

Management

# The Army Force Modernization Proponent System

Headquarters  
Department of the Army  
Washington, DC  
28 October 2015

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 5-22

The Army Force Modernization Proponent System

This expedite action revision, dated 28 October 2015--

- o Adds policy responsibility (table 1).
- o Adds consideration of the impacts of policy as a responsibility of force modernization proponents (table 1).
- o Adds Army force modernization proponents for base camps, biometrics, cyberspace operations, forensics, nonlethal weapons, military deception, and operational security (table 2).
- o Changes the Profession Military Ethic designated area to the Army Profession, the Army Ethic, and Character Development (table 2).
- o Designates the Commander, U.S. Army Combined Arms Center and the Center for Army Profession and Ethic as the force modernization proponent (table 2).
- o Adds branch proponents for civil affairs, psychological operations, and special forces (table 3).

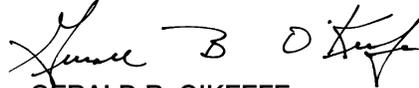
Management

The Army Force Modernization Proponent System

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

**History.** This publication is an expedite revision. The portions affected by this expedite revision are listed in the summary of change.

**Summary.** This regulation establishes the Army Force Modernization Proponent System. It establishes the policy, responsibilities, relationships, and procedures necessary to execute the Army Force Modernization Proponent System.

**Applicability.** This regulation applies to the active Army, the Army National Guard/Army National Guard of the United

States, and the U.S. Army Reserve, unless otherwise stated.

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

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

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

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Deputy Chief of Staff, G–3/5/7 (DAMO–SSP), 400 Army Pentagon, Washington, DC 20310–0400.

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

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\*This regulation supersedes AR 5–22, dated 6 February 2009.

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### **Glossary**

## 1. Purpose

This regulation establishes policies, duties, responsibilities, and relationships applicable to the Army Force Modernization Proponent System, to include determining doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) requirements with regard to a particular function or branch. This regulation does not supersede, modify, or infringe on any duty or responsibility established by law; Executive Order; Department of Defense directive, instruction, or policy; or Headquarters, Department of the Army general order, other Army regulation, or policy. For example, pursuant to Section 3014(c)(1)(D), Title 10, United States Code (10 USC 3014(c)(1)(D)) and Department of the Army General Orders 2012-01, the Office of the Chief Information Officer/G-6 is the office within HQDA with the sole responsibility for information management.

## 2. References

See appendix A.

## 3. Explanation of abbreviations and special terms

See glossary.

## 4. Responsibilities

*a. Deputy Chief of Staff, G-3/5/7.* The DCS, G-3/5/7 establishes the policies and procedures in support of force modernization and DOTMLPF-P force modernization processes. The DCS, G-3/5/7 will—

- (1) Designate force modernization proponents.
- (2) Manage the Army Force Modernization Proponent System according to the applicable laws, directives, orders, and policy.
- (3) Coordinate proposed force modernization proponent and branch proponent designations with the Commander, U.S. Army Training and Doctrine Command (TRADOC) and Army organizations with force management and integration responsibilities.
- (4) Resolve DOTMLPF-P issues affecting force modernization proponents under different commands or agencies.
- (5) Establish policy and priorities, as well as approve programs for force modernization proponents and branch proponents, except as otherwise set forth in this regulation.

*b. Assistant Secretary of the Army (Manpower and Reserve Affairs).* The ASA (M&RA) will set the strategic direction, providing the overall supervision for manpower, personnel, and Reserve affairs across all Army.

*c. Deputy Chief of Staff, G-1.* The DCS, G-1 will—

- (1) Prescribe duties and responsibilities for personnel life cycle of Army officer branches and functional areas, warrant officer branches, enlisted career management fields, and civilian career fields under their respective personnel management systems, except as otherwise set forth in this regulation. The eight personnel life cycle functions are structure, acquisition, distribution, development, deployment, compensation, sustainment, and transition in accordance with AR 600-3 and/or appropriate personnel development publications.
- (2) Approve overarching personnel policy and exercise HQDA management of the Army military personnel management system. Change procedures are specified in AR 611-1.
- (3) Approve standards of grade used in manpower documentation.
- (4) Promulgate policy and manage the personnel domain.
- (5) Assign primary responsibility for analysis and recommendations relating to personnel matters to a single agent. The listing of principal coordination points is provided in Department of the Army (DA) PAM 611-21 for all military and civilian skills.

