCE). Provides information to the HCE on the status of new recruits and recently commissioned officers.

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

b. Key enablers: None.

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

**Section I**  
**Officer of the DCG, IMT**

**3-1. DCG, IMT**

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

b. Functions and responsibilities.

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

(2) On behalf of the CG, TRADOC, provides command and control for the United States Army Training Center-Fort Jackson (ATC&FJ); exercises OPCON for the 108<sup>th</sup> Training Command (IET) and the 80<sup>th</sup> Training Command IAW the TRADOC-USARC memorandum of agreement dated 25 Sep 09 and 2 Oct 09.

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

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

(5) Establishes officer common core tasks for the Basic Officer Leader Course-Branch (BOLC-B).

(6) Directs research and experimentation analysis to improve performance.

(7) Recommends IMT funding priorities to TRADOC staff.

(8) Conducts IMT assessment and compliance visits that provide close scrutiny, analysis, and verification of standards.

(9) Develops and coordinates TRADOC guidance for IMT leaders conferences.

(10) Conducts the IMT training update briefs (TUB) with TRADOC staff and regular commander video teleconferences.

(11) Develops and coordinates TRADOC policy concerning the operation of fitness training units to include the physical conditioning unit and the Physical Training Rehabilitation Program (PTRP).

(12) Develops and coordinates TRADOC policy for the conduct of IET at the Defense Language Institute, Foreign Language Center (DLIFLC).

(13) Develops and coordinates TRADOC military occupational specialty (MOS) retraining and reclassification guidance.

(14) Develops and coordinates TRADOC policy for addressing RC- and Army National Guard (ARNG)-unique IMT issues.

(15) Develops and coordinates TRADOC IET attrition policy and guidance.

### **3-2. CoS, IMT-CoE**

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

b. Functions and responsibilities.

(1) Serves as principal assistant to the DCG, IMT for operations and activities of the IMT staff.

(2) Manages training and development of the HQ staff.

(3) Functions as the senior coordinator to subordinate and higher HQ.

(4) Approves and ensures proper and efficient use of IMT-CoE's resources.

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

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

(7) Responsible to the DCG, IMT for plans, operations, and special actions.

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

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

Functions as the senior enlisted advisor to the DCG, IMT for all enlisted policy and training matters. The command sergeant major (CSM) is the senior enlisted advisor responsible for the

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development of tactically and technically proficient Soldiers and noncommissioned officers (NCOs). The CSM provides the DCG, IMT and TRADOC leaders a perspective on the morale and well-being of enlisted Soldiers in IMT; the quality and effectiveness of enlisted and officer training; and feedback on programs and policies affecting Soldiers. The CSM mentors and maintains liaison with sergeants major within and outside of IMT. He provides information, assessments, and an experienced viewpoint on discipline, motivation, retention, and other concerns of enlisted Soldiers, drill sergeants, and AIT platoon sergeants (AIT PSGs). The CSM coordinates Drill Sergeant of the Year (DSOY) and AIT PSG competitions with TRADOC HQ.

### **3-4. Office of the Deputy Commanding General for Initial Military Training.**

a. Mission. Provides administrative management of the IMT-CoE's office and develops short- and long-range schedules.

b. Functions and responsibilities.

(1) Coordinates travel for the DCG, IMT.

(2) Manages the DCG, IMT's time and information flow.

### **3-5. Secretary of the General Staff (SGS).**

a. Mission. The SGS coordinates command group operations and is the key advisor to the command group for administration, staff action management, and protocol activities. The SGS is an integral element in the DCG, IMT's engagement activities and a critical link to the field for dissemination of information.

b. Functions and Responsibilities.

(1) Manages and administers the budget, travel, security, and logistical support for the DCG, IMT and CoS.

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

(3) Coordinates with HQ TRADOC CGAO and G-3/5/7 concerning all outside command channel taskings.

(4) Responsible for personnel security issues and administration within the IMT-CoE.

(5) Responsible for facility management and building security for HQ IMT-CoE.

### **3-6. Historian.**

a. Mission. The IMT-CoE military historian serves as the advisor to the DCG, IMT for all matters related to IMT history. The history program collects, interprets, and instructs military

history and heritage. It acquires, preserves, conserves, and makes available to public and private historical researchers both historical property and documents, and emphasizes the human dimension of the profession of arms and the military art.

b. Functions and Responsibilities.

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

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

(3) Provides historical services to HQ, IMT-CoE.

**3-7. Quality Assurance Office (QAO)**

a. Mission. Executes IMT-CoE quality assurance (QA) program that ensures the development of the Army's Soldiers.

b. Organization. The HQ IMT-CoE QA office is a special staff element that reports directly to the CoS, consisting of a director and three divisions: Operations, BCT/Drill Sergeant School, and VU.

c. Functions and Responsibilities.

(1) Provides QA evaluators for IMT during TRADOC QAO accreditation visits to TRADOC Schools.

(2) Conducts QA quick look visits for IMT-CoE.

(3) Develops a QA master evaluation plan with annexes for each proponent school.

