

Management

The Army Force Modernization Proponent System

Rapid Action Revision (RAR) Issue Date: 25 March 2011

Headquarters
Department of the Army
Washington, DC
6 February 2009

UNCLASSIFIED

SUMMARY of CHANGE

AR 5-22

The Army Force Modernization Proponent System

This rapid action revision, dated 25 March 2011--

- o Clarifies the relationship between Army force modernization proponents and branch proponents (paras 5c and 5d).
- o Designates the Maneuver Center of Excellence as the Army Force Modernization proponent for armor and infantry (table 2).
- o Designates the Fires Center of Excellence as the Army force modernization proponent for fires, field artillery, and air defense and theater missile defense (table 2).
- o Makes additional rapid action revision changes (throughout).

Effective 6 March 2009

Management

The Army Force Modernization Proponent System

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

History. This publication is a rapid action revision (RAR). This RAR is effective 25 April 2011. The portions affected by this RAR 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 management control process.

This regulation contains management control provisions in accordance with AR 11–2, but it does not identify key management controls that must be evaluated.

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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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, and facilities (DOTMLPF) 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, Title 10, United States Code (10 USC 3014(c)(1)(D)) and Department of the Army General Order 2002-03, the Office of the Chief Information Officer/G-6 is the office within HQDA with the sole responsibility for information management.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

3. Explanation of abbreviations and special terms

Abbreviations and special terms used in this regulation are explained in the 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 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 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 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 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. 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 requirements actions Armywide.

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

e. Commanding General, U.S. Army Training and Doctrine Command. The CG, TRADOC will design, develop, and integrate force capability requirements as the lead combat, doctrine, and training developer for the Army. The CG, TRADOC is responsible to the Secretary of the Army (SA) and the Chief of Staff, Army for determining and integrating force requirements and synchronizing the development of DOTMLPF 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 integration.

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

(1) Execute force management responsibilities (requirements definition, force development, combat developments, doctrine developments, training developments, materiel developments, leadership development, and education, personnel developments, and facilities developments) relative to DOTMLPF for their particular function or branch.

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

5. Army Force Modernization Proponent System

a. Army Force Modernization Proponent System. The Army Force Modernization Proponent System is the process of managing change within the Army. It is the strategic-level process for interaction between HQDA and force modernization proponents used to transform the Army.

b. Proponency.

(1) *Secretary of the Army.* The SA 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 SA in approving and authenticating departmental policy. AR 25–30 designates those principal HQDA 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 principal HQDA officials) will be the proponents of Army regulations, DA circulars, DA memorandums, numbered HQDA letters, and DA general orders.

(a) Headquarters, Department of the Army. The assignment of force modernization functions and responsibilities within HQDA is accomplished by DA general orders, Army regulations, and/or other administrative publications. The SA designates the HQDA principal officials with primary responsibility for managing one or more of the DOTMLPF processes with regard to a particular function or branch. Each HQDA principal official with primary responsibility for managing one or more of the DOTMLPF processes 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 processes, the entire HQDA staff participates in coordinating DOTMLPF processes.

(b) 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 SA, 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 (Combat Developments) is responsible for ARSTAF management of the DOTMLPF capabilities requirements developed by force modernization proponents and integrated by TRADOC. Army staff management includes staffing capabilities requirements with the Army Requirements Oversight Council and forwarding them to the Chief of Staff, Army.

3. 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.

(3) *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 requirements.

c. 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 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 SA, only the DCS, G–3/5/7 has the authority to designate a force modernization proponent.

d. 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 branch proponent is responsible for leader development, the execution of training, and providing recommendations on the personnel life cycle appropriate for the branch whereas the force modernization proponent is responsible for determining and integrating DOTMLPF requirements for their designated areas.)

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 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 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 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 TDA force structure to the DCS, G-3/5/7 for inclusion in the force management process.

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

e. Army support to the national military strategy for combating 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 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 Department of the Army 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 DOTMLPF issues with affected force modernization functional proponents.

h. Under the provisions of 10 USC 1704 and subject to the authority, direction, and control of the SA, 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 SA 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 information between each other, with HQ TRADOC (ARCIC), and with branch proponents.

b. Where capability development DOTMLPF processes are divided between more than one Army ACOM, DRU, or FOA, the 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 battle 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 requirements determination and subsequent submission to the DCS, G-3/5/7 for approval and implementation.

e. When a TRADOC 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 area (as listed in table 2 below) as well as the branches contained within that CoE. The commandants of the individual branch schools comprising the CoE will be designated branch proponents for their respective branches. For example, the Maneuver Support Center commander is the Army force modernization proponent for maneuver support 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. Single function CoEs (intelligence, aviation, and signal) are considered force modernization proponents; no corresponding branch proponent is assigned in this regulation.

f. As the Army force modernization proponent for Computer Network Operations and Army Operational Knowledge Management, the Commander, U.S. Army Combined Arms Center (together with the Army force modernization proponent for information services, the Commander, U.S. Army Signal Center) will develop DOTLMPF requirements, determine the scope of future capabilities development efforts, and determine integration tasks for both Army and Joint operations under the oversight and guidance of the Chief Information Officer/G-6.