(6) Establish and lead a General Officer Steering Committee to develop issues affecting military and civilian personnel Armywide.

*d. Commanding General, U.S. Army Training and Doctrine Command.* The CG, TRADOC will design, develop, and integrate force capability requirements as the lead concepts and capabilities developer for the Army. The CG, TRADOC is responsible to the Secretary of the Army (SECARMY) and the Chief of Staff, Army for determining and integrating force requirements and synchronizing the development of DOTMLPF-P solutions across the Army. This responsibility is executed through the Army Capabilities Integrated Center (ARCIC) which is an integral part of the TRADOC headquarters staff. The Director, ARCIC has integration coordination authority across the Army in matters pertaining to identifying required capabilities and DOTMLPF-P integration.

*e. Commanders of Army commands, Army service component commands, direct reporting units, and field operating agencies.* Commanders of ACOMs, DRUs, ASCCs, and FOAs will—

- (1) Assign specific duties and responsibilities to force modernization proponents and branch proponents within their commands or organizations.
- (2) Resolve issues affecting force modernization proponents or branch proponents assigned within their commands or organizations.
- (3) Ensure force modernization proponents and branch proponents within their commands or organizations coordinate DOTMLPF-P requirements actions Armywide.

(4) Assign missions, leads, offices of responsibility, or staff management responsibilities for emerging functions that may have DOTMLPF-P development responsibilities but do not reach the level of responsibility required for designation as a force modernization proponent or branch proponent, as appropriate (see app B).

*f. Force modernization proponents.* Force modernization proponents assigned in table 2 will—

(1) Execute force management responsibilities (concepts development, capabilities determination, and capabilities integration) relative to DOTMLPF-P for their particular function or branch.

(2) Ensure DOTMLPF-P actions are coordinated with ACOMs, ASCCs, DRUs, FOAs, the HQDA staff, and others, as required.

(3) Ensure coordination of DOTMLPF-P proposals with Director, ARCIC prior to submission to HQDA.

(4) Participate in the Army Lessons Learned Program.

## **5. Army Force Modernization Proponent System**

*a. Army Force Modernization Proponent System.* The Army Force Modernization Proponent System is the HQDA strategic-level process for force modernization to develop the future Army.

*b. Proponency.*

(1) *Secretary of the Army.* The SECARMY approves and authenticates departmental policy, unless otherwise delegated.

(2) *Administrative Assistant to the Secretary of the Army.* With few exceptions, the Administrative Assistant to the Secretary of the Army acts for the SECARMY in approving and authenticating departmental policy. AR 25-30 designates those HQDA principal officials who may be proponents for Army administrative publications. Only HQDA agencies (Office of the Secretary of the Army; Office of the Chief of Staff, Army; and the HQDA principal officials) will be the proponents of departmental administrative policy publications.

(3) *Headquarters, Department of the Army.* The assignment of force modernization functional process owners and responsibilities within HQDA is accomplished by DA general orders, Army regulations, and/or other administrative publications. The SECARMY designates the HQDA principal officials with primary responsibility for managing one or more of the DOTMLPF-P functional processes with regard to a particular function or branch. Each HQDA principal official with primary responsibility for managing one or more of the DOTMLPF-P functional processes and policy for modernizing and transforming the Army is designated in table 1. Although certain HQDA principals are assigned primary responsibility for managing one or more DOTMLPF-P functional processes, the entire HQDA staff participates in coordinating DOTMLPF-P processes.

*(a) Deputy Chief of Staff, G-3/5/7.* As the proponent for AR 5-22, the DCS, G-3/5/7, acting on behalf of the SECARMY, is authorized to designate a force modernization proponent and branch proponent.