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

(5) Advises and updates the chain of command on the effectiveness of IMT training programs.

(6) Directs, reviews, integrates, coordinates, and establishes QA policy for DCG, IMT.

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

(8) Collects and analyzes QA lessons learned and best practices.

(9) Identifies budget and resource requirements for QAO.

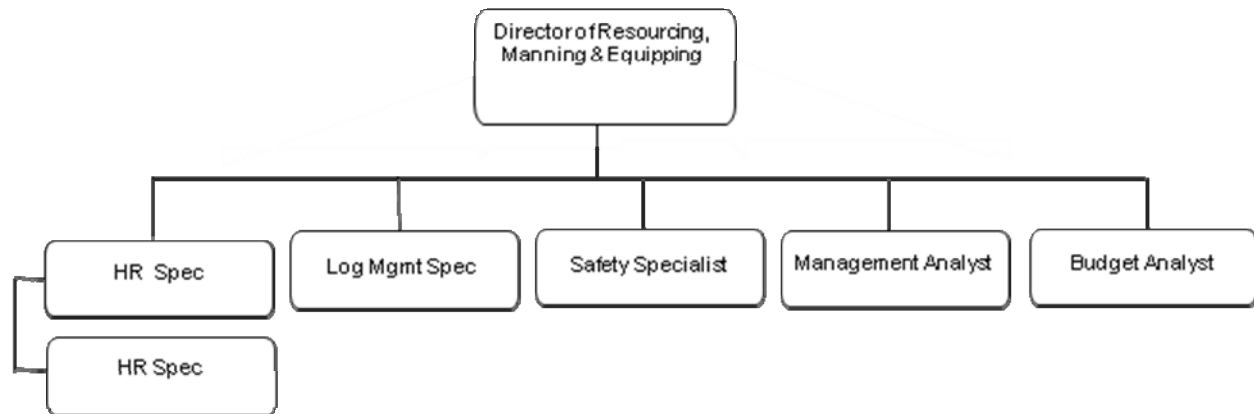
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(10) Performs adjunct evaluations, assessments, and analysis as directed by the chain of command

### Section II Coordinating Staff

#### 3-8. Directorate of Resourcing, Manning, and Equipping

a. Mission. Provides support and advice on military and civilian personnel, logistics, engineering, environmental, and integration of base support (see figure 3-1).



**Figure 3-1. Directorate of Resourcing, Manning, and Equipping**

b. Functions and responsibilities.

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

(2) Formulates IMT human resource/logistics policy and integrates ARFORGEN, TRADOC campaign plan, and HCE requirements.

(3) Researches equipment shortages/modernization issues affecting the IMT mission, coordinates with IMT brigades and TRADOC G-4 for support and assistance, and establishes priority of fill within IMT.

(4) Coordinates all issues related to personal clothing (clothing bag) to support the IMT mission. Coordinates with IMT brigades and TRADOC G-4 for support and assistance.

(5) Coordinates all issues related to organizational clothing and individual equipment support to IMT. Coordinates with IMT brigades and TRADOC G-4 for support and assistance.

(6) Researches equipment maintenance issues affecting readiness. Coordinates with IMT brigades and TRADOC G-4 for support and assistance.

(7) Monitors, evaluates, and synchronizes information from IMT brigades Monthly Commander's NetUSR and elevates issues and trends. Coordinates with brigades and TRADOC G-1/4 for support and assistance.

(8) Researches food service, laundry/dry cleaning, or nontactical vehicle support issues to support the IMT mission. Coordinates with brigades and TRADOC DCG/CoS for support and assistance.

(9) Coordinates logistic Standard Army Management Information System sustainment support and log automation fielding with TRADOC G-4.

(10) Conducts liaison with TRADOC engineers in all matters pertaining to barracks and training facilities supporting IMT operations.

(11) Coordinates human resources actions for IMT and subordinate units/activities in accordance with HQ TRADOC.

(12) Establishes the Integrated Personnel and Pay System – Army requirements in support of IMT.

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

(14) Monitors and processes military evaluations, awards, promotions, and other personnel related issues.

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

(16) Provides advice to the DCG, IMT leadership on all aspects of personnel utilization.

(17) Participates in IMT quick visits, as required.

(18) Monitors DCG, IMT funding issues and coordinates with TRADOC G-8.

(19) Monitors DCG, IMT contracts.

(20) Coordinates and provides TRADOC staff input and responses to DCG, IMT (for example, TUBs).

(21) Acts as IMT representative at all TRADOC and external meetings in area of responsibility.

(22) Reviews and analyzes IMT unfunded requirements for IMT validation and coordinates with TRADOC G-8.

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(23) Assists HQ IMT with prioritization of resources.

(24) Oversees the allocation and management of subordinate IMT resources in coordination with TRADOC G-8.

(25) Coordinates programming requirements and oversees IMT budget execution in coordination with TRADOC G-8.

(26) Reviews and coordinates program year special items of interest for IMT activities.

(27) Reviews and coordinates issues regarding structure and manning decision review requirements as related to manpower and budget issues.

