

**Army Regulation 350–52**

**Training**

# **Army Training Support System**

**Headquarters  
Department of the Army  
Washington, DC  
17 January 2014**

**UNCLASSIFIED**

# ***SUMMARY***

AR 350-52

Army Training Support System

This new Department of the Army regulation, dated 17 January 2014-

- o Describes the Army Training Support System and its purpose and role in Army training (chap 1).
- o Assigns responsibilities for the Army Training Support System (chap 2).
- o Establishes a strategy for planning, programming, and prioritizing Army Training Support System requirements and oversight (chap 4).

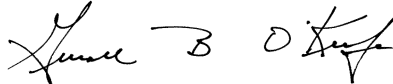
Training

Army Training Support System

By Order of the Secretary of the Army:

**RAYMOND T. ODIERNO**  
General, United States Army  
Chief of Staff

Official:



**GERALD B. O'KEEFE**  
Administrative Assistant to the  
Secretary of the Army

**History.** This publication is a new Department of the Army regulation.

**Summary.** This regulation defines responsibilities and prescribes policies of Army Training Support System programs on Army controlled installations to ensure that training support system resources are allocated properly to support the Army's training strategies.

**Applicability.** This regulation applies to the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to Department of the Army civilian employees.

**Proponent and exception authority.** The proponent of this regulation is the

Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–3/5/7), 1000 Army Pentagon, Washington, DC 20310–1000.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and

Blank Forms) directly to the Headquarters, Department of the Army, Deputy Chief of Staff, G–3/5/7 (G–37/TR) (DAMO–TRS), 1000 Army Pentagon, Washington, DC 20310–1000.

**Committee management.** AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an establishing “group” identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

**Distribution.** This publication is available in electronic media only and is intended for command levels C, D, and E for the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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## **Glossary**

# Chapter 1 Introduction

## Section I General

### 1–1. Purpose

This regulation defines responsibilities and prescribes policies of Army Training Support System (TSS) programs on Army controlled installations to ensure that TSS resources are allocated properly to support the Army's training strategies.

### 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

Responsibilities are listed in chapter 2.

### 1–5. Objectives

This new regulation defines, provides guidance, and expands upon the TSS described in each Army regulation (AR) listed below—

*a.* AR 350–1: Prescribes policies, procedures, and responsibilities for developing, managing, and conducting Army training and leader development.

*b.* AR 350–19: Assigns responsibilities and provides policy and guidance for—

(1) Managing and operating Army ranges and training lands to support their long-term viability and utility to meet the national defense mission.

(2) Planning, programming, funding, and executing the Army's range and training land programs.

(3) Integrating program functions to support sustainable ranges.

(4) Assessing range sustainability.

(5) Managing the automated and manual systems that support sustainable ranges.

*c.* AR 350–38: Establishes Army policies and responsibilities for life cycle management of the areas listed below, but only as they pertain to training. It applies to capabilities acquired to meet urgent needs as well as acquisition programs.

(1) Training aids, devices, simulators, and simulations (TADSS).

(2) Tactical engagement simulations (TES).

(3) Targetry.

(4) Combat Training Centers (CTCs).

(5) Gaming technologies.

(6) Range instrumentation.

(7) Training-unique ammunition.

*d.* AR 350–50: Describes the objectives and concepts of operations and establishes and prescribes Headquarters, Department of the Army (HQDA) responsibilities, policies, and planning guidance for the CTC Program.

## Section II

### Army Forces and Training

The following Army strategic actions and documents are the basis of the Army's TSS:

#### 1–5. Army Campaign Plan

The Army Campaign Plan (ACP) provides direction for the detailed planning, preparation, and full execution of Army Transformation and Service, Title 10, United States Code (10 USC) activities necessary to provide relevant and ready land power to the Nation and to execute joint and expeditionary campaigns that protect our freedoms, deter our adversaries, and, if required, defeat our enemies.

#### 1–6. Force structure

To meet requirements of current operations and anticipated future missions, the operating forces in all components of the Army are structured into operational headquarters (HQ) and modular units. These include armor, Stryker, and

infantry brigade combat teams (BCTs) and support brigades (for example, aviation, maneuver enhancement, battlefield surveillance, fires, and sustainment).

### **1–7. Army force generation**

The Army generates operationally ready units through a structured progression of training and mission preparation called Army force generation (ARFORGEN). Under ARFORGEN, a designated brigade increases readiness over time, moving through the reset, train/ready, and available force pools in the operational readiness cycle.

*a. Reset phase.* During the reset phase, units stabilize personnel, receive new equipment, and conduct individual and some small unit and limited staff collective training. Units in reset phase are not typically available for operations.

*b. Train/ready phase.* During the train/ready phase, active component and reserve component units conduct progressive, collective training to address the spectrum of conflict and mission essential task list (METL). Units identified for likely deployment refine their METL and conduct specific training to prepare for their operational mission.

*c. Available phase.* During the available phase, units are in their planned-mission time windows and are available to deploy; conduct leader pre-deployment reconnaissance; deploy forces; execute reception, staging, onward movement, and integration; and assume an operation mission.

### **1–8. Army training**

Army training supports ARFORGEN and focuses on the operational, institutional, and self-development training domains. Army training strategies, resourced by Deputy Chief of Staff (DCS), G–3/5/7, serve to synchronize the role each training domain plays in building force readiness.

*a.* An operational or institutional mission commander (MC) is responsible for the training and readiness of his or her leaders, Soldiers, and units.

*b.* Operational training encompasses training activities that units and organizations undertake while training at home station, at Maneuver CTCs, and while operationally deployed.

(1) For Army units, training strategies for reaching and sustaining training proficiency (known as Combined Arms Training Strategies (CATS)) and weapons training strategies (known as Standards in Training Commission (STRAC)) establish training activities that determine associated training support.

(2) Individual and collective (unit) training is performed by commanders with garrison support. Unit training is a mission function and responsibility. MCs plan and execute the METL training required to build and sustain proficiency of their subordinate Soldiers, leaders, teams, and units in tasks essential for mission accomplishment.

*c.* Institutional training is a mission function and responsibility.

(1) Institutional training is performed by the One Army School System. This includes—

*(a)* U.S. Army Training and Doctrine Command (TRADOC).

*(b)* U.S. Army Medical Command (MEDCOM).

*(c)* U.S. Army Special Operations Command (USASOC).

*(d)* U.S. Army National Guard (ARNG).

*(e)* U.S. Army Reserve Command (USARC).

*(f)* United States Military Academy (USMA).

(2) Institutional training is executed through live instruction, distributed learning, or self-development to achieve and sustain required levels of individual basic combat skills, duty position military skills, functional skills, and professional development.

(3) For schools, a program of instruction (POI) identifies the objectives and resources for each required training course.

(4) Self-development is planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. Self-development will complement what has been learned in the classroom and on the job, enhance professional competence, and help meet personal objectives.

### **1–9. Army Training Strategy**

The Army Training Strategy is designed to generate cohesive, trained, and ready forces that can dominate at any point on the spectrum of conflicts. It describes the ends, ways, and means required to adapt Army training programs to an era of persistent conflict and to prepare units and leaders.

## **Section III**

### **Training Support System Overview**

#### **1–10. Training support**

Army training is driven by the Army Training Strategy. The Army Training Strategy, as approved by the DCS, G–3/5/7 (G–37/TR), defines the objectives of the TSS. It directs the Army to deliver relevant live, virtual, constructive (LVC), and gaming training enablers through the Army's TSS products, services, and facilities. It directs the Army to



create training conditions that realistically portray anticipated operational environments and institutional strategies reflected in the appropriate POI.

## **1–11. Army Training Support System**

*a.* The TSS consists of five primary programs that complement each other and together generate the Army's TSS capability through the delivery of products, services, and facilities. The programs include the Sustainable Range Program (SRP), Mission Command Training Support Program (MCTSP), CTC modernization, the Soldier Training and Support Program (STSP), and the Training Information Infrastructure Program. Each TSS program will be defined by supporting functions or components that may include program policy and procedures, manpower, and table of distribution and allowances structure, modernization strategy, operations support functions and resources, facilities, connectivity, and management support systems.

(1) The SRP is the Army's overall approach for improving the design, management, usage, and long-term sustainability of ranges. SRP is defined by its two core programs. The Range Program includes range modernization and range operations. The Training Land Program focuses on land management and maintenance through the integrated training area management (ITAM) process, training land acquisition, and SRP Outreach, which provides support to both SRP core programs. ITAM provides a Geographic Information System capability to support range modernization, range operations, and ITAM needs.

(2) The MCTSP provides virtual, constructive, and gaming training environments in support of combined arms training that replicates Army operations across the spectrum of conflict. This program supports mission command training for individuals and for units ranging from company to corps, and at levels from tactical to Joint task force, Army service component command (ASCC), and Joint Force Land Component Command. The MCTSP creates training that helps the Army's leaders to develop current, relevant mission command instincts and skills. It supports Army Battle Command System training and mission command essential capabilities that empower individuals and small units and that allow junior leaders to prevail during decentralized operations. The MCTSP provides the staff and trainers, facilities, infrastructure, and other resources necessary to support mission command training of the U.S. Army, U.S. Army Reserve (USAR), and ARNG. The MCTSP includes mission training complex operations and facilities, virtual and constructive TADSS, Army gaming for training, and LVC integration.

(3) The STSP includes individual Soldier through crew-level virtual and live TADSS, training support center (TSC), and virtual training facility operations. STSP manages TADSS production and fabrication of training devices, manages loan and issuance of TADSS, provides instructor/operator support for specific virtual TADSS, and other TADSS support that enables the MC to execute individual and collective training at installations and TRADOC schools. By county, installation areas of responsibility for training support centers are provided at appendix C and table C–1.

(4) The CTC modernization provides modernization and life cycle technology refreshment of the Maneuver CTCs (National Training Center (NTC), Joint Readiness Training Center (JRTC), Joint Multinational Readiness Center (JMRC), and the exportable training capability) in support of Army Transformation. Modernization includes opposing forces (OPFOR), instrumentation, training aids, devices, simulators, and simulations (ITADSS), and facilities to provide a realistic training environment for BCTs in force-on-force and live fire scenarios. The CTC modernization ensures CTCs remain relevant by providing Joint context to the operational environment and provides the doctrinally-based feedback, facilitating leader and unit training dictated in the ARFORGEN training cycle. Resultant training capability output produces trained and ready combat units, leaders, and Soldiers prepared for the spectrum of conflict in a contemporary operational environment against a hybrid threat (wide area security/combined arms maneuver).

(5) The Training Information Infrastructure Program consists of two primary components—the Army Training Information System and point of delivery systems for distributed learning. Army Training Information System includes the integration of Army training information systems and provides an integrating architecture. Point of delivery systems for distributed learning maintain and upgrade these systems.

*b.* The Army's TSS provides management and sustainment of training support functions and programs worldwide, which supports Army training goals. TSS programs are managed through a series of venues as described in chapter 4.

*c.* The TSS Enterprise is an established collaboration of organizations whose structure, governance systems, and culture manage the Army TSS Program.

*d.* Current TSS programs may be altered or expanded to support Army training strategies.

## **Chapter 2 Responsibilities**

### **2–1. Deputy Undersecretary of the Army for Test and Evaluation**

The Test and Evaluation Office Director coordinates with ASA (ALT) to provide overarching policies for implementing the TSS for Army test ranges. The Test and Evaluation Office with oversight policy authority designates the CG, Army Test and Evaluation Command (ATEC) to—

- a. Implement the TSS (ITAM only) at ATEC test ranges as a mission function and support implementation of the Army Sustainable Range Program per AR 350–19.
- b. Receive, distribute, manage, and monitor the obligation of ITAM funds at ATEC test centers.
- c. Provide representative(s) on appropriate boards and working groups to ensure a collaborative effort between the training and testing communities.
- d. Represent the test range community at all program management reviews (PMRs) and other meetings and conferences held to discuss relevant TSS issues.

## **2–2. Assistant Secretary of the Army for Manpower and Reserve Affairs**

The ASA (M&RA) is responsible for and has approval authority for all manpower policies in the Army and will—

- a. Approve training requirements and provide oversight and guidance that ensures capabilities and access to training ranges, lands, and other live training facilities to support national security objectives.
- b. Oversee training requirements, personnel, training, and structural considerations required to support new materiel systems. This oversight includes system and non-system TADSS.
- c. Coordinate with the DCS, G–1; DCS, G–3/5/7; Commanding General (CG), TRADOC; CG, Combined Arms Center (CAC); and Army Civilian University regarding development of DA Civilian Education and Leader Development Programs and requirements to support the Army Training and Leader Development Civilian Implementation Plan.
- d. Co-chair the Training PEG for the Army PPBE process.

## **2–3. Assistant Secretary of the Army for Acquisition, Logistics and Technology**

The ASA (ALT) is responsible for conducting acquisition functions and acquisition management for the Department of the Army (DA). As such, the ASA (ALT) will—

- a. Provide policy and guidance to research, develop, and procure system and non-system TADSS and other approved requirements for training support materials.
- b. Develop and defend ammunition procurement programs, including training ammunition.
- c. Ensure the Program Executive Office (PEO), Simulations, Training, and Instrumentation (STRI) will—
  - (1) Provide responsive, interoperable simulation, training, testing solutions and acquisition services for the Soldiers and the Nation.
  - (2) Provide, within the context of TSS, management of the Army’s technology initiatives in major instrumentation systems, simulations, modeling, and training and will—
    - (a) Acquire targetry devices to support training strategies and standards established by the TSS lead agents and combat developers (CBTDEVs).
    - (b) Program and budget for the development and acquisition of range instrumentation and targetry.
    - (c) Participate in target interface inspections that are conducted before installing targetry and related support equipment.
    - (d) Coordinate programmatic logistics and supply support with the TSS lead agents for targetry and related support equipment.
    - (e) Participate in SRP, STSP, MCTSP, and CTC modernization meetings and conferences.
    - (f) Notify the Range and Training Land Program Center of Excellence of all technical requirements for targetry and range instrumentation.
  - (3) Procure instrumentation and non-system TADSS to support Army-funded requirements and as agreed upon to support other funded requirements, when requested and funded by a weapon system program manager (PM), procure system TADSS.
  - (4) Forecast, budget, and assist TRADOC with the documenting of TADSS requirements.
  - (5) Forecast, budget, and provide for maintenance of non-system TADSS and system TADSS as agreed upon with the system PEO/PM.
  - (6) Forecast, budget, and provide for centralized maintenance (either contract or in-house) of Army Materiel Command (AMC)-managed TADSS.
  - (7) Acquire LVC integrated training environment (ITE).
    - (a) Provides approved LVC integrated architecture common standards, hardware, software, and infrastructure for Army and Joint LVC simulations, simulators, and instrumentation.
    - (b) Develops common interoperable components, such as multi-level security and after action review (AAR) systems.
- d. Ensure the PEO, Enterprise Information Systems will—
  - (1) Provide infrastructure and information management systems to the Army, in coordination with Chief Information Officer/G-6. PEO Enterprise Information System develops, acquires, and deploys tactical and management information technology systems and products.
  - (2) Provide the Army training environment with information systems by developing, acquiring, integrating, deploy-

ing, and sustaining network-centric knowledge-based information technology and business management systems, communications and infrastructure solutions through leveraged commercial and enterprise capabilities.

(3) Provide support for acquiring, fielding, and sustaining Army-based information systems that support the TSS programs.

(a) ATIS Program. The ATIS Program is a formal governance and acquisition program that integrates and synchronizes existing and evolving training information system capabilities in five enterprise capabilities, to facilitate improved IT governance; net-centric sharing among training applications; and centralized access to all training systems and services. The five enterprise capabilities include the following:

1. Training Enterprise Scheduling Capability
2. Army Training Development Capability
3. Army Learning Content Management Capability
4. Army Training Management Capability
5. Training Resource Management Capability

(b) Point of delivery infrastructure programs. Point of delivery programs include Digital Training Facility, Army National Guard Facilities (distance learning classrooms and mobile distance learning classroom), Digital Deployed Training Campus and Classroom XXI.

e. Ensure an assigned PEO and/or PM will—

(1) Plan and program resources for development, testing, fielding, and sustainment of all required system TADSS, embedded training, and training and/or distributed learning support products in accordance with the capability development document (CDD)/capability production document (CPD) and the system training plan. Execute new equipment training (NET) in accordance with the NET plan and the basis of issue (BOI) plan and/or fielding plan. Some examples of other PEOs include—

- (a) PEO Command, Control, and Communications Tactical.
- (b) PEO Intelligence Electronic Warfare & Sensors.
- (c) PEO Aviation.
- (d) PEO Integration.
- (e) PEO Missile and Space.

(2) Plan and identify resource requirements for development, testing, fielding, and sustainment of all required non-system TADSS, embedded training, and training and/or distributed learning support products to execute and sustain institutional and operational training.

(3) Provide hardware and software to the mission command system proponent schools, Combined Arms Center-Training (CAC-T)/Collective Training Directorate to enable the validation of the NET products and begin development of institutional and self-development training material.

f. Plan, program, and budget for systems and all system support (including training development, infrastructure upgrades, and integration of the system into fielded/developmental live, virtual, and constructive simulation and instrumentation systems) related to new or modified equipment acquisitions.

g. Direct all PEOs to conduct concept formulation of all future system TADSS with PEO STRI on a reimbursable basis, unless released of the requirement by the Army Acquisition Executive.

#### **2-4. Assistant Secretary of the Army for Installations, Energy and Environment**

a. The ASA (IE&E) is responsible for the following functions that contribute to an effective TSS capability:

(1) Installation real estate. The ASA (IE&E) will—

(a) Establish and oversee implementation of policies for the accountability of Army controlled and/or managed military real property and interests therein.