1. The DCS, G-3/5/7 (Force Management) is responsible for Army staff (ARSTAF) management of Army organizational changes within the force development and force integration process.

2. The DCS, G-3/5/7 (Capabilities Integration, Prioritization and Analysis) is responsible for ARSTAF management of the DOTMLPF-P capabilities requirements developed by force modernization proponents and integrated by TRADOC. ARSTAF management includes staffing capabilities requirements with the Army Requirements Oversight Council and forwarding them in accordance with AR 71-9 and the Joint Capabilities Integration and Development System Instruction and Manual.

*(b) Deputy Chief of Staff, G-8.* The DCS, G-8 (Force Development) is responsible for ARSTAF management of approved force integration programs.

*(c) Deputy Chief of Staff, G-1.* The DCS, G-1 is responsible for ARSTAF management of approved personnel management programs. As a general rule, force modernization proponents are responsible for personnel development for their designated areas as directed by AR 600-3.

*(d) Commanding General, U.S. Army Training and Doctrine Command.* The CG, TRADOC determines and validates requirements for the Army and designs, develops, and integrates force capabilities for the Army. As such, TRADOC is responsible for force management within the Army as it relates to DOTMLPF-P requirements.

*(e) Force modernization proponent.* The force modernization proponent is the HQDA principal official or the commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to DOTMLPF-P requirements for a particular function (see listing in table 2). The ACOMs, DRUs, and FOAs are authorized to create leads, offices of responsibility, or assign staff management responsibilities for emerging functions, but subject to the authority, direction, and control of the SECARMY, only the DCS, G-3/5/7 has the authority to designate a force modernization proponent.

*c. Branch proponent.* The branch proponent is the commandant or the chief of a branch of the Army with execution of training, leader development, education, and personnel responsibilities for their designated branch. Branch proponents support the role of the force modernization proponent. Branch proponents are identified in table 3 and may change as the Army transforms. The key difference—force modernization proponents are responsible for developing DOTMLPF-P requirements; branch proponents support force modernization proponents in developing those requirements and executing approved training, leadership and education, and personnel programs.

## **6. Force modernization proponents for special branches and specialty functions**

*a.* The Commander, U.S. Army Medical Department Center and School develops and coordinates DOTMLPF-P requirements for the U.S. Army Medical Department (AMEDD) with TRADOC. In turn, The Surgeon General approves Army doctrinal qualification, personnel policy, policies pertaining to AMEDD professional qualification, and AMEDD-specific equipment requirements. The Surgeon General forwards AMEDD table of organization and equipment (TOE) and force structure determinations to the DCS, G-3/5/7 for inclusion in the force management process

*b.* The Commandant, U.S. Army Chaplain Center and School develops and coordinates DOTMLPF-P requirements associated with the Chaplain Corps and branch with TRADOC on behalf of the Chief of Chaplains (CCH). In turn, the CCH approves doctrinal and training literature, training, and policies pertaining to chaplain ministrations and distinctive faith requirements, professional qualifications, personnel policy, and Chaplain Corps-specific equipment requirements, and all religious support activities. The CCH certifies for approval all changes in force structure for chaplains, chaplain assistants, directors of religious education, and required equipment. The CCH supervises all organizational changes within the force development, force management, and force integration processes within the CCH purview. The CCH forwards Chaplain Corps TOE and table of distribution and allowances force structure to the DCS, G-3/5/7 for inclusion in the force management process.

*c.* The Commander, The Judge Advocate General's Legal Center and School, Army, develops and coordinates DOTMLPF-P requirements associated with The Judge Advocate General's Corps (JAGC) and branch with TRADOC on behalf of The Judge Advocate General (TJAG). In turn, TJAG approves Army doctrinal and training literature, training, and policies pertaining to JAGC professional qualifications, personnel policy, and JAGC-specific equipment requirements. TJAG further certifies for approval the JAGC TOE for force management requirements. The JAG forwards JAGC TOE and force structure to the DCS, G-3/5/7 for inclusion in the force management process.