(28) Oversees IMT force structure, manpower (military and civilian), and equipment requirements and authorizations.

(29) Ensures subordinate unit TDAs conform with DCG, IMT guidance prior to submission to HQ TRADOC.

(30) Coordinates between HQ TRADOC and the IMT-CoE staff on manpower and TDA equipment questions, policy, and guidance.

(31) Coordinates the IMT-CoE's use of resources by managing productivity and efficiency programs; provides acquisition management and oversight.

(32) Serves as IMT lead for manpower programs.

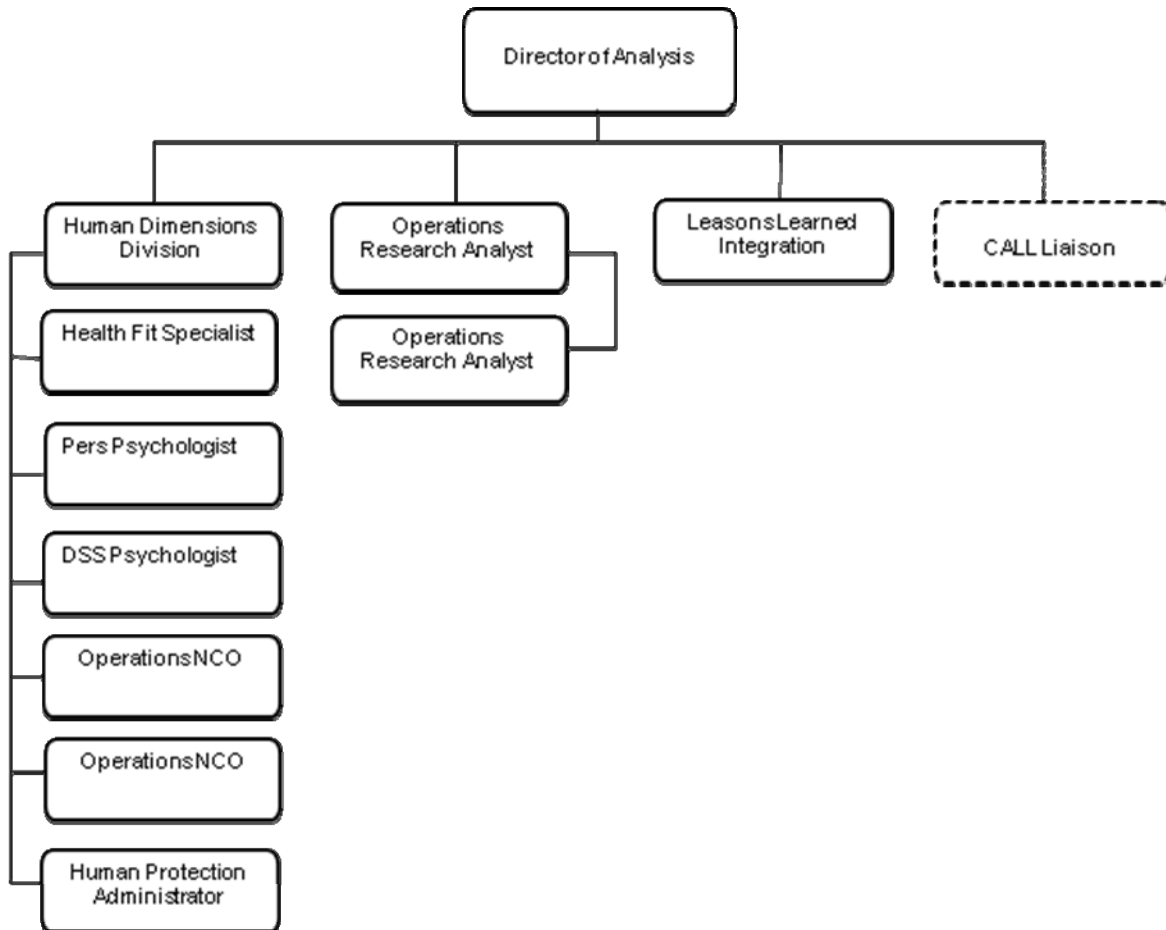
(33) Reviews and mediates recommended changes to IMT manpower structure.

(34) Designs and manages IMT enterprise force structure.

### **3-9. Training, Research, and Analysis**

a. Mission. Conducts strategic level research, studies, and analysis of training processes (reception, processing, and IMT) and integrates results for decisionmakers. Conducts studies supporting change management. Analyzes the efficiency of operations and develops related best business practices. Tests future concepts for the development of resourcing (see figure 3-2).





**Figure 3-2. Directorate of Training, Research, and Analysis**

b. Functions and responsibilities.