(b) Approve accountability reports of real property that are subject to the reporting requirements of the U.S. Congress.

(c) Approve or ratify exceptions to the policies regarding the accountability of real property.

(2) Renewable energy development. The ASA (IE&E) will provide oversight and establish Army policy and guidance for operational energy; and interface with other Services, Office of the Secretary of Defense (OSD), and other agencies regarding operational energy issues.

(3) Leases. The ASA (IE&E) will—

(a) Establish and oversee implementation of policies for the accountability of Army controlled and/or managed military real property and interests therein.

(b) Approve accountability reports of real property that are subject to the reporting requirements of the U.S. Congress.

(c) Approve or ratify exceptions to the policies regarding the accountability of real property.

(4) Military construction (MILCON). The ASA (IE&E) will provide overall policy and program direction for Army construction programs, including the Nonappropriated-Funded Construction Program.

(5) Environment, safety, and occupational health. The ASA (IE&E) has primary responsibility for the Army's military environmental programs.

(6) The National Environmental Policy Act (42 USC 4321 through 42 USC 4347). The ASA (IE&E) has primary responsibility for the Army's military environmental programs.

(7) Army compatible use buffers. The ASA (IE&E) has primary responsibility for the Army's military environmental programs.

*b.* The ASA (IE&E) co-chairs the Installation Program Evaluation Group (PEG) of the Army planning, programming, budgeting, and execution (PPBE) process and serves as the proponent for the Army Strategy for the Environment.

## **2-5. Deputy Chief of Staff, G-2**

The DCS, G-2 is responsible for the functional aspects of officer, warrant officer, enlisted, and civilian intelligence and counterintelligence specialist training per AR 350-1. The DCS, G-2 will—

*a.* Provide policy related to institutional and force intelligence and security training, and OPFOR training in accordance with AR 350-2.

*b.* Provide oversight and functional management of the Foundry Program per AR 350-32.

## **2-6. Deputy Chief of Staff, G-3/5/7**

*a.* The DCS, G-3/5/7 provides policy, resources, and prioritizes strategy for Army training standards, products, services, facilities requirements, and programs for Army training and leader development. The DCS, G-3/5/7 (G-37/TR) will—

(1) Serve as the HQDA director of the CTC Program and Army Staff (ARSTAF) focal point for all Army and/or Joint service CTC actions (see AR 350-50).

(2) Ensure Army training resource requirements defined by Army training strategies are integrated so the Army can train to standard.

(3) Serve as the ARSTAF proponent for the Army TSS Program. Specific responsibility for TSS programs will reside within DCS, G-3/5/7 (G-37/TR).

(4) Formulate policies for planning, programming, operating, and managing ranges and training lands.

(5) Program resources for range modernization and major training land acquisition projects determined to be a new mission requirement in accordance with AR 140-483.

(6) Advise the Chief of Staff on Joint Interoperability Training programs.

(7) Chair the STRAC and Training General Officer Steering Committee (TGOSC) in accordance with AR 350-1.

(8) Serve as the focal point for force development, combat development, training development, resource management, and prioritization.

(9) Approve Army command (ACOM)/ASCC/direct reporting unit (DRU) training ammunition requirements and publish validated requirements in the Total Ammunition Management Information System.

(10) Serve as the ARSTAF proponent for the Army Training Strategy.

(11) Develop, coordinate, and provide oversight for Army ammunition requirements, both for training and war reserve.

(12) Manage the Training PEG to ensure Army training resource requirements are effectively articulated and defended during the program objective memorandum (POM) build.

(13) Conduct and chair the Training Combined Council of Colonels (COC) and other forums, or delegate the responsibility to the DCS, G-37/TR.

(14) Prescribe policies governing war reserve, operational, training, and test munitions management and operating procedures for the Total Ammunition Management Information System.

*b.* The DCS, G-37/TR is the ARSTAF proponent for TSS responsible for policy development, resourcing, procedures, and management of the TSS programs (for example, SRP, MCTSP, CTC modernization, STSP, and Training Information Infrastructure), which support the Army Training Strategy, the ARFORGEN process, and enable the Army to support the National Military Strategy and as, such carries out the following responsibilities:

(1) Formulates strategies, policies and procedures for planning, programming, operating, and managing the TSS programs, products, services, and facilities.

(2) Reviews and analyzes any Army or Joint training strategy or program for TSS implications.

(3) Adapts TSS to support ARFORGEN.

(4) Exercises approval authority for TSS needs and validates TSS requirements.

(5) Prioritizes and integrates TSS requirements

(6) Programs funds to support the TSS program.

*(a)* Within the Training PEG.

*(b)* In accordance with the PPBE process (see AR 1-1).

*(c)* Through management of an applicable management decision package (MDEP).

(d) By integrating TSS requirements into the overall Army infrastructure investment strategy in conjunction with the Assistant Chief of Staff for Installation Management (ACSIM).

(7) Leads the TSS Enterprise consisting of DCS, G-3/5/7 (G-37/TR) and U.S. Army CAC-T.

(8) Co-chairs the training support work group (TSWG).

(9) Chairs TSS Modernization Reviews bi-annually to address issues relative to the LVC and gaming systems development and fielding.

(10) Serves as a voting member of the working groups, configuration control boards, technical teams, and other forums pertaining to the validation and prioritization of TSS requirements and issues.

(11) Chairs PMR meetings and addresses all TSS program components with the respective ACOM, ASCC, and DRU TSS managers.

(12) Provides direction to the TSS Enterprise entities, execution support commands, and supported commands.

(13) Serves as the functional proponent for non-system TADSS and sets policy for management and operation of mission training complex, Maneuver CTCs, and TSCs, except for policy governing the visual information functions that these centers perform.

(14) Provides TSS management oversight of LVC TADSS fielding and support.

(15) Identifies a requirements staff officer associated with non-system training device (NSTD) requirements.

(16) Forwards approved requirements to ASA (ALT) so that they can be considered for acceptance into the Acquisition Management System.

(17) Issues administrative programmatic guidance and instructions for implementing and sustaining the TSS programs within ACOMs, ASCCs, and DRUs.

(18) Determines personnel resources required to support TSS programs and operations, operate and maintain TSS facilities, and provide TSS services.

(19) Coordinates matters affecting and/or related to the TSS and its programs with the ARSTAF, the Army Secretariat, OSD, the Joint Staff, and appropriate Navy, Air Force, and Marine Corps commands.

(20) Resources new mission requirements in accordance with existing project approval limits and processes (AR 420-1 and AR 140-483).

(21) Establishes priority of NSTD capabilities.

## **2-7. Deputy Chief of Staff, G-4**

The DCS, G-4 will—

a. Maintain primary responsibility for maintenance, surveillance, storage, renovation, allocation, and distribution of ammunition, including training ammunition. Specific responsibility for ammunition issues related to sustainable ranges resides within the Munitions Division. The Munitions Division manages the Army's operational and training ammunition stockpile assets, and serves as the proponent for munitions logistics. The DCS, G-4 will—

(1) Develop and administer training ammunition distribution plans in support of authorizations.

(2) Manage Army training ammunition assets using a life cycle approach.

(3) Strive for common policies and procedures for training and operational ammunition.

(4) Support implementation of the TSS in accordance with this regulation.

(5) Exercise ARSTAF supervision over maintenance and logistics policies and procedures for TADSS and develop integrated logistics support policy and guidance for the development and/or procurement of TADSS.

b. Provide guidance to AMC for installation Directorate of Logistics functions.

## **2-8. Assistant Chief of Staff for Installation Management**

The ACSIM will—

a. Provide policy guidance, planning, and program management for installation management; MILCON; housing, sustainment, restoration, and maintenance (SRM), environmental stewardship, and sustainability to enable training strategies. Within the Office of the Assistant Chief of Staff of Installation Management, environmental programs, base operations (BASOPS), and real property management and planning responsibilities are carried out to support Army training and readiness per AR 200-1 and AR 420-1.

b. Serve as the Commander, Installation Management Command (IMCOM). As the Commander, IMCOM and through coordination with the U.S. Army Corps of Engineers (USACE), provide support to ACOMs and installations that are developing facilities, training infrastructure, and other installation support requirements for unit set fielding by chairing the HQDA MILCON Integrated Product Team.

c. Ensure facilities acquisition is integrated into and synchronized with materiel acquisition, in coordination with DCS, G-3/5/7; DCS, G-8; and Army Chief Information Officer, G-6 (CIO/G-6).

d. Support implementation of the TSS in accordance with this regulation.

e. Ensure ACSIM serves as the ARSTAF Environmental Program proponent. ACSIM will—

(1) Manage environmental programs and ensures environmental programs, priorities, and activities enable the Army mission and supported tenants.

(2) Recommend types and levels of environmental technical support and conservation related research and development by serving as co-chairs of technology teams and legacy project liaison.

(3) Coordinate with technology developers to review, prioritize, design, develop, test, and/or validate the capabilities of new and/or existing environmental technologies applicable to ranges and training land, in cooperation with the SRP agent.

(4) Coordinate internally and with ARSTAF elements, Secretariat, ACOM/ASCC/DRU, reserve component, and operational units and activities to ensure environmental requirements are integrated into their programs.

## **2-9. Chief, National Guard Bureau**

The Chief, National Guard Bureau will—

*a.* Manage all TSS functions in and on ARNG installations, in conjunction with the Adjutants General of the States and Territories.

*b.* Serve as the HQDA adviser on TSS training and education matters for ARNG training and education.

*c.* Recommend HQDA policy for training the ARNG.

*d.* Coordinate with the TRADOC proponent the need for ARNG-unique TADSS to support specific ARNG CATS initiatives.

*e.* Review TADSS requirements documents, BOI plans, distribution plans, and materiel fielding plans to ensure ARNG TADSS requirements are identified.

*f.* Program funds to support procurement of ARNG-unique TADSS in support of approved ARNG CATS.

*g.* Provide a prioritized TSS training needs list for the ARNG that is validated and adjudicated and present the training needs list to the TSS enterprise during bi-annual PMR and TSWG conferences.

*h.* Support implementation of the TSS in accordance with this regulation.

## **2-10. Chief, Army Reserve**

The Chief, Army Reserve will—

*a.* Serve as the HQDA adviser on USAR training and education material, and coordinate actions concerning units through the Army component commanders that are responsible to train USAR units.

*b.* Recommend HQDA policy for training the USAR.

*c.* Coordinate with the TRADOC proponent, the need for USAR-unique TADSS to support specific USAR CATS initiatives.

*d.* Review TADSS requirements documents, BOI plans, distribution plans, and materiel fielding plans to ensure USAR TADSS requirements are identified.

*e.* Report TADSS on hand and monthly usage to their respective AR 5-9 regional active Army TSC.

*f.* Program funds to support procurement of USAR-unique TADSS in support of approved USAR CATS.

*g.* Manage all MCTSP functions at the USAR mission training complexes.

*h.* Support implementation of the TSS in accordance with this regulation.

*i.* See paragraph 2-13 for further responsibilities in his role as the Commander, USARC.

## **2-11. Chief of Engineers**

The Chief of Engineers will—

*a.* Exercise HQDA responsibility for engineer training and identify strategies and resources for engineer training.

*b.* Exercise HQDA responsibility for functional aspects of officer, warrant officer, enlisted, and DA civilian engineer specialist training.

*c.* Develop and coordinate the Army's position on Joint engineer training.

*d.* Provide technical advice and assistance to the ARSTAF pertaining to facilities, military engineering, and geospatial individual and unit training.

*e.* Review the Logistics Support Plan for each TADSS program to ensure that all facilities requirements have been identified and defined. Review non-TADSS materiel end-item interfaces (for example, Embedded Training/Distributed Training) or other facility support requirements in coordination with materiel PEO/PMs per AR 700-127 through Materiel Release (AR 700-142). Assist with the development of the facilities support plan for each TADSS program.

*f.* Review TADSS documents to ensure that military construction, Army (MCA) projects are identified.

*g.* Validate TADSS support facility nominal cost as a component of materiel solution development and materiel release.

*h.* Draw, design, and assist with range development to support specific TADSS, the Army's Range Modernization Program, and the CTCs.

## **2-12. Director, Army Safety**

*a.* The Director, Army Safety, Office of the CSA, will—

- (1) Support ACOM/ASCC/DRU and CTC commanders in developing force protection (safety and fratricide avoidance) plans and programs.
- (2) Provide a means for expeditious reporting and correction of safety deficiencies.
- (3) Advise and evaluate composite risk management performance to ensure Army units are trained to protect the force in training and operations.
  - b.* Direct the Range Safety Program (see AR 385–63 and DA Pam 385–63), which includes policies, procedures, and standards for firing ammunition, lasers, guided missiles, and rockets and guidance for composite risk management in range operations.
  - c.* Direct the Explosives Safety Program, which includes Armywide safety policies, responsibilities, standards, and procedures for commanders with an ammunition and/or explosives mission.
  - d.* Ensure that specific responsibilities for issues related to TSS reside within the Army Safety Office. The Army Safety Office will—
    - (1) Integrate range safety and composite risk management into Army range operations, policies, and procedures.
    - (2) Identify and resolve range safety issues that affect Army training and readiness.

### **2–13. Commander, U.S. Army Forces Command**

- a.* In its capacity as an ACOM, Forces Command (FORSCOM) trains, mobilizes, deploys, sustains, transforms, and reconstitutes assigned conventional forces, providing relevant and ready land power to combatant commands. FORSCOM exercises administrative control of assigned forces through designated subordinate commands. In accordance with AR 525–29, FORSCOM is the Army’s manager for ARFORGEN the process by which the Army provides trained and ready conventional forces to combatant commanders. The Commander, FORSCOM will—
  - (1) Command, operate, and maintain the JRTC and NTC per AR 350–50.
  - (2) Provide a prioritized TSS training needs list based on major subordinate command lists, and validating and adjudicating for their command that is validated and adjudicated at Headquarters FORSCOM. FORSCOM will present their training needs list to the TSS Enterprise during bi-annual PMR and TSWG conferences.
  - (3) Provide all required training materiel for JRTC and NTC operations, less fixed instrumentation and other ITADSS provided by ASA (ALT).
  - (4) Publish command-specific CTC implementing regulations that address the policies, procedures, and requirements for training at the sponsored CTC.
  - (5) Support implementation of the TSS per this regulation.
- b.* USARC is designated a Major Support Command of FORSCOM. The Chief, Army Reserve is dual-hatted as the CG, USARC and is supervised by the CSA and reports directly to the FORSCOM Commander. The Commander, USARC is responsible to the FORSCOM Commander for execution of assigned responsibilities.
  - (1) USARC will provide a prioritized TSS training needs list for their command that is validated and adjudicated and will present the training needs list to the TSS Enterprise during bi-annual PMR and TSWG meetings.
  - (2) USARC executes TSS functions on local training areas operated by the USARC regional support commands as a mission activity.
  - (3) The 75th Training Command, USARC operates mission training complexes through designated subordinate units.
  - (4) The Commander, USARC supports implementation of the TSS in accordance with this regulation.

