

**Army Regulation 350–50**

**Training**

**Combat  
Training  
Center  
Program**

**Headquarters  
Department of the Army  
Washington, DC  
2 May 2018**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 350–50

Combat Training Center Program

This major revision, dated 2 May 2018—

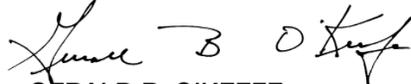
- o Updates vision statement (para 1–5*a*).
- o Clarifies mission of Joint Multinational Readiness Center to enable Non-Combat Training Center event support (para 1–5*e*(2)).
- o Adds Combat Training Center Program support to the Army’s Emergency Deployment Readiness Exercise Program (para 1–5*h*).
- o Adds fidelity and specificity to the observer, coach, trainer requirements for Combat Training Center rotations and warfighter exercises (para 1–6*b*(1)).
- o Adds responsibilities for Assistant Secretary of the Army (Installations, Energy and Environment) (para 2–2).
- o Adds responsibilities for Commanding General, U.S. Army Central (para 2–17).
- o Adds responsibilities for Commanding General, U.S. Army Pacific (para 2–18).
- o Adds responsibilities for Commanding General, U.S. Army Africa (para 2–19).
- o Defines range threshold and objective capabilities for the Maneuver Combat Training Center’s live fire exercises (para 3–2*b*).
- o Defines pre-rotational proficiency level requirements and post rotational proficiency expectations/desired outcomes (para 3–2*c*).
- o Clarifies training audience and context for Mission Command Training Program Warfighters (para 3–2*e*(1)).
- o Refines the list of participants and adds construct and purpose to the Chief of Staff, Army Combat Training Center Huddle (para 3–3*b*(1)).
- o Aligns Combat Training Center governance process with current Training General Officer Steering Committee structure and process (para 3–3*e*).
- o Aligns and refines Combat Training Center Working Group/Quarterly Review voting and advisory membership in accordance with current command hierarchies (table 3–1).
- o Updates provisions for multinational unit participation in Combat Training Center rotations (para B–1).
- o Replaces outdated Army Force Generation terminology with the enduring phrase “Army unit readiness, force generation processes” (throughout).
- o Deletes all references to the Exportable Training Capability, which is no longer a Combat Training Center Program requirement (throughout).
- o Changed Joint Multinational Training Command to 7th Army Training Command (throughout).

**Training**  
**Combat Training Center Program**

By Order of the Secretary of the Army:

**MARK A. MILLEY**  
*General, United States Army*  
*Chief of Staff*

Official:



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

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 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.

**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 (DAMO–TR), 400 Army Pentagon, Washington, DC 20310–0400.

**Committee management.** AR 15–39 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the Office of the Administrative Assistant to the Secretary of the Army, 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 established “group” identified within this regulation later takes on the characteristics of a committee, as found in AR 15–39, then the proponent will follow all AR 15–39 requirements for establishing and continuing the group as a committee.

**Distribution.** This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

**History.** This is a major revision.

**Summary.** This regulation establishes policy for Armywide management of the Combat Training Center Program.

**Applicability.** This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

**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

**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 C).

**Supplementation.** Supplementation of this regulation and establishment of agency, command, and installation forms are prohibited without prior approval from the Deputy Chief of Staff, G–3/5/7 (DAMO–TR), 400 Army Pentagon, Washington DC 20310–0400.

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\*This regulation supersedes AR 350–50, dated 3 April 2013.

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## Glossary

## Chapter 1 Introduction

### 1–1. Purpose

This regulation describes the objectives, organizations, and concepts of operations for the Department of the Army (DA) Combat Training Center (CTC) Program. It also designates Headquarters, Department of the Army (HQDA), Deputy Chief of Staff (DCS), G–3/5/7 as the CTC Program Director with program execution authority on behalf of the Chief of Staff, Army (CSA). Finally, it prescribes CTC Program responsibilities, policies, and planning and programming guidance for the shared command and control (C2), management and administration, and advisory roles of the U.S. Army Training and Doctrine Command (TRADOC), U.S. Army Forces Command (FORSCOM), and U.S. Army Europe (USAREUR).

### 1–2. References

See appendix A.

### 1–3. Explanation of abbreviations and terms

See glossary.

### 1–4. Responsibilities

Responsibilities are listed in chapter 2.

### 1–5. Proposed vision, intent, and objectives

*a. Vision.* The Army's CTC Program remains the cornerstone of an integrated strategy that builds trained and proficient, combat-ready units and leaders to conduct operations as part of the joint force-ready to *win* in a complex world. CTCs provide a crucible experience for units and leaders training in a complex and highly realistic decisive action training environment (DATE) designed to replicate combat by stressing every warfighting function with operations against tough, freethinking, realistic, hybrid threats under the most difficult conditions possible. The CTCs will accelerate a return to standards-based training and the pace of the Army's transition to unified land operations (ULO) by challenging units and leaders to adapt to battlefield conditions, and by enhancing lethality and our ability to operate with our unified action partners (UAPs) and special operations forces (SOFs) across the range of military operations. The end state will be units and leaders prepared to deploy worldwide, fight with confidence, and *win* against any adversary, anytime, under any conditions.

*b. Objectives.*

- (1) Focus on a mission-essential task list (METL) with training for combat operations as part of the joint team.
- (2) Train for ULO and decisive action missions including: offense, defense, stability, and defense support of civil authorities.
- (3) Stress realistic, sustained, multi-echelon, and fully integrated, collective ULO training for brigade combat teams (BCTs) and enablers, theater sustainment commands (TSCs), expeditionary sustainment commands (ESCs), sustainment brigades, functional and multifunctional support brigades, SOFs, division, corps, and Army service component commands (ASCCs) as operational Army, Joint Force Land Component Commands (JFLCCs), or joint task force (JTF) capable headquarters (HQ).
- (4) Focus on performance-oriented training in a DATE based scenario assessed against established tasks, conditions, and standards.
- (5) Support achieving and sustaining leader development and unit warfighting readiness using a combination of integrated live, virtual, constructive (LVC) models and simulations.
- (6) Facilitate commanders' readiness assessment through live fire, force-on-force, and computer assisted exercises that integrate all aspects of lethal and nonlethal effects, tailored to the operational environment (OE) from platoon to corps level and that are based on unit warfighting focus within CTC capabilities.
- (7) Include instrumented urban operations (UO) training experience during the rotation.
- (8) Incorporate reception, staging, onward movement, and integration (RSOI) operations, regeneration, and deployment training.
- (9) Fully integrate decisive actions, including small scale chemical weapons of mass destruction injects incorporating special operations forces/conventional forces (SOFs/CFs) handover coordination.
- (10) Fully integrate UAPs and incorporate phase four transition to civil control.

(11) Execute mission rehearsal exercises (MREs) for brigades and below and mission readiness exercises (MRXs) for divisions and above, as required.

(12) Conduct training as a multi-component team, implementing Total Army Force Policy by incorporating Regular Army (RA), Army National Guard (ARNG), and U. S. Army Reserve (USAR) Soldiers, leaders, and units at every echelon and opportunity.

*c. Mission.* The CTC Program will provide realistic joint and combined arms training, according to Army and joint doctrine, approximating actual combat. The CTC Program—

(1) Provides commanders, staffs, and units an operational experience focused on unit readiness balanced with leader development requirements.

(2) Increases unit readiness for deployment and warfighting.

(3) Produces bold, innovative leaders through stressful tactical and operational exercises.

(4) Facilitates dissemination of doctrine throughout the Army.

(5) Provides feedback to the Army and joint participants to improve warfighting.

(6) Provides a data source for lessons learned to improve doctrine, organization, training, materiel, leadership, and education, personnel, facilities, and policy (DOTMLPF-P) in preparation for ULOs.

(7) Embeds most recent tactics, techniques, and procedures from current operations in theater to better prepare follow-on units.

*d. Rigor.* During a CTC experience, commanders will train with the equipment they would expect to take to war, to the extent possible. In order to provide a realistic training environment, each CTC will—

(1) Provide a DATE in which rotational unit commanders can train to established standards (for example, METL, Combined Arms Training Strategy, and approved training guidance).

(2) Capture OE complexities within various OE assessments (OEAs) to replicate, not duplicate, the OE of the theater where the unit will likely deploy.

(3) Conduct doctrinally based after action reviews (AARs) focused on observed performance that enables Soldiers and leaders to discover what happened for themselves, why it happened, and how to sustain strengths and overcome weaknesses.

(4) Stress all warfighting functions in decisive air-ground ULO where both lethal and nonlethal solutions could be employed.

(5) Provide a freethinking, capabilities-based, opposing force (OPFOR) with an equal chance to win.

(6) Develop tactical or operational level of war scenarios where the outcome is not assured and that promotes initiative oriented warfighting skills for commanders.

(7) Ensure consequences of military decision-making are allowed to fully develop in order to show cause and effect.

(8) Conduct retraining of tasks, based on the commander's assessment, deemed essential for the unit to increase proficiency; retraining is not an indication of failure.

(9) Execute training in compliance with applicable safety regulations, sustainability/environmental regulations (for example, AR 385-10, AR 385-63, AR 200-1, and Department of the Army Pamphlet DA Pam 385-30).

*e. Combat Training Centers.* The CTC Program includes the Mission Command Training Program (MCTP), Joint Multinational Readiness Center (JMRC), Joint Readiness Training Center (JRTC), and the National Training Center (NTC). These three centers are collectively referred to as the Maneuver Combat Training Centers (MCTCs) or dirt CTC sites.

(1) The MCTP, located at Fort Leavenworth, KS, is the Army's primary CTC for command training using sustainment processes, mission preparation progression, and other Army requirements. MCTP conducts or supports training that simulates ULO in the OE at worldwide locations. The MCTP provides training events for National Guard BCTs, multifunctional support brigades, functional support brigades, ESCs, divisions, TSCs, corps, ASCCs, Special Operations Joint Task Forces, Combined Joint Special Operations Task Force, and JFLCCs. MCTP provides training in coordination with Joint Staff J7 to commands and/or staff that are designated to serve as a JTF. The MCTP creates training experiences, which enables the Army's senior mission commanders to develop current, relevant, and campaign quality, joint expeditionary mission command instincts and skills.

(2) The JMRC is located in a forward deployed environment at Hohenfels and Grafenwoehr, Germany. Training of the BCTs is provided by JMRC by conducting force-on-force and live fire training (LFT) in a joint scenario across the range of conflict, using an LVC training model, as portrayed by a professional OPFOR and controlled by an expert and experienced JMRC operations group (OPS GRP). Training occurs under tough, realistic, combat-like conditions across a wide range of likely tactical operations and MREs capable of full integration into higher level exercises and scenarios. In support of Army unit readiness and force generation sustainability readiness processes, JMRC will normally focus on collective training events supporting USAREUR BCTs. Maintaining the capacity to conduct 10 rotations per year, JMRC is re-

sourced for one Combat Training Center Directorate (CTCD) decisive action rotation per year at the Hohenfels-Grafenwoehr complex and distributed to associated maneuver rights areas. When directed, JMRC also supports non-CTC Program events, such as the North Atlantic Treaty Organization Response Force, European Rotational Force and Regionally Aligned Force training using theater supplied assets and funding while leveraging CTC facilities and Instrumentation, Training Aids, Devices, Simulators, and Simulations (ITADSS) when appropriate. Use of the CTC facilities and ITADSS for non-CTC events will include theater reimbursement for any sustainment or repair costs.

(3) JRTC at Fort Polk, LA, and NTC at Fort Irwin, CA train Army BCTs by conducting force-on-force and LFT in a joint scenario across the range of conflict using an LVC training model as portrayed by a professional OPFOR and controlled by an expert and experienced OPS GRP. Training occurs under tough, realistic, combat-like conditions across a wide range of likely tactical operations and MREs capable of full integration into higher level exercises and scenarios. In support of Army unit readiness and force generation processes, JRTC and NTC will normally focus on collective training events supporting BCTs achieving decisive action proficiency. However, JRTC and NTC may also be tasked to execute focused rotations in support of BCT mission preparation progression when required by Global Force Management allocation demands.

*f. Training focus.* The CTCs are the engine of change for collective training in the Army. What is trained and exercised at the CTCs drives training across the Army. The learning and experience gained from the CTC rotations set new goals for sustainment and improvement in training and operations following the rotation. Commanders will consider CTC rotation feedback when assessing readiness for operational deployment in general or to validate readiness for a specific mission. The training event provides essential feedback to the senior trainer and commander to determine if the unit is ready to progress to higher levels of readiness/perform a directed mission. The OPFOR will have capabilities that can be adjusted to satisfy METL-linked training objectives and friendly forces training outcomes.

*g. Support to Army Sustainable Readiness Model.* The CTC Program contributes to training and mission preparation progression with exercises and training events, which provide feedback to commanders and enables their readiness assessment. Priority for CTC scheduling is established by the Commander, FORSCOM. Units that do not fall under Army unit readiness and force generation management process may be trained by the CTC Program to support readiness progression when resources and scheduling allow.

*h. Deployment training.* Deployment is a mission-essential task for Army units. It supports the Army's vision of strategic responsiveness. MCTCs will continually refine methods to enhance deployment training and will support the Army's Emergency Deployment Readiness Exercise (EDRE) Program when resourced. MCTCs will typically conduct an RSOI phase as part of each rotation; however, some units and scenarios such as forced entry preclude an RSOI phase. Deployment training may also include a realistic OPFOR that attempts to disrupt the deployment operation.

*i. Mission rehearsal exercises and mission readiness exercises.* The CTCs will be used to prepare units for operational deployments and combat. The focus will be on unit readiness and leader development. MCTCs will replicate the relief in place/transfer of authority process of the area of responsibility to the maximum extent as time and resources allow.

(1) *Mission rehearsal exercises.* 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 MRE is conducted at a MCTC and may be embedded in an MRX for the higher HQ (that is, division or corps). The MRE begins with the first day of RSOI (building combat power) at the MCTC and ends when the unit main body has cleared the MCTC and returned to their home station.

(2) *Mission readiness exercises.* A command and staff level command post (CP) exercises conducted as a culminating training event for deploying RA and Reserve Component (RC) divisions and corps with subordinate brigade-level HQ. The MRX can be conducted at their home station or at an alternate site by MCTP. The MRX begins at the start of exercise (day one for the simulation supported exercise) at the MRX site and concludes at the end of the exercise for the simulation supported exercise at the MRX location. The MCTP Mission Command Training is conducted for divisions, brigades, and sustainment formations prior to the MRX; Joint Staff J7 provide academics to corps prior to the MRX.

*j. Joint context for training.* A joint context will be provided at the MCTCs and during MCTP training events as applicable to the unit's training objectives. Army CTCs will have a persistent capability to link to Joint National Training Capability (JNTC); however, operational requirements and scheduling conflicts may preclude this linkage for some rotations. Regardless of linkage to the JNTC environment, CTCs will provide the correct joint context for training across all warfighting functions so leaders, Soldiers, and units are ready to operate in the joint environment and understand the interdependencies shared by the Army forces and other components of the joint team. The goal is to improve joint interoperability by using the capabilities provided by an integrated LVC training environment. The JNTC's elements of joint context are as follows:

- (1) Coherent joint training.
- (2) Joint tactics, techniques, and procedures.
- (3) Joint doctrine.

- (4) Joint exercise control for joint tasks.
- (5) Live/simulated forces support for joint tasks.
- (6) Joint event analysis.
- (7) Joint training and/or experiment objectives.
- (8) The OPFOR planning and integration.
- (9) Scenario support.
- (10) Joint command, control, communications, computers, intelligence, surveillance, and reconnaissance.