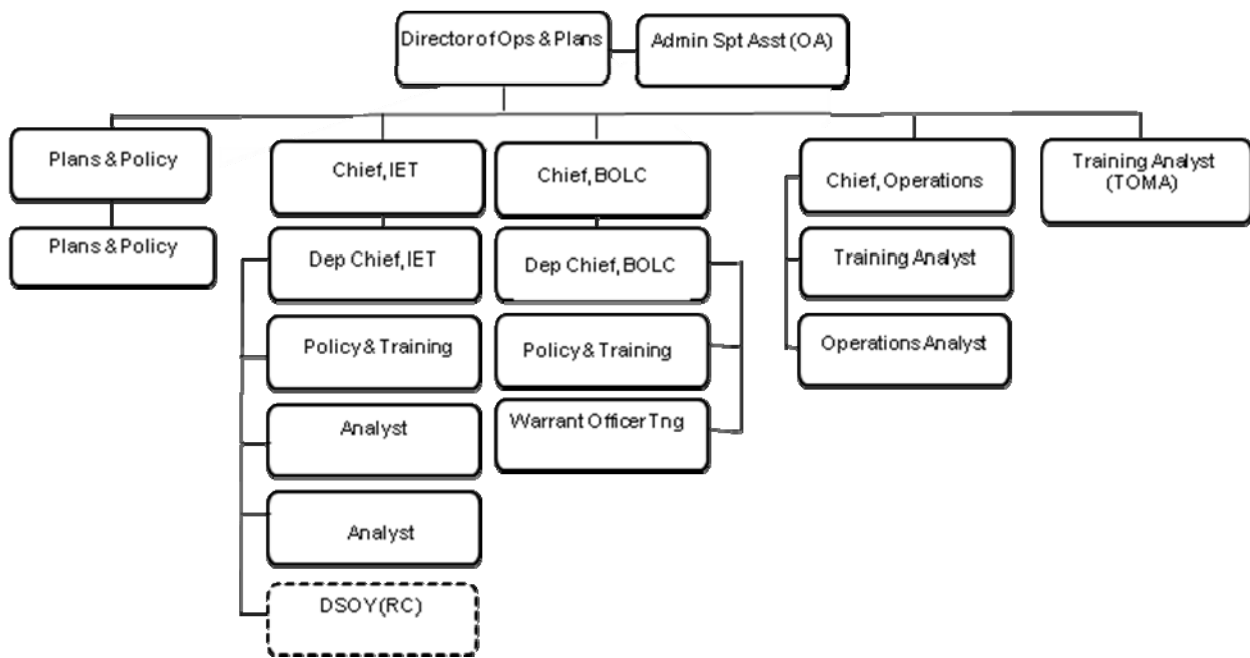
- (1) Formulates IMT research & analysis policy.
- (2) Conducts IMT data mining and analysis.
- (3) Integrates standards, metrics, evaluation tools, and surveys.
- (4) Establishes knowledge management (KM) strategy; coordinates with TRADOC KM.
- (5) Captures, analyzes, and integrates lessons learned.
- (6) Conducts holistic analysis and integration of ARFORGEN requirements into IMT.
- (7) Identifies gaps that drive innovation and training changes related to core competencies.
- (8) Conducts analysis to predict trends.

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- (9) Conducts analysis supporting higher HQ requests for information.
- (10) Develops and tracks metrics for training levels.
- (11) Provides input to the TRADOC learning model.
- (12) Develops and tracks cadre screening metrics.

### 3-10. Operations and Plans Directorate

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



**Figure 3-3. Operations and Plans Directorate**

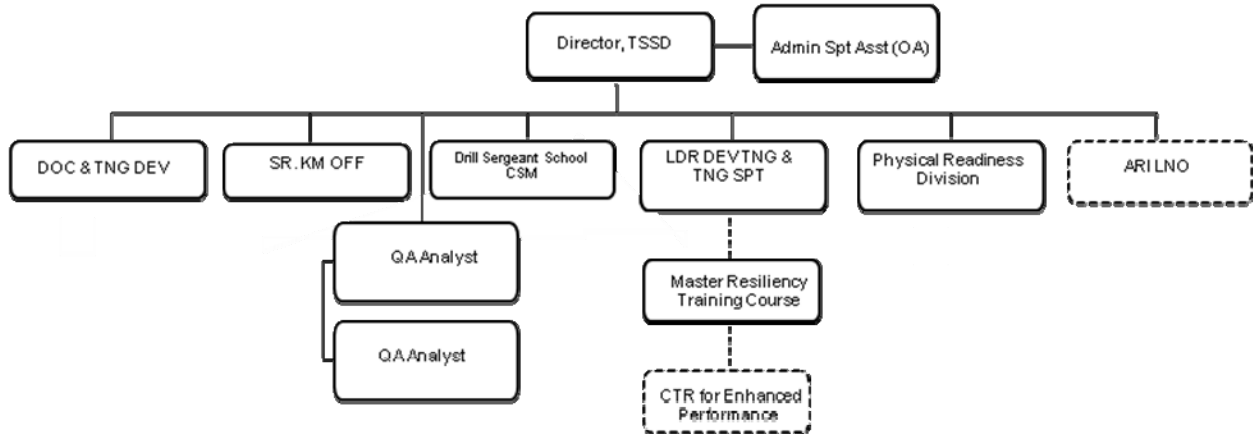
- b. Functions and responsibilities.