### **2–14. Commander, U.S. Army Training and Doctrine Command**

- a.* TRADOC develops the Army’s Soldier and civilian leaders, and designs, develops, and integrates capabilities, concepts and doctrine in order to build an Army that is a versatile mix of adaptable and networked organizations.
- b.* TRADOC Centers of Excellence and Schools provide proponentcy, oversee Training and Doctrine Command capability manager (TCM) development of requirements for system TADSS, and provide LVC and gaming integrated training support requirements for their schools and their operational Army proponent units.
- c.* TRADOC is the Army’s training developer. TRADOC designates the lead agents for the TSS programs and is the core of TSS Enterprise support consisting of directorates assigned to CAC–T, including the Army Training Support Center (ATSC), listed subsequently. In that capacity, TRADOC assists DCS, G–3/5/7 (G–37/TR) with policy development and dissemination; needs development, integration validation, and prioritization; resource allocations; and execution oversight and tasking Armywide.
- d.* TRADOC, CAC has the primary mission of preparing the Army and its leaders for war. CAC provides Armywide leadership and supervision for leader development and professional military and civilian education; institutional and collective training; functional training; training support; mission command; doctrine; lessons learned; and other specified areas that the TRADOC Commander designates. All of these are focused towards making CAC a catalyst for change and the development of a relevant and ready ground force to support Joint, interagency, and multinational operations anywhere in the world.
- e.* CAC–T will—

- (1) Assist HQDA in executing the TGOSC by appointing an administrative agent that, when requested by DCS, G-3/5/7 (G-37/TR), provides administrative support and assists with the coordination and scheduling of the TGOSC.
  - (2) Execute combat and training development functions as they pertain to the acquisition of TADSS to support Armywide or unique requirements.
  - (3) Assist HQDA with the management of TADSS requirements documentation, TADSS assets, range modernization, and range sustainment.
  - (4) Direct TADSS proponents to develop and distribute stand-alone training support packages that enable the user to sustain TADSS operator, trainer, and maintainer skills.
  - (5) TCMs identify program needs and support planning, programming, budgeting, development, acquisition, integration, and provision of TSS products aligned with each major TSS program.
  - (6) Develops the STRAC for ammunition and controls the non-standard ammunition request and approvals.
  - (7) Prepare requirements documents (initial capabilities document, CDD, and CPD) for Non-Systems TADSS in accordance with the Joint Capabilities Integration and Development System (JCIDS) process. The requirements are to be approved prior to funding in the POM so that the program can be executed properly.
  - (8) Review JCIDS documents and engages in the JCIDS process to ensure training equities are properly addressed.
- f.* Under the direction of TRADOC CAC, the deputy commander, CAC-T manages the identification, development, and resourcing of Army collective training requirements and the efforts to develop programs to train units and leaders and to conduct the full range of military operations in the contemporary operational environment.
- g.* CAC-T's essential TSS tasks are—
- (1) Oversee programs for collective training and training management.
  - (2) Provide mission command training.
  - (3) Develop requirements for LVC and gaming simulations.
  - (4) Integrate LVC and gaming training environment requirements.
  - (5) Manage Army CTC programs.
  - (6) Provide air-ground operations training.
- h.* Also, under the direction of CAC-T—
- (1) The CAC-T National Simulations Center (NSC) will serve as the lead agent with support from the Training Management Directorate for the MCTSP. This includes capability development of constructive simulations; constructive simulations support to training domains; LVC ITE; Gaming/scenario development; warfighter simulation verification, validation, and approval; and support to captains career course POI. CAC-T NSC includes—
    - (a) Operations Division and Training Support Division; Fort Leavenworth, KS.
    - (b) Air Systems Team; Fort Leavenworth, KS.
    - (c) TCM-Gaming/Futures and Integration; Fort Leavenworth, KS.
    - (d) TCM Constructive Training Environment; Fort Leavenworth, KS.
    - (e) Logistics Exercises and Simulations Directorate; Fort Lee, VA.
  - (2) The TCM-Virtual Training Environment will perform as the Army's centralized planner, manager, and integrator for all combat developments associated with virtual simulators, simulations, and other components of the virtual training environment. TCM-Virtual Training Environment comprises the—
    - (a) Simulations Operations.
    - (b) Air Systems team.
  - (3) CAC ATSC will manage, plan, integrate, implement, and sustain specific TSS programs, products, services and facilities that support training across all training domains and TRADOC's core missions. CAC ATSC serves as the HQDA lead agent for—
    - (a) TSS Integration.
    - (b) Graphic training aids management.
    - (c) Fielded devices inventory and management.
    - (d) SRP, including the range operations, range modernization and training land management programs.
    - (e) STRAC.
    - (f) TES Systems.
    - (g) Devices Fabrication Program.
  - (4) Under the direction of ATSC—
    - (a) The TCM-Live will serve as the TSS program lead agent for the SRP. TCM-Live serves as HQDA lead agent, staff proponent, and TCM for planning and execution of live training support programs. TCM-Live provides staff oversight for development of new and modified hardware systems as the CBTDEV for live training systems.
    - (b) The Systems Training Integration and Devices Directorate (STIDD) will serve as the TSS program execution agent for the STSP. Per AR 350-38, STIDD serves as the DA lead agent for inventory and life-cycle management for fielded devices. STIDD integrates and documents STSP TADSS requirements and processes system training plans, and annual TSS Reviews with all TRADOC proponent schools and Centers of Excellence.



(c) The Training Support Assistance and Integration Directorate (TSAID) will perform as the overall integrator of TSS. TSAID manages the TSS Master Plan and database, directs the TSS on-site network of training support representatives, and provides the analytical support capability for training effectiveness analysis and capabilities requirements assessment as required by the JCIDS.

(5) The Combat Training Center Directorate will—

(a) Ensure that CTC program requirements and modernization are linked to a viable resourcing strategy and CTC mission for the future.

(b) Integrate training issues across all CTCs.

(c) Assist with programming and integrating of Department of Defense (DOD) Training Transformation and Joint national training capability initiatives into the CTC Program. Under the direction of TRADOC CAC (per AR 350–50), the Army’s designated “responsible official” for the CTC Program, CAC–T is responsible for developing requirements (research, development, test, and evaluation (RDT&E); other procurement, Army, operation and maintenance, Army; and MCA that support the modernization of the Maneuver CTCs (NTC, JRTC, JMRC) and MCTSP. These needs will be reviewed by the CTC COC and TGOSC, validated through the JCIDS process, approved as requirements by DCS, G–37, and then resourced through the appropriate TSS or MCA program.

(d) Assess CTC requirements based on the CTC client needs, CTC capabilities, and doctrine.

(e) Develop a CTC master plan for each POM cycle and update during mini-POM cycles.

(f) Administer, validate, and integrate the CTC Program, CTC resources, and the CTC master plan.

(g) Assist TCM-Live in the execution of combat and training development functions as they pertain to the acquisition to TADSS to support the CTC Program.

i. TRADOC Project Office One Semi-Automated Forces; Fort Leavenworth, KS performs as the Army’s centralized planner, manager, and cross-domain integrator for all One Semi-Automated Forces simulation requirements and supports training, exercises and military operations (training), concepts and requirements (analysis), and research, development and acquisition (testing and experiments) for brigade and below simulations.

j. The Training Management Directorate will develop and integrate Army combined arms training programs and unit training products. Training Management Directorate, in conjunction with proponent schools and TRADOC Centers of Excellence, develops the Army’s collective training standards and strategies; develops training programs to enable crews, teams, staffs, and units to conduct the full range of military operations; and develops and publishes guidance for the development of training products and training support products. Training Management Directorate will assist the Army’s training support program by identifying training gaps in current and future training support capabilities for home station and deployed training.

## **2–15. Commander, U.S. Army Materiel Command**

The Commander, AMC with guidance from the DCS, G–4, is responsible for the management of the Army’s operational management of munitions and missiles. The Commander, AMC will—

a. Provide integrated materiel life cycle management of systems and equipment in partnership with PEO/PMs, excluding TADSS.

b. Support implementation of the TSS in accordance with this regulation.

c. Provide management of training equipment and weapon system fleets at TRADOC Service Schools through the Fleet Management Program and ensure the readiness of training fleets to support scheduled and on-demand training requirements.

d. Operate Directorate of Logistics functions on IMCOM installations.

e. The CG, AMC, Tank-automotive Life Cycle Management Command provides acquisition, contracting, and business advisory services for the Army Targetry System for selected TSS range systems. Within the context of TSS, Tank-automotive Life Cycle Management Command is the materiel developer for selected ranges and will provide materiel readiness for the Army in the areas of technology support, materiel development, and logistics power projection. CG, AMC, Tank-automotive Life Cycle Management Command will—

(1) Acquire targetry devices to support training strategies and standards established by the TSS lead agents.

(2) Participate in Target Interface Infrastructure that is conducted before installing targetry and related support equipment.

(3) Coordinate programmatic logistics and supply support with the TSS lead agent for targetry and related support equipment.

(4) Participate in TSS meetings and conferences.

(5) Support implementation of the TSS in accordance with this regulation.

## **2–16. Commander, U.S. Army Central Command**

The Commander, ARCENT will—

a. Execute TSS within U.S. Central Command area of responsibility (AOR) and coordinate with the TSS Enterprise.

- b.* Integrate and prioritize TSS training needs and present them to the TSS Enterprise through the bi-annual TSS PMR and TSWG.
- c.* Execute the MCTSP at Shaw Air Force Base (AFB), SC.

## **2–17. Commander, U.S. Army Europe**

The Commander, USAREUR will—

- a.* Execute TSS within Europe and coordinate with the TSS Enterprise.
- b.* Integrate and prioritize TSS training needs and present them to the TSS Enterprise through the bi-annual TSS PMR and TSWG.
- c.* Support implementation of the TSS in accordance with this regulation.
- d.* Command, operate, and maintain the JMRC in accordance with AR 350–50.
- e.* Provide all required material for JMRC operations, less fixed instrumentation and other ITADSS provided by ASA (ALT).
- f.* Publish ASCC-specific CTC implementing regulations addressing the policies, procedures, and requirements for training at the JMRC.

## **2–18. Commander, U.S. Army North**

The Commander, U.S. Army North will—

- a.* Provide a prioritized TSS training needs list for the integration and prioritization of of TSS training needs, and will present the training needs list to the TSS Enterprise during bi-annual PMR and TSWG conferences.
- b.* Submit MCTSP input to MEDCOM. Submit SRP and STSP input to IMCOM. As senior commander, establish the overall TSS priorities at Fort Sam Houston, TX.

## **2–19. Commander, U.S. Army South**

The Commander, USARSO will—

- a.* Provide a prioritized TSS training needs list for their command that is validated and adjudicated and will present the training needs list to the TSS Enterprise during bi-annual PMR and TSWG conferences.
- b.* MEDCOM executes the MCTSP at Fort Sam Houston, TX and supports USARSO mission command training at Fort Sam Houston. USARSO, as an ASCC, submits SRP and STSP input to MEDCOM but does both in coordination with U.S. Army North as the senior commander for Fort Sam Houston, TX.

## **2–20. Commander, U.S. Army Pacific**

The Commander, USARPAC will—

- a.* Develop policies, procedures, resource requirements, and priorities for management and execution of TSS programs and associated assets (personnel, funding, facilities, equipment, systems devices, simulations, and simulators) within the Pacific Theatre.
- b.* Eighth U.S. Army (EUSA) executes TSS functions as directed by USARPAC through the Training Support Activity Korea, assigned to EUSA and operational control to G–3, Training and Exercise, EUSA. Command relationships on the Korean Peninsula remain unchanged, with EUSA assigned to Pacific Command, operational control to United States Forces Korea and administrative control to USARPAC. The Regional TSS Integration function for the Korean Peninsula will be performed by the Chief, Training Support Activity Korea and funded from the Training Support Activity Korea TSAM account.
- c.* USARPAC integrates and prioritizes TSS training needs and presents them to the TSS Enterprise through the bi-annual TSS PMR and TSWG.
- d.* USARPAC executes TSS in accordance with this regulation and will—
  - (1) Command, operate, and maintain the Joint Pacific Multinational Readiness Capability.
  - (2) Provide guidance, procedures, standards, direction, facilities, infrastructure, all required material and other resources for Joint Pacific Multinational Readiness Capability operations, including Army games for training, and LVC integration.
  - (3) Achieve the end state of train up to BCTs with a fully integrated Joint and Multinational hybrid (fixed site and exportable) Pacific high fidelity, fully instrumented training capability. This capability will greatly enhance regional home station training and training opportunities with regional partner armies.

## **2–21. Commander, U.S. Army Africa**

U.S. Army Africa is an operational level Army force designated by the SA as the ASCC of U.S. Army Africa Command (AFRICOM). The Commander, U.S. Army Africa reports to the Commander, AFRICOM for operational and Joint training matters, and other matters for which AFRICOM is responsible. The Commander, U.S. Army Africa will—

- a.* Provide continuous oversight and control of Army operations throughout the AFRICOM AOR.

- b. Execute TSS in coordination with USAREUR.
- c. Execute the MCTSP at Vicenza, Italy.

## **2-22. Commander, U.S. Army Special Operations Command**

Commander, USASOC will—

- a. Oversee and evaluate training of ARNG special operations forces in continental United States (CONUS) and ensure that units are organized to accomplish special operations missions and support appropriate operational plans.
- b. Serves as the functional proponent for institutional training and doctrine for Army Special Forces, Civil Affairs, and Psychological Operations.
- c. Provide a prioritized TSS training needs list for their command that is validated and adjudicated and will present the training needs list to the TSS Enterprise twice a year at the PMR and TSWG meetings.
- d. Manage and operate the USASOC mission training complex at Fort Bragg, NC.
- e. Be responsible for an Army Service School, U.S. Army John F. Kennedy Special Warfare Center. As such, it performs all proponent functions in accordance with AR 350-1.
- f. USASOC will support implementation of the TSS in accordance with this regulation.

## **2-23. Superintendent, United States Military Academy**

USMA will—

- a. Provide a prioritized TSS training needs list for their command that is validated and adjudicated and will present the training needs list to the TSS Enterprise during bi-annual PMR and TSWG conferences.
- b. Support implementation of the TSS in accordance with this regulation.

## **2-24. Commander, U.S. Army Installation Management Command**

The Commander, IMCOM will—

- a. Direct and execute installation management and the TSS programs at CONUS active Army and USAR mission locations to support senior commanders, TSS needs, and priorities.
- b. Collect and present installation senior commanders' TSS needs, priorities, and issues to the TSS Enterprise at PMRs and to the TSWG.
- c. Execute the TSS programs in accordance with the DCS, G-3/5/7 (G-37/TR) resource allocations and directions in CONUS, and ensure that TSS program resources are provided directly to installations.
- d. Provide guidance, procedures, standards, and direction for standard BASOPS services in areas directly supporting the TSS programs.
- e. Provide SRM for TSS real property facilities.
- f. Coordinate and prioritize standard BASOPS services, which support the TSS programs, to include logistics functions performed by AMC on Army installations.
- g. Maintain program coordination with TSS program agencies and ACOMs related to environmental, facility management and funding issues impacting ranges and training readiness.
- h. Provide technical expertise to the installations, MCs, and ACOMs.
- i. Coordinate with the DCS, G-3/5/7 (G-37/TR) SRP program leads on all range, training land, and associated environmental issues.
- j. Provide representatives to participate in PMR meetings.
- k. Assign garrison staff that will provide management and technical support to TSS.
- l. Support implementation of the TSS in accordance with this regulation.
- m. The Commander, U.S. Army Environmental Center (USAEC), provides environmental technical support to the DCS, G-3/5/7 (G-37/TR) for the SRP. USAEC will—
  - (1) Provide and manage National Environmental Policy Act programmatic support for range modernization.
  - (2) Develop and maintain tools to support analysis of encroachment and environmental impacts on training and readiness.
  - (3) Recommend environmental technology and research applications, tools, best management practices, and mitigation strategies to sustain the capability of ranges to reduce the impact of training in the areas of unexploded ordnance and munitions constituents, conservation, cultural resources, and other compliance areas.

## **2-25. Commander, U.S. Army Intelligence and Security Command**

The Commander, U.S. Army Intelligence and Security Command is the Program Administrator for the Foundry Program per AR 350-32. As the Program Administrator, Intelligence and Security Command will—

- a. Recommend TADSS available through non-DOD sources that have Foundry Program application.
- b. Advise and assist the CG, TRADOC and other ACOMs on issues of development, procurement, and maintenance of Foundry Program-related TADSS.

- c. Define OPFOR training instrumentation system requirements in support of the CTCs.

## **2–26. U.S. Army Test and Evaluation Command**

ATEC is designated as a DRU by the SA and reports directly to the CSA. The ATEC plans, integrates, and conducts experiments, developmental testing, independent operational testing, and independent evaluations and assessments to provide essential information to acquisition decision makers and commanders. ATEC does not have an official training mission and supports individual developmental training per Department of Defense directive (DODD) 3200.11. The level of support is at the discretion of the HQ, ATEC CG. All support provided by the individual ATEC Test Centers is on a 100 percent reimbursable basis from the using activity.

- a. The only TSS function relevant to ATEC is the ITAM Program. ATEC's, ITAM Program funding is limited to the test ranges and centers listed in this regulation.

- b. ITAM funding is provided directly from the Army Budget Office to HQ, ATEC in accordance with DCS, G–3/5/7 (G–37/TR) funding guidance. HQ, ATEC will distribute the received funding in accordance with the current fiscal year (FY) ITAM plan. ATEC will integrate and prioritize TSS training needs and present them to the TSS Enterprise at the bi-annual TSS PMR and TSWG.

- c. ATEC will support implementation of the TSS in accordance with this regulation.

## **2–27. Commander, U.S. Army Medical Command**

MEDCOM is designated as a DRU by the SA. MEDCOM provides medical, dental, and veterinary capabilities to the Army and designated DOD activities; operates fixed facilities; conducts medical research, materiel development and acquisition; educates and trains personnel; provides Class VIII supplies to MEDCOM simulations, and develops medical concepts, doctrine, and systems to support Army healthcare delivery.

- a. MEDCOM trains the medical force, develops medical doctrine and future concepts; conducts combat developments; develops training devices, simulations, and publications; and manages medical force structure.

- b. MEDCOM maintains the following relationships:

- (1) Coordinates with TRADOC on medical combat development functions, doctrinal concepts, and systems for health services support to the Army in the field.

- (2) Supervises and evaluates the performance of Army Medical Department reserve component units when training with MEDCOM activities.

- (3) Administers the individual medical training programs for reserve component personnel performing advanced individual training at MEDCOM activities.

- c. MEDCOM is responsible for an Army Service School, the Army Medical and Dental Center and School. As such, it performs all proponent functions per AR 10–87.

- d. Commander, MEDCOM will—

- (1) Provide a prioritized TSS training needs list for their command that is validated and adjudicated and will present the training needs list to the TSS Enterprise during bi-annual PMR and TSWG conferences. MEDCOM, as a DRU, submits SRP and STSP input to IMCOM and MCTSP input to TRADOC (NSC, CAC–T) but does so in coordination with U.S. Army North as the senior commander for Fort Sam Houston, TX.

- (2) Execute the MCTSP as part of the Army Medical Department Center and School and support U.S. Army North and USARSO mission command training at Fort Sam Houston, TX.

- (3) Support implementation of the TSS in accordance with this regulation.

## **2–28. Commander, U.S. Army Military District of Washington**

Commander, MDW will—

- a. Provide a prioritized TSS training needs list for their command that is validated and adjudicated and will present the training needs list to the TSS Enterprise during bi-annual PMR and TSWG conferences.

- b. Support implementation of the TSS in accordance with this regulation.

## **2–29. Chief, U.S. Army Corps of Engineers**

Within the context of TSS, the USACE will—

- a. Execute the MCA-funded MILCON Program, including design and construction of training facilities for the Army.

- b. Ensure that resource requirements to support the TSS are included in the HQ USACE POM submission to HQDA G–37/TR.

- c. Provide RDT&E support and enhanced science and engineering research, technology development, and application to support the TSS.

- d. Provide spatial data standards and support through the Army Geospatial Center.

- e. Coordinate directly with the SRP, MCTSP, and STSP agents and assist DCS, G–3/5/7 (G–37/TR) in developing Army training investment strategies and program objectives.

