TRADOC Leaders,

When we say “Victory Starts Here,” it means something. It’s more than a bumper-sticker. It’s the training, maintaining, teamwork, morale and discipline we put in place to develop young men and women into Army professionals. TRADOC is about people and preparing them to be ready to win on any battlefield. Nobody in the world develops people or builds Soldiers for Life as well as TRADOC.

Most Soldiers across the Army don’t know the depth and breadth of what TRADOC does to Acquire, Improve, Build, Reform, Lead and Inspire Soldiers and Army civilians. While we met our recruiting mission in FY19, we still have work to do to inspire service to this great nation. The key to these challenges is informing.

We inform people by telling them our story, starting with the Army mission. We make the story personal by explaining why we joined and why we continue to serve.

Our Army, regular, Guard and Reserve, is the best trained, best equipped and best led land force in the world. Wearing the great cloth of our nation and representing our Army is both an honor and a privilege; whether on a battlefield in Iraq, a classroom at Fort Benning or a recruiting station far from any post, you are an ambassador of the Army to the public.

Telling Americans our Army story inspires public trust and service. Informing our fellow Soldiers and Army civilians inspires service in TRADOC. It also inspires families who serve alongside their Soldiers.

This handbook provides tools to tell our Army story.

Victory Starts Here, and everyone needs know about it!

PAUL E. FUNK II
General, U.S. Army
Commanding
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People Strategy

OVERVIEW

• Our people are the centerpiece of the Army, not interchangeable parts. They want and deserve to be recognized for their unique talents; they want purpose, belonging, and a pathway to success. When our people are treated this way, we know that they perform better, stay longer, and make our Army stronger.

• We are making smart investments in our people, technology and equipment to ensure we are best positioned to deter aggression by adversaries and, if necessary, fight and win future wars.

• To help our people flourish, we’re ramping up our recruiting efforts to reach and connect with young men and women across America to let them know about the career and educational opportunities the Army offers.

• We’re building a 21st Century talent management system that maximizes talents and puts the right people, in the right jobs at the right time. We are leveraging technologies and promoting a new way of thinking in the Army that utilizes data-rich systems to assess, evaluate and make decisions about people who have made contributions and are deserving of promotions and leadership opportunities.

• Recognizing that Army Soldiers, Civilians and Families should have the best quality of life possible, we are reviewing the full range of care, support and enrichment programs, with an initial focus on housing and barracks, healthcare, childcare, spouse employment and permanent change of station moves.

• We are creating cohesive teams that are highly trained, disciplined and fit to win on future battlefields. Leaders will set the tone for these cohesive teams, cultivating a culture of care, pride and ownership across the Army.

• In our profession, winning matters. When we send our Soldiers into combat, we don’t go to participate or try hard. We go to fight and win… and we win through our people.

STRATEGIC ENVIRONMENT - QUEST FOR TALENT

• Today’s information and its increasingly technology-driven economy, demands a far-higher share of “knowledge workers,” people who bring added value to their jobs as creative thinkers and innovators.
People Strategy, cont.

• These knowledge workers value steady employability more than steady employment and the modern labor marketplace makes it possible for them to change employers repeatedly in pursuit of the career pathway they want.

• A robust U.S. job market that offers a wide range of career opportunities to those seeking work is creating additional challenges for Army recruiting as we compete for workers with STEM-related degrees and employment experience.

RECRUITING

• To meet our recruiting goals for 2020, we are focusing our recruiting and marketing efforts in 22 cities across the country – from Boston to Chicago to Los Angeles – to inform and educate young men and women about the robust career opportunities, incentives and benefits the Army offers to those who join and serve their country.

• To gain an edge in today’s competitive job market, we have launched a new marketing campaign: “What’s Your Warrior?” to appeal to Gen Z (17-24 year olds). The campaign highlights the five diverse career fields the Army offers today’s youth: cyber, science and medicine, air and space, signal (communications IT) and ground combat.

• “What’s Your Warrior?” let’s young men and women across America know that there are many ways to be a “Warrior” and serve their country. Through the Army, Soldiers and Civilians can contribute to something bigger than themselves, while defining who they will become through their service.

• “What’s Your Warrior?” demonstrates how teams are exponentially stronger when diverse talents join forces. Each career pathway that we offer to recruits is critical to the Army’s future success. The campaign ties each role within the Army to an aspirational identity to authentically connect with today’s youth.

• We are investing in new and emerging technologies related to medicine, cyber, cloud computing, artificial intelligence, robotics and synthetic training, among others. This will create expanded opportunities for Soldiers and Army Civilians to choose the career path that best fits their skills, education, training and professional background.
People Strategy, cont.

• Today, we offer recruits 150 diverse career choices, signing bonuses, college tuition assistance and higher education opportunities, skills and leadership training, healthcare, dental and vision coverage and competitive retirement benefits.

• As part of our quest for talent, we are embarking on a path to transform how we acquire, develop, employ and retain our most valuable asset – our people. This will enable our people to excel in their jobs and build successful careers and lives in the Army, thereby increasing our ability to fight and win on future battlefields.