- (1) Principal staff adviser to the DCG, IMT on all matters relating to IMT for regular Army, USAR, officer, warrant officer, and enlisted training.
- (2) Allocates internal IMT resources in coordination with the IMT Directorate of Resourcing, Manning, and Equipping.
- (3) Conducts IMT conferences and commander video teleconferences.
- (4) Reviews and validates proponent changes to POIs.
- (5) Approves and validates IMT pilot programs.

- (6) Develops strategy to incorporate HQ training requirements.
- (7) Provides oversight of IMT taskings.
- (8) Recommends changes to TDA structure.
- (9) Approves IMT policy waivers.
- (10) Conducts IMT assessment and compliance visits.
- (11) Establishes IMT common core tasks.
- (12) Incorporates WTBD into IMT.
- (13) Executes policy on cadre, DS, and PSG training.
- (14) Executes IMT policy and standards (TRADOC Regulation (TR) 350-6, BOLC-B, etc.).
- (15) Integrates ARFORGEN cycle into IMT process.
- (16) Participates in IMT joint policy formulation.
- (17) Conducts liaison with the TRADOC Public Affairs Office (PAO) in all matters pertaining to IMT.
- (18) Collaborates with PAO and the chief information officer to ensure all web page input and social networking materials are updated and relevant.

**3-11. Training Strategy Support Directorate (TSSD)**

- a. Mission. Provides training oversight and leader development. The TSSD operates from Fort Jackson, SC (see figure 3-4).



**Figure 3-4. Training Strategy Support Directorate**

b. Functions and responsibilities.

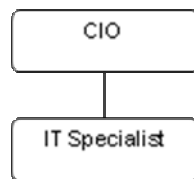
- (1) Conducts BCT and AIT as directed.
- (2) Conducts leader training through VU (precommand course (PCC), AITPSG course, company commander and first sergeant course, and other cadre training as required).
- (3) Conducts the Army DSS. Writes POIs, determines class structure, and conducts DS training. Writes, updates, and publishes TR 350-16.
- (4) Conducts training assistance visits to active and RC DSS.
- (5) Formulates and coordinates policy for the fitness training unit and the PTRP.
- (6) Conducts command directed and organizational compliance inspections.
- (7) Executes IMT POI accreditation.
- (8) Reviews and validates proponent changes to POI.
- (9) Develops BOLC-B strategy.
- (10) Develops strategy in support of IMT command assistance program.
- (11) Conducts assistance visits.
- (12) Coordinates establishment of IMT common core tasks.
- (13) Revises and updates WTBD.
- (14) Formulates IMT policy and standards (TR 350-6, BOLC-B, etc.).

- (15) Develops policy on cadre, DS, and AITPSG training.
- (16) Responsible for IET instructor and course certifications.
- (17) Lead for IET PCC.
- (18) Lead for IET Company Commander and First Sergeant Course.
- (19) Lead for reception battalion POI.
- (20) Conducts reception battalion training assistance visits.
- (21) Proponent for WTC.
- (22) Conducts the AIT PSGC.
- (23) Responsible for the Army Physical Fitness University.
- (24) Responsible for the Master Resiliency Training Course.

(25) Conducts liaison with the TRADOC Surgeon, TRADOC Inspector General (IG), TRADOC Chaplain, and TRADOC Staff Judge Advocate in all matters pertaining to IMT.

**3-12. Chief Information Officer**

a. Mission. Provides information mission support for IMT-CoE, its subordinate elements, and external customers (see figure 3-5).



**Figure 3-5. Chief Information Officer Directorate**

b. Functions and responsibilities.

(1) Serves as the DCG, IMT lead for all information technology (IT) related functions to include capital investment and planning. Primarily responsible for IT project management of command, control, and communications (C3) support.

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

(3) Provides requirements and assistance to the TRADOC G-6 as required.

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

(4) Works with TRADOC G-6 and G-8 to coordinate C3 service level agreements and MOAs with Network Command.

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

(6) Establishes an IT planning cell to address all IT issues.

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

(8) Collects, analyzes, reports, and disseminates information on IA threats and vulnerabilities.

(9) Receives, validates and submits IA requirements.

(10) Allocates and monitors IA resources.

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

(12) Manages and maintains IMT related web pages; collaborates with PAO and the Operations and Plans Directorate to ensure all web page input and social networking materials are updated and relevant.

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## **Chapter 4 Army Training Center and Fort Jackson (ATC&FJ)**

### **4-1. Mission**

The ATC&FJ executes BCT, AIT and synchronizes service support operating systems in order to effectively transform civilians, train Soldiers, and develop leaders who live the Warrior Ethos, are physically tough, mentally adaptive, and able to contribute to the success of their first unit of assignment supporting ARFORGEN requirements for both the operational Army and Generating Force.

### **4-2. Organization**

The ATC&FJ consists of an HQ element, personnel staff, G-staff, 165<sup>th</sup> IN BDE, 171<sup>st</sup> IN BDE, 192<sup>nd</sup> IN BDE, and the Fort Jackson Garrison (see figures 4-1 and 4-2).