- f.* Ensure that all planning documentation and actions necessary to implement real estate acquisitions are met.
- g.* Manage development and implementation of SRP facility standardization of DCS, G-3/5/7 (G-37/TR)-funded MILCON activities to include MCA project scope and cost validation per AR 420-1. Support the TSS lead agents' planning charrettes for DCS, G-3/5/7 (G-37/TR)-funded range, mission command, and STSP projects.
- h.* Provide centralized support for preparation, review, and validation of MILCON DD Form 1391 (FY, Military Construction Project Data) and DD Form 1390 (Military Construction Program) for TSS projects before those projects are included in the MILCON Program.
- i.* Provide technical consulting services to USACE districts during design and construction of TSS MILCON projects.
- j.* Advise DCS, G-3/5/7 (G-37/TR) when the application of design guidance does not appear to support training requirements.
- k.* Advise DCS, G-3/5/7 (G-37/TR) on range and training lands, and support facility engineering and design requirements, during the development of force modernization and new weapons systems initiatives.
- l.* Assist DCS, G-3/5/7 (G-37/TR) with the development of TSS MILCON project cost data.
- m.* Support implementation of the TSS in accordance with this regulation.

## **Chapter 3**

### **Training Support System Program Components**

#### **Section I**

#### **Overview**

#### **3-1. General**

The TSS includes five major programs that provide holistic development and delivery of training products, services and facilities to executors. The core TSS programs are the SRP, MCTSP, CTC modernization, STSP, and the Training Information Infrastructure Program.

#### **3-2. The Sustainable Range Program**

*a.* The SRP is the Army's overall approach for improving the design, management, usage, and long-term sustainability of ranges. The SRP is defined by its two core programs—

- (1) The Range Program, which includes range modernization and range operations.
- (2) The Training Land Program, which focuses on land management and maintenance through the ITAM process, training land acquisition, and SRP Outreach.

*b.* The goal of the SRP is to maximize the capability, availability, and accessibility of ranges and training lands to support doctrinally based operational and institutional training requirements, mobilization, and deployments under normal and surge conditions. Within the SRP—

(1) Capability refers to the SRP core programs (the Range Program and the Training Land Program) and the continuing capacity of ranges to meet the demands dictated by the ACP, as well as characteristics of Army weapons systems, doctrine and tactics, techniques, and procedures requirements.

(2) Availability refers to the non-environmental facility management functions and the continuous availability of the infrastructure that is essential to safe operation of Army range complexes.

(3) Accessibility refers to the environmental compliance and management functions and the continuous access to the land for realistic military training and testing.

#### **3-3. The Mission Command Training Support Program**

*a.* The MCTSP provides a training environment in support of combined arms training. The MCTSP replicates Joint, interagency, intergovernmental, multinational operations in a full spectrum contemporary operational environment, at worldwide locations, in accordance with the ARFORGEN model. Army Senior MCs develop current, relevant, campaign quality, Joint and expeditionary mission command instincts and skills through MCTSP-generated training.

*b.* The MCTSP provides mission command training (individual and collective), facilities, infrastructure, and other resources in support of the active component and reserve component.

*c.* MCTSP includes training centers' operations and facilities, collective virtual and constructive TADSS and facilities, Army games for training, and LVC integration.

#### **3-4. The Soldier Training Support Program**

*a.* The STSP includes individual Soldier through crew level virtual and live TADSS, TSC, and virtual training facility operations and facilities.

*b.* The STSP manages TADSS production and fabrication of training devices, manages loan and issuance of

TADSS, and provides instructor/operator support for specific virtual TADSS and other TADSS support that enables the MC to execute individual and collective training at installations and TRADOC schools.

*c.* AR 350–38 establishes policy, procedures, and responsibilities for Armywide management of TADSS and the STSP. It includes TADSS management (infrastructure and maintenance) and fielded TADSS management (cross-leveling between installation, obsolescence, and disposal).

### **3–5. Combat Training Center Modernization**

*a.* CTC modernization provides modernization and life cycle technology refreshment of the Maneuver CTCs in support of Army Transformation. Modernization—

(1) Includes OPFOR vehicles and command, control, communications, computers, and information (C4I), surveillance, and reconnaissance, ITADSS, and facilities to provide a realistic training environment for Army BCTs in force-on-force and live fire scenarios.

(2) Ensures CTCs remain relevant by providing Joint context to the operational environment.

*b.* Resultant training capability output produces trained and ready combat units, leaders, and Soldiers prepared for full spectrum operations in a contemporary operational environment against a hybrid threat (wide area security/combined arms maneuver).

*c.* AR 350–50 establishes policy, procedures, and responsibilities for Armywide management of the CTC Program.

### **3–6. Training Information Infrastructure Program**

The Training Information Infrastructure Program provides the hardware, software, and communications systems, conforming to both Joint and Army architectures and standards that enable the development, storage, retrieval, delivery, and management of training information for use by individuals, units, and institutions worldwide. Training Information Infrastructure consists of two major components—Army Training Information System and point of delivery systems for distributed learning.

## **Section II**

### **Training Support System Metrics**

#### **3–7. Mission essential requirements**

*a.* The TSS Enterprise establishes and maintains Army TSS mission essential requirements (MERs) by TSS program.

(1) TSS MER include the proponent-developed quantity, based on the proponent-developed BOI plan or quantity, based on the approved supporting strategy of each training enabler required by a unit type.

(2) Installation MERs represent the TSS capabilities required to support unit training strategies at a specific installation.

*b.* The MERs include the minimum number of LVC TADSS, training ranges and facilities, and training operation support personnel (for example, manpower) required to enable and support individual and collective maneuver and live fire, leader, and staff training.

*c.* The MERs account for and documents selected training enabler requirements by installation for the STSP, SRP, and MCTSP.

*d.* The MER compare proponent-established metrics against on-hand inventories to determine program shortfalls and to support the prioritization and POM processes.

#### **3–8. Use cases**

Use cases describe the scope and level of the TSS capability required for each program, by levels of installations, based on training missions of these installations. Each program uses a unique set of metrics to define the level of capability required and is associated with size of the individual TSS program (for example, tiers for ranges and categories for ITAM; large/medium/small capacity for STSP and MCTSP). MCTSP uses hub and spoke to refine and/or limit the amount at small capacity between mission training complex locations.

#### **3–9. Benchmarks**

Benchmarks are used to track TSS assessments across the Future Year Defense Plan by program and reflect ACP decision points and milestones. Typically, the first benchmark is the current FY, the second benchmark is the first year of the POM, the third benchmark is the middle of the POM, and the last benchmark is the last year of the POM.

## **Section III**

### **Training Support System Products**

#### **3–10. Training Support System products**

TSS products are the integrated, interoperable capabilities that enable the conduct of training. They consist of the Target Interface Infrastructure; TADSS, and other TSS sponsored training systems.

*a.* The Target Interface Infrastructure includes hardware, software, and communications systems conforming to both Joint and Army architectures and standards that enable the development, storage, retrieval, delivery, and management of TSS products and information for use by individuals, units, and institutions worldwide.

*b.* TADSS or ITADSS; TES; battle simulations; targetry; training-unique ammunition; drilled and inert munitions; casualty assessment systems; training aids; and other training support devices. All of these are subject to the public laws and regulatory guidance governing the acquisition of materiel. STSP Program, under the guidance of the local TSC, provides oversight of all TADSS used to support training in each TSS arena. TADSS are categorized as system and non-system.

(1) System TADSS are designed for use with a system, family of systems, or item of equipment, including subassemblies and components. They may be stand-alone, embedded, or appended. Using system-embedded TADSS is the preferred approach where practical and cost effective. The Training PEG resources the maintenance of fielded Systems TADSS, but not their acquisition or life cycle sustainment.

(2) Non-system TADSS are designed to support general military training and non-system-specific training requirements. The Training PEG plans and programs funds for the life cycle of NSTDs to include acquisition, fielding, sustainment, maintenance, and disposal.

*c.* Other training systems may be unique products or TADSS that enable training in a LVC training environment.

#### **3–11. Training aids**

Training aids are instructional aides that enable trainers to conduct and sustain task-based training in lieu of using extensive printed material or equipment. Examples of training aids include—

- a.* Visual modification sets.
- b.* Graphic training aids.
- c.* Models.
- d.* Displays.

#### **3–12. Training devices**

Training devices are three-dimensional objects and associated computer software that are developed, fabricated, stand alone, embedded, and appended and procured specifically for improving the learning process. They are categorized as either system or non-system devices and usually support the live training environment.

#### **3–13. Training simulators**

Training simulators are devices, computer programs, or systems that perform simulation. For training, they are devices that duplicate the essential features of a task situation and provide for direct practice. They are also physical models, mock-ups, or simulations of a weapons system, set of weapons systems, or piece of equipment that endeavors to replicate some major aspect of the equipment's operation, which usually supports the virtual environment.

#### **3–14. Training simulations**

Training simulations are a method for implementing a model(s) over time; any representation or imitation of reality, including environment, facilities, equipment, mechanical and maneuver operations, motion, role playing, leadership, and so forth. They are the representation of salient features, operations, or environment of a system, subsystem, or scenario that usually supports the constructive environment.

#### **3–15. The Joint Land Component Constructive Training Capability**

*a.* The Joint Land Component Constructive Training Capability is a constructive software modeling and simulation capability that contributes to the Joint training functional concept and the Army training mission area by providing the appropriate levels of fidelity to support both Army and Joint training requirements. The Joint Land Component Constructive Training Capability is comprised of two separate federations, Joint Land Component Constructive Training Capability Multi-resolution Federation and Joint Land Component Constructive Training Capability Entity-resolution Federation.

(1) The Joint Land Component Constructive Training Capability Multi-resolution Federation is a federation of simulations, simulation C4I, C4I interfaces, data collection, and AAR tools supported by commercial software and commercial off-the-shelf hardware. It is designed to train commanders and battle staffs at division and above echelons that will support training of commanders and their staffs in maneuver, logistics, intelligence, air defense, and artillery. It provides the commander and staff with information to stimulate the decisionmaking process.

(2) Joint Land Component Constructive Training Capability Entity-resolution Federation is a federation of simulations, simulation C4I interfaces, data collection and AAR tools. It stimulates the Army Mission Command System to facilitate battle staff collective training by requiring staff reaction to incoming digital information, while executing the commander's tactical plan. The targeted training audience is comprised of brigade and battalion battle staffs, functional command post training and full command post training. Battle staffs of higher echelons may also employ Joint Land Component Constructive Training Capability Entity-resolution Federation to achieve specific training objectives.

*b.* The federate models are connected by a combination of the standard High-Level Architecture Run-Time Infrastructure, Distributed Interactive Simulation, custom interfaces, the master interface and point-to-point.

*c.* The Joint Land Component Constructive Training Capability provides the simulated operational environment in which computer-generated forces stimulate and respond to the command and control processes of the commanders and staffs. The Joint Land Component Constructive Training Capability models will provide full training functionality for leader and battle staff for the Army and the Joint, interagency, intergovernmental, and multinational spectrum.

*d.* The Joint Land Component Constructive Training Capability provides an interface to the Army Mission Command System equipment allowing commanders and their staffs to train with their "go-to-war" systems.

### **3-16. Gaming for training**

Gaming for training addresses the need to augment and improve individual, collective, and multi-echelon training by filling training capability gaps caused by complementing live, virtual and constructive TADSS. Gaming will provide a toolkit of capabilities that draws from various applications, genres, and programs from which commanders will select capabilities that augment and improve their existing training capabilities or fill gaps in their training.

## **Section IV**

### **Training Support System Services and Facilities**

#### **3-17. Training information infrastructure**

*a.* The Training Information Infrastructure consists of point of delivery infrastructure for distributed learning.

*b.* Training Information Infrastructure operates on, and with, the Army Enterprise Network (LandWarNet), providing a service-oriented architecture, standards, specifications, information assurance, and cloud computing to support training information technology functions.

*c.* The Training Information Infrastructure also includes the Army Training Information System which provides a disciplined approach to training information technology investments for the Army. Army Training Information System provides transparent access to approved systems through a single point via an evolved Army Training and Education Network. Army Training Information System delivers functional solutions against capability gaps by integrating or investing in existing systems or investing in new systems.

*d.* Under the Training Information Infrastructure Program, Army Training Information System integrates and delivers training information technology that supports the following functions:

- (1) Training management.
- (2) Training delivery.
- (3) Training development.
- (4) Federated architecture.

#### **3-18. Army Training Support System operations (services)**

TSS operations (services) are the manpower, management, and support services that enable the preparation, distribution, and sustainment of training.

*a.* Management support services are those efforts that support or contribute to improved program management and sustainment for training programs.

*b.* Acquisition support services are those efforts that support or contribute to improved contracting processes for training products and services.

*c.* Support services are those efforts that support or contribute to the improved conduct of training that are not included in the management or acquisitions support services.

*d.* Common levels of service and/or the standard garrison organization (SGO) define TSS services where IMCOM is the executing command. Common levels of service/SGO metrics provide guidance for defining TSS services in other executing commands.

(1) Common levels of service is a strategy for performing IMCOM's installation service management processes to achieve specific results-namely standardization of installation services, accountability for performance, and equitable distribution of available resources. A key tenet of the common levels of service strategy is to reduce variation in its installation services management processes at the HQ and garrison levels. Common levels of service is aligned to the SGO.

(2) The SGO establishes the structure for delivery of common levels of service by providing a garrison structure with consistent functions, names, and processes across all installations and supplying a common platform to deliver



services with common standards. SGO enables the Army to direct resources equitably across the garrisons, while realizing efficiencies from best business practices, which can be uniformly implemented as standard operating procedures.

### **3–19. Army Training Support System facilities**

Training facilities and land are the permanent or semi-permanent facilities, such as the ranges, maneuver training areas, classrooms, mission training complexes, CTCs, and land that supports training.

*a.* Ranges are designated land or water areas that are set aside, managed, and used for range activities of the DOD. The term includes firing lines and positions, maneuver areas, firing lanes, test pads, detonation pads, impact areas, electronic scoring sites, buffer zones with restricted access, and exclusionary areas. The term also includes airspace areas designated for military use in accordance with regulations and procedures prescribed by the Administrator of the Federal Aviation Administration (10 USC 101(e)(1)(A) and (B)).

*b.* Maneuver training areas are those required for land-intensive training at the installation and are further defined in terms of the light and heavy forces that use them.

*c.* Battle Simulations Centers are designated to support training in Army service schools, which make up the generating force, and support delivery of learning content to the point of need.

*d.* Mission training complexes are designated for individual and collective training on mission command systems and battle staff procedures to build adaptive units at medium level of fidelity.

*e.* TSCs are designated for the storage, management, maintenance, issuance, and receipt of TADSS.

*f.* Simulation facilities are designated for the storage, maintenance and operations of motion and non-motion TADSS.

*g.* Regional Simulation Centers are designated to support collective training of division and higher, medium to high fidelity, construction command post exercises, and mission rehearsals.

*h.* The Training Information Infrastructure Program provides a variety of enhanced standard classrooms and classroom systems used to distribute training and training information for the operational, institutional, and self-development domains to include Classroom XXI; Digital Training Facilities, and the Deployed Digital Training Campus.

## **Section V**

### **Live, Virtual, Constructive Integration**

#### **3–20. General**

*a.* The state of Army training involves transforming training at the pace of technical change, which includes improving LVC interoperability and integration through the creation of an LVC ITE.

(1) The LVC ITE ensures LVC TADSS and embedded training systems are mutually compatible so that they can communicate with each other.

(2) The LVC ITE will facilitate more realistic, effective, and efficient training and significantly reduce the cost of each exercise or mission planning and rehearsal drill.

(3) The LVC ITE will allow commanders to train multiple scenarios, under various conditions, using progressive training phases.

(4) The LVC ITE will be enabled by the LVC integrated architecture.

*b.* The LVC integrated architecture is a network-centric linkage that collects, retrieves and exchanges data among live instrumentation, virtual simulators and constructive simulations as well as between Joint and Army Mission Command Systems. This architecture provides the common protocols, specifications, standards and interfaces that help standardize common LVC components and tools required for interoperability of LVC components for simulation/stimulation of unit mission command systems for mission rehearsals and training.

*c.* The Joint Requirements Oversight Council approved the LVC integrated architecture CPD as part of the JCIDS process.

*d.* The LVC integrated architecture acquisition will incrementally link the five LVC pillars: live environment, virtual environment, constructive environment, the installation's training infrastructure, and mission command systems. The end state will be a training environment that seamlessly and realistically replicates operational environments at any point on the spectrum of conflict and in any operational theme to help develop agile leaders and units with full spectrum capabilities.

#### **3–21. Live, virtual, constructive goals**

*a.* Commanders and their staffs must be able to conduct LVC training exercises and mission planning and rehearsals that are so realistic that they cannot tell if the information they are receiving is real or simulated. These integrated simulations will provide a capability by which commanders, units, and individuals can obtain information on demand from Army and Joint mission command systems and gaming tools.

*b.* Commanders must be able to determine the right mix of LVC based on the training objectives and resource availability, yet not sacrifice training realism.

(1) The combination of LVC training enablers will raise the proficiency level of units and reduce the time and resources required for live-only training.

(2) This training environment will raise leader and unit proficiency, so they enter live training at a much higher level, thus saving time and other resources since they can achieve the standard more quickly.

c. The LVC integrated architecture and infrastructure will enable an LVC ITE that approximates the operating environment and provides more efficient and effective training and mission rehearsal capabilities for units, leaders, and staffs.

(1) The LVC integrated architecture will enable increased readiness by allowing training over realistic distances with actual C4I, surveillance, and reconnaissance systems on theater terrain.