*k. Scope.* The scope of training for MCTCs will be focused at the BCT and echelons above brigade (EABs), battalion or smaller unit levels. The MCTP scope will be tailored as appropriate to train BCTs, TSCs, ESCs, functional/multifunctional brigades to include sustainment brigades, SOFs, division, corps, and ASCCs as operational Army or JFLCC. The CTC training requirements will include the following:

- (1) Operations in a ULO environment.
- (2) Scenarios that support decisive actions in the OE.
- (3) Defining the role of intelligence in stability operations and allowing commanders to integrate the full range of intelligence, surveillance, and reconnaissance assets available now and in the future.
- (4) Integrating and enhancing the use of foreign languages/cultural awareness at CTCs.
- (5) Incorporating OPFOR and friendly forces space-based capabilities (that is, denial, degraded, disrupted space OE (D3SOE) and information technology).
- (6) Execution-centric training.
- (7) Realistic sustainment warfighting function integration.
- (8) Exportable training that supports a joint expeditionary mindset.

## 1–6. Concepts

*a. Concept of operations.* The CTCs design the DATE to increase unit collective proficiency in the most realistic and challenging training mission space available. This CTC environment maximizes benefits for the entire training unit. Within the construct of the OE, the CTC battlefield arrays the training unit against an OPFOR replicating a free-thinking, capabilities-based threat with an equal chance to *win*. The OE portrayed during training is replicated and enhanced by a variety of tools and methods sufficient to meet training requirements. The CTC commander controls the elements of the training environment through exercise design and execution, using the minimal control necessary to ensure unit training objectives are exercised. The CTC commander also uses instrumentation to support exercise control and collect objective data on unit performance. The CTCs replicate higher and adjacent HQ by a combination of the training unit, simulations, and permanently stationed organizations operating under control of the CTC commander. This simulation employs Army mission command information systems and other digitized capabilities.

*b. Combat Training Center Program pillars.* The CTC Program employs a pillar concept for internal management. The pillars are explained below.

(1) *Training unit.* Rotational unit composition will be in accordance with the DCS, G–3/5/7 approved CTC Program troop lists, which will be updated periodically. Sponsoring Army commands (ACOMs) or ASCCs may approve changes or exceptions to the DCS, G–3/5/7 approved CTC Program troop lists for specific rotations. For those specific rotations where exceptions to the DCS, G–3/5/7 approved CTC Program troop lists are approved, the sponsoring ACOM or ASCC is responsible for providing the additional manpower; observer, coach, trainer (OCTs) augmentation at MCTCs rotations and MCTP warfighter exercises (WFXs); transportation; and funding resources to accommodate the increase in rotational unit size or capability. Organizational guidelines for training units are described in chapter 3 of this regulation. The DCS, G–3/5/7, as the Director of the CTC Program, is the approval authority for all approved troop list changes which impact CTC Program resources.

### (2) Operations Group.

(a) The OPS GRP, staffed by highly qualified OCTs at all CTCs, provides the foundation for successful CTC rotations. CTC OCTs, qualified to conduct an analysis of a unit and leader’s performance while facilitating a meaningful AAR, are critical to the success of the CTCs. The AARs will reinforce Army doctrinal standards and emerging lessons learned from ongoing operations and leverage the learning opportunities presented by underscoring strengths and weaknesses demonstrated during the exercise. More frequent in-stride AARs, targeted at small audiences to provide initial observations to leaders, which do not disrupt the mission rhythm of the training event, will be normal. This does not preclude the conduct of formal AARs, when, in the judgment of the CTC commander, they are deemed appropriate. Additionally, the OPS GRP develops realistic scenarios for ULO and decisive actions, as appropriate for the specific CTC and exercise. OPS GRPs replicate the echelon above the rotational training unit (RTU) HQ. In order to facilitate training and assist the RTU in achieving rotational training objectives, the OPS GRPs, MCTC, and MCTP OCT teams will have current digital mission command information systems and communications capabilities in order to seamlessly operate with digitally-enabled units.

These capabilities must be fielded to the CTCs when available, and include, but are not limited to, Force XXI Battle Command Brigade and Below, Blue Force Tracker, Joint Capabilities Release and Army Mission Command Information Systems, Joint Network Node, Global Broadcast Service, secure internet protocol router, non-secure internet protocol router net, and other systems, as developed.

(b) This regulation defines the CTC Program requirements for MCTC OCT coverage as—

1. BCT staff (permanent OCTs): 24-hour key leader, command group, main CP, tactical CP, rear CP and staff/warfighter function and integrating cells.

2. Battalion Staff (permanent OCTs): 24-hour key leader, command group, main CP, tactical CP, rear CP, and staff/warfighter function and integrating cells.

3. Company (permanent OCTs): Three OCTs for the commander, fire support officer, and HQ (executive officer, first sergeant, company training, and aviation safety).

4. Platoon (permanent OCTs): One OCT per platoon (maneuver, weapons, scout, artillery, engineer, military police, chemical, biological, radiological, and nuclear reconnaissance, air defense, medical, maintenance, support, transportation, petroleum). Two OCTs per mortar platoon HQs at NTC, JRTC, and JMRC; two OCTs per infantry and weapons platoon HQ at JRTC and JMRC; one OCT per military police platoon at JRTC and JMRC.

5. Section/Team (augmentee OCTs): One OCT per critical assets and systems (for example, scouts, snipers, combat observation and laser team, explosive ordnance disposal, signals intelligence, electronic warfare, counterintelligence, Joint Network Node, Unmanned Aircraft System, combat arms, psychological operations, radars, and unit ministry), squad (augmentee OCTs): One OCT to cover all squads in the infantry, weapons, scouts, and snipers at JRTC and JMRC.

(c) The MCTP OCT requirement is defined as coverage of up to 13 training audiences including—

1. ASCC or designated training audience staff (permanent OCTs): 24-hour key leader, command group, CPs and staff/warfighting functions and integrating cells for an ASCC exercise.

2. Corps, division, TSC, ESCs, functional, and multifunctional brigade, SOFs HQ, and sustainment brigade staffs (permanent OCTs): 24-hour key leader, command group, CPs, staff/warfighting functions and integrating cells for WFX BCT staff (permanent OCTs): 24-hour key leader command group, CPs, staff/warfighting functions, and integrating cells for a brigade WFX. The MCTP OPS GRP also require the expertise of senior mentors to coach, teach, and mentor senior unit commanders in the exercise of mission command and participate in the training process. Senior mentor support will be acquired in accordance with Department of Defense (DOD) and DA guidelines.

(3) *Operational environment and/or opposing force.*

(a) The OPFOR, replicating the hybrid threat aspect of the OE, will remain the best trained adversarial force in the world and provide a relevant experience at all CTCs. The CTC OPFOR will provide the toughest, most challenging fight short of war for rotational units. To be credible, it must be equipped to replicate capabilities of modern threat units and influence the scenario's operational variables of political, military, economic, social, infrastructure, information, physical environment, and time in order to stress the leaders and unit capabilities of the RTU. The OPFOR will be capable and able to replicate a hybrid threat, capability-based, adaptive, and have the ability to engage and defeat the RTU. It will employ multiple and diverse capabilities and will follow a generalized doctrine that is reflective of a wide range of potential threats as described in the TC 7-100 series of manuals. This doctrine will be descriptive rather than prescriptive and is intended to provide a framework for OPFOR operations. It will be a learning OPFOR and have appropriate equipment and ITADSS to enhance training realism.

(b) To support decisive action while replicating the human terrain of the OE, the CTC environment will include elements of future conflict and threat capabilities. One of these elements is civilians on the battlefield. Civilians on the battlefield, in general, are roles performed by numerous role players to present required conditions of OE that will help the RTU achieve its training objectives. A detailed discussion of civilians on the battlefield requirements and resourcing for each MCTC can be found in the CTC Master Plan (MP); however, a definition of the categories for the role players are provided below:

1. *Generic role players.* These are personnel designated to replicate normal civilians on the battlefield and/or noncombatants, such as innocent bystanders, shopkeepers, and family members. They have no special skills but should be capable of replicating a realistic representation of the OE (number of males, females, and ages) during specific missions.

2. *Special skill role players.* These are personnel with unique knowledge, expertise, or experience suitable to the training environment. Examples are language role players, cultural role players, provincial reconstruction teams' experience, interagency experience (State Department), and detainee training.

3. *Foreign language speakers.* Foreign language speakers support training objectives that are centered on geographically based scenarios and require replication of languages or dialects. Foreign language speakers are typically native and fluent speakers, but may also include linguists with a defense language proficiency test rating of 3/3 or the equivalent (that is, college). Foreign language speakers are required role players who provide realistic and viable training conditions, especially during MREs.

4. *Cultural role players.* These are hired personnel with specific cultural experience for a target country or region who provide a realistic cultural experience to friendly forces training experiences that are deemed critical to the success of unit training objectives; they are also typically native foreign language speakers. These individuals typically play critical roles within training scenarios (for example, governors, mayors, police chiefs, religious leaders, and key community persons). Cultural role players are required role players who provide realistic and viable training conditions, especially during MREs.

(c) Additionally, CTC training venues will include other variables such as media play, nongovernmental organizations, private voluntary organizations, displaced civilians, terrorists, UO, insurgents, weapons of mass destruction, cyberspace operations, information operations, electronic warfare, and other diverse complicating factors.

(4) *Instrumentation, training aids, devices, simulators, and simulations.* The ITADSS provide essential capabilities to achieve the goals of the CTC training strategy. The Army will achieve instrumentation commonality and interoperability across the MCTCs to achieve efficiencies of scale and support a standard data collection and dissemination capability for AARs and Army learning. This will enable a fluid exchange of information and lessons learned across the Army. The MCTCs will instrument live fire and UO. Simulations will support training requirements at all CTCs. ITADSS system and AAR systems will interoperate with the Army mission command information systems to the maximum extent possible and be capable of operating in a classified mode, up to secret system high level, if required. All materiel developers (MATDEVs), program executive officers (PEOs), and program managers will include CTC training requirements in their system fielding plans and life cycle planning as identified in the capability documents.

(5) *Facilities.* The CTC infrastructure plays a vital role supporting the day-to-day operations, the rotational training mission, and the training unit. Adequate resources to support this role directly impact the CTCs' mission success. The buildings supporting day-to-day operations include, but are not limited to, instrumentation requirements; AAR and OPFOR facilities; generic Tactical Engagement Simulation System storage; buildings supporting prepositioned vehicles, equipment, and ITADSS fleets with their associated maintenance support buildings; logistics sustainment facilities; and contractor support facilities. The garrison commander has responsibility for supporting these, as well as maintaining the environmental network directly supporting the installation, as part of the base operations and/or sustainment, restoration, and modernization mission funding. Garrison commanders are responsible for supporting RTU and augmentation personnel housing and feeding facilities, with the associated utility, access, security, and support infrastructure outside the "maneuver box," and for maintenance and repair of buildings, land, and land improvements that are not the responsibility of the Integrated Training Area Management Program but are required to support CTC mission training inside the "maneuver box."

c. *Leader development.* The CTCs are leader development facilities. They focus on training and developing self-confident, adaptive, and self-aware leaders, who are able to quickly assess ambiguous situations, make decisions, and act on them.

(1) The Leader Training Program (LTP) executed by each MCTC provides collective mission command training for commanders and staffs within BCTs and rotational support elements. This training builds on capabilities established during the brigade warfighter exercises and at home stations. It focuses on preparing BCTs for their subsequent operationally focused rotation at a MCTC. Training develops military decision-making process skills and orients on the tasks and conditions unique to the unit's designated mission. A core curriculum of common training topics is included. Additionally, a menu of supplemental training topics is provided to support commanders' training objectives. The LTP will normally be conducted during a 7 to 8 day period.

(2) During CTC rotations, leaders will receive assessments on their leadership and its effects on mission outcomes. Knowledge gained from these assessments will leverage the CTC training environment for leader development. Every CTC training exercise produces leaders who understand their individual training development requirements so that they may improve their tactical abilities and leadership skills.

(3) To support leader development, each CTC requires a robust, standardized data collection capability for processing lessons learned. This enables the Army to draw meaningful conclusions from CTC training. The CTCs will collect and submit lessons learned to the Center for Army Lessons Learned in accordance with AR 11-33. Additionally, each CTC will rapidly integrate combat relevant lessons learned disseminated by the Center for Army Lessons Learned or other approved Army venues.

d. *Combat Training Center accreditation.* TRADOC, on behalf of the CTC Program Director, accredits the CTC Program every 2 years. Goals of the accreditation process include the following: (1) standardization, (2) equitable resource allocation, and (3) identification of systemic issues. The Director, CTCD, in support of the CTC Responsible Official (RO) (for example, deputy commanding general (DCG), TRADOC for Combined Arms), plans and executes the CTC accreditation process in coordination with FORSCOM and USAREUR and develops an accreditation report addressing each of the following areas:

- (1) OPFOR and OE replication (conducted annually).
- (2) OPS GRP (MCTC and MCTP OCT training and equipping).

(3) ITADSS.

(4) Facilities (in coordination with FORSCOM, TRADOC, USAREUR, U.S. Army Installation Management Command (IMCOM), and Army Materiel Command (AMC), the CTC accreditation process will address facilities-related issues).

(5) Resource management.

*e. Joint National Training Capability Accreditation.* Joint Staff J7 conducts a separate JNTC accreditation described in joint publications.

*f. Combat Training Center Proponent Review Program.* This program is executed through visits to the CTCs by proponent center and school personnel. This program ensures DOTMLPF-P observations, lessons learned, and emerging trends from the CTCs are expeditiously integrated into proponent course curricula, training materials development, doctrine, tactics, techniques, and procedures by proponents. Proponent visits are funded by the CTC Program and requests are forwarded to CTCD, Resource Management Division.

## **Chapter 2 Responsibilities**

### **2-1. Assistant Secretary of the Army (Acquisition, Logistics and Technology)**

The ASA (ALT) will—

*a.* Manage research, development, test and evaluation (RDTE) and plan, program, and budget for the acquisition of CTC nonsystem ITADSS and LVC integration efforts.

*b.* Ensure PEOs and project manager's plan, program, and budget appropriate levels of RDTE, procurement; and operation and maintenance, Army (OMA) dollars within their programs for development, acquisition, life cycle management support, life cycle maintenance support, and fielding of the system training package. Planning considerations include system and non-system ITADSS applications for CTC training and CTC instrumentation system interface.

*c.* Provide points of contact to monitor CTC nonsystem ITADSS programs as part of the overall ITADSS Program.

*d.* Direct the acquisition of the DCS, G-3/5/7 approved requirements for CTC ITADSS that fulfills an urgent training requirement.

### **2-2. Assistant Secretary of the Army (Installations, Energy and Environment)**

The ASA (IE&E) will—

*a.* Serve as the principal advisor to the Secretary of the Army for providing a usable installation platform for accomplishing CTC Missions.

*b.* In coordination with Assistant Chief of Staff Installation Management (ACSIM), review and evaluate ACOMs, ASCCs, and direct reporting units (DRUs) military construction projects to support CTCs. Prepare and present military construction program to the Senior Leaders, Department of the Army, Office of the Secretary of Defense, Office of Management and Budget, and Congress.

### **2-3. Chief Information Officer/G-6**

The CIO/G-6 will—

*a.* Direct the Army Spectrum Certification Program for supportability of conceptual, experimental, developmental, and operational spectrum dependent equipment per DODD 5000.01, DODI 4650.01, and DODI 5000.02.

*b.* Review Army materiel objectives and requirements to identify potential effects on the spectrum per AR 70-1. When applicable, ensure coordination of the acquisition of radio frequency spectrum guidance, support requirements, and host nation requirements for CTC materiel prior to assumption of developmental contractual obligations.

*c.* Integrate communication systems fielding programs and respective system and nonsystem ITADSS to ensure CTCs can integrate and support newly fielded systems with ITADSS that can interface with instrumentation systems on the CTC battlefields.