• We are working to get modern technologies and weapons into the hands of our Soldiers faster than ever before, arming them with tactical and operational sensors, information and real-time intelligence in combat zones (e.g. visual augmentation systems in head gear and enhanced night vision goggles). These new, emerging and smart technologies will strengthen our ability to fight and win our nation’s wars across all domains.

• The experience, education, training and skills officers and Soldiers acquire in the Army is invaluable and will set them up for success when they leave active duty and return to civilian life.

• These efforts will help us meet our recruiting goals well into the future and significantly increase our end strength by 2025.

21st CENTURY TALENT MANAGEMENT SYSTEM

• To compete in the quest for talent, we are overhauling our talent management system that leverages people’s knowledge, skills, behaviors and preferences to maximize their talents and ensure that they are placed in the right job, at the right time, in a way that is mutually beneficial to them and to the Army.

• The new system will enable us to create a robust pipeline of new talent into the Army from different venues, including recruiting, ROTC programs, and the Military Academy at West Point. Critical next steps include creating opportunities for training and education, as well as for promotions for our workforce to help us retain talented people for their careers.
People Strategy, cont.

• We want to make sure that our people understand the new talent management process and can easily navigate it with success. Their participation as a key decision-maker in what their future holds in the Army is critical to making this process successful and growing a knowledgeable, trained and highly skilled workforce.

• The Army Talent Alignment Process (ATAP) process was set up to empower individuals and organizations by giving them the right information to make their own decisions. Individual officers have greater freedom to choose from a wider variety of assignments which best fit their knowledge and skills; while commands and units, in turn, now have the freedom to search across the entire slate of moving officers to select the right person for their team.

• We are also changing the way we select battalion commanders. We are fully invested in gaining more insight into our officers’ talents through the newly established Battalion Commander Assessment Program (BCAP) that looks at their knowledge, skills, behaviors and preferences before making decisions on promotions and new assignments. This approach offers a more granular level of knowledge about each officer’s talents and makes the selection process less subjective.

• Officers who participate in the BCAP undergo a series of cognitive, non-cognitive, written, verbal, and physical assessments in addition to a panel interview with senior Army officers. This enables the Army to match the strengths of its developing leaders against an array of critical responsibilities and missions. This will help ensure the Army is getting the right person, in the right job, at the right time.

IMPROVING QUALITY OF LIFE

• Enhancing quality of life for Soldiers, Army Civilians and Families is directly tied to increased Army readiness. We are continually working to improve the quality of life for our people and their Families so they can excel in their jobs and build successful careers and lives in the Army, thereby increasing our ability to fight and win on tomorrow’s battlefields.

• Providing Soldiers and their Families with access to predictable, flexible, adaptable, and tailorable Quality of Life (QoL) programs will reduce uncertainty, one of the biggest challenges for Soldiers and their Families.
People Strategy, cont.

• We are working every day to provide Soldiers and their Families with access to quality, safe and secure housing, as well as access to quality healthcare, mental health services and childcare options.

• Secretary McCarthy and Chief of Staff GEN McConville worked with the Air Force and Navy Service Secretaries, DOD and Congress to develop and push for the inclusion of a Military Housing Tenant Bill of Rights and other housing protections for military Families in the 2020 National Defense Authorization Act (NDAA).

• The protections passed in the NDAA, coupled with increased oversight provisions, will go a long way to ensuring that our Soldiers and their Families are living in healthy and safe homes.

HEALTH & FITNESS

• We are implementing the new Army Combat Fitness Test (ACFT) across the Army over the next year. The ACFT is part of our efforts to optimize Holistic Health and Fitness (H2F) throughout the ranks.

• The ACFT will better connect fitness with combat readiness for Soldiers by motivating them to maintain physical fitness and live healthier lifestyles. Ultimately, the ACFT will help transform the Army’s fitness culture, reduce preventable injuries and attrition, and enhance mental toughness and stamina among our Soldiers so that they are ready to deploy, fight and win on any battlefield.

ARMY CULTURE

• Every day Army leaders work to change the Army culture for the better. Establishing cohesive teams will help build rapport and trust across formations, promote civility, equality, respect and dignity among team members and foster acceptance of diversity within the teams. This will help reduce the prevalence of sexual assault and harassment and further strengthen suicide prevention efforts across the Army.
Readiness

OVERVIEW

• Today, the U.S. military faces a dynamically changing security environment characterized by great power competition, rapid technology advances and new challenges in all warfighting domains.

• Although we are capable of competing on today’s battlefield with any adversary, the overmatch we once enjoyed is greatly diminished. The threats are real and growing, both Russia and China are making considerable progress in positioning themselves to compete with and challenge the U.S. militarily.

• The scale of future warfare will only expand in geography, domains and types of potential adversaries. The Army is pursuing leap-ahead advances in technology, new approaches to caring for our people and managing their talents, and organizational reforms that will best support our efforts to deter aggression, dominate our adversaries and win our nation’s wars.

• We’ve made great strides strengthening our tactical readiness and we must continue fortifying it with additional resources and new technologies. We are also accelerating strategic readiness efforts to make sure the Army can generate the forces that will be employed in concert with our allies and partners across the globe.