(2) The LVC integrated architecture will enable increased Joint training by establishing links with the Joint training environment.

(3) The LVC integrated architecture will decrease the overall cost to train by lessening the cost of contractors and time to build an exercise and by leveraging all training opportunities.

### **3–22. Training environments**

a. The LVC ITE is a set of TADSS acquisition programs that facilitates data. The blended ITE is the collection of LVC capabilities on an installation used logically to support and enable operational and institutional training.

b. The LVC ITE integrates the LVC training environments enabling commanders, units, and staffs to “train as they operate” across the full spectrum of conflict within the Joint and contemporary operational environment. LVC ITE consists of an installation’s training and operational network infrastructures that are linked by an integrating architecture which provides the foundational structure and framework for interoperability and integration of LVC training support systems. This integrated training environment is interoperable with mission command systems and enables training and mission rehearsals. The LVC ITE creates a realistic, net-centric, on-demand distributed training and mission rehearsal capability. Its framework will govern the structure, relationships, principles, guidelines, and standards for LVC components and their linkage to Joint, service, and combatant command LVC systems.

c. The LVC training infrastructure provides the means for communicating, exchanging data and networking for all of the LVC domains. The LVC infrastructure includes installations’ foundational elements and components needed to perform net-centric mission command training—

- (1) Facilities.
- (2) Power.
- (3) Communications (Radio Frequency/Fiber) Networks.
- (4) TSSs.
- (5) Personnel and equipment.
- (6) Resources.
- (7) Management structure and organization.

### **3–23. Live, Virtual, Constructive Integrated Training Environment Implementation**

The LVC ITE consists of increments—

a. Increments focus on training a single armor brigade combat team at home station with the mission training complex as the hub for integrating the three training environments and the Army Mission Command System.

b. Follow-on increments will add to these capabilities as determined by the TSS Enterprise and approved by the TGOSC.

c. Locations at which the LVC ITE is implemented are determined by the TSS Enterprise and approved by the TGOSC.

## **Chapter 4**

### **Training Support System Program Organization, Execution, and Management**

#### **Section I**

#### **Governance**

#### **4–1. Army Training Support System organization**

The TSS organization is a community of practice including—DCS, G–3/5/7 (G–37/TR), ACOMs, ASCCs, DRUs, senior commanders, garrison commanders (GCs), Directorate of Plans, Training, Mobilization, and Security (DPTMS), and MCs. Each TSS program has a designated lead agent and CBTDEV for materiel requirements. The TSS lead agent and CBTDEV for each of the TSS programs, or collectively across the programs, are assigned to the TRADOC’s Deputy Commander for Training, U.S. Army CAC–T, which includes the ATSC.

a. The lead agent is an organization assigned with sole responsibility and delegated authority for specific actions otherwise exercised by a higher level organization or executive. The lead agent for—

- (1) SRP is the ATSC TCM-Live.
- (2) STSP is ATSC STIDD.
- (3) MCTSP is the NSC.
- (4) CTC modernization is the Combat Training Center Directorate.
- (5) Training Information Infrastructure is the TCM for Army Training Information System.

b. CBTDEV is the command or agency that formulates training materiel requirements. The CBTDEV for—

- (1) SRP and CTC modernization is TCM-Live.
- (2) STSP is TCM-Live and TCM-Virtual Training Environment.
- (3) MCTSP is TCM-Virtual Training Environment; TCM Constructive Training Environment; and TCM-Gaming.
- (4) CTC Program for the LVC ITE is the NSC.
- (5) Training Information Infrastructure is TCM-Army Training Information System and TCM for Distributed Learning.

#### **4-2. The Training Support System Enterprise**

a. The TSS Enterprise is an established collaboration of organizations whose structure, governance systems, and culture support the TSS Program.

b. The TSS Enterprise consists of—

- (1) DCS, G-3/5/7 (G-37/TR).
- (2) TRADOC CAC-T.

c. The TSS Enterprise is an integrated training support structure that encompasses management of TSS products, services, and facilities that support the operational, institutional, and self-development training domains. The TSS Enterprise enables Army training strategies and maintains standards across the entire Army. The TSS Enterprise is tasked with the Armywide implementation of training support policy and is responsible for continuously improving, monitoring, and transforming the global TSS LVC capabilities that support Soldiers and MCs in accordance with the ACP and ARFORGEN.

d. The TSS Enterprise will—

- (1) Utilize proven business rules and techniques to sustain a unity of effort to fulfill the MCs' (ACOM/ASCC/DRU) training needs.
- (2) Leverage existing structures within the CAC-T to support institutional and operational training across the Army.
- (3) Assess the training effectiveness and value added of fielded training systems to ensure they are meeting command training requirements within the ARFORGEN construct.

e. The TSS Enterprise functions include the following:

- (1) Enable Army training strategies and maintain training standards across the entire Army.
- (2) Validate, integrate, standardize, and recommend TSS needs and priorities to DCS, G-3/5/7 (G-37/TR) for approval.
- (3) Implement Armywide training support policies and be responsible for continuously improving, monitoring, and transforming the global TSS LVC capabilities that support Soldiers and MCs, in accordance with the ACP and ARFORGEN.

f. TSS Enterprise responsibilities include the following:

- (1) Monitoring, adjusting, improving, and transforming global TSS operations via a series of management forums.
- (2) Establishing business rules to execute TSS functions and tasks.
- (3) Addressing all user needs for TSS capabilities and enablers.
- (4) Enabling TSS capitalization and recapitalization in accordance with CSA and DCS, G-3/5/7 (G-37/TR) priorities.
- (5) Leveraging economies of scale for TSS execution.
- (6) Employing corporate planning process to maximize resources.
- (7) Training and equipping the TSS Enterprise and TSS executors at home stations.
- (8) Providing configuration and control of enterprise infrastructure resources.
- (9) Establishing manpower standards.
- (10) Providing TSS support for ACOM/ASCC/DRU deployed units.
- (11) Collaborating with vested ACOM/ASCC/DRU on TSS Enterprise decisions and policies.
- (12) Allocating and apportioning TSS resources.
- (13) Transparently planning, programming, and budgeting for investment areas identified in, or generated by, the ACP and Army training strategy to achieve strategic vision.
- (14) Conducting comprehensive cradle-to-grave strategic planning for management and retirement of TSS capabilities.

(15) Enabling full cycle integration across all environments (for example, LVC and gaming) in all training domains (operational, institutional and self-development).

(16) Synchronizing efforts with emerging needs, via Army Capabilities Integration Center.

(17) Providing consistent, corporate Army representation on TSS matters in Joint, OSD, and sister-Service community forums.

(18) Promoting compliance with Armywide TSS standards by commands executing TSS.

(19) Providing for focused operations sustainment for long range TSS viability.

(20) Implementing assets, notably range sustainability.

(21) Establishing TSS facilities functional standards and coordinating TSS MILCON projects.

(22) Collaborating with ACSIM/ IMCOM to integrate base operating support and TSS investments, including identification of SRM funding for ranges, mission training complexes, and TSC in annual IMCOM funding letter guidance/documents and receipt of fair share of SRM funding in the year of execution. Additionally, common levels of service, SGO, A-76 (competitive sourcing), and other initiatives influencing resourcing.

(23) Gathering and analyzing objective data to assess performance and trends with respect to the above responsibilities.

(24) Implementing Army TSS policy and providing prioritized capabilities to each command that executes TSS in order to meet MC's training needs.

#### **4-3. Installation level command and control**

The following positions play a central role in TSS management at the installation level:

*a.* Senior commanders are the HQDA-designated commanders responsible for all installation activities.

*b.* GCs are designated by HQDA (normally an O-6 or O-5). The GC is responsible to the CG, IMCOM and the senior commander for the day-to-day operations of the garrison. On IMCOM installations, within CONUS, the GC supports senior commander and MC TSS requirements, as approved and resourced by DCS, G-3/5/7 (G-37/TR).

*c.* MCs.

(1) MCs are tenant or habitual users of TSS assets on an installation. Habitual users are ARNG and USAR units that do not reside on the installation where they conduct primary training. MCs are responsible for identifying training needs and conducting mission operational and institutional training, as necessary, to attain and maintain unit and individual readiness standards as set forth in ARs.

(2) MCs request TSS services, facilities, and products required to execute training. For missions directed through the ARFORGEN process, MCs can raise support concerns during the Training Support and Resourcing Conference. For persistent installation training support shortfalls, or for suggested training support improvements/capability not yet fielded to the Army at large, the MCs will request necessary installation support.

*d.* The DPTMS executes TSS functions as resourced by DCS, G-3/5/7 (G-37/TR), directed by the senior commander and GC, and in accordance with DCS, G-3/5/7 (G-37/TR) policy through application of common levels of service.

## **Section II**

### **Program Execution**

#### **4-4. Execution commands**

*a.* Execution commands provide management and oversight of TSS products, services, and facilities on an installation or training site in support of MC institutional and operational training functions.

*b.* Execution commands are—

(1) IMCOM on active component and USARC installations in the CONUS.

(2) USARPAC.

(3) National Guard Bureau for ARNG installations in the United States.

(4) USAREUR.

(5) ARCENT (in U.S. Central Command AOR).

#### **4-5. Functional exceptions to execution command responsibilities**

TSS is executed by IMCOM within CONUS and by MCs in their designated regions-USAREUR; USARPAC, ARNG; ARCENT in the CENTCOM AOR; ATEC (for ITAM, only) on test ranges and for excepted functions.

*a.* Test Ranges and Centers operated by ATEC are ATEC mission. In accordance with AR 350-19, the ATEC TSS Program is limited to the ITAM component of SRP at the following ATEC installations:

(1) Aberdeen Test Center.

(2) White Sands Missile Range.

(3) Dugway Proving Ground.

(4) Yuma Proving Ground.

- b. FORSCOM executes STSP and SRP (including ITAM) at Fort Irwin, CA.
- c. Mission training complexes operated by USARC are USARC mission.
  - (1) Houston, TX.
  - (2) Arlington Heights, IL.
  - (3) Birmingham, AL.
  - (4) Fort Dix, NJ.
  - (5) Camp Parks, CA.
- d. Local training areas operated by the USARC regional support commands are USARC mission.
- e. Mission training complexes operated by the institutional training venues are assigned missions as follows:
  - (1) The Intelligence Center of Excellence at Fort Huachuca, AZ.
  - (2) The Signal Center, Center of Excellence at Fort Gordon, GA.
  - (3) Army Medical Department Center and School - MEDCOM (Fort Sam Houston, TX) - supports U.S. Army North and USARSO mission command training.
  - (4) Special Warfare Center - USASOC (Fort Bragg, NC).
  - (5) Army War College, Carlisle Barracks, PA.
  - (6) Sergeants Major Academies at Fort Bliss, TX, and Fort McCoy, WI.
  - (7) Finance, Adjutant General, and Chaplain Schools, Fort Jackson, SC.
  - (8) Command and General Staff College, Fort Leavenworth, KS.
  - (9) Maneuver Support Center of Excellence at Fort Leonard Wood, MO.
  - (10) Aviation School, Fort Rucker, AL.
  - (11) The Judge Advocate General's Legal Center and School, Charlottesville, VA.
  - (12) The Maneuver Support Center of Excellence at Fort Leonard Wood, MO.
- f. TSS in the CENTCOM AOR is executed by ARCENT.
- g. ARCENT operates the mission training complex at Shaw AFB, SC.

#### **4-6. Execution support commands**

Execution support commands provide services (acquisition, engineering, integration, or services at the installation) at any or all levels (national, regional, installation, and so forth) in order to provide training capabilities to execution commands managing TSS. The execution support commands provide technical expertise needed to deliver TSS of infrastructure and/or systems. The execution support commands (and agencies) are as follows:

- a. USACE provides engineering services and capabilities for training and TSS facilities.
- b. PEO STRI provides responsive, interoperable simulation, training, and testing solutions and acquisition services for the training environment. Serves as materiel developer for NSTD and technical center of expertise for development, acquisition, and sustainment of all TADSS.
  - (1) Provides approved LVC integrated architecture common standards, hardware, software, and infrastructure for Army and Joint LVC simulations, simulators, and instrumentation.
  - (2) Develops common interoperable components, such as multi-level security and AAR systems.
- c. PEO Enterprise Information System provides the Army training environment with information services by developing, acquiring, integrating, deploying, and sustaining network-centric knowledge-based information technology and business management systems, communications and infrastructure solutions through leveraged commercial and enterprise capabilities.
- d. Tank-automotive Life Cycle Management Command provides acquisition, contracting, and business advisory services for the Army Targetry System for selected TSS range systems.
- e. IMCOM, USAEC provides environmental technical support to the DCS, G-3/5/7 (G-37/TR) for Range Modernization and Range Operations.
- f. CIO/G-6 provides—
  - (1) Support to the DCS, G-3/5/7 (G-37/TR), TSS Enterprise, and program leads on information technology system engineering, designs, infrastructure and integration of assigned training systems.
  - (2) Technical assistance to the DCS, G-3/5/7 (G-37/TR) and coordination between CIO/G-6 on the telecommunication requirements to support Army training and other information technology policies impacting the TSS capability.

#### **4-7. Supported commands**

Supported commanders are responsible for executing operational and/or institutional training conducted for the readiness of Soldiers and assigned units. Supported commands are further categorized as operational and/or institutional commands and are as follows:

- a. Commanders executing operational training that receive TSS from IMCOM include—
  - (1) FORSCOM.
  - (2) U.S. Army North (with the exception of MCTSP provided by MEDCOM).

- (3) USARSO (with the exception of MCTSP provided by MEDCOM).
- (4) USASOC (with the exception of MCTSP).
- (5) ARCENT (CONUS HQ) (with the exception of MCTSP).
- (6) MEDCOM for medical units (SRP and STSP at Fort Sam Houston).
- (7) MDW.
- (8) USARC (with the exception of MCTSP).

*b.* Commanders executing institutional training receiving TSS from IMCOM include—

- (1) TRADOC (with the exception of MCTSP).
- (2) MEDCOM for U.S. Army Medical Department Center and School.
- (3) USASOC for Special Warfare Center.
- (4) USMA.

#### **4–8. Training Support System execution on Joint bases and U.S. Air Force bases where Army units are stationed**

*a.* TSS program policies, oversight, management, and execution responsibilities are retained by the Army through IMCOM Army Support Agencies at Joint bases and for Army units stationed at specific Joint bases as follows:

- (1) Ranges, ITAM, and TSC at Fort Eustis, VA.
- (2) Ranges, ITAM (Camp Bullis), mission training complex, and TSC at Fort Sam Houston, TX.
- (3) Ranges, ITAM, and TSC at Joint Base McGuire-Dix-Lakehurst.
- (4) IMCOM Army Support Activity will oversee ranges at Eglin AFB, FL, in support of USASOC/7th Special Forces Group.

(5) Ranges, ITAM, mission training complex, and TSC at Joint Base Lewis-McChord.

*b.* The following commands provide program policy, oversight, management, and execution:

- (1) ARCENT will operate the mission training complex at Shaw AFB, SC.
- (2) Ranges, ITAM, mission training complex, and TSC at Fort Richardson, AK are an USARPAC responsibility for Joint Base Elmendorf Richardson, the U.S. Air Force will serve as the lead. USARPAC, versus IMCOM, will execute TSS on Joint Base Elmendorf-Richardson.
- (3) Ranges, ITAM, mission training complex, and TSC in Korea, Japan, and Okinawa are a USARPAC responsibility.

### **Section III**

#### **Training Support System Forums**

#### **4–9. Training General Officer Steering Committee**

The TGOSC, which is chaired by the DCS, G–3/5/7, recommends improvements in training development policy, strategy, and capabilities needed to provide trained and ready Soldiers, leaders, and units to the combined, Joint, interagency, and/or multinational forces of combatant commanders. TGOSC membership requirements and supporting COC and working groups are defined in AR 350–1.

#### **4–10. Training Support Work Group**

*a.* The TSWG is an integrating and decision forum for the major Army training support programs. The TSWG serves to address TSS PMR issues and provides direction and focus for the TSS actions in support of the Army Training Strategy. The TSWG directly supports the Combined COC and the TGOSC process. The TSWG will consider issues generated by each of the TSS PMRs, and identify any issues that need to go forward to Combined COC forums for their review, decision, or forwarding to the TGOSC. The TSWG is an integration and decision forum for major programs of the Army TSS. The TSWG will consider issues generated by management reviews of each TSS program and identify issues that need to go forward to the Combined COC/TGOSC for their review and action.

*b.* The TSWG is co-chaired by DCS, G–3/5/7 (G–37/TR) and TRADOC CAC–T ATSC TSAID and includes a TRADOC lead agent point of contact for each TSS program, a PEO STRI representative, and a representative from each ACOM/ASCC/DRU with equities in TSS. TSWG co-chairs adjudicate voting ties.

*c.* Voting members of the TSWG are TSS representatives from the following organizations:

- (1) DCS, G–3/5/7 (G–37/TR).
- (2) TRADOC CAC–T ATSC TSAID.
- (3) IMCOM.
- (4) FORSCOM G3.
- (5) USARC.
- (6) National Guard Bureau.
- (7) USAREUR.
- (8) USARPAC.

- (9) ARCENT.
- (10) U.S. Army North.
- (11) USARSO.
- (12) MDW.
- (13) MEDCOM.
- (14) USASOC.
- (15) USMA.

*d.* A TSWG Executive Session meets semiannually and consists of DCS, G-3/5/7 (G-37/TR), ATSC TSAID, TRADOC TSS TCMs and lead agents, and PEO STRI representatives.