Table 1
HQDA-DOTLMPF functional process responsibilities

DOTLMPF 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 Information Management

Table 2
Force modernization proponents

Designated Area	Force Modernization Proponent
Accessions	Commander, U.S. Army Accessions Command
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)
Airspace Command and Control	Commander, U.S. Army Combined Arms Center
Army Operational Knowledge Management	Commander, U.S. Army Combined Arms Center*
Aviation	Commander, U.S. Army Aviation Center of Excellence
Chaplain	Chief of Chaplains
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	Commandant, U.S. Army John F. Kennedy Special Warfare Center and School
Civil Works	Commander, U.S. Army Corps of Engineers
Combined Arms Operations (division and above)	Commander, U.S. Army Combined Arms Center
Command and Control	Commander, U.S. Army Combined Arms Center
Computer Network Operations	Commander, U.S. Army Combined Arms Center*
Counter-WMD Offensive Operations	DCS, G-3/5/7
Electronic Warfare	Commander, U.S. Army Combined Arms Center
Engineer Operations	Commander, U.S. Army Maneuver Support Center of Excellence
Field Artillery	Commander, Fires Center of Excellence

Table 2
Force modernization proponents—Continued

Finance/Comptroller	Commander, U.S. Army Sustainment Center of Excellence
Fires	Commander, Fires Center of Excellence
Force Management (FA50)	DCS, G-8
Foreign Area Officer	DCS, G-3/5/7
Foreign Languages	DCS, G-2
Full Spectrum Operations	Commander, U.S. Army Combined Arms Center
Global Missile Defense	Commanding General, 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 Police	Commander, U.S. Army Maneuver Support Center of Excellence
Operational Research and Systems Analysis	DCS, G-8 (DAPR-PAE)
Ordnance	Commander, U.S. Army Sustainment Center of Excellence
Personnel Recovery	Commander, U.S. Army Combined Arms Center
Professional Military Ethic	Superintendent, U.S. Army Military Academy and the Army Center of Excellence for the Professional Military Ethic
Protection	Commander, U.S. Army Maneuver Support Center of Excellence
Psychological Operations	Commandant, U.S. Army John F. Kennedy Special Warfare Center and School
Public Affairs	Chief, Public Affairs
Quartermaster	Commander, U.S. Army Sustainment Center of Excellence
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 Signal Center of Excellence*
Simulation Operations	DCS, G-3/5/7
Space/High Altitude Capabilities	Commanding General, U.S. Army Space and Missile Defense Command
Special Operations	Commander, U.S. Army Special Operations Command
Special Forces	Commandant, U.S. Army John F. Kennedy Special Warfare Center
Strategy, Plans, and Policy	DCS, G-3/5/7
Sustainment	Commander, U.S. Army Sustainment Center of Excellence
Transportation	Commander, U.S. Army Sustainment Center of Excellence
U.S. Military Academy (Academic Professor)	Superintendent, U.S. Military Academy
WMD Elimination	Commander, U.S. Army Maneuver Support Center of Excellence

Notes:

¹ *In accordance with paragraph 7f.

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
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
Quartermaster	Commander, U.S. Army Quartermaster School
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 2002-03

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 10-88

Field Operating Agencies, Office of Chief of Staff, Army

AR 11-31

Army International Security Cooperation Policy

AR 20-1

Inspector General Activities and Procedures

AR 25-1

Army Knowledge Management and 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

AR 600-82

The U.S. Army Regimental 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 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 2028

Recommended Changes to Publications and Blank Forms

Glossary

Section I Abbreviations

ACOM

Army command

AMEDD

U.S. Army Medical Department

ARCIC

Army Capabilities Integrated 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

combating weapons of mass destruction

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

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

DRU

direct reporting unit

FOA

field operating agency

HQDA

Headquarters, Department of the Army

JAGC

Judge Advocate General's Corps

PA

public affairs

SA

Secretary of the Army

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 DOTMLPF development responsibilities for that branch.

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.

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.

UNCLASSIFIED

PIN 060844-000