*d.* Architecture, Operations, Networks, and Space Directorate will coordinate specialized spectrum management requirements for the MCTCs and process requests for spectrum resources.

*e.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3-1a of this regulation.

*f.* Provide information assurance advice and assistance to CTCs for implementation of AR 25-2.

### **2-4. Chief, Public Affairs**

The CPA will—

- a. Serve as DA staff proponent for CTC public affairs training matters.
- b. Establish training standards for CTC public affairs training.
- c. Provide public affairs training development assistance to CTCs.

## **2–5. Deputy Chief of Staff, G–1**

The DCS, G–1 will—

a. Ensure assignment of high-quality, highly experienced, and branch qualified cadre, in accordance with current year RA manning guidance, to all CTC OPS GRPs that support CTC requirements in accordance with the MCTC and MCTP OCT coverage stated in paragraph 1–6b(2) of this regulation. Manage CTC OPS GRP officer and noncommissioned officer follow-on assignments to reinforce and promote CTC experience throughout the Army.

b. Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3–1a of this regulation

## **2–6. Deputy Chief of Staff, G–2**

The DCS, G–2 will—

a. Function as the Army OE and OPFOR Program proponent and Army Staff (ARSTAF) focal point for all Army OPFOR actions.

b. Exercise oversight of the OE and OPFOR Program through the TRADOC appointed RO.

c. Oversee the development, coordination, and management of OPFOR requirements that direct the acquisition of simulations, simulators, surrogates, instrumentation, and foreign materiel for training to support OPFOR program objectives in coordination with DCS, G–3 (DAMO–TRS).

d. Serve as the point of contact for matters requiring the initial acquisition of foreign materiel in support of the OE and OPFOR Program.

e. Identify foreign materiel in the Army inventory that could be used by the OE and OPFOR Program and assist in the transfer of materiel when applicable.

f. Provide funding through subordinate elements for development of OPFOR classified and unclassified system training performance data.

g. In coordination with the CPA, provide guidance regarding public inquiries and public information release on all aspects of the OE and OPFOR Program.

h. Provide support to TRADOC as the responsible agency to provide the CTC OPFOR Program, the Army Threat Simulators Program, and other threat training programs.

i. Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3–1a of this regulation.

j. Provide system performance information and funding to the Program Executive Office for Army Simulation, Training, and Instrumentation (PEO STRI) for development of unclassified and classified OPFOR training systems.

k. Provide oversight for CTC security requirements, in coordination with the CIO/G–6.

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

The DCS, G–3/5/7 will—

a. Serve as the Director of the CTC Program and provide training, policy, resources, and management oversight.

b. Serve as the ARSTAF focal point for all Army and joint service CTC actions and specify Army directed training at the CTCs. The DCS, G–3/5/7 (DAMO–TR) serves as the DCS, G–3/5/7 principle advisor for all CTC matters and executes additional CTC Program responsibilities in accordance with this regulation.

c. Manage the CTC Program and approve the CTC MP. The CTC MP complements this regulation by providing long-range planning guidance, program vision, scope, mission, and CTC initiatives. Ensure coordination of CTC long-range resource plans with the Army Planning, Programming, Budgeting, and Execution System, including the Army Modernization Plan; Research, Development, and Acquisition Plan; Military Construction, Army (MCA) Program; and total Army analysis. Include ARNG and USAR requirements in the program objective memorandum (POM) process. Consider and incorporate appropriate lead times required for completing CTC related projects.

d. Establish program priorities and resource requirements for the CTCs. CTC Program priorities and resources will be managed by DAMO–TR Management Decision Evaluation Package (MDEP) managers.

e. Approve CTC concepts of operations through the review and update of this regulation, the conduct of CTC working groups (WG)/quarterly reviews (QR), and approval of the CTC MP at each POM cycle.

f. Coordinate HQDA CTC information requirements.

g. Provide chair for operational council of colonels (COC).

- h.* Establish program priorities and resource requirements for the CTCs' participation in JNTC implementation and training transformation.
- i.* Integrate combat, protection, and sustainment operations into all CTCs to train Army units for ULO.
- j.* Exercise ARSTAF lead in staffing and coordinating CTC-unique ITADSS requirements documents that require HQDA or DOD approval. Integrate CTC Program requirements into the Training Support System Program to ensure sufficient ITADSS and OPFOR modernization at the CTCs to keep operational and training systems current and the most efficient technologies are used to minimize cost.
- k.* Coordinate cross program evaluation group requirements.
- l.* Approve directed requirements for CTC-unique ITADSS and forward to the ASA (ALT) for acquisition approval.
- m.* Approve or disapprove recommended changes to the DCS, G-3/5/7 approved CTC Program troop lists and publish changes.
- n.* Ensure staffing of CTC OPS GRP is resourced adequately with personnel possessing the correct skills, knowledge, and attributes to execute their assigned duties and in accordance with the HQDA manning guidance.
- o.* Approve or disapprove requests for foreign units to participate at continental United States (CONUS) CTCs.
- p.* Delegate approval authority to the Commanding General (CG), USAREUR for requests from foreign units to participate at JMRC.
- q.* Accept and prioritize ASCC nominations for five MCTP ASCC events annually.

## **2-8. Deputy Chief of Staff, G-4**

The DCS, G-4 will—

- a.* Review and approve contract requests submitted to the DCS, G-4 (DALO-SUS) for contractor access to the DOD supply system in accordance with AR 725-50.
- b.* Review, establish, and approve any noncontract related contractor policy guidance and directives for training and exercises in accordance with AR 715-9.
- c.* Synchronize and coordinate all proposed CTC Program training and equipment changes with DCS, G-2, DCS, G-3/5/7 DAMO-TR, and CTCD in accordance with paragraph 3-1a of this regulation.

## **2-9. Deputy Chief of Staff, G-8**

The DCS, G-8 is responsible for programming, DA studies and analyses, and externally directed reviews. The DCS, G-8 will—

- a.* Serve as the principal advisor to the CSA on joint materiel requirements, integration of DOTMLPF-P, and the materiel program execution over their life cycles.
- b.* Transition approved Army requirements, including CTC requirements, from the planning to the programming phase of the Army Planning, Programming, Budgeting and Executing System.
- c.* Support the production, delivery, and integration of training and training support for unit set fielding in coordination with the Army Sustainable Readiness Model and mission preparation requirements and the CTC rotational schedule as developed by the Army synchronization resourcing forum.
- d.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3-1a of this regulation.
- e.* Develop and defend the Army POM, the Future Years Defense Program, and the independent assessment, integration, and synchronization of the Army POM.

## **2-10. Assistant Chief of Staff for Installation Management**

The ACSIM is responsible for the promulgation of policy and integration of doctrine pertaining to the planning, programming, execution, and operations of Army installations. In that capacity, the ACSIM will—

- a.* Serve as the principal advisor to the CSA for providing a usable installation platform for accomplishing CTC missions.
- b.* In coordination with the DCS, G-3/5/7, and in accordance with AR 420-1, review, and evaluate CTC-related military construction projects.
- c.* Serve as the ARSTAF proponent for CTC installation environmental actions and identify requirements and support services integration requirements into base operations programming.

## **2-11. Director, Army National Guard**

The DARNG will—

- a.* Identify to the CTC RO the OMA funding required for ARNG CTC rotations (MCTP, JRTC, NTC, and JMRC) enabler units, and OPFOR augmentation to the CTCs for each POM or budget year cycle. ARNG units participating in

CTC rotations, as directed mission support to troop list requirements, are resourced by HQDA, CTC Program, through the responsible ACOM. DARNG is responsible for funding pay and allowances. Additionally, the DARNG will provide resources for ARNG units conducting annual training at the CTCs in any status other than as directed mission support to the rotation.

*b.* Provide support to FORSCOM in conducting periodic reviews of the DCS, G-3/5/7 approved CTC Program troop lists in coordination with CTC sponsoring ACOMs, ASCCs, the CTC Program RO, and the DCS, G-3/5/7.

*c.* Support additional training days for extended rotations, beyond normal AT, when coordinated with the sponsoring ACOM and the CTC.

*d.* Provide units to fill EAB requirements for JRTC and NTC rotations in accordance with allocation percentages based on current Army force structure.

*e.* Provide MCTC and MCTP OCT augmentation support when requirement exceeds OPS GRP assigned table of distribution and allowances (TDA) or approved troop list for ARNG units.

*f.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3-1a of this regulation.

*g.* Provide representation and a voting member to the CTC WG/QR.

## **2-12. Chief, Army Reserve**

The CAR will—

*a.* Identify to the CTC RO the OMA funding required for transportation of field and sustainment maintenance units to the NTC for each POM or budget year cycle. USAR units participating in CTC rotations as a directed mission in support of troop list requirements are resourced by HQDA, CTC Program, and through the responsible ACOM using OMA. CAR is responsible for funding pay and allowances for these units. Additionally, CAR will provide all resources for USAR units conducting training at the CTCs in any status other than as a directed mission in support of a troop list requirement.

*b.* Assist FORSCOM and USAREUR by—

(1) Designating USAR units for participation in CTC rotations.

(2) Maintaining a centralized management system for USAR unit participation at the CTCs.

*c.* Support additional training days for extended rotations, beyond normal AT, upon prior coordination by the sponsoring ACOM, the CTC, and within available funding.

*d.* Provide units to fill EAB requirements for JRTC and NTC rotations in accordance with allocation percentages based on current Army force structure.

*e.* Provide MCTC and MCTP OCT augmentation support when requirement exceeds OPS GRP TDA for USAR units.

*f.* Provide representation as well as a voting member to the CTC WG/QR.

## **2-13. Chief of Engineers**

The COE is responsible for the promulgation of policy and integration of doctrine pertaining to engineering, construction, and real estate. In that capacity, the COE will serve as the principle advisor to the CSA for providing engineering, construction, and real estate guidance for accomplishing CTC missions.

## **2-14. Commanding General, U.S. Army Forces Command**

The CG, FORSCOM will—

*a.* Command, operate, and maintain the JRTC and the NTC.

*b.* Provide required force structure to support the JRTC and NTC mission, including an OPS GRP at the JRTC and NTC that is staffed, equipped, and organized to develop scenarios; execute the scenarios as the training unit's higher HQs; observe and analyze the performance of training units using Army doctrinal standards; and provide lessons learned and detailed feedback to the unit and the Army. The TDA for CTC OPS GRP will be designed to support the troop list as approved by DA, DCS, G-3/5/7. FORSCOM, as a goal, will fill 100 percent of OPS GRP personnel authorizations through permanent party assignment. FORSCOM will coordinate with the rotational unit's ACOM or ASCC to fill individual rotational OCT shortfalls for 80 percent of authorized TDA positions within the approved troop list. The rotational unit's higher HQ will provide MCTC OCT support in excess of the OPS GRP TDA authorizations and when rotational units exceed the approved troop list.

*c.* Provide equipment and materiel needed for JRTC and NTC mission accomplishment.

*d.* Ensure that AARs are doctrinally based, focused on performance and not process, and executed in a manner that facilitates Soldiers and leaders discovering for themselves what happened, why it happened, and how to sustain strengths and overcome weaknesses. The MCTC OPS GRPs will provide the rotational unit at least one opportunity to conduct a leader-led AARs per rotation.

*e.* Provide doctrinally based take-home packages.

*f.* Provide an OPFOR for JRTC and NTC consistent with hybrid threat guidance as described in the TC 7–100 series and the OE MP. The Modification Table of Organization and Equipment (MTOE) and TDA for each MCTC OPFOR will be designed to support that MCTC’s mission and friendly forces troop list. FORSCOM will fill the authorized OPFOR MTOE and TDA with permanent party or augmentee personnel. FORSCOM will ensure all or any OPFOR support required in excess of the OPFOR MTOE and TDA is scheduled during the Army Synchronization Resourcing Forum.

*g.* Conduct the following scheduling functions for subordinate units and other ASCCs and applicable DRUs:

(1) The JRTC, MCTP, and NTC CTC Program rotational requirements and DA directed MCTC EDRE Program exercises in accordance with the Army Synchronization Resourcing Forum.

(2) The ARNG and USAR unit participation at MCTP, JRTC, and NTC.

(3) U.S. Army Special Operations Command (USASOC) and U.S. Army Pacific (USARPAC) unit participation in MCTP, JRTC, NTC, and SOFs at JMRC.

(4) Coordination of units to augment the OPFOR at JRTC and NTC.

(5) Coordination of higher HQ requirements for FORSCOM MCTP rotations, including ARNG MCTP brigade WFX rotations.

(6) Management of ASCC, corps, division, and brigade throughput.

(7) Conduct Army Synchronization Resourcing Forums at least semiannually.

(8) Development and maintenance of a centralized management system for ARNG and USAR unit participation at the CTCs in coordination with USAREUR and the JMRC. The system will consist of a 5-year plan that captures all unit requirements and provides long-range planning guidance and information to participating ARNG and USAR units.

(9) Identification of long-term POM support requirements for MCTP WFX troop lists, MCTC EAB troop lists, OCTs, and OPFOR to the National Guard Bureau (NGB) and CAR, including unit/individual participation in planning forums and other preparatory events.

*h.* Identify and submit all funding requirements (for example, OMA, Overseas Contingency Operations (OCO), RDTE, other procurement, Army (OPA), and MCA) for rotations and/or operations for each POM or budget year cycle to CTCD, in support of the CTC RO for validation through the CTC WG/QR governance process and subsequent approval by the DCS, G–3/5/7 MDEP manager. Funding requirements/requests will not be submitted directly to the DCS, G–8 or the Army Budget Office.

*i.* Provide MCTC and MCTP OCT augmentation support for FORSCOM rotations when requirement exceeds OPS GRP assigned TDA authorizations and when rotational units exceed the approved troop list.

*j.* Publish a FORSCOM-specific CTC implementing regulation addressing the policies, procedures, and requirements for training at the JRTC and NTC, to include procedures on ASCCs providing theater specific task into the DATE. Such regulations will be developed and revised in coordination with affected ASCCs, applicable DRUs, the CTC Program RO, and the DCS, G–3/5/7.

*k.* Ensure safety and composite risk management (CRM) is implemented in planning, preparation, and execution of all CTC Program operations and training.

*l.* Provide ACOM representation in, and a voting member to the CTC WG/QR.

*m.* Conduct a biennial review and assessment of the CTC Program unit pillar to include the DCS, G–3/5/7-approved troop list. This review and assessment will be conducted in coordination with TRADOC, CTC sponsoring ACOMs, ASCCs, and the CTC Program RO with subsequent results submitted to the DCS, G–3/5/7 for approval. If no troop list exists for a CTC Program, FORSCOM in coordination with TRADOC, the CTC sponsoring ACOM, ASCC, and the CTCD in support of the CTC RO will develop a recommended troop list and forward it to DCS, G–3/5/7 (DAMO–TR) for approval.

*n.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3–1a of this regulation.

*o.* Identify and coordinate IMCOM support requirements for JRTC and NTC.

*p.* Support CTC Accreditation Program.

## **2–15. Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC will—

*a.* Assist the DCS, G–3/5/7 with administration and integration of the CTC Program. Examples include providing training models for CTCs, including exercise scenarios, OPFOR models, OCT training requirements, assessment criteria, CTC resources, and the CTC MP. This also includes the coordination of joint participation during corps and division WFXs.

*b.* Designate the DCG, Combined Arms, TRADOC as CTC RO to support administration of the CTC Program as directed by DCS, G–3/5/7 (DAMO–TR); see paragraph 3–3c of this regulation.

c. Designate the CTC RO, in coordination with FORSCOM, USAREUR, and TRADOC, to oversee development of recommended priorities for the allocation of Army resources identified to support the CTC Program for the DCS, G-3/5/7 approval.

d. Ensure that the following functions and support requirements of the CTCs are met:

(1) Develop the Army DATE blueprint environment, in accordance with the CSA guidance, to be used as the foundation for rotational training scenarios. The Army blueprint scenario will be integrated with the institutional training base scenarios and modified by the training unit commander to meet specific training objectives.