#### **4-11. Training Support System Program Management Review meetings**

*a.* The TSS PMR meets to provide the MCTSP, STSP, SRP and Training Information Infrastructure, with a forum to—

- (1) Receive TSS needs identified by TSS execution and supported commands.
- (2) Review and address all components of their program with the respective ACOM, ASCC, and DRU TSS managers.
- (3) Ensure the TSS products, services, and facilities support and enable the execution of training at home station, service schools, and while deployed.

*b.* The TSS PMR meets periodically to—

- (1) Provide a forum for ACOM, ASCC, DRU, and IMCOM presentations of TSS program needs.
- (2) Review the status of TSS program needs and identify additional needs.
- (3) Discuss TSS program initiatives and projects having Armywide impact.
- (4) Discuss budget submission and user requirements through review of the annual work plan submissions.
- (5) Ensure integration of TSS core and support programs.
- (6) Exchange information and requirements related to general TSS topics.

#### **4-12. Combat Training Center quarterly reviews**

*a.* TSS participation in CTC Program management is limited to CTC modernization and the instrumentation and facilities pillars of the CTC Program.

*b.* The quarterly CTC Operations and Modernization Program review meetings provide a forum to—

- (1) Review and address all components of their program with the respective ACOM, ASCC, and DRU TSS managers.
- (2) Ensure the CTC facilities support and enable the execution of training at home station, service schools, and while deployed.

*c.* DCS, G-3/5/7 chairs the CTC quarterly review meetings.

*d.* Supporting execution command is PEO STRI.

#### **4-13. Training Support System modernization reviews**

*a.* The primary objectives for TSS modernization reviews are to—

- (1) Complete a review of projected TSS product line execution.
- (2) Complete a detailed review and initial validation of all TSS modernization program requirements and funding strategies in preparation for forthcoming POM MDEP briefs.

*b.* TSS modernization reviews help TSS program leads and MDEP managers develop an in depth understanding of program requirements so that they can successfully defend the requirements during MDEP briefings for the Training PEG.

#### **4-14. Training Support System Theater IPR**

*a.* Provides a forum for coordination between the TSS Enterprise, installation TSS staff, and commands.

*b.* Are conducted as required, to coordinate major Army mission changes that affect TSS.

#### **4-15. Training Support System Workshop**

The Army's TSS Workshop is a capstone event for the TSS community, providing essential training for the Mission Command Training Support, Soldier Support, and Sustainable Range Programs. Its purpose is to provide a training venue for TSS professionals engaged in LVC support and operational and institutional training. Official attendees are active duty military personnel, DOD civilians, and other personnel whose attendance is directed and paid for by a DOD/Army contract.

## **Section IV Requirements Generation**

### **4-16. Training execution needs**

*a.* Training needs are derived from CATS, and emerging training needs identified by MCs, as directed by the Army senior leadership, and in support of ARFORGEN and the Army Training Strategy. MCs maintain needs that support their required training environment(s) and that are derived from the appropriate Center of Excellence strategy. The training needs list supports individual and collective training tasks in both the generating and operational force as outlined in the Army Training Strategy.

*b.* TSS execution commands obtain TSS needs from MCs.

(1) On IMCOM installations, the tenant MCs and habitual users (non-tenant USAR and ARNG units) provide prioritized TSS needs to the GC's DPTMS. The DPTMS will then reconcile, prioritize, and integrate TSS training needs (MC needs versus IMCOM common levels of service). The DPTMS will provide the prioritized integrated TSS needs list to the installation's senior commander for approval. After senior commander review, the approved integrated TSS needs list will be returned to the DPTMS for transmission through IMCOM regions to HQ, IMCOM. HQ, IMCOM validates and adjudicates the senior commander-approved installation integrated TSS training needs list before the TSS Enterprise during the TSS PMR/TSWG conferences. FORSCOM mission support elements play a major role in identifying FORSCOM MC TSS needs on installations where a FORSCOM commander serves as the senior commander.

(2) Mission commands retaining TSS execution will develop a TSS needs list based on input from subordinate MCs and any tenant MCs. Each execution and mission command will integrate and prioritize training needs and present them to the TSS Enterprise during TSS PMR and TSWG meetings.

(3) As an exception to paragraph 4-4b(1) in this regulation, non-tenant USARC and ARNG units submit their MCTSP requirements through USARC and the ARNG, not through IMCOM.

*c.* Execution support commands develop annual workplans that are validated by the TSS Enterprise.

*d.* Supported commands executing operational and/or institutional training will task subordinate MCs (as appropriate) to provide a prioritized TSS training needs list for their designated regions. Each command validates and adjudicates their TSS training needs before the TSS Enterprise during bi-annual TSS PMR and TSWG meetings.

*e.* MCs transmit their needs concurrently to their supporting IMCOM GC (if applicable) and/or their own higher level command (ACOM, ASCC, or DRU). The GC uses the DPTMS to collect each supported MC's training needs.

*f.* The MCs' higher level command TSS staff validates, integrates, and recommends priorities for all training needs across their commands.

*g.* At IMCOM installations, the installation DPTMS validates, integrates, and recommends TSS execution priorities to the senior commander for that installation. With senior commander approval, the GC will forward the training execution needs to HQ, IMCOM. HQ, IMCOM validates, integrates, and recommends prioritized training execution needs across IMCOM.

### **4-17. Training execution needs validation**

*a.* All TSS needs are processed through the TSS Enterprise as part of the validation process.

*b.* The TSS Enterprise schedules, adjudicates, integrates, and recommends prioritization of training needs twice a year during the bi-annual TSS PMR. Training execution needs equate to products, facilities, and services.

*c.* Armywide prioritized training needs will integrate execution command recommendations, MC priorities, resourcing limitations and allocation, and support the Army Training Strategy and ACP.

*d.* The TSS Enterprise recommends priorities to DCS, G-3/5/7 (G-37/TR).

*e.* For needs that generate materiel solutions, the JCIDS process is also used to validate the materiel requirements.

### **4-18. Requirements confirmation**

*a.* Each TSS program will conduct semi-annual review meetings chaired by the DCS, G-3/5/7 (G-37/TR) project or program manager and TRADOC Lead Agent.

*b.* Program leads and lead agents will present issues and recommendations to the TSWG for discussion, disposition, and recommendation to the appropriate domain COC and/or TGOSC.

*c.* Validated needs are the basis of the requirements that will be forwarded to the appropriate COC for review and approval.

### **4-19. Training Combined Council of Colonels confirmation**

*a.* Once a training need and/or gap is justified and approved at the PMR and by the TSWG, then the proposed requirement is forwarded to one of the Combined COC to review and validate the proposed training requirement.

*b.* During Combined COC validation, DCS, G-3/5/7 (G-37/TR) is responsible for including considerations for resourcing, strategy, policy and/or oversight, and requirements prioritization in a decision format.



c. Upon approval, the Combined COC forwards the approved prioritized training requirements to the TGOSC for approval and resourcing guidance.

#### **4–20. Training Support System Capability Assessment Forums**

##### *a. Planning charrette.*

(1) A planning charrette is a siting and installation integration review for a MILCON project involving the USACE, the appropriate TSS program lead agents; PEO STRI (or Tank-automotive Life Cycle Management Command), the DCS, G–3/5/7 (G–37/TR) representatives for range projects; CIO/G–6 representatives; and the appropriate installation staff.

(2) The planning charrette takes place at the installation where the MILCON project will be constructed. MILCON project planning charrette participants are defined in AR 350–19. The objectives of a planning charrette are to—

(a) Assess whether a project can be executed successfully, by helping to determine land use conflicts, operational and unexploded ordnance constraints, utility, infrastructure, siting, and environmental considerations, as well as National Environmental Policy Act documentation requirements.

(b) Support preparation of DD Form 1391.

(c) Report findings at the appropriate TSS PMR.

##### *b. MER Review.*

(1) MER reviews are periodic assessments to validate an installation’s MER list and to update each program’s assessment at a specified point in time.

(2) MER reviews are supported by TSS program representatives and other TRADOC agencies, as required.

(3) MER reviews include periodic TSS Theater Interim Program Review. TSS Theater Interim Program Reviews are a top down review of TSS by region at an installation. The Interim Program Review is designed to identify friction points and corrective options to ensure program success within a region for projects being developed, implemented, or fielded.

(4) MER reviews result in an installation’s assessment or grade illustrated as red, amber, or green. The assessment or grade indicates installations’ TSS capabilities, by program and function (TSS products, services, and facilities). The assessment is based on specific metrics, defined in paragraph 3–7 in this regulation.

(5) It is important to understand that the MER is a TSS Enterprise database and does not substitute for documenting requirements in accordance with AR 70–1, other than PEO STRI.

##### *c. Training Support System review.*

(1) A TSS review is conducted annually by TSS lead agents, as coordinated by ATSC STIDD, with branch proponents and TRADOC Centers of Excellence, Army Medical Department Center and School - MEDCOM at Fort Sam Houston, TX; Special Warfare Center USASOC at Fort Bragg, NC; and USMA.

(2) TSS reviews are holistic reviews of current and future-force training requirements including, but not limited to, TADSS, STRAC, ranges, maintenance and maintenance management issues, fielded devices, and institutional requirements.

(3) TSS reviews will assess branch proponents and/or Centers of Excellence and TSS Enterprise issues and shortcomings impacting their successful execution of training. TSS review issues that are not resolved will be tracked and forwarded through the TSS management process for consideration where appropriate. A TSS review memorandum of instruction will provide additional details.

#### **4–21. Training Support System requirements drivers**

a. CATS is the Army’s overarching strategy for current and future operational training of the force. Its basis is a series of branch proponent, unit, and institutional strategies describing training event tasks, frequencies, and resources required to train to standard. These strategies describe how the Army will train the total force to standard in the institutions and units. CATS also documents the quality and justification for all training resources required to execute the training.

b. The institutional training POI drives TSS requirements in the institutions.

c. The MER compares proponent-established metrics against on-hand inventories to determine program shortfalls; identifies overages so that the Army can cross-level TADSS in accordance with the ACP; and supports the prioritization and POM processes. The proponent developed BOI plan is based on the approved supporting strategy of each training enabler required by a unit type and is the foundation of the TSS MER.

## **Section V**

### **Management and Business Systems**

#### **4–22. Training Support System Master Plan**

The TSS Master Plan is documented by the Training Support Information Management System. The TSS Master Plan—

a. Provides real-time TSS total asset visibility across programs.

- b. Facilitates an integrated, capabilities-based TSS management process.
- c. Assists with management of TSS assets to meet ACP training requirements.
- d. Identifies training gaps and redundancies to efficiently target TSS resources.
- e. Supports POM development for training support programs.

#### **4-23. Training Support Information Management System**

The TSS Master Plan process is augmented by the Training Support Information Management System. The Training Support Information Management System enables analysis and supports the training community by—

- a. Providing real-time TSS total MER asset visibility across programs.
- b. Facilitating an integrated, capabilities-based TSS management process.
- c. Assisting with management of TSS assets to meet ACP training requirements.
- d. Identifying training gaps and redundancies to target efficiently TSS resources.
- e. Supporting POM development for training support programs.
- f. Facilitating training enabler life cycle management.

#### **4-24. Training budget**

For the SRP only, installation and ACOMs/ASCCs/DRUs are required to submit a training budget annually to receive funding from MDEP (VSCW), Range Operations. To assist in this, HQDA and CAC-T provide ACOMs/ASCCs/DRUs and installations with an initial estimate of their funding requirements for range operations. This estimate is based on the size of their range control operation and the projected quantity of range and maneuver training the installation supports.

#### **4-25. ITAM Plan and Work Plan**

For the ITAM Program only, HQDA developed the ITAM Plan and Work Plan module, as part of the Range Complex Master Plan to capture and manage installation-specific ITAM project requirements for year of execution and POM requirements.

#### **4-26. Training Support-Materiel Armywide Tracking System**

a. Training Support-Materiel Armywide Tracking System (TS-MATS) is the Army's IT system of record for collecting and maintaining TADSS inventory, maintenance, use and workload information for all Armywide TRADOC TADSS and ARNG unique TADSS. This single source, single collection method is critical in managing all aspects of TADSS life cycle management, maintenance, and defining requirement for the Army training needs.

b. TS-MATS assists commanders with TADSS availability to meet their training requirements at institutions, home station, and while deployed. These training tools include training instrumentation components, TES, target components, OPFOR equipment, and miscellaneous training/learning aids managed and issued by the TSC Armywide. The information produced serves this primary function and enables several secondary and ancillary uses for ACOM managers, ATSC, and HQDA.

c. Information flows from the customer to their servicing TSC, thus TS-MATS modules support TSC issue and turn-in operations, and automatically collect information that supports device inventory management.

- d. TS-MATS produces information that enables TSCs to—
  - (1) Manage their training support activities and prioritize their resources.
  - (2) Assess demand (actual) versus their available training support capability to determine their mission readiness and gaps.
  - (3) Monitor TSC training device fabrication operations.
  - (4) Monitor TADSS usage.
  - (5) Track and maintain usage data by unit and device.
  - (6) Aggregate TS-MATS information that flows from the servicing TSCs to support higher level training operations that—
    - (a) Develop plans to obtain training support items.
    - (b) Manage production of training items by TSC commercial industrial shops.
    - (c) Assist HQDA MDEP managers to formulate training requirements and support funding requests.
    - (d) Influence Army training resource and policy decisions.

## Chapter 5 Training Support System Program Resources

### 5-1. Resource categories

- a. TSS resources fall into three broad categories—
  - (1) Operation and maintenance, Army and/or operation and maintenance, USAR and/or operation and maintenance, National Guard provide for TSS services, product sustainment and TSS management.
  - (2) RDT&E; Missile Procurement, Army; and Other Procurement, Army Other Support Equipment provide TSS products.
  - (3) MCA/MILCON, USAR/MILCON, ARNG provides TSS facilities.
- b. TSS resources are non-operational tempo.
- c. TSS services funding is managed through the Training PEG.
- d. TSS products resources are influenced by the Army Materiel Enterprise as part of the Army's overall modernization strategy and program.
- e. TSS facilities resourcing are influenced by the Army Infrastructure Enterprise as part of the Army's overall facilities strategy.

### 5-2. Planning, programming, budgeting and execution

- a. PPBE is the Army's primary resource management and decisionmaking process, the PPBE interfaces with OSD and Joint planning and links directly to OSD programming and budgeting. It develops and maintains the Army portion of the Defense program and budget. It supports Army planning, and it supports program development and budget preparation at all levels of command. It supports execution of the approved program and budget by both HQ and field organizations. During execution, it provides feedback to the PPBE processes.
- b. The PPBE ties strategy, program, and budget together. It helps build a comprehensive plan in which budgets flow from programs, programs from requirements, requirements from missions, and missions from national security objectives. The patterned flow from end purpose to resource cost defines requirements in progressively greater details.
  - (1) Long range planning creates a vision of the Army 10 to 20 years into the future.
  - (2) In the 2- to 15-year midterm, long range macro estimates give way to a specified size, composition, and quality of divisional and support forces.
  - (3) In the 0- to 2-year near term, budgeting converts program requirements into requests for manpower and dollars.
- c. When enacted into appropriations and manpower authorizations, these resources become available.
- d. TSS resourcing occurs in accordance with AR 1-1. The PPBE and other management events impact TSS resourcing. Although minor slippage of these events occurs with some frequency, DCS, G-3/5/7 (G-37/TR) will use the PPBE management timeline for planning and to time decisions and associated outputs that may impact available resources.
- e. HQDA is continually involved in financial planning and execution for the current FY, budgeting for the next FY, and programming for five POM years. Because financial planning is a constant, rolling cycle, the POM "lock" associated with each FY translates to the budget estimate submission. When the first year of each POM is translated to the budget estimate submission, new requirements for that FY are no longer accepted. Instead, the new requirement or "add" must be worked as part of the next POM build. For requirements to receive funding, submittals must take place per with the POM and management timelines.
- f. Core resourcing is contained in key training and installation management programs.

### 5-3. Management Decision Packages

- a. Early in the PPBE process, the resource management architecture distributes program and budget resources to MDEPs by appropriation and program element. MDEPs serve as a resource management tool used internally by the Army. Taken collectively, MDEPs account for all Army resources. They describe the capability of the Total Army—active, guard, and reserve. Individually, an MDEP describes a particular organization, program, or function. It also records the resources associated with the intended output. TSS MDEPS are structured as follows:
  - (1) By TSS program.
  - (2) By product, services and facilities functions within TSS programs.
  - (3) For Armywide TSS functions of TSS product sustainment, combat readiness modernization, and TSS management.
- b. Each MDEP records manpower and total obligation authority over nine FYs.
- c. TSS program MDEPs are associated with the Training PEG and are as follows:
  - (1) MDEPs for TSS operations—
    - (a) Range operations.
    - (b) ITAM (TATM).
    - (c) MCTSP operations (TCSC).

- (d) TSC operations (TAVI).
- (2) MDEPs for TSS modernization—
  - (a) Constructive simulations including terrain models for both constructive and virtual TADSS and mission training complex facilities TBWG).
  - (b) Range Facilities and Systems (VSRM).
  - (c) Individual and Crew TADSS (TBAS).
  - (d) CTC modernization (TCNT).
  - (e) Virtual collective TADSS and gaming (TCAT).
  - (f) LVC Integration (JATT).
- (3) The MDEP for TSS management, including PEO STRI Core (TSAM).
- (4) The MDEP for TADSS maintenance (WCLS).
- (5) The MDEP for training information infrastructure (TADT).
- d. TSS programs are related to the installation PEG MDEPs, and resources are managed to avoid duplication between the Training and Installation PEGs. Certain installation PEG MDEPs support TSS; specifically those supporting SRP and ITAM.