*d.* The Director, Army Public Affairs Center, HQDA develops and coordinates DOTMLPF-P requirements related to the public affairs (PA) function with TRADOC on behalf of the Chief, Public Affairs (CPA). In turn, the CPA approves doctrinal and training literature, training, and policies pertaining to PA professional qualifications, specific equipment requirements, and operations policy. The CPA provides supervision for all organizational changes within the force development, force management, and force integration processes within the CPA's purview. The CPA forwards PA TOE and force structure determinations to the DCS, G-3/5/7 for inclusion in the force management process.

*e.* Army support to the national military strategy for countering weapons of mass destruction (CWMD) requires the designation of an Army force modernization proponent for specific priority CWMD missions. These Army force modernization proponents assume DOTMLPF-P responsibilities for highly specialized Army CWMD capabilities.

*f.* The Deputy Chief of Staff, G-2 (DCS, G-2), in coordination with DCS, G-1 and ASA (M&RA), develops, implements, manages, maintains, and evaluates the DA Defense Civilian Intelligence Personnel System.

*g.* The U.S. Army Aeronautical Services Agency, as the DCS, G-3/5/7 lead for Army airfields and heliports, develops policy, procedures, and oversight for Army airfield and heliport operations. The U.S. Army Aeronautical Services Agency will approve and establish priorities, validate requirements, manage resource allocations, and resolve Army airfield and heliport DOTMLP-P issues with affected force modernization functional proponents.

*h.* The Commander, U.S. Army Recruiting Command (USAREC) develops and coordinates DOTMLPF-P requirements for recruiting with CG, TRADOC; the Chief, U.S. Army Reserve; and Director, Army National Guard. In turn, the CG, USAREC approves doctrinal and training literature, training, personnel policy, policies pertaining to recruiting professional qualifications, and recruiting equipment requirements. The CG, USAREC certifies for approval all changes in force structure for recruiting and forwards actions through TRADOC to DCS, G-3/5/7 for approval. The CG, USAREC supervises all organizational changes within the force development, force management, and force integration processes within the recruiting purview

*i.* Under the provisions of 10 USC 1704 and subject to the authority, direction, and control of the SECARMY, the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA (ALT) (as the Army acquisition executive) carries out all powers, functions, and duties of the SECARMY with respect to the Army acquisition workforce.

## **7. Relationships between Headquarters, Department of the Army; Headquarters, U.S. Army Training and Doctrine Command Army Capabilities Integration Center; force modernization proponents; and branch proponents**

*a.* Army transformation requires that force modernization proponents share DOTMLPF-P information between each other, with HQ TRADOC (ARCIC), and with branch proponents.

*b.* Where capability development DOTMLPF-P processes are divided between more than one Army; ACOM, ASCC, DRU, or FOA, the responsible force modernization proponent will develop appropriate memoranda of understanding between the affected organizations.

*c.* The DCS, G-3/5/7, as the training functional process manager, provides ARSTAF oversight for installation Directors of Plans, Training, and Mobilization and establishes HQDA policy for the functions performed by installation Directors of Plans, Training, and Mobilization. The DCS, G-3/5/7 also establishes policy and resource priorities for

mission command training center operations, training support center operations, range operations, training support systems, and training area management.

d. Force modernization proponents must coordinate with ACOMs and appropriate ASCCs, DRUs, FOAs, and other organizations before submitting capability requirements to HQ TRADOC (ARCIC) for integration and subsequent submission to the DCS, G-3/5/7 for approval and implementation.

e. When a Center of Excellence (CoE) commander is designated the force modernization proponent for a particular function (for example, sustainment, fires, maneuver, and maneuver support) that designation may encompass duties and responsibilities for multiple functional areas and branches. The CoE commander will be named the force modernization proponent for both the center's designated areas (as listed in table 2 below) as well as the branches contained within that CoE. The commanders or commandants of the individual branch schools comprising the multiple branch CoE will be designated branch proponents for their respective branches. For example, the Maneuver Support CoE commander is the Army force modernization proponent for multiple designated areas (for example, maneuver support, base camp, WMD elimination, nonlethal weapons, forensics) and for the engineer, military police, and chemical branches. The engineer, military police, and chemical branch school commandants are designated the branch proponents for their respective areas. CoEs with a single branch (for example intelligence and aviation) are considered force modernization proponents and; no corresponding branch proponent is assigned in this regulation. Within TRADOC CoE, the Capability Development and Integration Directorate integrates, coordinates and executes CoE force modernization responsibilities.