(2) Base scenarios and missions on approved doctrine and ensure they are tactically sound while simultaneously applying lessons learned.

(3) Ensure the TRADOC DCS, G-2 provides unclassified OE Assessments, as required, via the DATE and Regionally Aligned Forces Training Environment publications. These updates aid exercise planners in developing realistic scenarios that accurately portray the OE variables for generic exercises or a specific MRE or MRX. OEAs provide an outsider's view of the most probable and dangerous enemy tactics, techniques, and procedures that should be considered during an exercise (at times referred to as Red Teaming). OEAs are country and region specific unclassified assessments that provide credible and feasible 12-month projections for MRXs and MREs and wildcards of what a unit may encounter.

(4) Establish and update standards for MCTC and MCTP OCT training programs and core characteristics for LTPs, in coordination with CTC Accreditation Program.

e. Appoint an MCTP commander whose principal duties include direct supervision of the MCTP, including serving as deputy exercise director during the WFX phase of division or corps MCTP rotations, brigade WFXs, and MRXs. Provide MCTP OPS GRPs that are staffed, equipped, organized, and trained to develop scenarios; execute the scenarios as the unit's higher HQ during MCTP Mission Command Training events, to include replication of ULO in the OE; prepare, construct, and execute the WFX with the unit's higher HQ; assess the performance of training units against Army doctrinal standards; and collect embedded source data and information and provide detailed feedback to the unit. TRADOC, as a goal, will fill 100 percent of the MCTP OPS GRPs personnel requirements through permanent party assignment. TRADOC will coordinate with the rotational unit's ACOM or ASCC to fill individual MCTP rotational OCT shortfalls for 80 percent of authorized TDA positions within the approved troop list which TRADOC is unable to support. TRADOC will provide temporary duty funding to support these augmentation requirements. The rotational unit's higher HQ will provide MCTP OCT support in excess of the OPS GRP TDA authorizations and when rotational units exceed the approved troop list.

f. Assess CTC requirements based on the CTC client needs, CTC capabilities, and doctrine. Integrate needs assessments for identification of doctrine, training, leader development, and organizational applications. Develop and validate requirements to meet CTC needs. Ensure integration of these requirements with existing capabilities. If a materiel solution is required the training or combat developer (Army Training Support Center-TRADOC Capability Manager-Live Training, assisted by PEO STRI), develops an initial capabilities document, capabilities development document and capabilities production document to support Milestone A, Milestone B, and Milestone C decisions, respectively. Army Training Support Center is responsible for ensuring that the initial capabilities document, capabilities development document, and capabilities production document reflect CTC requirements. CTC requirements affecting DOTMLPF-P will be developed by proponent combat and training developers.

g. Support the HQDA DCS, G-2 by—

(1) Designating the TRADOC DCS, G-2 as TRADOC's RO and proponent to support administration, integration, and validation of the CTC OE and OPFOR Pillar, in accordance with AR 350-2.

(2) Developing CTC OPFOR Program policies, objectives, and guidelines.

(3) Developing, implementing, and validating an OE MP that incorporates the OE to include an adaptive, free-thinking, and opportunistic OPFOR that can challenge Army and joint forces across the operational spectrum and supports CTCs' requirements. The maintenance of the OE MP includes an annual validation of environmental training conditions such as replicating civilians on the battlefield with role players, applicable linguists, and infrastructure and integrating these requirements into the CTC MP and funding requirements documents (issue sheets) for POM and budget year submission.

(4) Providing intelligence support to the CTC OPFOR Program.

(5) Accrediting CTC replication of the OE and OPFOR for decisive action training or threats for MREs and MRXs doctrine, tactics, and capabilities.

(6) Providing DATE and Regionally Aligned Forces Training Environment OEAs to CTC exercise planners to aid in the development of realistic and challenging scenarios that support both decisive action and MRE and MRX training.

(7) Providing TRADOC Project Office for OE/OPFOR modernization initiatives to ensure consistency and validity of threat capabilities and OE portrayals across LVC domains.

(8) Integrate Army and Joint Staff J7-led joint OPFOR efforts as appropriate in Combatant Commanders Exercise Engagement and Training Transformation OPFOR Pillar and JNTC OPFOR issue mitigation.

(9) Identify existing joint programs relevant to mitigating Army CTC OPFOR accreditation issues and integrate them as appropriate.

*h.* Provide an organization at Fort Leavenworth, KS for the collection, analysis, integration, and dissemination of key combat training data in accordance with AR 11–33. The organization will have the resources to receive process, analyze, disseminate, and archive emerging operational observations, insights, and lessons from the CTCs, major training exercises, and lessons learned from operational theaters. Additionally, this organization will employ observation detachments at the CTCs for the collection and dissemination of observations, insights, and lessons for incorporation into CTCs’ training scenarios.

*i.* Develop requirements for ITADSS and assist the MATDEV in CTC ITADSS concept formulation.

*j.* Provide certification information for all proposed or conceptual developments that will impact on the electromagnetic spectrum.

*k.* Participate in the Army Synchronization Resourcing Forums to coordinate MCTP training events.

*l.* Schedule and coordinate CTC WG/QRs in coordination with the DCS, G–3/5/7 (DAMO–TR).

*m.* Host a semiannual CTC Commanders’ Conference on behalf of the DCS, G–3/5/7 (DAMO–TR). The CTC Commanders’ Conference must be determined to be mission critical, and approved in accordance with the prevailing Army conference Policy.

*n.* Ensure the CTC RO, in coordination with FORSCOM, USAREUR, IMCOM, and TRADOC, oversees development of recommendations, validation, and integration of the CTC Program OMA; research, development, and acquisition; OPA; MCA; POM; and budget requirements for the DCS, G–3/5/7 approval.

*o.* Develop a CTC MP for each POM cycle and update.

*p.* Publish a MCTP implementing regulation that addresses ACOMs, ASCCs, and DRUs specific requirements.

*q.* Ensure safety and risk management is implemented in planning, preparation, and execution of all CTC Program operations and training.

*r.* Provide support to FORSCOM in conducting periodic reviews of the DCS, G–3/5/7-approved CTC Program troop lists in coordination with CTC sponsoring ASCCs, the CTC Program RO, and DCS, G–3/5/7.

*s.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3–1a.

*t.* Execute biennial CTC Accreditation Program and draft the report in support of the CTC Program Director.

## **2–16. Commanding General, U.S. Army Europe**

The CG, USAREUR will—

*a.* Command, operate, and maintain the 7th Army Training Command (7th ATC).

*b.* Provide an OPS GRP for JMRC that is staffed, equipped, organized, and trained to develop scenarios, execute the scenarios as the training unit’s higher HQ, observe and analyze the performance of training units using Army doctrinal standards, and provide lessons learned and detailed feedback to the unit and the Army. The TDA for the OPS GRP will be designed to support the troop list as approved by DA, DCS, G–3/5/7. USAREUR, as a goal, will fill 100 percent of OPS GRP personnel authorizations through permanent party assignment. The rotational unit’s higher HQ will provide MCTC and MCTP OCT augmentation in excess of the OPS GRP TDA authorizations and when the rotational units exceed the approved troop list.

*c.* Provide an OPFOR for JMRC consistent with hybrid threat guidance as described in the TC 7–100 series. The MTOE or TDA for the OPFOR will be designed to support both the friendly forces and OPFOR mission. USAREUR will fill the authorized OPFOR MTOE or TDA through permanent or augmentee assignment. The rotational unit’s higher HQ will provide all OPFOR support required in excess of the OPFOR MTOE or TDA.

*d.* Ensure that AARs are doctrinally based, focused on performance not process, and executed in a manner that facilitates Soldiers and leaders discovering for themselves what happened, why it happened, and how to sustain strengths and overcome weaknesses. The MCTC OPS GRPs will provide the rotational unit at least one opportunity to conduct a leader-led AAR per rotation.

*e.* Provide doctrinally based take-home packages.

*f.* Participate in the Army Synchronization Resourcing Forums to—

(1) Coordinate higher HQ requirements for USAREUR Operational Command Post MCTP rotations.

(2) Coordinate ARNG and USAR activities related to the JMRC.

(3) Identify possible JMRC EDRE Program support dates when resourced.

*g.* Identify long-term POM support requirements for MCTP WFX troop lists, MCTC EAB troop lists, OCTs, and OPFOR, to the NGB and CAR, including unit and individual participation in planning forums and other preparatory events.

*h.* Provide OMA program and budget funding for ARNG and USAR units participating in JMRC rotations as a directed mission in support of a troop list requirement.

*i.* Identify and submit all funding requirements (for example, OMA, OCO, RDTE, OPA, and MCA) for rotations and operations for each POM or budget year cycle to CTCD, in support of the CTC RO, for validation through the CTC WG/QR governance process and subsequent approval by the DCS, G-3/5/7 MDEP manager. Funding requirements/requests will not be submitted directly to the DCS, G-8 or the Army Budget Office.

*j.* Publish an ASCC-specific CTC implementing regulation addressing the policies, procedures, and requirements for training at JMRC. This regulation will be developed and revised in coordination with affected ASCCs, applicable DRUs, the CTC Program RO, and the DCS, G-3/5/7.

*k.* Ensure safety and CRM are implemented in planning, preparation, and execution of all CTC Program operations and training.

*l.* Provide ASCC representation and provide a voting member to the CTC WG/QR.

*m.* Conduct spectrum management for the JMRC in accordance with unified command directives, host nation agreements, and AR 5-12.

*n.* Conduct an annual review of the DCS, G-3/5/7 approved CTC Program troop list in coordination with CTC sponsoring ACOMs, ASCCs, the CTC Program RO, and the DCS, G-3/5/7.

*o.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3-1a.

*p.* Support CTC Accreditation Program.

## **2-17. Commanding General, U.S. Army Central**

The CG, USARCENT will—

*a.* Provide planning guidance for Regionally Aligned Force BCT rotations based on anticipated mission set in Central Command (CENTCOM) area of operations.

*b.* Participate in the Army Synchronization Resourcing Forums meetings to identify and coordinate MCTP training events for subordinate units and higher HQ requirements for USARCENT Contingency Command Post MCTP rotations.

*c.* Provide MCTP OCT augmentation support for USARCENT rotations when requirement exceeds OPS GRP TDA authorizations and when rotational units exceed the approved troop list.

*d.* Provide ASCC representation in CTC WG/QR process and provide a voting member to the CTC WG.

*e.* Conduct spectrum management in accordance with unified command directives, host nation agreements, and AR 5-12.

## **2-18. Commanding General, U.S. Army Pacific**

The CG, USARPAC will—

*a.* Participate in the Army Synchronization Resourcing Forums to—

(1) Identify and coordinate MCTP rotations for subordinate commands.

(2) Coordinate higher HQ requirements for USARPAC Contingency Command Post MCTP rotations.

*b.* Identify and submit all funding requirements (for example, OMA and OCO) for rotations and operations for each POM or budget year cycle to CTCD, in support of the CTC RO, for validation through the CTC WG/QR governance process and subsequent approval by the DCS, G-3/5/7 MDEP manager. Funding requirements/requests will not be submitted directly to the DCS, G-8 or the Army Budget Office.

*c.* Provide MCTP, NTC, and JRTC OCT augmentation support for USARPAC rotations when requirement exceeds OPS GRP TDA authorizations and when rotational units exceed the approved troop list.

*d.* Provide ASCC representation in, and provide a voting member to the CTC WG/QR.

*e.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3-1a of this regulation.

*f.* Conduct spectrum management in accordance with unified command directives, host nation agreements, and AR 5-12.

## **2-19. Commanding General, U.S. Army Africa**

The CG, USARAF will—

*a.* Participate in the Army Synchronization Resourcing Forums meetings to identify and coordinate MCTP training events for subordinate units and higher HQ requirements for USARAF Contingency Command Post MCTP rotations.

*b.* Provide MCTP OCT augmentation support for USARAF rotations when requirement exceeds OPS GRP TDA authorizations and when rotational units exceed the approved troop list.

*c.* Provide ASCC representation in CTC WG/QR process and provide a voting member to the CTC WG.

*d.* Conduct spectrum management in accordance with unified command directives, host nation agreements and AR 5-12.

## **2–20. Commanding General, Army Special Operations Command**

The CG, USASOC will—

- a.* Participate in the Army Synchronization Resourcing Forums meetings to identify and coordinate MCTC and MCTP training events for USASOC units.
- b.* Identify, task, and fund USASOC rotational units.
- c.* Participate in SOF/CF chemical weapons of mass destruction collective training, including subterranean operations, when required by the RTU commander's specified training objectives.
- d.* Identify, task, and fund USASOC units to augment USASOC rotations, when units do not have sufficient assets to meet the authorized CTC troop list.
- e.* Identify and submit all funding requirements (for example, OMA) for rotations and operations for each POM or budget year cycle to CTCD, in support of the CTC RO, for validation through the CTC WG/QR governance process, and subsequent approval by the DCS, G–3/5/7 MDEP manager. Funding requirements/requests will not be submitted directly to the DCS, G–8 or the Army Budget Office.
- f.* Exercise approval authority and resourcing responsibility for USASOC unit requests which exceed the CTC authorized troop list in coordination with the CTC Program Director. Upon USASOC approval, provide additional personnel, equipment, and funding needed by the CTC OPS GRP to support and control increased unit training packages.
- g.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3–1*a* of this regulation.
- h.* To the maximum extent possible, resource the CTC Program OPS GRPs with Army special operations forces (ARSOF) subject matter experts in accordance with approved CTC TDAs. Additionally, equip the ARSOF subject matter experts with any required ARSOF-peculiar, major force program equipment necessary to support the conduct of CTC rotations.
- i.* Provide MCTC and MCTP OCT augmentation support for USASOC rotations when requirements exceed the OPS GRP TDA.
- j.* Provide OPFOR augmentation support for outstations when requirement exceeds CTC capability.
- k.* Provide ASCC representation and provide a voting member to the CTC WG/QR.
- l.* Coordinate spectrum requirements for Special Forces RTUs.

## **2–21. Commanding General, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command**

The CG, USASMD/ARSTRAT will—

- a.* Collaborate with FORSCOM and TRADOC for the development and utilization of D3SOE at MCTC and MCTP training venues.
- b.* Participate in Army Synchronization Resourcing Forums to identify and coordinate MCTC and MCTP D3SOE training events.
- c.* Provide requisite OCT augmentation.
- d.* Identify and coordinate all funding requirements (that is, OMA and OCO) for rotations and operations for each POM or budget year cycle to CTCD, in support of the CTC RO, for endorsement through the CTC WG/QR governance process and subsequent approval by the DCS, G3/5/7 MDEP manager. Funding requirements/requests will be submitted by USASMD/ARSTRAT within the command's budget in support of the Army Space Training Strategy.

## **2–22. Commanding General, U.S. Army Medical Command**

The CG, MEDCOM will provide level one and level two medical coverage to the EAB unit personnel who support the rotation but do not deploy from the cantonment area. This coverage includes any personnel who needs to be evacuated beyond the brigade aid station, but do not require hospitalization.

## **2–23. Commanding General, U.S. Army Corps of Engineers**

The CG, USACE will—

- a.* Manage and execute CTC training facility engineering, design, and construction according to AR 420–1, and other technical engineering and construction regulations and manuals issued by USACE.
- b.* Manage and execute real estate activities in accordance with the AR 405 series and other technical real estate regulations and manuals issued by the CG, USACE.

## **2–24. Commanding General, U.S. Army Test and Evaluation Command**

The CG, ATEC will—

- a. Ensure that CTC training applications are considered and incorporated into new systems and ITADSS acquisition strategy operational and system evaluation requirements.
- b. Ensure necessary operational test and system evaluation requirements established by the combat developer and assigned by a test and evaluation working-level integrated product team are fulfilled for all CTC-specific ITADSS.
- c. Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3–1a of this regulation.