#### **5-4. Program Evaluation Groups**

HQDA supports PPBE using PEGs and multiple MDEPs sponsored by designated principal officials.

- a. The Training PEG is co-chaired by ASA (M&RA) and DCS, G-3/5/7 and provides resources for—
  - (1) TSS.
  - (2) Land force readiness-operational training.
  - (3) Military training specific allotment-institutional training.
- b. The Installation PEG is co-chaired by ASA (IE&E) and the ACSIM and provides resources for—
  - (1) Environmental compliance, conservation, and conservation.
  - (2) Real property maintenance.
  - (3) Environmental cleanup.
- c. The equipping PEG is co-chaired by ASA(ALT) and DCS, G-8. The equipping PEG provides resources for materiel acquisition (comprising RDT&E and procurement of weapons and equipment) to field Army warfighting capabilities that derive from integrating new doctrine, training, organization, and equipment, and operating/support requirements for system fielding including Weapons System TADSS.

## **Appendix A References**

### **Section I Required Publications**

#### **AR 1-1**

Planning, Programming, Budgeting and Execution System (Cited in paras 2-6b(6)(b), 5-2d.)

#### **AR 70-1**

Army Acquisition Policy (Cited in para 4-20b(5).)

#### **AR 140-483**

Army Reserve Land and Facilities Management (Cited in paras 2-6a(5), 2-6b(20).)

#### **AR 200-1**

Environmental Protection and Enhancement (Cited in para 2-8a.)

#### **AR 350-1**

Army Training and Leader Development (Cited in paras 1-5a, 2-5, 2-6a(7), 2-22e, B-1c.)

#### **AR 350-19**

The Army Sustainable Range Program (Cited in paras 1-5b, 2-1a, 2-3c(8), 2-4a, 4-5a.)

#### **AR 350-38**

Policies and Management for Training Aids, Devices, Simulators, and Simulations (Cited in paras 1-5c, 2-14h(4)(b), B-1c.)

#### **AR 350-50**

Combat Training Center Program (Cited in paras 1-5d, 2-6a(1), 2-13a(1), 2-14h(5)(c), 2-17d.)

#### **AR 385-63**

Range Safety (Cited in para 2-12b.)

#### **AR 420-1**

Army Facilities Management (Cited in paras 2-6b(20), 2-8a, 2-29g.)

#### **DA Pam 385-63**

Range Safety (Cited in para 2-12b.)

### **Section II Related Publications**

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

#### **AR 5-9**

Area Support Responsibilities

#### **AR 10-87**

Army Commands, Army Service Component Commands, and Direct Reporting Units

#### **AR 11-2**

Managers' Internal Control Program

#### **AR 15-1**

Committee Management

#### **AR 25-30**

The Army Publishing Program

**AR 350–2**

Opposing Force (OPFOR) Program

**AR 350–32**

Army Foundry Intelligence Training Program

**AR 700–127**

Integrated Logistics Support

**AR 700–142**

Type Classification, Materiel Release, Fielding, and Transfer

**AR 735–5**

Property Accountability Policies

**DA Pam 710–2–1**

Using Unit Supply System (Manual Procedures)

**DODD 3200.11**

Major Range and Test Facility Base

**10 USC**

Armed Forces

**10 USC 101(e)(1)(A) and (B)**

Definitions

**10 USC 3013(b)**

Secretary of the Army

**42 USC 4321 through 42 USC 4347**

National Environmental Policy Act

**Section III**

**Prescribed Forms**

This section contains no entries.

**Section IV**

**Referenced Forms**

Except where otherwise indicated below, the following forms are available as follows: DA Forms are available on the APD Web site (<http://www.apd.army.mil/>) and DD Forms are available on the Office of the Secretary of Defense Web site (<http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>).

**DD Form 1391**

FY, Military Construction Project Data

**DD Form 1390**

Military Construction Program

**DA Form 11–2**

Internal Control Evaluation Certification

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

**Appendix B**

**Training Support Center Operations**

## B-1. Service description

- a. Common levels of service 306 Training Support Center operations.
- b. HQDA proponent is DCS, G-3/5/7 (G-37/TR).
- c. Supporting references are AR 350-38, DA Pam 710-2-1, AR 350-1, and AR 735-5.
- d. Loan and issue of TADSS.
- e. Loan and issue of Multiple Integrated Laser Engagement System.
- f. Graphic training aid loan and issue.
- g. TADSS maintenance.
- h. Device fabrication.
- i. TSC/TADSS management.
- j. Provide specified virtual TADSS operators.
- k. Provide management and oversight for Medical Simulation Training Center.

## B-2. Areas of responsibility

Table B-1 shows installation support responsibility.

<b>Region/Installation</b>	<b>ACOM/ASSC/DRU</b>	<b>AOR (U.S. and Territory Facilities Only)</b>
	<b>EAST REGION:</b>	
Fort George C. Meade, MD	TRADOC/IMCOM	Maryland: All counties.
Fort A.P. Hill	TRADOC/IMCOM	Virginia: Counties north of Albemarle, Augusta, Hanover, King William, King and Queen, Lancaster, Louisa, Middlesex, and Northumberland.
Fort Benning, GA	TRADOC/IMCOM	Florida: Columbia, Dixie, Gadsden, Hamilton, Jefferson, Lafayette, Leon, Madison, Suwannee, Taylor, and Wakulla. Georgia: Baker, Benn Hill, Bibb, Bleckley, Berrien, Brooks, Calhoun, Chattahoochee, Clay, Clinch, Colquitt, Cook, Crawford, Crisp, Decatur, Dodge, Dooley, Dougherty, Early, Echols, Grady, Harris, Houston, Irwin, Jones, Lamarr, Lanier, Lee, Lowndes, Macon, Marion, Meriwether, Miller, Mitchell, Monroe, Muscogee, Peach, Pike, Pulaski, Quitman, Randolph, Schley, Seminole, Stewart, Sumter, Taylor, Terrell, Thomas, Talbot, Tift, Troup, Turner, Twiggs, Upson, Webster, Wilcox, and Worth.
Fort Bragg, NC	FORSCOM/IMCOM	North Carolina: All counties.
Fort Buchanan, PR	FORSCOM/IMCOM	Puerto Rico: All counties. Cuba: Guantanamo Bay.
Fort Campbell, KY	FORSCOM/IMCOM	Kentucky: All counties west of Allen, Edmonson, Hardin, Meade, and Warren. Tennessee: All counties.
Fort Devens, MA (Satellite installation to Fort Dix)	USARC/IMCOM	Connecticut: All counties. Maine: All counties. Massachusetts: All counties. New Hampshire: All counties. Rhode Island: All counties. Vermont: All counties.
Fort Dix, NJ	USARC/IMCOM	Delaware: All counties. New Jersey: All counties. New York: Counties of Albany, Bronx, Columbia, Delaware, Dutchess, Green, Kings, Nassau, New York, Orange, Putnam, Queens, Rensselaer, Richmond, Rockland, Schoharie, Suffolk, Sullivan, Ulster, and Westchester. Pennsylvania: Greater Philadelphia Area consisting of Bucks, Montgomery, Chester, Delaware, and Philadelphia counties.

**Table B-1**  
**Installation support responsibility—Continued**

Fort Drum, NY	FORSCOM/IMCOM	New York: All counties north and west of Albany, Delaware, Resselear, and Schorarie.
Fort Eustis, VA	TRADOC/IMCOM	Virginia: Accomack, Gloucester, Isle of Wight, James City, Lancaster, Matthews, Middlesex, Northampton, Northumberland, Southampton, Surrey, and York. Cities of Chesapeake, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach, and Williamsburg.
Fort Gordon, GA	TRADOC/IMCOM	Georgia: All counties north of Bulloch, Candler, Effingham, Jones, Lamar, Meriwether, Monroe, Montgomery, Pike, Toombs, Troup, and Wheeler; East of Blackley, Dodge, Jones, and Twiggs.
Fort Indiantown Gap, PA	USARC/IMCOM	Pennsylvania: All counties except the Greater Philadelphia area consisting of Bucks, Montgomery, Chester, Delaware, and Philadelphia counties.
Fort Jackson, SC	TRADOC/IMCOM	South Carolina: All counties.
Fort Knox, KY	TRADOC/IMCOM	Kentucky: All counties east of Breckenridge, Butler, Grayson, Logan, and Simpson. Indiana: All counties. Ohio: All counties.
Fort Lee, VA	TRADOC/IMCOM	Virginia: All counties south of Caroline, Essex, Greene, Orange, Rockingham, Spotsylvania, and all counties west of Gloucester, James City, Southampton, and Surrey.
Fort George C. Meade, MD	MDW/IMCOM	Maryland: All counties. West Virginia: All counties.
Redstone Arsenal, AL	TRADOC/IMCOM	Alabama: All counties north of Chambers, Chilton, Coosa, Greene, Hale, Perry Sumter, and Tallapoosa. Mississippi: All counties north of Kemper, Leake, Madison, Nebosha, Warren, and Yazoo.
Fort Rucker, AL	TRADOC/IMCOM	Alabama: All counties south of Bibb, Clay, Pickens, Randolph, Shelby, Talladega, and Tuscaloosa. Florida: All counties west of Gadsden, Leon, and Wakulla.
Fort Stewart, GA	FORSCOM/IMCOM	Florida: All counties except Bay, Calhoun, Columbia, Dixie, Escambia, Franklin, Gadsden, Gilchrist, Gulf, Hamilton, Holmes, Jackson, Jefferson, Lafayette, Leon, Liberty, Madison, Okaloosa, Santa Rosa, Suwannee, Taylor, Walton, Wakulla, and Washington. Georgia: Appling, Atkinson, Bacon, Brantley, Bryan, Bulloch, Camden, Candler, Charlton, Chatham, Coffee, Effingham, Evans, Glynn, Jeff Davis, Liberty, Long, McIntosh, Montgomery, Pierce, Tattnall, Telfair, Toombs, Treutlen, Ware, Wayne, and Wheeler.
	<b>WEST REGION:</b>	
Fort Bliss, TX	FORSCOM/IMCOM	Texas: All counties west of Andrews, Crane, Crockett, Ector, and Val Verde. New Mexico: All counties.
Fort Carson, CO	FORSCOM/IMCOM	Colorado: All counties. Utah: All counties. Wyoming: All counties.



**Table B-1**  
**Installation support responsibility—Continued**

Fort Hood, TX	FORSCOM/IMCOM	Texas: Central Texas bordered on the north by Bailey, Cottle, Floyd Foard, Hale, Lamb, Motley, Wichita, and Wilbarger. Bordered on the east by Bowie, Cass, Hardin, Harrison, Jasper, Lamarr, Liberty, Marion, Panola, Red River, San Augustine, and Shelby. Bordered on the south by Austin, Bastrop, Blanco, Edwards, Fayette, Gillespie, Harris, Kerr, Travis, Val Verde, and Wallace. Bordered on the west by Pecos, Terrell, Ward, and Winkler.
Fort Huachuca, AZ	TRADOC/IMCOM	Arizona: All counties.
Fort Irwin, CA	FORSCOM/IMCOM	California: Fort Irwin only.
Fort Leonard Wood, MO	TRADOC/IMCOM	Illinois: All counties south of Clark, Cumberland, Jersey, Macoupin, Montgomery, and Shelby. Missouri: All counties.
Fort Lewis, WA	FORSCOM/IMCOM	Idaho: All counties. Montana: All counties. Oregon: All counties. Washington: All counties.
Los Alamitos, CA	FORSCOM/IMCOM	California: Counties of Imperial, Los Angeles, Orange, Riverside, San Bernardino, San Diego, Santa Barbara, and Ventura. Nevada: All counties south of Churchill, Elko, Eureka, Lander, and Lyon.
Fort McCoy, WI	USARC/IMCOM	Illinois: All counties north of Bond, Crawford, Effingham, Fayette, Jasper, and Madison. Iowa: All counties. Michigan: All counties. Minnesota: All counties. North Dakota: All counties. Wisconsin: All counties.
Camp Parks, CA	FORSCOM/IMCOM	California: Monterey and all counties north of Inyo, Mariposa, Merced, Monterey, and San Benito. Nevada: All counties north of Mineral, Nye, and White Pine.
Fort Polk, LA	FORSCOM/IMCOM	Louisiana: All parishes. Mississippi: All counties south of Attala, Issaquena, Humphries, Holmes, Noxubee, Sharkey, and Winston. Texas: Bowie, Cass, Chambers, Hardin, Harrison, Jasper, Jefferson, Lamarr, Liberty, Marion, Newton, Orange, Panola, Red River, Sabine, San Augustine, and Shelby.
Fort Riley, KS	FORSCOM/IMCOM	Kansas: All counties. Nebraska: All counties. South Dakota: All counties.
Camp Roberts, CA	FORSCOM/IMCOM	California: All counties north of Los Angeles, San Bernardino, Santa Barbara, Ventura, and south of Mono, Santa Clara, Santa Cruz, Stanislaus, and Tuolumne.
Fort Sam Houston, TX	MEDCOM/IMCOM	Texas: Southern Texas, bordered by Terrell county on the west, Chambers and Liberty on the east, and on the north by Brazos, Burleson, Burnett, Crockett, Grimes, Kimble, Llano, Mason, Milam, Montgomery, Sutton, Washington, and Williamson.
Fort Sill, OK	TRADOC/IMCOM	Arkansas: All counties. Oklahoma: All counties. Texas: All counties north of Archer, Baylor, Cochran, Crosby, Dickens, Hockley, King, Knox, and Lubbock.
	<b>ALASKA:</b>	
Fort Richardson, AK	USARPAC	Alaska: All counties.
Fort Wainwright, AK	USARPAC	Alaska: All counties.
	<b>HAWAII:</b>	
Schofield Barracks, HI	USARPAC	Hawaii: All counties.
	<b>JAPAN:</b>	

**Table B-1**  
**Installation support responsibility—Continued**

Camp Zama	USARPAC	Okinawa and Japan
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## **Appendix C**

### **Internal Control Evaluation**

#### **C-1. Function**

The function covered by this evaluation is TSS program administration.

#### **C-2. Purpose**

The purpose of this evaluation is to assist the TSS Enterprise in evaluating key internal controls. It is not intended to cover all controls.

#### **C-3. Instructions**

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key internal controls must be formally evaluated at least once every five years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

#### **C-4. Test questions**

- a.* Do the TSS management forums enable the TSS Enterprise to continuously monitor, adjust, improve, and transform global TSS needs, requirements, and operations?
- b.* Are all execution commands, execution support commands, and supported commands defining, prioritizing, and presenting their TSS program initiatives and needs through the PMR (for example, MCTSP, SRP, STSP) and TSWG?
- c.* Are needs validated based on Army training strategies and TSS metrics?
- d.* Do CTC and TSS modernization reviews provide MDEP managers with sufficient level of detail to present requirements and defend resources?
- e.* Do evaluation criteria exist that enable a consistent defensible review of TSS requirements and execution?
- f.* Is the Army's standard TSS MER evaluated to ensure that the TSS MER is adequately supporting the requirements for manpower, TSS facilities, and TSS products in support of training strategies?
- g.* Are the TSS use cases and benchmarks reviewed to determine their adequacy for defining required levels of TSS capabilities, based on the ACP and Army training strategies?
- h.* Do business rules exist to support execution of TSS functions and tasks?

#### **C-5. Comments**

Help make this a better tool for evaluating internal controls. Submit comments to Headquarters, Department of the Army, DCS, G-3/5/7 (DAMO-TRS), 400 Army Pentagon, Washington, DC 20310-0400.