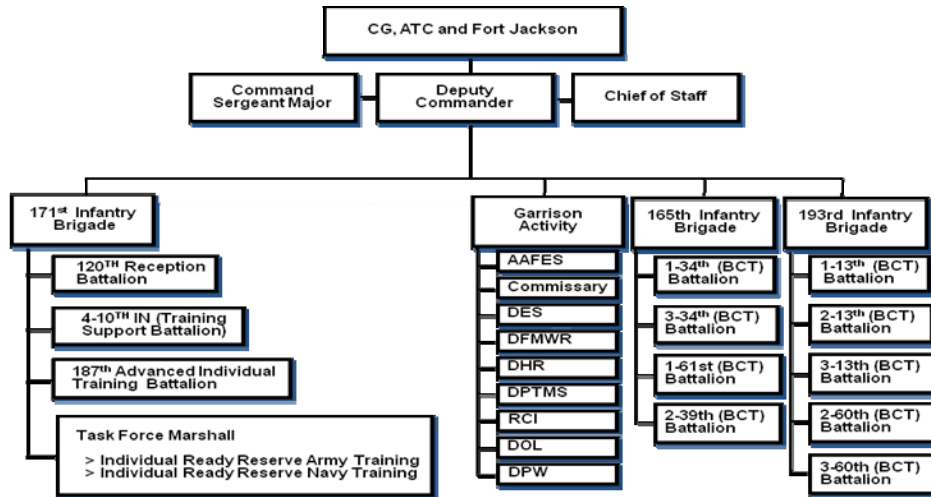


Figure 4-1. U.S. Army Training Center and Fort Jackson

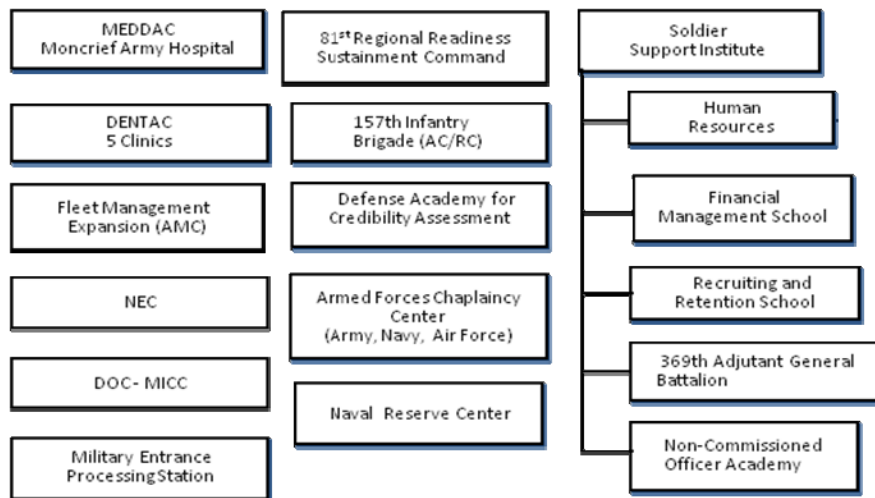


Figure 4-2. Major Organizations (tenants) on Fort Jackson

**4-3. Functions and responsibilities**

- a. Executes BCT.
- b. Executes AIT.
- c. Executes reception battalion operations.
- d. Provides service support and sustainability operating systems for the ATC and all other organizations assigned to Fort Jackson.

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

- e. Provides training for individual ready reserve (IRR) Soldiers and Sailors (Task Force Marshall).
  - f. Executes U.S. Army Student Detachment operations for approximately 2,200 Soldiers worldwide.
  - g. Executes warrior training and rehabilitation program with the Fitness Training Company in the 120<sup>th</sup> Reception Battalion.
  - h. Conducts Airborne Orientation Course.
  - i. CG, ATC&FJ serves as the general court-martial convening authority for all of Fort Jackson.
  - j. Coordinates support for and administration of named tenant units as appropriate.
- 

## **Chapter 5**

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

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

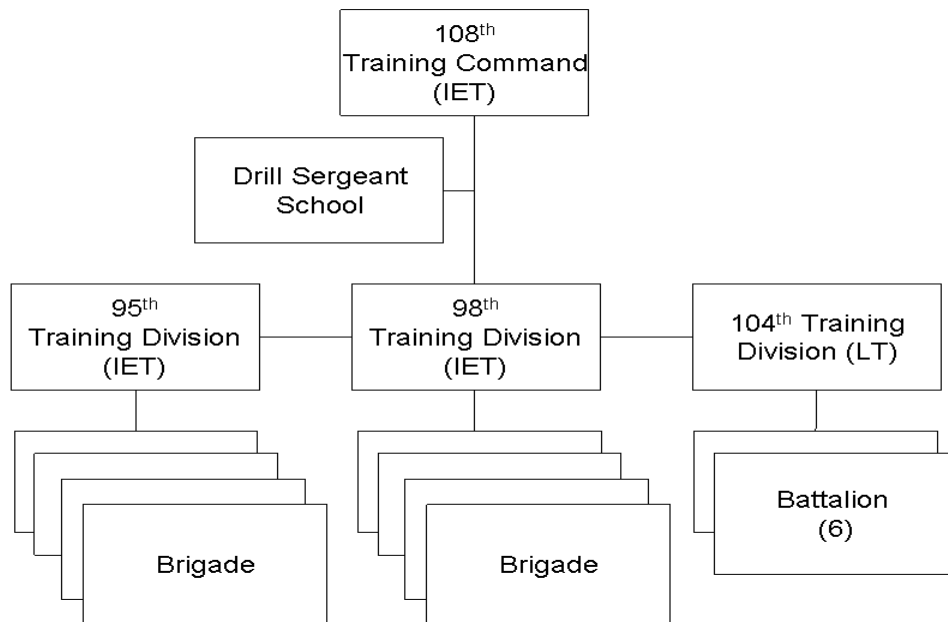
Serves as the Army's sole USAR IET force provider to support and expand the TRADOC training base and train the Army's future Soldiers and officers.