## **2–25. Commanding General, U.S. Army Cyber Command**

The CG, ARCYBER will—

- a. Provide information mission area planning and engineering tasks to support CTC base communications and network requirements.
- b. Provide a cyber OPFOR to operate within the cyberspace domain and information environment in order to train Army forces at the CTCs to operate in a degraded or compromised cyberspace domain.
- c. Provide guidance and support for planning and executing information management executed at the CTCs.
- d. Program and obtain resources to engineer and operate mobile spectrum monitoring facilities to support Army spectrum management activities in accordance with AR 5–12.
- e. Plan, program, budget, and provide resources for executing assigned spectrum management, electromagnetic compatibility assurance, testing, and evaluation in accordance with AR 5–12.
- f. Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3–1a of this regulation.
- g. Provide representation and a voting member to the CTC WG/QR.

## **2–26. Commander, U.S. Army Combat Readiness Center**

The Commander, USACRC will—

- a. Conduct centralized accident investigations for selected Class A and Class B aviation accidents and for selected Class A ground accidents.
- b. Advise the CTCs on all safety related issues and evaluate the OPS GRP’s assessment of CRM performance by rotational units to ensure all Army units receive training to protect the force in future training and operations.

## **2–27. Commanding General, U.S. Installation Management Command**

Under the general staff supervision of the CSA, the CG, IMCOM will—

- a. Assist in defining and documenting CTC training facility requirements.
- b. Provide CTC mission commanders with base operations, sustainment, restoration, and modernization and military construction support.
- c. Manage and execute railroad improvements, extensions, and construction as minor construction or as a unspecified minor MCA project, in accordance with AR 420–1, and other technical engineering and construction regulations and manuals issued by the CG, USACE.

## **2–28. Commanders, Combat Training Centers (Mission Command Training Program, 7th Army Training Command, Joint Multinational Readiness Center, Joint Readiness Training Center, and National Training Center)**

The commanders, CTCs, (MCTP, 7th ATC, JMRC, JRTC, and NTC) will—

- a. Develop and conduct doctrinally sound training in accordance with CSA scenario blueprint guidance that supports ULO through decisive action missions.
- b. Provide realistic and stressful combat training in a DATE for combined arms and Joint training which approximates actual combat.
- c. Conduct an accurate portrayal of a capabilities-based OPFOR in the OE, according to the TC 7–100 series.
- d. Train and certify OCTs and augmentation OCTs to TRADOC-established standards.
- e. Conduct brigade-level LTPs at JMRC, JRTC, and NTC based on established core characteristics (in accordance with para 1–6c(1) of this regulation).
- f. Conduct brigade, ESCs, division, TSCs, corps, and ASCC level mission command training as part of the rotation.
- g. Provide TRADOC with data, information, and lessons learned from the CTC in accordance with AR 11–33.
- h. Support CTC RO in development of CTC MP.
- i. Provide TRADOC G–2 with scenario and other OE data to facilitate seamless home station training-CTC training and to populate training applications that share/re-use OE and scenario across the force.
- j. Participate in the Army Synchronization Resourcing Forums.

- k.* Participate in resource validation visits.
- l.* Participate in CTC Review Programs that comprise doctrinal review visits, threat validation visits, focused rotations, and trend reversals.
- m.* Assist TRADOC and AMC in the development of CTC ITADSS requirements and in testing and fielding ITADSS to be used at the CTCs.
- n.* Develop, coordinate, and execute support agreements, with other Services to ensure Joint support of Army training requirements. Submit these agreements through CTC sponsoring ACOMs and the CTC RO to the DCS, G-3/5/7 (DAMO-TR), for approval.
- o.* Identify and submit all funding requirements (for example, OMA, OCO, RDTE, OPA, and MCA) of rotations and operations for each POM or budget year cycle to CTCD, in support of the CTC RO for validation through the CTC WG/QR governance process and subsequent approval by the DCS, G-3/5/7 MDEP manager. Funding requirements and/or requests will not be submitted directly to the DCS, G-8 or the Army Budget Office.
- p.* Participate in periodic review of the DCS, G-3/5/7-approved CTC Program troop lists in coordination with CTC sponsoring ASCCs, ACOMs, the CTC Program RO, and the DCS, G-3/5/7.
- q.* When directed and resourced, support the execution of DA EDRE Program exercises.
- r.* Synchronize and coordinate all proposed CTC Program training and equipment changes with the CTCD in accordance with paragraph 3-1a of this regulation.
- s.* Coordinate, plan, program, and fund for adequate management and supervision of the training spectrum.
- t.* Participate in the CTC Accreditation Program in accordance with para 1-6d of this regulation.
- u.* Provide representation and a voting member to the CTC WG/QR.

## **2-29. Program Executive Office for Army Simulation, Training, and Instrumentation**

The PEO STRI will—

- a.* As directed by the ASA (ALT), be responsible for the materiel development and procurement of nonsystem ITADSS, OPFOR equipment, performance training data (classified and unclassified), and integration of system ITADSS into the CTCs.
- b.* Execute materiel development and readiness functions outlined in AR 70-1 and AR 350-38, as they pertain to acquisition and life cycle support of CTC ITADSS, including fixed instrumentation. These include requirements to—
  - (1) Manage the development, acquisition, and testing of Army-sponsored requirements and agreed upon ACOM and ASCC sponsored requirements.
  - (2) Perform the concept formulation for all CTC unique ITADSS.
  - (3) Support development of basis of issue plan feeder data and qualitative and quantitative personnel requirements information under AR 71-32.
  - (4) Identify to the CTC RO required contractor logistics support funding for CTC ITADSS for each POM or budget year cycle.
  - (5) Maintain design and configuration control over CTC unique ITADSS.
  - (6) Provide instrumentation to support the training, training assessment, and analysis feedback requirements of the CTCs.
- (a)* Process DD Form 1494 (Application for Equipment Frequency Allocation) in support of CTC systems that are spectrum dependent in accordance with AR 5-12.
- (b)* Provide logistics assistance office representatives to support units training at each CTC.
- (c)* Ensure development of training system performance data in accordance with AR 350-38.
- (d)* Support CTC Accreditation Program.
- (e)* Provide representation and advisory/nonvoting member to the CTC WG/QR.
- (f)* Provide for life cycle contractor support for operations and maintenance training services at the MCTCs.

## **2-30. Program executive officers and/or project managers**

The PEO and project managers are the Army agent charged with fielding a supportable system to each gaining organization and further charged with planning, programming, budgeting, and executing associated funding. System PEOs and project managers with approved Joint Capabilities Integration and Development System requirements will—

- a.* Include potential applications of system and nonsystem ITADSS into CTC training in all system concept formulation, development, growth, and funding. They will coordinate with CTC HQ, TRADOC, FORSCOM, USAREUR, 7th ATC, USAMC, DAMO-TRS, and PEO STRI. The review will consider all aspects of DOTMLPF-P implications including equipment/systems fielding schedules.
- b.* Ensure current fielding of CTC ITADSS prior to or with each new system.
- c.* Fund, develop, acquire, and field CTC training subsystem training materiel with the materiel system.

- d.* Program and budget funds to support changes to fielded ITADSS with CTC application resulting from changes or modification to the supported system.
- e.* Provide funding to PEO STRI for the performance of system CTC ITADSS concept formulation efforts.
- f.* Consider electromagnetic spectrum and other environmental impacts of the system at each CTC.
- g.* Provide system performance data and funding to PEO STRI for development of system training performance data.
- h.* Ensure CTCs are included in digital system fielding plans.
- i.* Address requirements for information assurance and software upgrades, licensing, and life cycle support for all ITADSS capabilities acquired for the CTC Program.
- j.* Build systems to interoperate with the CTCs in accordance with the interface and data models.

## **Chapter 3**

### **Combat Training Center Program Planning and Management**

#### **3–1. Policies**

- a.* All ACOMs, ASCCs, DRUs, commanders of CTCs, and HQDA staff will synchronize and coordinate proposed CTC Program training and equipment changes with the CTCD to ensure that CTC Program requirements and modernization are linked to a viable resourcing strategy and CTC vision for the future. The CTCD will ensure synchronization with validated Army doctrine, training strategies, and interoperability with existing and planned CTC unique training equipment and ITADSS. Coordination is necessary to ensure standardized training environments exist across the CTCs, eliminate unnecessary duplication, and allow for logical sustainment and integration planning.
- b.* The CTCs will not be used for any function other than the chartered training mission and focus without the sponsoring ACOM and ASCC commanders' approval.
- c.* Operational testing may be conducted at the CTCs only if it supports integration and capstone experiments in a joint context using approved operational scenarios and a freethinking OPFOR. Funding will be provided by the requesting agency.
- d.* Normally, experimental and/or developmental testing will not be conducted at the CTCs. All testing, including operational testing, requests must be approved by the rotational unit, sponsoring ASCC, or ACOM, DCS, G–3/5/7, and the respective CTC.
- e.* The ACOM/ASCC commander of a CTC is the approval authority for other Services to participate in rotations at the center(s) under their command (for example, CG FORSCOM is the approval authority for JRTC and NTC, CG TRADOC is approval authority for MCTP, and CG USAREUR is approval authority for JMRC).
- f.* The participation of armed forces from other nations is an important issue. The DCS, G–3/5/7 (DAMO–TR), is the approving authority for all foreign nation participation at the CONUS CTCs. Procedures for coordinating participation by foreign nations are detailed at appendix B.

#### **3–2. Training strategy**

- a.* The purpose of the CTCs is to develop self-aware, adaptive leaders and Soldiers with a joint expeditionary mindset, and trained units for ULO through decisive action. The CTCs are enablers of and full participants in the JNTC. As part of JNTC implementation, CTCs will develop the capability to extend the CTC experience beyond the CTC borders.
  - (1) As the manning paradigm changes for BCTs, CTCs are now able to prepare entire units for combat that will not be impacted by normal permanent changes of station and changes in duty assignment, immediately following the rotation. As a result, emphasis shifts from giving a brigade and/or battalion commander a rotation during their command tenure to preparing entire units for combat through warfighting rotations focused on readiness.
  - (2) The CTCs will accomplish this by integrating all training into the DATE that serves as the OE. This environment will include simultaneous, noncontiguous, and continuous operations potentially as a distributed, global, LVC environment under a decisive action context. Whether in an MCTC rotation, an MCTP WFX, an MRE, or MRX venue, Army units will get a rigorous fight in the OE focusing on offensive, defensive, and stability operations against an unpredictable, free play, and thinking OPFOR.
  - (3) The battlefield will be arrayed in-depth to maximize stress on digital command, control, communications, computers, intelligence, surveillance, and reconnaissance systems. Complex instrumented terrain including UO or military operations on urbanized terrain will be available for each rotation. Instrumented feedback for both formal and informal AARs will provide the necessary lessons learned for leaders, units, and the Army at large. Lessons learned from combat will be fed into CTC rotations to stay abreast of adaptive threats. ARSOF operations, as available, will be integrated throughout the rotation as well as realistic sustainment warfighting functions play to stress the logistics structure.
  - (4) Leaders in MCTC exercises will be required to fight their units on arrival as part of the deployment exercise. All CTC scenarios are set in a Joint context and include Joint interdependence and interagency participants in rotations.

b. The MCTCs (JMRC, JRTC, and NTC) provide required training for ground-maneuver BCTs and supporting EAB formations to conduct brigade force-on-force live maneuver training against an adaptive, capabilities-based OPFOR on an instrumented battlefield with feedback provided by a professional force of OCTs. MCTCs are capable of providing combined arms live fire, force-on-force, and UO training. MCTCs, as a threshold capability, will provide battalions and supporting element in a LFT environment. Simultaneously, they will continue to develop the objective capability level of BCT with supporting formations live fire exercises (LFXs). Similarly, MCTP provides required training for commanders and staffs of divisions, corps, ASCCs, Special Operations Joint Task Forces, Combined Joint Special Operations Task Force, special operations command and control element (SOCCE), ARNG BCTs, multifunctional support brigades, and functional support brigades to train against an adaptive, capabilities-based, world-class OPFOR on a realistic and stressful simulated battlefield.

c. The CTCs provide the capstone collective live training event in the Army Training Strategy. Home station training should prepare units to gain the maximum benefit from their CTC experience. RA BCTs will arrive at MCTC rotations at company-level maneuver and LFXs proficiency. BCTs will arrive at platoon-level maneuver and LFX proficiency. Both RA and RC BCTs will arrive with battalion commanders and staffs proficient in their mission command tasks. The expected outcome of a rotation is that RA BCTs will compete with battalion-level maneuver and LFX proficiency and RC BCTs will compete with company-level maneuver and LFX proficiency. Both RA and RC BCTs should finish the MCTC rotation with the BCT command and staff proficient in their mission command tasks.

d. The BCTs deploying to the MCTCs are task organized with combat, protection, and sustainment assets necessary to execute wartime missions. They conform to approved troop lists contained in the regulations of those ACOMs and ASCCs sponsoring CTCs and are based on the DCS, G-3/5/7 approved CTC Program troop lists. EABs and echelons above division assets will be limited to those combat, protection, and sustainment units that are in direct support of the BCT. The requesting unit will fund all EAB and echelons above division assets not in direct support of the BCT. Units not on the DCS, G-3/5/7 approved CTC Program troop lists must be approved and funded by the sponsoring command (that is, ACOM, ASCC, or other DRUs). The scope of unit training at each maneuver center is generally as follows:

(1) *The 7th Army Training Command/Joint Multinational Readiness Center.* The 7th ATC/JMRC is capable of providing Army, Joint, and multinational forces a UAP training experience at fixed facilities in Germany or at theater-wide locations (for example, European Command and African Command). The JMRC trains BCTs of all types with habitual support brigade slices with tough, realistic, and demanding training with rotations, which includes: force-on-force training, LFXs, MRE, and LTPs. In support of Army unit readiness and force generation processes, JMRC will primarily focus on collective training events supporting BCTs transitioning between decisive action training and ASCC specified region specific training.

(2) *Joint Readiness Training Center.* The JRTC trains BCTs, primarily focusing on Initial Brigade Combat Teams and EAB battalion and smaller units from the EAB troop list, in a force-on-force and LFT environment. In support of Army unit readiness and force generation processes, JRTC will primarily focus on collective training events supporting BCTs transitioning between decisive action training and ASCC specified region specific training.

(3) *National Training Center.* The NTC trains BCTs and EAB battalion and smaller units from the EAB troop list, in a force-on-force and LFT environment. In support of Army unit readiness and force generation processes, NTC will primarily focus on collective training events supporting BCTs transitioning between decisive action training and ASCC specified region specific training.

(4) *U.S. Army Special Operations Command.* The USASOC subelements are integrated to the maximum extent possible at JMRC, JRTC, and NTC. Units assigned to USASOC participate at the MCTCs in varying degrees dependent on the operational requirements levied on USASOC. Under most conditions, USASOC units operate in support of a Joint Special Operations Task Force. When there is a requirement to synchronize activities with conventional force operations a SOCCE is established. The SOCCE is the focal point for the synchronization of SOF's activities with conventional force operations. It performs C2 or liaison functions according to mission requirements and as directed by the establishing commander. The SOCCE normally is employed when SOF conduct operations in support of a conventional force. It colocates with the CP of the supported force in order to coordinate, synchronize, and deconflict its operations with the operations of the supported force and to ensure communications interoperability with that force. The SOCCE receives SOF operational, intelligence, and target acquisition reports directly from deployed SOF elements and provides them to the supported HQ.

(5) *Task Force.* Normally, an aviation task force supports each CTC rotation as part of the troop list.

(6) *Protection and sustainment.* Protection and sustainment units from both the ARNG and USAR may be provided the opportunity to participate at both JRTC and NTC on a case-by-case basis as resources and scheduling allow.