## **Glossary**

### **Section I Abbreviations**

#### **AAR**

after action review

#### **ACOM**

Army command

#### **ACP**

Army Campaign Plan

#### **ACSIM**

Assistant Chief of Staff for Installation Management

#### **AFB**

Air Force Base

#### **AFRICOM**

U.S. Army Africa Command

#### **AMC**

Army Materiel Command

#### **AOR**

area of responsibility

#### **AR**

Army regulation

#### **ARCENT**

U.S. Army Central Command

#### **ARFORGEN**

Army force generation

#### **ARNG**

Army National Guard

#### **ARSTAF**

Army Staff

#### **ASA (ALT)**

Assistant Secretary of the Army for Acquisition, Logistics and Technology

#### **ASA (IE&E)**

Assistant Secretary of the Army for Installations, Energy and Environment

#### **ASA (M&RA)**

Assistant Secretary of the Army for Manpower and Reserve Affairs

#### **ASCC**

Army service component command

#### **ATEC**

Army Test and Evaluation Command

#### **ATSC**

Army Training Support Center

**BASOPS**

base operations

**BCT**

brigade combat team

**BOI**

basis of issue

**C4I**

command, control, communications, computers, intelligence

**CAC**

Combined Arms Center

**CAC-T**

Combined Arms Center-Training

**CATS**

Combined Arms Training Strategy

**CBTDEV**

combat developer

**CDD**

capabilities development document

**CG**

Commanding General

**CIO**

chief information officer

**COC**

council of colonels

**CONUS**

continental United States

**CPD**

capability production document

**CSA**

Chief of Staff, Army

**CTC**

Combat Training Center

**DA**

Department of the Army

**DA Pam**

Department of the Army Pamphlet

**DCS**

Deputy Chief of Staff

**DOD**

Department of Defense

**DODD**

Department of Defense directive

**DPTMS**

Directorate of Plans, Training, Mobilization, and Security

**DRU**

direct reporting unit

**EUSA**

Eighth U.S. Army

**FORSCOM**

U.S. Army Forces Command

**FY**

fiscal year

**G-37/TR**

Training Directorate

**GC**

garrison commander

**HQ**

headquarters

**HQDA**

Headquarters, Department of the Army

**IMCOM**

Installation Management Command

**ITADSS**

instrumentation, training aids, devices, simulators, and simulations

**ITAM**

integrated training area management

**ITE**

integrated training environment

**JCIDS**

Joint Capabilities Integration Development System

**JMRC**

Joint Multinational Readiness Center

**JRTC**

Joint Readiness Training Center

**LVC**

live, virtual, constructive

**MC**

mission commander

**MCA**

military construction, Army

**MCTSP**

Mission Command Training Support Program

**MDEP**

management decision package

**MDW**

Military District of Washington

**MEDCOM**

U.S. Army Medical Command

**MER**

mission essential requirement

**METL**

mission essential task list

**MILCON**

military construction

**NET**

new equipment training

**NSC**

National Simulations Center

**NSTD**

non-system training devices

**NTC**

National Training Center

**OPFOR**

opposing forces

**OSD**

Office of the Secretary of Defense

**PEG**

Program Evaluation Group

**PEO**

program executive office(r)

**PM**

program manager

**PMR**

program management review

**POI**

program of instruction

**POM**

program objective memorandum

**PPBE**

planning, programming, budgeting, and execution

**RDT&E**

research, development, test, and evaluation

**SA**

Secretary of the Army

**SGO**

standard garrison organization

**SRM**

sustainment, restoration, and modernization

**SRP**

Sustainable Range Program

**STIDD**

Systems Training Integration and Devices Directorate

**STRAC**

Standards in Training Commission

**STRI**

Simulations, Training, and Instrumentation

**STSP**

Soldier Training and Support Program

**TADSS**

training aids, devices, simulators, and simulations

**TCM**

Training and Doctrine Command capability manager

**TES**

tactical engagement simulation

**TGOSC**

Training General Officer Steering Committee

**TRADOC**

U.S. Army Training and Doctrine Command

**TSAID**

Training Support Assistance and Integration Directorate

**TSC**

training support center

**TS-MATS**

Training Support-Materiel Armywide Tracking System

**TSS**

Training Support System

**TSWG**

training support work group

**USACE**

U.S. Army Corps of Engineers

**USAEC**

U.S. Army Environmental Center

**USAR**

U.S. Army Reserve

**USARC**

U.S. Army Reserve Command

**USAREUR**

U.S. Army Europe

**USARPAC**

U.S. Army Pacific

**USARSO**

U.S. Army South

**USASOC**

U.S. Army Special Operations Command

**USC**

United States Code

**USMA**

United States Military Academy

**Section II****Terms****Army command**

An Army force, designated by the SA, performing multiple Army Service 10 USC 3013(b) functions, across multiple disciplines. Command responsibilities are those established by the Secretary.

**Army force generation**

The structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements. ARFORGEN is a managed force generation process, driven by operational requirements, that focuses all Army active and reserve conventional forces toward future missions as early as possible, task organizes these forces into expeditionary force packages, manages them to progressively higher levels of capability and readiness through sequential force pools to corresponding “ready for what/resourced for what” metrics, and then provides them as tailored force capabilities to meet worldwide Army requirements.

**Army National Guard**

The Army portion of the organized militia of the several States, Commonwealth of Puerto Rico, and the District of Columbia whose units and members are federally recognized.

**Army service component command**

An Army force, designated by the SA, comprised primarily of operational organizations serving as the Army component of a combatant command or sub-unified command. If directed by the combatant commander, an ASCC serves as a Joint Force Land Component Command or Joint Task Force. Command responsibilities are those assigned to the combatant commander and delegated to the ASCCs and those established by the SA.

**Army training and leader development**

Aims to develop trained and ready units led by competent and confident leaders by identifying an important interaction that trains soldiers now and develops leaders for the future. The three core domains that shape the critical learning experiences throughout a soldier’s and leader’s career are the operational, institutional, and self-development domains.

**Assessments**

Those actions that make a valuation of the TSS and its relevance to the training process.



**Brigade combat team**

The Army's principal tactical unit is the BCT. BCTs are combined arms maneuver organizations. They are the principal means of executing engagements. There are three BCT designs: armor, infantry, and Stryker. Battalion sized maneuver, fires, reconnaissance and sustainment units are organic to brigade combat teams. For the ACP, the following organizations are treated as modular BCTs: armor BCT, armored cavalry regiment, Stryker BCT, and infantry BCT.

**Capability development document**

A document that captures the information necessary to develop a proposed program, normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable, and technically mature capability. The CDD supports a Milestone B decision review. The CDD format is contained in Manual for the Operation of the Joint Capabilities Integration and Development System.

**Capability production document**

A document that addresses the production elements specific to a single increment of an acquisition program. The CPD must be validated and approved before a Milestone C decision review. The refinement of performance attributes and key performance parameters is the most significant difference between the CDD and CPD.

**Charrette (pronounced [shuh-ret])**

A structured, collaborative session in which a group comes together to develop a solution to a problem. It has been used in fields such as architecture, community planning, and engineering for years, bringing together a variety of different points of view to solve a difficult problem.

**Classrooms**

Facilities that support the full range of training, from individual training to group instruction.

**Combat developer**

The agency that determines warfighting requirements to achieve future operational capabilities. Develops material requirement documents and serves as the user's representative in the acquisition process. The overall integrator of doctrine, training, material, leader development, organization, and Soldier requirements and products.

**Combat Training Center**

A "dirt" training center such as the NTC or JRTC where units may conduct a mission rehearsal exercise in preparation for deployment, or are scheduled for unit maneuver exercises as part of a certification of training to enter the Ready Force Pool. Facilities that provide realistic joint and combined arms training, according to Army and joint doctrine, approximating actual combat

**Combined Arms Training Strategy**

The Army's overarching strategy for the current and future training of the force. It provides a foundation for quantifying and justifying required Army training resources, which feed into the budgeting process.

**Courses**

Complete series of instructional units (phases, modules, and lessons) identified by a common title or number. Courses are used to train critical tasks required for qualification for a specific job.

**Courseware**

Actual instructional package (including content and technique) loaded in a computer, training device, or other instructional delivery system.

**Design phase**

During the system approach to training design phase, those involved in the training and training support processes make decisions regarding the TSS resources necessary to support training.

**Development phase**

During the system approach to training development phase, required TSS product line components are developed to meet the training capabilities defined in the system training plan.

**Direct reporting unit**

An Army organization comprised of one or more units with institutional or operational support functions, designated by the SA, normally to provide broad general support to the Army in a single, unique discipline not otherwise available

elsewhere in the Army. DRUs report directly to a HQDA principal and or ACOM and operate under authorities established by the SA

### **Environment**

The complete range of external conditions, physical and biological, in which an organism lives. Includes social, cultural, and (for humans) economic and political considerations, as well as the more usually understood features such as soil, vegetation, climate, and food supply.

### **Evaluation processes**

Prove the feedback mechanisms to measure, audit, and analyze the efficiency and effectiveness of the TSS in meeting its stated requirements.

### **Execution commands**

Commands that provide TSS training assets/personnel on an installation or training site in support of MC institutional and unit training.

### **Execution support commands**

Commands that provide services at any or all levels in order to provide training capabilities to execution commands conducting training using TSS.

### **Fiscal year**

For budgeting and accounting purposes, the U.S. Government's FY is a twelve month period that begins on 1 October and ends the following 30 September. The FY is designated by the year in which it ends. For example, FY 2009 begins on 1 October 2008 and ends 30 September 2009.

### **Future Years Defense Plan**

A DOD database and internal accounting system that summarizes forces and resources associated with programs approved by the Secretary of Defense. Its three parts are the organizations affected, appropriations accounts (RDT&E, Operation and Maintenance, and so forth.), and the 11 major programs (strategic forces, mobility forces, research and development, and so forth.)

### **Garrison commander**

The GC is a military officer, lieutenant colonel or colonel, selected by the DA. The GC commands the garrison, is responsible for day-to-day operations to maintain living and working conditions for all personnel on the installation, and is the lead for base support operations management for the senior MC. The GC also provides continuity of installation command during mission activity deployments. The GC provides installation management services and obtains resources through IMCOM channels.

### **Initial capabilities document**

The initial capabilities documents the need for and proposes a material approach to a specific capability gap derived from the JCIDS analysis. This also provides an analysis of the relative cost, efficacy, sustainability, environmental quality impacts, and risk posed by the proposed materiel approach.

### **In-process review**

A TSS top down review of a program being developed, implemented, or field. It is designed to identify friction points and identifies corrective options to ensure program success.

### **Installation commander**

Senior Army leadership designates the installation commander. The installation commander is usually the senior commander residing on the installation or in the surrounding community.

### **Institutional training**

Training, either individual or collective, that takes place in Army Service Schools, Army training centers, or other Army School System locations.

### **Instrumentation**

A system which supports training through digital, audio, video, and hard copy data capture; exercise monitoring and control; after action review preparation and presentation; and take home package preparation and presentation.

**Interoperable**

Capable of being used or operated reciprocally.

**Joint operations concept**

This articulates how future joint forces will operate across the entire range of military operations. They are the unifying framework for development of subordinate joint operating concepts, joint functional concepts and Service concepts.

**Land**

The soil, water, vegetation, airspace, and wildlife on maneuver areas, firing and test ranges, and impact/demolition areas.

**Long range planning**

Includes the selection of missions, locations, and METL tasks; establishment of training objectives, scope and task organization; and observation, testing and experimentation.

**Management controls**

The rules, procedures, techniques, and devices employed by managers to ensure that what should occur as part of daily operations does occur on a continuing basis.

**Management processes**

The functions required to ensure best business practices are employed for an operationally relevant TSS.

**Maneuver training areas**

Those areas designated for ground (light and heavy) and airspace training.

**Materiel developer**

The agency responsible for the research, development, and production validation of a system.

**Mission command training capability**

Mission command training capability is the totality of an installation's integrated home station training capability. Mission command training capability integrates multiple training assets-facilities, technical and support personnel, live digital ranges, virtual simulators and simulations, and constructive simulation/stimulation (sim/stim) in support of mission command training. Mission command training capability provides the means to train the art and science of individual and low-level collective training (individual, leader, crew/section) and repetitive exercises for the commander/staff. As the Army migrates to integrated training solutions within a TSS Enterprise, mission command training capability becomes the nexus for the home station integrated training environment.

**Mission commander**

Any tenant or habitual user of TSS assets on an installation.

**Mission essential requirements**

A doctrinal template for assessing current (budget years), mid-term (mid-POM) and end-state (last POM year) TSS requirements by Use Case (a location where training support is provided (installation, deployed site, etc.)). The TSS doctrinal MERs will apply a system-of systems approach in defining requirements. This will ensure training support enablers are fielded as a total package to support the execution of unit CATS and STRAC.

**Mission rehearsal exercise**

A mission-tailored training and rehearsal exercise for deploying units, conducted to reinforce a commander's vision and intent, and expose the unit to conditions approximating those in the theater of employment. The mission rehearsal exercise is conducted at a Maneuver CTC and may be embedded in a mission readiness exercise for the higher HQs (that is, division or corps). The mission rehearsal exercise begins with the first day of reception, staging, onward movement and integration (building combat power) at the Maneuver CTC and ends when the unit main body has cleared the mission training complex and returned to home station. Time devoted to the leader training program is not part of the mission rehearsal exercise.

**Near term planning**

Includes determination of training event sequence; allocation of TADSS, resources, facilities, and services.

**Needs list**

List generated by tenant and habitual user MCs, which is integrated by their higher level chains of command for integration during the PMR/TSWG. List supports METL training, ARFORGEN and the ACP.

**New equipment training**

The identification of personnel, training, TADSS, and the initial transfer of knowledge gained through equipment development from the materiel developer/provider to the trainer, user, and supporter.

**Non-system training aids, devices, simulators, and simulations**

Non-system TADSS are designed and intended to support general military training and non-system-specific training requirements (for example, Basic Electronics Maintenance Trainer, Homestation Instrumentation Training System, and Laser Marksmanship Training System). The TSS resources both fielding and sustainment of NSTD.

**Product lines**

The integrated, interoperable capabilities that enable the conduct of training and education. They consist of training information infrastructures; TADSS; training products; training facilities and land; and training services. Product lines provide the capabilities that trainers and soldiers need to train in the institution, operational, and self-development domains.

**Program evaluations groups**

Each PEG sets the scope, quantity, priority and qualitative nature of resource requirements that define its program. It monitors PEG resource transactions and, as required, makes both administrative and substantive changes to assigned MDEPs.

**Project manager**

The Army agent charged with the fielding a supportable system to each gaining organization and charged with planning, programming, budgeting, and executing associated funding.

**Ranges**

The areas that are reserved and normally equipped for practice in weapons delivery and/or shooting targets.

**Requirement**

HQDA Army Requirements Oversight Council or G-3 approved TSS training needs identified by MCs, validated, integrated, standardized and prioritized by TSS Enterprise, and validated, integrated, prioritized and approved by HQDA.

**Resource processes**

Include an integrated training investment strategy and the functions necessary to identify, submit, and sustain training support requirements and capabilities through the Army POM process

**Senior commander**

HQDA designated commander of an installation (normally general officer).

**Short range planning**

Includes cross-referencing of events with training objectives; identification and allocation of TSS resources, facilities and services; coordination with support and external agencies; and publication of training guidance and calendars

**Simulations**

Models and simulations that involve simulated people operating simulated systems. Real people stimulate (make inputs to) such simulations, but are not involved in determining the outcomes. Simulation involving real people operating simulated systems. Virtual simulations inject humans-in-the-loop in a central role by exercising motor control skills, decision skills, or communications skills.

**Simulators**

Devices, computer programs or systems that perform a simulation for training. They are devices that duplicate the essential features of a task situation and provide for direct practice.

**Standards**

The technical rules and specifications necessary to build and ensure interoperability in an ITE related to the views.

**Strategic planning**

Includes those efforts that determine the direction for the TSS and the means of getting there.

**Supported commands**

Command responsible for executing operational and/or institutional training and for the readiness of Soldiers and units assigned.

**Sustainment training**

Individual and collective ST conducted by and within a unit or organization upon completion of NET/displaced equipment training to ensure continued expertise on the operation, maintenance, and employment of fielded equipment.

**System training aids, devices, simulators, and simulations**

System TADSS are designed and intended to train individual and/or collective tasks associated with a specific system, Family-of-Systems, or System-of-Systems, (for example, UH-60 Helicopters, M1A2 Abrams Tank, and vehicle variants). System TADSS may be stand-alone, embedded, or appended and are considered a primary component of a system's Total Package Fielding. System TADSS are funded by the supporting system's PM and/or PEO as part of the system acquisition program and are fielded concurrently with the system.

**Target interface inspection**

Inspection performed by government representatives prior to acceptance of any target system from a contractor.

**Training**

An organized, structured process based on sound principles of learning designed to increase the capability of individuals or units to perform specified tasks or skills. Training increases the ability to perform in known situations with emphasis on competency, physical, and mental skills, knowledge and concepts.

**Training aids**

Instructional aids to enable trainings to conduct and sustain task-based training in lieu of using extensive printed material or equipment.

**Training aids, devices, simulators, and simulations (TADSS)**

TADSS are those training enablers established as an Army Acquisition Program. Sustainment funds are allocated to Army Acquisition Program TADSS to enable TSCs, to management and maintain them. These TADSS have been developed under a formal acquisition process and will possess: (1) An approved training effectiveness analysis on the life cycle costs and training effectiveness of the item, to include cost trade-offs or cost savings. (2) An approved functional area training strategy (individual, unit, or institutional) as part of the Army's CATS that addresses the usage of the proposed TADSS within the training environment. (3) An approved requirements document (CDD or CPD) created in accordance with the JCIDS and items produced to comply with an approved Training Device Fabrication Request.

**Training developer**

The individual whose function is to analyze, design, develop, and evaluate training and training products, to include development of training strategies, plans, and products to support resident, nonresident, and unit training. In developing systems, the command or agency responsible for the development and conduct of training which will provide the tasks necessary to operate and logistically support the new materiel system.

**Training development**

The systematic, spiral approach to making collective, individual, and self-development training decisions and resulting education strategies.

**Training devices**

Three-dimensional objects and associated computer software developed, fabricated, stand alone, embedded and appended and procured specifically for improving the learning process.

**Training equipment**

Training equipment is an operational system or component of an operational system used to support training in an institutional or unit training environment. Generally, operational equipment or components of operational equipment used to support training are not considered TADSS if the item(s) exists within the Army inventory.

**Training facilities and land**

The permanent or semi-permanent facilities such as the ranges, maneuver training areas, classrooms, mission training complexes, CTCs and land that support training.

**Training land**

Lands used for both Army training and testing.

**Training planners**

Personnel in charge or setting up the preparation, replication, distribution, and sustainment of training.

**Training products**

Courseware, publications, and other products that are the outputs of the training development process that include but are not limited to, multimedia course materials, distributed learning and self-development courses and lessons, mission training plans, videos, and other training material needed to train one or more individual and collective task(s).

**Training support**

Allows for the implementation of training and education strategies.

**Training support package**

A complete, task-based exportable package integrating training products, materials, and information necessary to train one or more critical tasks.

**Training Support System (TSS)**

The TSS is the system of systems that provides networked, integrated, interoperable training support capabilities that are necessary to enable operationally-relevant, full-spectrum, Joint, interagency, inter- governmental and multinational training for Soldiers, units, and DA civilians anytime, anywhere.

**Training Support System review**

Holistic reviews of current and future-force training requirements including but not limited to TADSS.

**Training Support Working Group**

This group is an integrating and decision forum that addresses PMR issues and provides direction and focus for the TSS Strategy in support of the ACP.

**Use case**

Assessments to develop and maintain the TSS Master Plan, which reflects MERs.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

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