**Table 1**  
**Headquarters, Department of the Army Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy functional process responsibilities**

Doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy functional process	Functional process owner
Doctrine	DCS, G-3/5/7
Organization	DCS, G-3/5/7
Training	DCS, G-3/5/7
Materiel	ASA (ALT)
Leader Development and Education	DCS, G-3/5/7
Personnel	DCS, G-1
Facilities	Assistant Chief of Staff for Installation Management
Policy	OSA, OCSA, and Principal HQDA Officials (see DAGO 2012-01)

**Table 2**  
**Force modernization proponents**

Designated Area	Force Modernization Proponent
Adjutant General/Human Resource Management	Commander, U.S. Army Sustainment Center of Excellence
Air Defense and Theater Missile Defense	Commander, Fires Center of Excellence
Armor	Commander, Maneuver Center of Excellence
Army Acquisition	ASA (ALT)
Army Base Camps	Commander, U.S. Army Maneuver Support Center of Excellence
Army Foreign Humanitarian Assistance	Director, U.S. Army Peacekeeping and Stability Operations Institute
Army Profession, the Army Ethic, and Character Development	Commander, U.S. Army Combined Army Center and Center for the Army Profession and Ethic
Airspace Command and Control	Commander, U.S. Army Combined Arms Center
Army Knowledge Management	Commander, U.S. Army Combined Arms Center
Aviation	Commander, U.S. Army Aviation Center of Excellence
Biometrics	Commander, U.S. Army Intelligence Center
Chaplain	Chief of Chaplains

**Table 2**  
**Force modernization proponents—Continued**

Designated Area	Force Modernization Proponent
Chemical, Biological, Radiological, and Nuclear Passive Defense	Commander, U.S. Army Maneuver Support Center of Excellence
Chemical, Biological, Radiological, and Nuclear Consequence Management	Commander, U.S. Army Maneuver Support Center of Excellence
Chemical	Commander, U.S. Army Maneuver Support Center of Excellence
Civil Affairs	Commander, U.S. Army Special Operations Center of Excellence
Civil Works	Commander, U.S. Army Corps of Engineers
Combined Arms Operations (echelons above brigade)	Commander, U.S. Army Combined Arms Center
Counter-WMD Offensive Operations	DCS, G-3/5/7
Cyber Operations	Commander, U.S. Army Cyber Center of Excellence
Electronic Warfare	Commander, U.S. Army Cyber Center of Excellence
Engineer Operations	Commander, U.S. Army Maneuver Support Center of Excellence
Field Artillery	Commander, Fires Center of Excellence
Financial Management	Commander, U.S. Army Sustainment Center of Excellence
Fires	Commander, Fires Center of Excellence
Force Management (FA50)	DCS, G-8
Foreign Area Officer (FA 48)	DCS, G-3/5/7
Foreign Languages	DCS, G-2
Forensics	Commander, U.S. Army Maneuver Support Center of Excellence
Global Ballistic Missile Defense	Commander, U.S. Army Space and Missile Defense Command
Health Services	Commander, U.S. Army Medical Department Center and School
Information Management (to include Information Technology/Army Enterprise Architecture/Army Enterprise Infostructure and the Army Enterprise Portal)	Chief Information Officer/G-6
Infantry	Commander, Maneuver Center of Excellence
Information Operations	Commander, U.S. Army Combined Arms Center
Inspector General	The Inspector General
Intelligence	Commander, U.S. Army Intelligence Center of Excellence
Joint Matters	DCS, G-3/5/7
Judge Advocate General	Commandant, Judge Advocate General's Legal Center and School
Maneuver Support	Commander, U.S. Army Maneuver Support Center of Excellence
Military Construction	Commander, U.S. Army Corps of Engineers
Military Deception	Commander, U.S. Army Combined Arms Center
Military Information Support Operations	Commander, U.S. Special Operations Center of Excellence
Military Police	Commander, U.S. Army Maneuver Support Center of Excellence
Mission Command	Commander, U.S. Army Combined Arms Center
Nonlethal Weapons (minus cyber operations, electronic warfare, military deception and military information support operations)	Commander, U.S. Army Maneuver Support Center of Excellence
Nuclear & Counterproliferation (FA52)	Director, U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency
Operational Contract Support	Commander, U.S. Army Combined Arms Support Command
Operational Research and Systems Analysis	DCS, G-8 (DAPR-PAE)
Operations Security	Commander, U.S. Army Combined Arms Center
Ordnance	Commander, U.S. Army Sustainment Center of Excellence
Personnel Recovery	Commander, U.S. Army Combined Arms Center