(7) *Maneuver Command Training Center Rotations.* The ARNG receives up to four MCTC rotations per year in accordance with the Army unit readiness and force generation priorities. If sourced against an operational mission, the designated unit will receive a fixed site MCTC (MRE) event prior to deployment.

e. Units participate in MCTP under the following guidelines:

(1) The primary training audience for corps and division warfighting exercises is the warfighting unit commander and staff. The secondary training audience includes major subordinate command commanders, separate commanders, and staff.

(2) BCT WFX rotations (ARNG brigades and by exception, RA BCTs) include the BDE command group, staff (personal, coordinating, and special staff), and appropriate divisional slice element.

(3) Multifunctional support brigades and functional support brigade WFX rotations (ARNG, USAR, and RA) include the brigade command group and brigade staff (personal, coordinating, and special staff). These rotations are embedded in corps and division warfighting exercises.

(4) Each combatant command (COCOM) ASCC is allocated one ASCC MCTP supported event annually. This MCTP supported event, conducted by OPS GRP A or D, must be sponsored by the COCOM and supported by a Joint Warfighting Center training event. JTF and/or ASCC exercises include the JTF and ASCC group, the staff (personal, coordinating, and special staff), and major subordinate command commanders determined by the commander's training objectives. Exercise commanders determine participation of ARNG and USAR organizations (that is, separate brigades, ARNG divisions, and ARNG and USAR protection and sustainment units), the mix of heavy and light units, the decision to conduct Joint and combined operations, and appropriate ARSOF (Military Information Support Operations, Civil Affairs, Special Forces, Special Operations Aviation Regiment, the 75th Ranger Regiment, and Cyberspace Operations) organizations would also be determined by the commander's exercise objectives.

(5) The MCTP is prepared to expand its role, supported by Joint Staff J7 capabilities, to support JFLCC and JTF training through provision of JTF capable and JTF certification exercises at the discretion of the COCOM as the certifying agency.

### **3-3. Combat Training Center Program Organization and Management**

*a. Combat Training Center Program Administration.* CTC Program organization and management is described in table 3-1 of this publication.

*b. Chief of Staff, Army Combat Training Center Huddle.*

(1) The CSA convenes a semiannual CTC Huddle to discuss and decide CTC Program issues with a select group of Army senior leaders including the Vice Chief of Staff; Director of the ARSTAF, Sergeant Major of the Army, the DA G-3/5/7; FORSCOM CG; USAREUR CG; TRADOC CG; the AMC CG; the CAR; the Director, ARNG; CG, USASOC; CG Combat Arms Center and DCG, Combat Arms Center Training; CG 7th ATC; CG JRTC; CG NTC; Commander MCTP; DA, G-3 Director of Training (DOT); and Director, CTCD. Other leaders are involved as needed.

(2) The HQDA G-3/5/7 (DOT) is the lead office for scheduling, agenda development, meeting preparation, execution, and coordination of the official record of the CTC Huddle. The CTCD supports the DOT in all of these activities. The 4-hour huddle is normally scheduled in conjunction with another senior leader event (4-Star Conference, Army Training and Leader Development Conference) to reduce impact on leader calendars and temporary duty costs.

*c. Deputy Chief of Staff, G-3/5/7 as the Director of the Combat Training Center Program.*

(1) Exercises staff oversight and management of the CTC Program.

(2) The DCS, G-3/5/7 (DAMO-TR) serves as the DCS, G-3/5/7 principle advisor for all CTC Program matters and executes additional CTC Program responsibilities in accordance with this publication.

(3) Establishes priorities for allocation of CTC Program resources (current year, budget year, and POM), to include JNTC priorities and funding. During current year, resourcing of a new requirement will call for authorization of the CTC WG/QR and approval of the DCS, G-3/5/7 (DAMO-TR).

*d. Combat Training Center Responsible Official (DCG, Combined Arms, U.S. Army Training and Doctrine Command).*

(1) Directs the day-to-day planning, administration, validation, and integration of the CTC Program in support of CG, TRADOC and the DCS, G-3/5/7.

(2) Provides a CTCD operating under the direct supervision of the DCG, Combined Arms Center Training. CTCD serves as the staff for the CTC RO and the extended staff of DCS, G-3/5/7 to facilitate administration, integration, validation, resourcing, and management of the CTC Program. Specifically, CTCD is responsible for ensuring CTC Program requirements and modernization are linked to a viable resourcing strategy and CTC vision for the future. Additionally, CTCD assists in programming and integrating DOD Training Transformation (that is, JNTC) initiatives into the CTC Program.

(3) Recommends funding priorities to the DCS, G-3/5/7 (DAMO-TR) for execution of the CTC Program.

(4) Develops requests for resourcing the CTC Program for current and projected Army operations.

(5) Develops, coordinates, and oversees submission of CTC Program related POM funding requests for DCS, G-3/5/7 (DAMO-TR) approval.

(6) Provides guidance and staff coordination for allocation of training enablers and capabilities to the CTCs to facilitate a standard training capability across all four CTCs.

(7) Develops the CTC MP for submission to the DCS, G-3/5/7 for approval with each POM submission. The CTC MP will focus on long-range planning and funding strategies to include modernization initiatives.

(8) Promotes and supports the continuing relevance of the OPFOR and OE at all CTCs in coordination with the TRADOC G2 and other applicable commands and organizations.

(9) Conducts the CTC Accreditation Program.

(10) Conducts semiannual CTC Commanders' Conferences and other periodic forums to support execution, integration, and administration of the CTC Program.

*e. The CTC program.*

(1) Operates under the auspices of the Training General Officer Steering Committee (TGOSC). TGOSC purpose and membership requirements are defined in AR 350-1.

(2) The TGOSC is the approval authority for the CTC Program WG/QR.

*f. The integration forum.* The DCS, G-3/5/7 (DAMO-TR) typically chairs the integration forum. The forum submits recommendations to the TGOSC concerning prioritization of operational (including CTCs), institutional, Training Support System, and mission support strategic issues.

*g. The Combat Training Center Working Group/Quarterly Review.*

(1) The CTC WG/QR is chaired by the by the Director, CTCD. Table 3-1 depicts the CTC WG/QR structure and voting members. Changes to the structure of the CTC WG/QR may be recommended by the CTC WG/QR members for approval by the Director, CTCD.

(2) The CTC WG/QR meets quarterly to manage CTC Program policies, priorities, and initiatives. A simple majority vote cast by voting members constitutes a CTC WG/QR decision or recommendation on CTC initiatives. The first quarter focus is to incorporate input from key stakeholders to provide the opportunity to prioritize short range training requirements analyses. The second quarter focus is to build/influence the mid-year review for the current fiscal year in order to identify and prioritize mid-year review unfunded requirements. The third quarter focus is to shape emerging requirements for future decisions in order to examine and assess initiatives. The fourth quarter focus is to confirm new initiatives for inclusion in the Training Program Evaluation Group guidance and establish the fall TGOSC as a way to provide POM guidance to the Program Evaluation Group.

(3) The CTC WG/QR recommends approval of the CTC Program budget year OMA funding and POM submissions and submits them to the CTC RO, who forwards them to the DCS, G-3/5/7. Additionally, the CTC WG/QR will review MCA projects, specific to the CTC Program.

(4) The CTC WG/QR recommends approval of the CTC Program research, development, and acquisition initiatives (modernization) and priorities through the Training Support/Services COC to the integration forum, which then goes to the TGOSC. The CTC WG/QR policy decisions will be forwarded through the Operational COC to the TGOSC for approval. Those requiring DA approval will be forwarded to the DCS, G-3/5/7 DOT or briefed during the TGOSC.

(5) In the event the TGOSC is out of cycle, the CTC RO will forward CTC WG/QR recommendations directly to the DCS-3/5/7 CTC Program Director.

**Table 3-1  
Combat Training Center Program Working Group/Quarterly Review Membership**

Agency or command	Voting member	Advisory or nonvoting
DCS, G-3/5/7 (DAMO-TRC) (DAMO-TRS) ARCYBER	CTC Program Manager Cyber Support to Corps and Below Program Manager	CTC Modernization Program Manager
Army National Guard	Chief, Training Division	
Office of the Chief, Army Reserve	Director, Operations, Readiness, and Force Development	
PEO STRI		Project Manager for Training Devices Project Lead for Field Operations
FORSCOM, DCS, G-3/5/7 JRTC NTC	Assistant G-3, Chief of Training CG, JRTC designated representative CG, NTC designated representative	

**Table 3-1  
Combat Training Center Program Working Group/Quarterly Review Membership—Continued**

Agency or command	Voting member	Advisory or nonvoting
TRADOC MCTP	Commander, MCTP designated representative	
Combined Arms Support Command		Director of Training
DCS, G-2	Director, G27 OE/OPFOR Program Management	
Combined Arms Center	Director, CTCD (Chair) Training Capability Manager-Integrated Training Environment designated representative	Training Capability Manager-Live designated representative Live Training Directorate, Army Training Support Center designated representative
DCS, G-3/5/7		Director, Training Integration Directorate
USAREUR 7th Army Training Command JMRC	Commander, 7th ATC designated representative  Commander, OPS GRP designated representative	
USARCENT		DCS, G-3
USARPAC	DCS, G-3/5/7	
USASOC	DCS, G-3/5/7	
USARAF		DCS, G-3/5/7

### 3-4. Combat Training Center Master Plan

*a.* The UTC The CTC MP documents a constantly evolving process of identifying long-range planning guidance, CTC Program vision, mission, and scope to ensure maximum benefit from investment in the Army CTCs. It outlines and describes the direction and objectives required to execute the CTC Program.

*b.* The objectives of the CTC MP are to—

- (1) Chart future growth and development of the CTCs and document the action plan for implementation.
- (2) Articulate all requirements necessary to support future training strategies.
- (3) Coordinate efforts of ACOMs, ASCCs, staffs, combat developers, training developers, and MATDEVs to support CTC requirements.
- (4) Provide a framework for CTC decision analysis.

*c.* The CTCD, as the staff for the CTC RO and the extended staff of DCS, G-3/5/7, develops the CTC MP through a series of events, including various assessments and resource programs for manpower, dollars, equipment, ITADSS, and facilities. The CTC MP is submitted to the DCS, G-3/5/7 to support CTC Program input for each POM cycle and will be updated, as required.

### 3-5. Scheduling

*a.* Ideally, MCTP and MCTC, training events will be scheduled 5 years out and synchronized with Army synchronization resourcing scheduling. These include all brigade, division, corps, and Joint rotations. The scheduling and integration of foreign units into a CONUS CTC rotation will be accomplished upon participation approval granted by the DCS, G-3/5/7 (see app B).

*b.* Scheduling of units to be trained in the CTC Program is accomplished during the Army Synchronization Resourcing Forums. These meetings are hosted by FORSCOM and the following organizations participate in the scheduling process: the DCS, G-3/5/7 (DAMO-TR); TRADOC; FORSCOM (includes a representative from each corps); USACRC; ARNG; USARPAC; U.S. Army South; USAREUR; Eighth United States Army; USASOC; MCTP; JRTC; JMRC; and NTC. USAREUR should conduct a semiannual theater synchronization meeting prior to the FORSCOM hosted Army Synchronization General Officer Steering Committee.

### 3-6. Combat Training Center capabilities and/or rotation requirements

*a.* The MCTCs will be resourced as follows:

- (1) The NTC will be resourced to have the capacity for up to 10 rotations annually.
  - (2) The JRTC will be resourced to have the capacity for up to 10 rotations annually.
  - (3) The JMRC will be resourced to have the capacity for up to 10 rotations annually.
- b.* The MCTP will be resourced to have the capability to—
- (1) Plan and conduct five corps or division JTF MRX and/or WFX events annually with the capacity of up to 13 training units/audiences: one corps and one division or two divisions and up to eight embedded functional and/or multifunctional brigades or, up to one ESC/TSC and one sustainment brigade or two sustainment brigades and up to one SOF's HQ.
  - (2) Support up to five ASCC training events annually as directed by the DCS, G-3/5/7.
  - (3) Plan and conduct up to six tactical level Brigade WFXs for ARNG BCTs.
  - (4) Support USARPAC, U.S. Army North, USAREUR, U.S. CENTCOM, and USARAF. The DCS, G-3/5/7 sets the priority and allocates MCTP support based on availability not to exceed five designated ASCC exercises annually.
- c.* Ideally, a MCTP rotation consists of five required events with one optional event. The standard events are:
- (1) Initial event planning.
  - (2) Main planning event and site survey.
  - (3) Mission Command Training seminar.
  - (4) Final event planning.
  - (5) WFX execution.
  - (6) Exercise director's brief back, an optional event conducted when unresolved issues exist or at the discretion of the exercise director.
- d.* The MCTP conducts two types of division or corps rotations (standard and nonstandard).
- (1) A standard rotation has a corps and 1 or 2 divisions, and up to 11 other training audiences. Planning events and individual unit Mission Command Training events are conducted as per TR 350-50-3. All planning events and Mission Command Training events for units stationed outside the continental States (OCONUS) are conducted at the unit's OCONUS home station because of their location and unique mission. All other MCTP Mission Command Training events are primarily conducted at Fort Leavenworth, KS.
  - (2) A nonstandard rotation reflects extraordinary circumstances and requires exceptional funding and manning support.
    - (a)* Rotations will be funded to meet the requirements of the standard troop list consisting of peacetime command relationships. The training unit funds all additional resources (that is, personnel, cost, and equipment) above the standard troop list required to execute the rotation.
    - (b)* The DCS, G-3/5/7, in coordination with FORSCOM, is the approval authority for all nonstandard MCTP rotations. Approval for nonstandard MCTP rotations must be granted prior to the initial planning meeting for the rotation.
    - (c)* The ASCC training varies in size and complexity based upon the specific exercise objective or real-world contingency. The MCTP role in ASCC training is to train designated Army HQ commanders and their staffs to operate as an ASCC within a joint force during ULO.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

**AR 5–12**

Army Use of the Electromagnetic Spectrum (Cited in para 2–16*m*.)

**AR 70–1**

Army Acquisition Policy (Cited in para 2–3*b*.)

**AR 70–41**

International Cooperative Research, Development, and Acquisition (Cited in appendix B–3*a*.)

**AR 71–32**

Force Development and Documentation. (Cited in para 2–29*b*(3).)

**AR 350–1**

Army Training and Leader Development (Cited in para 3–3*e*(1).)

**AR 350–2**

Operational Environment and Opposing Force Program (Cited in para 2–15*g*(1).)

**AR 350–38**

Policy and Management for Training Aids, Devices, Simulators, and Simulations (Cited in para 2–29*b*.)

**AR 380–10**

Foreign Disclosure and Contacts with Foreign Representatives (Cited in table B–1.)

**AR 420–1**

Army Facilities Management (Cited in para 2–10*b*.)

**AR 725–50**

Requisition, Receipt, and Issue System (Cited in para 2–8*a*.)

**TR 350–50–3**

Mission Command Training Program (Cited in para 3–6*d*(1).)

#### **Section II**

##### **Related Publications**

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

**ADP 3–0**

Unified Land Operations

**ADP 7–0**

Training Units and Developing Leaders

**AR 1–1**

Planning, Programming, Budgeting, and Execution System

**AR 11–2**

Managers' Internal Control Program

**AR 11–33**

Army Lessons Learned Program

**AR 12–15**

Joint Security Cooperation Education and Training

**AR 15–39**

Department of the Army Intergovernmental and Intragovernmental Committee Management Program

**AR 25-2**

Information Assurance

**AR 25-30**

Army Publishing Program

**AR 200-1**

Environmental Protection and Enhancement

**AR 385-10**

The Army Safety Program

**AR 385-63**

Range Safety

**AR 405 series**

Real Estate

**AR 525-93**

Army Deployment and Redeployment

**AR 614-10**

Army Military Personnel Exchange Program with Military Services of Other Nations

**AR 715-9**

Operational Contract Support Planning and Management

**CJCSI 7401.01F**

Combatant Commander Initiative Fund (CCIF) (Available at [http://www.dtic.mil/cjcs\\_directives/support/cjcs/cjcscurrent.pdf](http://www.dtic.mil/cjcs_directives/support/cjcs/cjcscurrent.pdf).)