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

The 108th Training Command consists of a HQ element, the USAR DSS and three Divisions. The 95th and 98th Training Divisions (IET) are organized into four brigades in each division. These units provide command and control of BCT, OSUT, committee and reception support. The 104th Division (LT) consists of six battalions made up of three senior ROTC battalions, one Leader Development and Assessment Course (LDAC) battalion, one leader training course (LTC) battalion and one USMA.

Note: Effective 1 October 2010, the 104<sup>th</sup> Division (LT) will have eight additional Training Support Battalions (Reception and Committee) assigned battalions (see figure 5-1).





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

### 5-3. Functions and responsibilities

- a. Conducts TRADOC BCT and OSUT training base expansion missions.
- b. Operates the USAR DSS.
- c. Provides training in support of individual premobilization training requirements for Army reserve operational and functional commands.
- d. Supports foreign military training missions.
- e. Provides training support to Army training center committee and reception operations.
- f. Supports individual training or Soldier readiness processing of IRR, ROTC, West Point, or other services.
- g. Supports AR and ARNG Pre-BCT or future Soldier training programs.
- h. Provides training support to Warrior Forge LDAC battalion, one LTC, and the USMA.
- i. Assists professors of military science in the classroom with teaching.
- j. Provides support to USAR regional training centers.

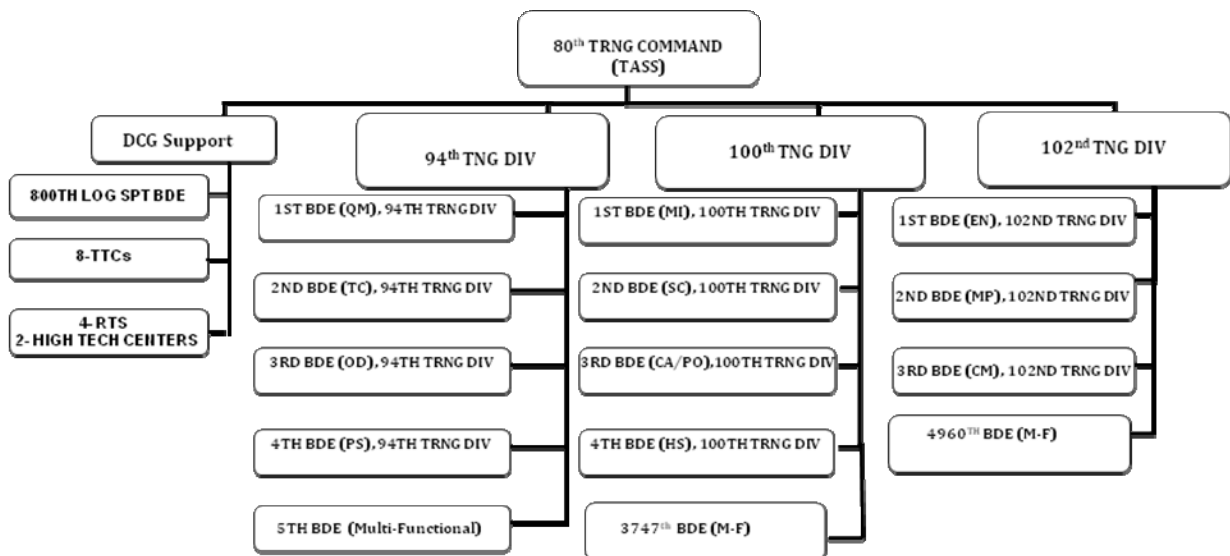
**Chapter 6**  
**80th Training Command (TASS)**

**6-1. Mission**

The 80th provides command and control for the USAR TASS and provides coordinating and special staff support for three TASS divisions in the continental United States, and one multifunctional brigade located outside the continental United States.

**6-2. Organization**

The 80<sup>th</sup> Training Command consists of three Divisions, 11 TASS Brigades, 1 Logistics Support Brigade, 1 Multi-Functional Brigade, 55 TASS Battalions, 5 Logistics Support Battalions, 3 Multi-Functional Battalions, four Regional Training Sites-Maintenance, two High-Tech Regional Training Sites – Maintenance Centers, eight TASS Training Centers (TTCs), and numerous satellite TTCs (see figure 6-1).