**Table 2**  
**Force modernization proponents—Continued**

Designated Area	Force Modernization Proponent
Protection	Commander, U.S. Army Maneuver Support Center of Excellence
Public Affairs	Chief, Public Affairs
Quartermaster	Commander, U.S. Army Sustainment Center of Excellence
Recruiting	Commander, U.S. Army Recruiting Command
Safety	Commander, U.S. Army Combat Readiness Center
Security Force Assistance	Commander, U.S. Army Combined Arms Center
Signal/Communications Networks and Information Services	Commander, U.S. Army Cyber Center of Excellence
Simulation Operations	DCS, G-3/5/7
Space/High Altitude Capabilities	Commander, U.S. Army Space and Missile Defense Command
Special Operations	Commander, U.S. Army Special Operations Command
Special Forces	Commander, U.S. Army Special Operations Center of Excellence
Strategy, Plans, and Policy (FA59)	DCS, G-3/5/7
Sustainment	Commander, U.S. Army Sustainment Center of Excellence
Targeting	Commander, U.S. Army Fires Center of Excellence
Transportation	Commander, U.S. Army Sustainment Center of Excellence
Unified Land Operations	Commander, U.S. Army Combined Arms Center
U.S. Military Academy (Academic Professor)	Superintendent, U.S. Military Academy
WMD Elimination	Commander, U.S. Army Maneuver Support Center of Excellence

**Table 3**  
**Branch proponents**

Designated area	Branch proponent
Adjutant General	Commandant, U.S. Army Adjutant General School
Air Defense	Commandant, U.S. Army Air Defense School
Armor	Commandant, U.S. Army Armor School
Chemical	Commandant, U.S. Army Chemical School
Chaplain	Commandant, U.S. Army Chaplain Center and School
Civil Affairs	Commander, U.S. Army John F. Kennedy Special Warfare Center and School
Cyber	Commandant, U.S. Army Cyber School
Engineer	Commandant, U.S. Army Engineer School
Field Artillery	Commandant, U.S. Army Field Artillery School
Finance	Commandant, U.S. Army Financial Management School
Infantry	Commandant, U.S. Army Infantry School
Logistics	Commander, U.S. Army Combined Arms Support Command
Military Police	Commandant, U.S. Army Military Police School
Ordnance	Commandant, U.S. Army Ordnance School
Psychological Operations	Commander, U.S. Army John F. Kennedy Special Warfare Center and School
Quartermaster	Commandant, U.S. Army Quartermaster School
Signal	Commandant, U.S. Army Signal School
Special Forces	Commander, U.S. Army John F. Kennedy Special Warfare Center and School

**Table 3**  
**Branch proponents—Continued**

Designated area	Branch proponent
Transportation	Commandant, U.S. Army Transportation School

## **Appendix A References**

### **Section I Required Publications**

#### **AR 611-1**

Military Occupational Classification Structure Development and Implementation (Cited in para 4b(2).)