**DA Pam 385-30**

Risk Management

**DODD 5000.01**

The Defense Acquisition System (Available at <http://www.dtic.mil/whs/directives/>.)

**DODI 4650.01**

Policy and Procedures for Management and use of the Electromagnetic Spectrum (Available at <http://www.dtic.mil/whs/directives/>.)

**DODI 5000.02**

Operation of the Defense Acquisition System (Available at <http://www.dtic.mil/whs/directives/>.)

**TC 7-100 Series**

Hybrid Threat

**Section III**

**Prescribed Forms**

This section contains no entries.

**Section IV**

**Referenced Forms**

Unless otherwise indicated below, DA Forms are available on the Army Publishing Directorate Web site (<https://armypubs.army.mil>). DD forms are available from the Office of the Secretary of Defense (OSD) Web site (<http://www.dtic.mil/whs/directives/forms/index.htm>).

**DA Form 11-2**

Internal Control Evaluation Certification

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

**DD Form 1494**  
Application for Equipment Frequency Allocation

## Appendix B

### Use of Combat Training Center by Other Nations

#### B-1. Multinational Interoperability at the Combat Training Centers

*a. General.* This appendix outlines the CTC Program procedures for processing foreign (non-U.S.) visitor and unit training participation requests for CONUS-based CTCs, including the NTC, the JRTC, and CONUS training events for the MCTP. (See para. B-4 below for procedures related to OCONUS/7th ATC.) Additional requirements for gaining authorization to visit or train at U.S. facilities are prescribed in AR 380-10 and AR 12-15. Although the requirements and procedures overlap, both processes must be followed.

*b. Guidelines.* In accordance with the provisions of this appendix and DOD policy, military units or personnel from other nations will be encouraged and authorized to participate in CTC rotations and associated events to foster military to military relations and mutual understanding of doctrine, tactics, techniques and procedures, and improve interoperability with U.S. allies and partners in recognition of the importance of our multinational partners to Army operational planning and contingencies.

*c. Visits.* Visits to CONUS CTCs are short-duration (typically less than 5 days) attendance at a CTC by non-U.S. personnel or small groups (not to exceed 20 individuals) of foreign national (FN) personnel for the purpose of observing ongoing training and the operation of the CTC. Visitors do not interact with, or impact the ongoing training in a competitive manner and visitor action(s)/performance is not included in an AAR.

*d. Training.* Training includes participation in LTP type classes, situational training exercise and lane training events, and participation in a rotation or event by non-U.S. individuals or group of individuals up to unit level as friendly force or OPFOR in a competitive part of the rotation or event and is expected to impact the training scenario outcomes. The action(s) of the non-U.S. participants in training is included in an AAR.

*e. Scheduling of units.* Scheduling the participation of units or elements from other nations in training at CTCs will be accomplished at periodic Army Synchronization Resourcing Forums following the HQDA DCS, G-3/5/7 approval. Focus for new requests should be no sooner than the second fiscal year out. FORSCOM will assign the HQDA DCS, G-3/5/7 approved prioritized requests to rotations they can accommodate and are consistent with the Army's Security Cooperation Strategy.

*f. Assistance and Information.* Assistance and information on CTC concepts, developments, and operations can be provided to allied nations seeking to establish their own CTCs consistent with current DOD and DA guidance.

#### B-2. Non-U.S. Personnel and Unit Visits and/or Training to the Continental United States Combat Training Centers

*a. Visit Requests by non-U.S. Personnel.* Visit requests to CONUS CTCs for non-U.S. personnel will be accomplished in accordance with the procedures described in table B-1 (Request for visit to CONUS CTC from foreign nation). An initial request for a visit must be received no later than 60 days prior to the desired visit date. The CTC's ACOM commander or their designated representative will approve or disapprove the request for visit from the CTC Program perspective. In accordance with AR 380-10, the HQDA DCS, G-2 or their designated representative will approve or disapprove foreign disclosure through the request for visit authorization (RVA) process based in part on the recommendation of the CTC's ACOM. Additionally, there may be specific instructions, limitations, and/or other specific guidance issued pertaining to the requested visit.

*b. Non-U.S. Participation in Combat Training Center Training.* Non-U.S. personnel participation in training at a CONUS CTC as part of the friendly force or part of the OPFOR is governed by AR 12-15 and requires approval by the HQDA DCS, G-3/5/7. A summary of the required actions by the various responsible organizations is provided in table B-2 (Request for foreign nation for training at a CONUS CTC rotation). A request for training must be submitted with sufficient lead time to permit the meet approval process requirements, for the rotation to be scheduled and for the necessary direct coordination between the approved non-U.S. training participants/unit and the CTC to be completed.

#### B-3. Access by individuals of another nation to Combat Training Centers for training

*a. Long-term individual access to Combat Training Centers.* Long-term access by certain individuals from another nation is approved under provisions of other HQDA-managed programs. AR 614-10 governs the exchange of individuals in selected MTOE or TDA duty positions. AR 70-41 governs the exchange of scientists or engineers, and AR 380-10 governs the establishment of foreign liaison offices. These programs require the concurrence of the HQDA DCS, G-3/5/7 before establishing a position at any CONUS CTC. The CG, USAREUR may authorize establishment of temporary multinational OCTs to support designated coalition training at the 7th ATC.

*b. Short-term training of individuals.* Requests for an individual of another nation to participate in training at CONUS CTCs (for example, on-the-job-training, training for OCTs, training by the LTP) will be processed as foreign military sales (FMS) cases and will be referred by the Security Assistance Training Directorate to HQDA DCS, G-3/5/7 (DAMO-SSR) to follow procedures outlined in table B-2. Requests for an individual from another nation to participate in training at 7th ATC require the approval of the CG, USAREUR, and will be granted consistent with the parameters of this regulation, CSA guidance, and applicable agreements with the Federal Republic of Germany, or other host nations of a 7th ATC provided exercise. HQDA approval is not required for foreign personnel participating in an authorized Military Personnel Exchange Program. Similarly, HQDA approval is not required if the individual of another nation would deploy on real-world military operations with the U.S. unit scheduled for a CTC rotation and when the individual will perform during the CTC rotation in the same capacity as during real-world military operations.

**B-4. Non-U.S. Personnel and Unit Visits/Training in the 7th Army Training Command/Joint Multinational Readiness Center**

*a. Non-U.S. Visits or Unit Training at the 7th Army Training Center.* The 7th ATC, being forward deployed in Europe, may receive visits by foreign personnel and/or provide training at the 7th ATC/JMRC when approved by CG, USAREUR for allied, coalition, and partner forces. The CG, USAREUR is designated the approval authority for access by another nation to U.S. rotations at 7th ATC and will approve requests consistent with parameters of this regulation, CSA guidance, and applicable agreements with the Federal Republic of Germany or other host nations in the case of 7th ATC provided exercises.

*b. Coalition/Partner Support.* The 7th ATC security cooperation, reciprocal unit exchange (RUE), and equal value exchange programs enable coalition interaction and support during scheduled exercises.

**B-5. Reimbursement for the cost of visitor or individual and/or unit access**

*a.* Unless funded by the Combatant Commander Initiative Fund or authorized and appropriated by Congress for this purpose, the Non-U.S. nation will pay for the cost of any support or training provided by a CTC. Reimbursement will be made according to applicable security assistance provisions, that is, according to the FMS program, RUE agreements, or other formal arrangement approved by HQDA.

*b.* The CTC will be reimbursed for all costs incurred as a result of another nation’s access, that is, costs over and above those that would have been incurred if the other nation were not there. Reimbursable costs will include the cost of any software and hardware changes to ITADSS or instrumentation required to support participation of the other nation in training.

*c.* Any required software and hardware changes will be identified by TRADOC and/or PEO STRI, validated by the CTC RO, approved by HQDA G-3/5/7 (DAMO-TR), and accomplished by PEO STRI.

**Table B-1**  
**Request for visit to continental United States Combat Training Center from foreign nation**

The following actions are required for non-U.S. visitor access to a CONUS CTCs. Additional requirements are prescribed in AR 380-10. Both processes must be followed to accomplish their respective purposes.

Responsible Office	Action
Sponsor (ASCC, ACOM, Military Department, DOD agency, State Department agency, and so forth.) of Formal Invitation to visit CONUS CTC	<ul style="list-style-type: none"> <li>• Before a sponsoring office or agency issues a formal invitation and not later than 60 days before the desired start of the visit, the sponsor will submit a Request for Visit memorandum to the CTC ACOM to determine if it is feasible to support visitors from other nations.</li> <li>• For a planned visit to NTC or JRTC, submit a Request for Visit memorandum to FORSCOM, CTC Branch, Foreign and Combined Training Officer, Fort Bragg.</li> <li>• For a planned visit to an MCTP exercise, submit a Request for Visit memorandum to the appropriate ACOM of the installation hosting the exercise: FORSCOM, CTC (TCC), Foreign and Combined Training Officer, Fort Bragg. TRADOC, DCS, G-3/5/7, Joint Base Langley-Eustis.</li> <li>• For a planned visit to MCTP exercise, sponsor will also provide an info copy of the Request for Visit memorandum to CDR, MCTP, S-3, Fort Leavenworth.</li> <li>• Sponsoring office or agency will also provide an info copy of the Request for Visit memorandum to the HQDA DCS, G-3/5/7 (DAMO-TR).</li> <li>• Request for Visit Memorandum should identify the country to be invited, proposed purpose for the visit, proposed date(s) and duration (not to exceed 5 days) of the</li> </ul>

**Table B-1**  
**Request for visit to continental United States Combat Training Center from foreign nation—Continued**

Responsible Office	Action
	<p>visit, estimated number (not to exceed 15) of personnel and rank structure of the visiting delegation.</p>
<p>Non-U.S. (foreign) government representative requesting informal (non-sponsored) or self-invited visit to CONUS CTC</p> <p>The actions listed do not replace or substitute for any requirements under the provisions of AR 380-10</p>	<ul style="list-style-type: none"> <li>• Before submitting an RVA and no later than 90 days before the desired start of the visit, coordinate with appropriate ASCC concerning intent to request visit to CONUS CTC.</li> <li>• If requesting a visit to NTC or JRTC, submit a Request for Visit Memorandum to the appropriate ASCC. The ASCC will coordinate with FORSCOM to permit concurrent staffing and feasibility assessment to support the visit request.</li> <li>• If requesting a visit to an MCTP exercise, submit a Request for Visit Memorandum to the appropriate ACOM for the installation hosting the exercise to be visited (with info copy to CDR, MCTP, S-3, Fort Leavenworth):  FORSCOM, CTC Branch (TCC), Foreign and Combined Training Officer, TRADOC, DCS, G-3/5/7.</li> <li>• As a minimum, a Request for Visit Memorandum must specify the purpose of the visit, date(s), duration (not to exceed 5 days), location, number of personnel (not to exceed 15), and the name(s) and rank(s) of visiting personnel (if known).</li> </ul>
<p>ASCC</p>	<ul style="list-style-type: none"> <li>• Inform HQDA DCS, G-3/5/7 and app appropriate ACOM when non-U.S. government representative(s) begin to coordinate an informal or self-invited visit to CONUS CTC. Provide available information concerning purpose of the visit, requested date(s), requested duration, requested location (CTC), planned number of personnel, and the name(s) and rank(s) of visiting personnel (if known). As a minimum, a Request for Visit Memorandum must specify the purpose of the visit, date(s), duration (not to exceed 5 days), location, number of personnel (not to exceed 15), and the name(s) and rank(s) of visiting personnel (if known).</li> <li>• Validate visit purpose/intent; supports Combatant Commander's Theater Security Cooperation campaign plan.</li> <li>• Prioritize and deconflict multiple requests as necessary.</li> <li>• Informs non-U.S. (foreign) government or ACOM approval/disapproval of visit request.</li> </ul>
<p>ACOM(s)  FORSCOM for NTC/JRTC and MCTP exercises hosted at FORSCOM commanded installations  TRADOC for MCTP exercises hosted at Fort Leavenworth</p>	<ul style="list-style-type: none"> <li>• Verifies that proper funds are being used to support the visit in accordance with AR 12-15.</li> <li>• Prioritize and deconflict as necessary for multiple visit requests received.</li> <li>• In coordination with the appropriate CTC, determine if visit can be supported and verify that the visit will not require training to be provided.</li> <li>• Coordinate with DAMO-SSR to ensure no international affairs objectionable conditions exist.</li> <li>• FORSCOM CDR or the designated representative approves or disapproves requested visit to NTC, JRTC, or MCTP exercises hosted at FORSCOM installations, and provides the response to HQDA DCS, G-3/5/7 (DAMO-TR and SSR), with copy sent to appropriate ASCC.</li> <li>• TRADOC CDR or the designated representative approves or disapproves requested visit to an MCTP exercise hosted at Fort Leavenworth and provides the response to HQDA DCS, G-3/5/7 (DAMO-TR and SSR), with copy sent to appropriate ASCC.</li> <li>• No later than 21 days before the planned start of a visit, issues an Execution Order</li> </ul>

**Table B-1**  
**Request for visit to continental United States Combat Training Center from foreign nation—Continued**

Responsible Office	(EXORD) to affected CTC, with copies furnished to ASCC and HQDA G3/5/7. <b>Action</b>
	EXORD will include: <ul style="list-style-type: none"> <li>• Authorized direct liaison among foreign nation visiting delegation, ASCC, and CTC. Foreign disclosure requirements.</li> <li>Coordination and logistical considerations.</li> <li>Necessary command and signal instructions, including key points of contact.</li> </ul>
NTC, JRTC, or host installation for MCTP warfighter exercises	<ul style="list-style-type: none"> <li>• Confirms with rotational training unit that visit will not impact training – obtain concurrence as necessary.</li> <li>• Confirms to ACOM that visit will not adversely impact CTC mission.</li> <li>• Recommends to ACOM approval/disapproval of requested visit.</li> <li>• Protocol Office coordinates directly with ASCC and Foreign Nation (as needed) to prepare itinerary.</li> <li>• Assigns Escort Officer (as needed).</li> <li>• Hosts visiting individual(s) in accordance with ACOM EXORD/Local Standing Operating Procedures.</li> </ul>

**Table B-2**  
**Request from foreign nation for training at a continental United States Combat Training Center rotation (includes support under provisions of reciprocal unit exchange, foreign military sales, or U.S. funding including foreign military financing)**

The following actions are required for non-U.S. personnel and units participate in training at a CONUS CTC. Additional requirements are prescribed in AR 12-15, and AR 380-10. The requirements of each regulation must be met in addition to the actions outlined below:

Responsible Office	<b>Action</b>
Non-U.S. (foreign) government representative requesting training at a CONUS CTC	<ul style="list-style-type: none"> <li>• No later than 1 year before the desired dates for training, submit request for training to HQDA DCS, G-3/5/7 (DAMO-TR).</li> <li>• No later than 60 days before approved training event, submit RVA in accordance with AR 380-10.</li> </ul>
Requesting Agency (Military Department, DoD agency, Staff Talks agreed action, and so forth.)	<ul style="list-style-type: none"> <li>• No later than 18 months before the desired dates for training, submit a formal letter of request to the respective ASCC. Request letter must include as a minimum:                Who: The unit (composition and type of unit and/or individuals to participate in training).                What: Specific training objectives, funding, and so forth.                Why: Objectives or aim of the training.</li> </ul>
ASCC (responsible for the foreign nation requesting training)	<ul style="list-style-type: none"> <li>• Verifies the following with respect to the request.</li> <li>• Request for training is completed.</li> <li>• Training supports the Combatant Commander's Theater Security Cooperation Campaign Plan.</li> <li>• Non-U.S. unit to participate in training has roughly the same proficiency as the U.S.</li> </ul>