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

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

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

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

c. Provides command and control support to the following type units located worldwide with a combined USAR and National Guard population of over 550,000 Soldiers:

(1) Three TASS divisions that provide combat support, combat service support, health services, and MOS training courses of instruction to all branches of the service and Department of Defense (DOD) civilians. These courses include MOS reclassification, Phase II NCO Education System MOS-specific courses. The divisions have a current combined required strength of 6,800 personnel able to train up to 75,000 Soldiers annually.

(2) A logistics support brigade with five logistic support battalions with a current combined brigade and battalion authorized strength of 500 personnel.

(3) A multifunctional brigade with three battalions with a current combined brigade and battalion authorized strength of 100 personnel.

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## **Appendix A References**

### **Section I Required Publications**

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

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

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

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

TR 350-16  
Drill Sergeant Program

### **Section II Related Publications**

AR 11-7  
Internal Review and Audit Compliance Program

AR 20-1  
Inspector General Activities and Procedures

AR 27-1  
Legal Services, Judge Advocate Legal Services

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

AR 40-5  
Preventive Medicine

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

AR 165-1  
Chaplain Activities in the United States Army

AR 350-1  
Army Training and Education

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

AR 360-1  
The Army Public Affairs Program

AR 385-10  
Army Safety Program

AR 690-12  
Equal Employment Opportunity and Affirmative Action

FM 7-0  
Training the Force

TR 350-10  
Institutional Leader Training and Education

TR 870-1  
TRADOC Military History Program

TRADOC Memorandum 1-11  
Staff Procedures

### **Section III** **Referenced Forms**

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

DA Form 2028  
Recommended changes to Publications and Blank Forms

### **Glossary**

#### **Section I** **Abbreviations**

AIT PSG	AIT platoon sergeant
AIT PSGC	AIT platoon sergeant course
AIT	advanced individual training
AR	Army regulation
ARCIC	Army Capabilities Integration Center
ARFORGEN	Army force generation
ARNG	Army National Guard
ATC	Army Training Center
ATC&FJ	Army Training Center and Fort Jackson
BCT	basic combat training
BOLC	Basic Officer Leaders Course
BOLC-B	Basic Officer Leaders Course-Branch
C3	command, control, and communications
CAC	Combined Arms Center
CoE	center of excellence
CoS	Chief of Staff
CSM	command sergeant major
DA	Department of the Army
DCG	Deputy Commanding General
DLIFLC	Defense Language Institute-Foreign Language Center
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities

## TRADOC Reg 10-5-8

DSOY	Drill Sergeant of the Year
DSS	Drill Sergeant School
HCE	Human Capital Enterprise
HQ	headquarters
HQDA	Headquarters, Department of the Army
IA	information assurance
IET	initial entry training
IG	inspector general
IMT	initial military training
IMT-CoE	Initial Military Training Center of Excellence
IRR	individual ready reserve
IT	information technology
KM	Knowledge Management
LDAC	Leadership Development and Assessment Course
LTC	leader training course
MOS	military occupational specialty
NCO	noncommissioned officer
OCS	Officer Candidate School
OPCON	operational control
OSUT	one station unit training
PAO	Public Affairs Office
PCC	precommand course
POI	program of instruction
PTRP	Physical Training Rehabilitation Program
QA	quality assurance
QAO	quality assurance office
RC	Reserve component
ROTC	Reserve Officer' Training Corps
SGS	Secretary of the General Staff
TASS	Total Army School System
TDA	tables of distribution and allowances
TR	TRADOC Regulation
TRADOC	Training and Doctrine Command
TSSD	Training Strategy Support Directorate
TUB	training update brief
USAAC	United States Army Accessions Command
USAR	U.S. Army Reserve
USARC	United States Army Reserve Command
USAREC	U.S. Army Recruiting Command
USMA	U.S. Military Academy
VU	Victory University
WTBD	warrior tasks and battle drills
WTC	Warrior Transition Course

## **Section II**

### **Terms**

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

#### **assist**

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

#### **basic officer leader course**

Two-phased IMT for active and reserve officers. The first phase (BOLC-A) is pre-commissioning (USMA, OCS, or ROTC). The second phase (BOLC-B) is the branch technical phase.

#### **coordination**

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

#### **direct authority**

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

#### **executive agent**

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

#### **key enabler**

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

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

### **lead**

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

Specifically, lead has three areas of responsibility:

- a. Develop, coordinate, and recommend command policy.
- b. Develop, coordinate, and recommend command guidance.
- c. Develop, coordinate, and recommend taskings to execute specific missions or tasks

or provide specific support. (TR 10-5)

### **major subordinate command**

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

### **memorandum**

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

### **plan**

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

(TR 10-5)

### **policy**

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

### **program**

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

### **reception station**

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



**regulation**

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

**requirement**

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

**staff management**

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

**strategic communications**

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

**supplement**

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