#### **DAGO 2012-01**

Assignment of Functions and Responsibilities Within Headquarters, Department of the Army (Cited in para 1.)

### **Section II Related Publications**

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

#### **AR 1-201**

Army Inspection Policy

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

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

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

Managers' Internal Control Program

#### **AR 15-39**

Department of the Army Federal Advisory Committee Management Program

#### **AR 20-1**

Inspector General Activities and Procedures

#### **AR 25-1**

Army Information Technology

#### **AR 25-2**

Information Assurance

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

The Army Publishing Program

#### **AR 27-1**

Judge Advocate Legal Services

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

Army Acquisition Policy

#### **AR 71-9**

Warfighting Capabilities Determination

#### **AR 71-11**

Total Army Analysis (TAA)

#### **AR 600-3**

The Army Personnel Development System

#### **DA Pam 600-3**

Commissioned Officer Professional Development and Career Management

**DA Pam 600–25**

U.S. Army Noncommissioned Officer Professional Development Guide

**DA Pam 611–21**

Military Occupational Classification and Structure

**JP 1–02**

Department of Defense Dictionary of Military and Associated Terms

**10 USC 1704**

Service acquisition executives: authorities and responsibilities

**10 USC 3014(c)(1)(D)**

Information management

**Section III****Prescribed Forms**

This section contains no entries.

**Section IV****Referenced Forms**

DA Forms are available on the Army Publishing Directorate Web site (<http://www.apd.army.mil>).

**DA Form 11–2**

Internal Control Evaluation Certification

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

**Appendix B****Internal Control Evaluation****B–1. Function**

The function covered by this regulation is the management of Force Modernization proponents.

**B–2. Purpose**

The purpose of this regulation is to designate Force Modernization proponents. The regulation contains internal control provisions, and identifies key internal controls for designating Force Modernization proponents.

**B–3. Instructions**

Answers to the questions below should be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, and simulation). Answers that indicate deficiencies should be explained and corrective action indicated in supporting documentation. These key management controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted should be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

**B–4. Test questions**

The following questions assist in determining whether to designate an Army Force Modernization proponent for a particular function. Force modernization proponent designations are not funding mandates.

- a. Does the Army require an advocate to propose and integrate changes (DOTMLPF–P) capabilities across the Army?
- b. How many DOTMLPF–P processes are required by the function?
- c. Does the proposed force modernization proponent possess capabilities development resources to support Force Modernization proponent DOTMLPF–P development responsibilities?
- d. Are there unique overlapping relationships between the designated force modernization proponent and other force modernization proponents? If so, do they need to be outlined in AR 5–22?
- e. Does the new area being proposed for force modernization proponent designation truly lie outside the advocacy of

a current force modernization proponent? If yes, explain why no other force modernization proponent can provide advocacy for this proposed area?

*f.* Do all current force modernization proponents concur with the proposal to designate another force modernization proponent? If not, why not?

**B-5. Supersession**

There is no previous checklist for this functional area.

**B-6. Comments**

Help to make this a better tool for evaluating internal controls. Submit comments to Deputy Chief of Staff, G-3/5/7 (DAMO-SSP), 400 Army Pentagon, Washington, DC 20310-0400.

## **Glossary**

### **Section I Abbreviations**

#### **ACOM**

Army command

#### **AMEDD**

U.S. Army Medical Department

#### **ARCIC**

Army Capabilities Integration Center

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

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

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

Assistant Secretary of the Army (Manpower and Reserve Affairs)

#### **ASCC**

Army service component command

#### **ARSTAF**

Army staff

#### **CCH**

Chief of Chaplains

#### **CG**

commanding general

#### **CoE**

Center of Excellence

#### **CPA**

Chief, Public Affairs

#### **CWMD**

countering weapons of mass destruction

#### **DA**

Department of the Army

#### **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-8**

Deputy Chief of Staff, G-8

#### **DOTMLPF-P**

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

#### **DRU**

direct reporting unit

**FOA**

field operating agency

**HQDA**

Headquarters, Department of the Army

**JAGC**

Judge Advocate General's Corps

**PA**

public affairs

**SECARMY**

Secretary of the Army

**TJAG**

The Judge Advocate General

**TOE**

table of organization and equipment

**TRADOC**

U.S. Army Training and Doctrine Command

**USC**

United States Code

**WMD**

weapons of mass destruction

**Section II****Terms****Branch proponent**

The commandant of a branch school or the chief of a branch of the Army with assigned responsibilities for that branch.