**Table B-2**  
**Request from foreign nation for training at a continental United States Combat Training Center rotation (includes support under provisions of reciprocal unit exchange, foreign military sales, or U.S. funding including foreign military financing)—Continued**

Responsible Office	Action
	<p>unit and is likely to conduct combined operations with U.S. Forces.</p> <ul style="list-style-type: none"> <li>• Non-U.S. unit participation would not jeopardize U.S. unit training.</li> <li>• U.S. unit can support the proposed training.</li> <li>• Confirms that requested training supports combatant commander and Army engagement objectives and/or priorities.</li> <li>• Verifies that unit from requesting nation is likely to conduct combined operations with U.S. forces.</li> <li>• Verifies umbrella RUE memorandum of agreement between nations or that appropriate U.S. funding is available.</li> <li>• Asks HQDA DCS, G-3/5/7 (DAMO-TR), through the CTC ACOM, if it is permissible to invite other nations to participate in RUE or other training at CTC. Request will include: <ul style="list-style-type: none"> <li>Description of proposed training (what, for whom, when desired, and where).</li> <li>Estimate of all incremental resources needed by the CTC Program (for example, funding, translators, controllers) and the unit.</li> <li>Description of how and by whom incremental resources will be provided.</li> </ul> </li> <li>• For planned training at NTC or JRTC, submit the request to: FORSCOM, CTC Branch (TCC), Foreign and Combined Training Officer, Fort Bragg.</li> <li>• For planned training with an MCTP exercise, submit the request to the appropriate ACOM of the installation hosting the exercise: <ul style="list-style-type: none"> <li>FORSCOM, CTC Branch (TCC), Foreign and Combined Training Officer, Fort Bragg.</li> <li>TRADOC, DCS, G-3/5/7, Joint Base Langley-Eustis.</li> </ul> </li> <li>Additionally, for planned training with an MCTP exercise, provide an info copy of the request to: CDR, MCTP, S-3, Fort Leavenworth.</li> <li>• Additionally, for planned training with an MCTP exercise, provide an info copy of the request to: CDR, MCTP, S-3, Fort Leavenworth.</li> <li>• When directed by HQDA DCS, G-3/5/7 (DAMO-TR), negotiates agreement with requesting nation for RUE event. (ASCC of U.S. unit if different from ASSC responsible for requesting foreign nation).</li> </ul>
<p>ACOM(s)  FORSCOM for NTC/JRTC and MCTP exercises hosted at FORSCOM commanded installations  TRADOC for MCTP exercises hosted at Fort Leavenworth</p>	<ul style="list-style-type: none"> <li>• Confirms that the CTC: <ul style="list-style-type: none"> <li>Can support the training without jeopardizing U.S. training.</li> <li>Can support the training within resource estimates.</li> <li>Will be reimbursed for all incremental costs.</li> </ul> </li> <li>Forwards recommendation to HQDA DCS, G-3/5/7 (DAMO-TR).</li> <li>• No later than 210 days before training begins, prepares, and releases ACOM EXORD to CTC and subordinate formation. EXORD will include: <ul style="list-style-type: none"> <li>Authorizing Direct Liaison Authorized (DIRLAUTH) among FNs RTU, ASSC, CTC, and U.S. RTU.</li> <li>Foreign Disclosure requirements.</li> <li>CTC rotational milestones, meetings, and planning deadlines.</li> <li>Specific logistical concerns and/or considerations (if known).</li> </ul> </li> </ul>
<p>HQDA DCS, G-2</p>	<ul style="list-style-type: none"> <li>• Assist HQDA DCS G-3/5/7 (DAMO-SSR) to confirm that personnel participating in the training are not objectionable to the U.S. Government.</li> <li>• Process RVA to approve or deny foreign disclosure authorization.</li> </ul>
<p>HQDA DCS, G-3/5/7 (DAMO-SSR)</p>	<ul style="list-style-type: none"> <li>• Prior to Army Synchronization Resourcing Forums, provides FORSCOM (through HQDA DCS, G-3/5/7 (DAMO-TR)) a prioritized list for each CONUS CTC of projected training for units of other nations planned for the next two years.</li> </ul>

**Table B-2**  
**Request from foreign nation for training at a continental United States Combat Training Center rotation (includes support under provisions of reciprocal unit exchange, foreign military sales, or U.S. funding including foreign military financing)—Continued**

Responsible Office	Action
	<ul style="list-style-type: none"> <li>• Informs the U.S. Embassy in requesting nation and the other nation's embassy in Washington, D.C. the request is being processed.</li> <li>• Ask U.S. Embassy in requesting nation to verify the following: Secretary of Defense has received from State Department no credible information that member of the participating unit from the requesting nation has committed a gross violation of human rights.</li> <li>• Participating unit has roughly the same proficiency as participating U.S. units.</li> <li>• Process RVA to approve or deny foreign disclosure authorization.</li> <li>• Verifies nothing precludes support through FMS, as appropriate.</li> <li>• Participating unit has roughly the same proficiency as participating U.S. units.</li> <li>• Forwards recommendation to HQDA DCS, G-3/5/7 (DAMO-TR).</li> <li>• If HQDA DCS, G-3/5/7 (DAMO-TR) secures approval from HQDA DCS, G-3/5/7 then: Informs U.S. Embassy in the requesting nation. Informs the Security Assurance Training Directorate.</li> </ul>
HQDA DCS, G-3/5/7 (DAMO-TR)	<ul style="list-style-type: none"> <li>• Confirms an appropriate RUE memorandum is in place.</li> <li>• Verifies proper source funds (foreign military financing, FMS, Title 22) being used.</li> <li>• Coordinates with ASCC of affected U.S. unit, CTC ACOM, and others as needed to ensure: Training of U.S. unit will not be jeopardized. U.S. unit can support training. CTC will be reimbursed for all incremental costs. Secures HQDA DCS, G-3/5/7 approval for other nation to participate and RUE. Informs stakeholders if training is approved and directs Security Assistance Training Directorate to commence FMS staff action (if necessary).</li> <li>• Responds to request authorizing ASCC to do one of the following (as appropriate) Issue invitation to other nation to participate in training via invitational orders and schedules training through FORSCOM Army Synchronization Resourcing Forum (if appropriate). Propose and negotiate agreement with the other nation for a specific RUE event.</li> <li>• Responds to HQDA DCS, G-3/5/7 (DAMO-SSR) to embassy in Washington, of requesting nation. If approved, response informs the other nation that a separate visit request (in accordance with AR 380-10) is required no later than 60 days before the training event and one of the following (as appropriate): Informs requesting nation that an agreement with ASCC for specific RUE is required Asks requesting nation to initiate FMS case.</li> <li>• No later than 360 days before; prepares and releases HQDA DCS, G-3/5/7 EXORD to ASCC/ACOM. HQDA EXORD will include: Authorizing DIRLAUTH among ACOM, ASCC, CTC, and FN RTU. Foreign disclosure requirements. Coordination and signals including key points of contacts.</li> </ul>
Security Assistance Training Directorate	<ul style="list-style-type: none"> <li>• Establishes details of FMS case through coordination with CTC ACOM.</li> <li>• Prepares cost estimate, to include cost of training.</li> <li>• Prepares letter of offer and acceptance (cost) and forwards to requesting nation for signature.</li> <li>• Notifies all concerned of acceptance or refusal.</li> <li>• Ensures that funds are forwarded to CTC ACOM or rotational unit ASCC.</li> </ul>

**Table B-2**  
**Request from foreign nation for training at a continental United States Combat Training Center rotation (includes support under provisions of reciprocal unit exchange, foreign military sales, or U.S. funding including foreign military financing)—Continued**

Responsible Office	Action
NTC, JRTC, or MCTP (in coordination with host installation for MCTP warfighter exercise)	<ul style="list-style-type: none"> <li>• Responds as needed, to requests for assessments of capabilities, limitations, and requirements with respect to hosting Foreign Nation training participants.</li> <li>• On receipt of DA EXORD, begins detailed coordination with ASCC, ACOM, and FN RTU to prepare for training rotation following established procedures and timelines supporting U.S. RTU.</li> <li>• Informs ACOM when identified requirements are not provided in accordance with established timelines (for example, RVAs not received 45 days before scheduled training, planning/synchronization meetings delayed/missed).</li> <li>• Execute training in accordance with RUE and RTU requirements.</li> </ul>

## Appendix C

### Internal Control Evaluation

#### C–1. Function

The function covered by this evaluation is the administration of the CTC Program.

#### C–2. Purpose

The purpose of this evaluation is to assist FORSCOM, TRADOC, USAREUR, and the CTCs in evaluating the key internal controls listed. 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, and simulation). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every 5 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.* Does the CTC Program governance process provide validation and prioritization of requirements and allocation of resources? (HQDA and TRADOC)
- b.* Has TRADOC conducted an accreditation of the CTC Program every 2 years? (TRADOC)
- c.* Has TRADOC integrated lessons learned from CTC rotations into the training development process? (TRADOC)
- d.* Has FORSCOM conducted a quarterly CTC Program scheduling meeting? (FORSCOM)
- e.* Have ACOM and ASCC regulations been developed for each CTC? (FORSCOM, TRADOC, and USAREUR)
- f.* Has operational testing at the CTCs been conducted only on instrumentation and training devices to be used at the CTCs or in support of integration and capstone experiments in a joint context using approved operational scenarios and a freethinking OPFOR? (CTCs)
  - g.* Has the DCS, G–3/5/7 approval been obtained prior to use of a CONUS MCTC by units or elements from other countries? (MCTCs)
  - h.* Has CG, USAREUR approval been obtained prior to the use of JMRC— by units or elements from other countries? (USAREUR)
  - i.* Are CTC training schedules developed, coordinated, and integrated into unit training plans according to ADP 7–0? (FORSCOM)
  - j.* Have FORSCOM and USAREUR included approved requests for foreign unit participation at a MCTC in the MCTC training schedule? (FORSCOM and USAREUR)

#### C–5. Supersession

Not applicable.

#### C–6. Comments

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

## **Glossary**

### **Section I**

#### **Abbreviations**

**AAR**

after action review

**ACOM**

Army command

**ACSIM**

Assistant Chief of Staff for Installation Management

**AMC**

Army Materiel Command

**AR**

Army regulation

**ARCYBER**

U. S. Army Cyber Command

**ARNG**

Army National Guard

**ARSOF**

Army special operations forces

**ARSTAF**

Army Staff

**ASA (ALT)**

Assistant Secretary of the Army (Acquisition, Logistics and Technology)

**ASA (IE&E)**

Assistant Secretary of the Army (Installations, Energy and Environment)

**ASCC**

Army service component command

**ATEC**

U. S. Army Test and Evaluation Command

**BCT**

brigade combat team

**C2**

command and control

**CAR**

Chief, Army Reserve

**CDR**

commander

**CENTCOM**

U. S. Central Command

**CF**

conventional forces

**CG**

commanding general

**CIO/G-6**

Chief Information Officer/G-6

**COC**  
council of colonels

**COCOM**  
combatant command

**COE**  
Chief of Engineers

**CONUS**  
continental United States

**CP**  
command post

**CPA**  
Chief, Public Affairs

**CRM**  
composite risk management

**CSA**  
Chief of Staff, Army

**CTC**  
Combat Training Center

**CTCD**  
Combat Training Center Directorate

**D3SOE**  
denial, degraded, disrupted space operational environment

**DA**  
Department of the Army

**DA PAM**  
Department of the Army Pamphlet

**DARNG**  
Director, Army National Guard

**DATE**  
decisive action training environment

**DCG**  
deputy commanding general

**DCS**  
Deputy Chief of Staff

**DCS, G-1**  
Deputy Chief of Staff, G-1

**DCS, G-2**  
Deputy Chief of Staff, G-2

**DCS, G-3/5/7**  
Deputy Chief of Staff, G-3/5/7

**DCS, G-4**  
Deputy Chief of Staff, G-4

**DCS, G-8**  
Deputy Chief of Staff, G-8

**DIRLAUTH**  
Direct Liaison Authorized

**DOD**

Department of Defense

**DOT**

Director of Training

**DOTMLPF-P**

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

**DRU**

direct reporting unit

**EAB**

echelons above brigade

**EDRE**

emergency deployment readiness exercise

**ESC**

expeditionary sustainment commands

**EXORD**

Execution Order

**FMS**

foreign military sales

**FN**

foreign national

**FORSCOM**

U.S. Army Forces Command

**HQ**

headquarters

**HQDA**

Headquarters, Department of the Army

**IMCOM**

U.S. Army Installation Management Command

**ITADSS**

Instrumentation, Training Aids, Devices, Simulators, and Simulations

**JFLCC**

Joint Force Land Component Command

**JMRC**

Joint Multinational Readiness Center

**JNTC**

Joint National Training Capability

**JRTC**

Joint Readiness Training Center

**JTF**

joint task force

**LFT**

live fire training

**LFX**

live fire exercise

**LTP**

Leader Training Program

**LVC**  
live, virtual, constructive

**MATDEV**  
materiel developer

**MCA**  
Military Construction, Army

**MCTC**  
Maneuver Combat Training Center

**MCTP**  
Mission Command Training Program

**MDEP**  
Management Decision Evaluation Package

**MEDCOM**  
U.S. Army Medical Command

**METL**  
mission-essential task list

**MP**  
Master Plan

**MRE**  
mission rehearsal exercise

**MRX**  
mission readiness exercise

**MTOE**  
Modification Table of Organization and Equipment

**NGB**  
National Guard Bureau

**NTC**  
National Training Center

**OCO**  
Overseas Contingency Operations

**OCONUS**  
outside the continental United States

**OCT**  
observer, coach, trainer

**OE**  
operational environment

**OEA**  
operational environment assessment

**OMA**  
operation and maintenance, Army

**OPA**  
other procurement, Army

**OPFOR**  
opposing force

**OPS GRP**  
operations group

**PEO**

program executive officer

**PEO STRI**

Program Executive Office for Army Simulation, Training, and Instrumentation

**POM**

program objective memorandum

**QR**

quarterly review

**RA**

Regular Army

**RC**

Reserve Component

**RDTE**

research, development, test, and evaluation

**RO**

Responsible Official

**RSOI**

reception, staging, onward movement, and integration

**RTU**

rotational training unit

**RUE**

reciprocal unit exchange

**RVA**

request for visit authorization

**SOCCE**

special operations command and control element

**SOF**

special operations forces

**TC**

training circular

**TDA**

table of distribution and allowances

**TGOSC**

Training General Officer Steering Committee

**TRADOC**

U.S. Army Training and Doctrine Command

**TSC**

theater sustainment command

**UAP**

unified action partners

**ULO**

unified land operations

**UO**

urban operations

**USACE**

U. S. Army Corps of Engineers

**USACRC**

U. S. Army Combat Readiness Command

**USAR**

U. S. Army Reserve

**USARAF**

U. S. Army Africa

**USARCENT**

U.S. Army Central

**USAREUR**

U. S. Army Europe

**USARPAC**

U.S. Army Pacific

**USASMD/ARSTRAT**

U. S. Army Space and Missile Defense Command/Army Forces Strategic Command

**USASOC**

U. S. Army Special Operations Command

**WFX**

warfighter exercise

**WG**

Working Group

**7th ATC**

7th Army Training Command

**Section II**

**Terms**

This section contains no entries.

**Section III**

**Special Abbreviations and Terms**

This section contains no entries.

**UNCLASSIFIED**

**PIN 045276-000**