**Capability developer**

The capability developer is the command or agency that formulates warfighting requirements for DOTLMPF-P.

**Capabilities development**

Capability developers identify, assess, and document capability requirements related to functions, roles, missions, and operations, and then determine if there are any capability gaps which present an unacceptable risk and warrant further action in Joint Capabilities Integration and Development System. Identification of capability requirements and associated capability gaps begins with the proponent's organizational functions, roles, missions, and operations, in the context of a framework of strategic guidance documents, and if applicable, overarching plans. These changes occur in DOTMLPF-P areas that collectively produce the force capabilities and attributes prescribed in approved concepts, CONOPS, or other authoritative sources.

**Center of Excellence**

Designated by HQDA, a Center of Excellence is a premier organization that creates the highest standards of achievement in an assigned sphere of expertise by generating synergy through effective and efficient combination and integration of functions while reinforcing unique requirements and capabilities.

**Combat development**

The process of analyzing, determining, and prioritizing Army requirements for doctrine, organization, training, materiel, leader development, and education, personnel, and facilities within the context of the force development process (AR 71-9).

**Doctrine**

Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives (JP 1-02).

**Facilities**

Real property consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.

**Force development**

The process of determining Army doctrinal, leader development, training, organizational, Soldier development, and materiel requirements and translating them into programs and structure, within allocated resources, to accomplish Army missions and functions (AR 71-32).

**Force management**

The capstone process to establish and field mission-ready Army organizations. The process involves organization, integration, decisionmaking, and execution of the spectrum of activities encompassing requirements definition, force development, force integration, force structuring, combat developments, materiel developments, training developments, resourcing, and all elements of the Army Organizational Life Cycle Model. The process of determining force requirements and alternative means of resourcing requirements by allocating resources and assessing the utilization resources to accomplish Army functions and missions (AR 71-11).

**Force modernization**

The process of improving the Army's force effectiveness and operational capabilities through force development and integration.

**Force modernization proponent**

The HQDA principal official or the commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to DOTMLPF and related requirements for a particular function.

**Functional process owner**

The HQDA principal official with primary responsibility for Armywide management of one or more of the DOTMLPF processes.

**Leader development and education**

Leadership development is the product of a learning continuum that comprises training, experience, formal education, and continual self-improvement.

**Materiel**

All items (including ships, tanks, self-propelled weapons, aircraft, and so forth, and related spares, repair parts, and support equipment but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes.

**Organization**

A unit or element with varied functions enabled by a structure through which individuals cooperate systematically to accomplish a common mission and directly provide or support warfighting capabilities. Subordinate units/elements coordinate with other units/elements and, as a whole, enable the higher-level unit/element to accomplish its mission. This includes the manpower (military, civilian, and contractor support) required to operate, sustain, and reconstitute warfighting capabilities.

**Personnel**

The development of manpower and personnel plans, programs, and policies necessary to man, support and sustain the Army.

**Policy**

Authoritative written guidance that affects capabilities development. When examining this DOTMLPF-P component force modernization proponents should consider any Department of Defense, interagency, or international policy issues that may prevent effective implementation of changes in the other DOTMLPF-P components.

**Principal coordination points**

The designated agents identified in DA Pam 611–21 who have additional staff relationships with specific proponents related to analyzing, advising, or assisting in personnel management areas.

**Proponent**

The agency or command responsible for initiating, developing, coordinating, approving content, and issuing a publication and identifying them for removal. Each publication has only one proponent.

**Staff management**

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

**Training**

The instruction of personnel to increase their capacity to perform specific military functions and associated individual and collective tasks.

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

There are no entries in this section.

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