• A top priority is making sure we are generating and sustaining highly trained, disciplined and fit tactical units, maintaining the capacity and capability to meet the operational demands of the Joint Force, and rapidly deploying Army forces to combatant commanders in combat zones.

• Today, the Army contributes to our nation’s efforts to counter adversarial challenges and threats across the globe with over 190,000 Soldiers in more than 140 countries.

HIGH TECH ARMY

• The Army continues to move away from training for counter-insurgency and is now training for conflict with near-peer competitors (i.e. China and Russia). This requires that we modernize the force as a means to deter aggression by adversaries and to prepare for high-intensity conflict in all domains.
Readiness, cont.

• We are working to get modern technologies and weapons into the hands of our Soldiers faster than ever before, arming them with tactical and operational sensors, information and real-time intelligence in combat zones (e.g., visual augmentation systems in head gear and enhanced night vision goggles). These new, emerging and smart technologies will strengthen our ability to compete and win our nation’s wars.

• We are investing in new satellites, cloud computing and artificial intelligence technologies so that we can quickly identify targets, conduct battle damage assessments, pool data and rapidly sort through the massive influx of information to make sense of the intel and quickly counter adversarial threats.

• Integrating new warfighting technologies, enhancing training capabilities and conducting multi-domain exercises is the defined Army’s path to future readiness. These will help meet battalion commanders’ needs as we balance modernization efforts with readiness over time.

• Modernization efforts will ultimately arm us with the weapons, equipment and data systems we need to decisively defeat any adversary, while we simultaneously continue testing, upgrading and fielding multi-domain technologies over time. Becoming complacent or continuing to rely on obsolete legacy technologies will hurt our ability to keep pace with the military advances achieved by our competitors and could lead to outright failure.

STRATEGIC READINESS

• We are strengthening and refining our strategic readiness capabilities both at home and abroad to make sure that we are ready to rapidly mobilize, deploy and sustain our forces on multi-domain battlefields.

• Installations are the Army’s epicenters. They are not only where Soldiers live, but also where they train, conduct the day-to-day business of the Army, mobilize and deploy from. The ability to move units starts at power projection platforms – railheads, roads, ports and airfields.

• Installation readiness is a vital component of our ability to prepare for war and win on the battlefield.
Readiness, cont.

• We are implementing a smart, cost-effective strategy to build our installations of the future so that they are self-reliant, have their own power source and the ability to capture data to help with logistics and tactical decisions related to rapid deployment of soldiers.

• In addition to what we are doing at the installation level, we have strategically placed assets and resources in other regions outside the U.S. to ensure we are prepared for potential conflict with adversaries. Forward positioning of manpower, equipment, materiel and munitions will better prepare us to respond rapidly, speeding troops to the frontlines with the tactical and operational support they need to win on multi-domain battlefields.

• The reorganization of all military medical treatment facilities under the Defense Health Agency (DHA) will improve the medical readiness of our forces. The new military health system will create a more integrated and effective high-quality health care system that takes care of our people and supports the readiness of the force.

• We are constantly generating and projecting sufficient ready forces through a number of ways to ensure we are able to meet the demands of high-intensity conflict. One of the most efficient ways to do that is to conduct multinational exercises with our allies.

• In 2020, we will be evaluating and improving our strategic readiness capabilities through multinational training exercises with our allies and partners. This large-scale training will take place as part of our DEFENDER 20 series in Europe and the Indo-Pacific, as well as Pacific Pathways, among other operational exercises.
Modernization

CHANGING SECURITY ENVIRONMENT

• Today, the U.S. military faces a dynamically changing security environment characterized by great power competition, rapid technology advances and new challenges in all warfighting domains. The scale of future warfare will only expand in geography, domains and types of potential adversaries.

• We are in the midst of a strategic arms and technology race with great power competitors Russian and China, as well as regional adversaries across the globe.

• Although we are capable of competing on today’s battlefield with any adversary, the overmatch we once enjoyed is greatly diminished. The threats are real and growing, both Russia and China are making considerable progress in positioning themselves to compete with and challenge the U.S. militarily.

• Taking an incremental approach to modernization, as we have in the past, is woefully inadequate to meet the challenges and demands of future battlefields. The U.S. Army is pursuing leap-ahead advances in technology, innovative programs and initiatives to take care of our people and manage their talents, and impactful organizational reforms that will best support our ability to deter aggression, dominate our adversaries and win our nation’s wars.

LONG-TERM THREATS

• The potential for conflict with great power competitors has necessitated a dramatic shift in our planning. China and Russia have made, and continue to make, tremendous strides in artificial intelligence (AI), robotics, precision strike weapons, sophisticated cyber strategies and tactics, hypersonics, drone-swarming and space technologies.

• We are modernizing for potential future conflicts with countries such as Iran and North Korea, as well as terrorist and non-state actors. We must also strengthen our readiness through technological advances to provide defense support to the administration and federal agencies as part of civil authority type missions (i.e. the State Department).

• To counter known and potential adversarial threats, we have recalibrated our strategic thinking and are now laser-focused on modernizing the Army to be built on new, emerging and smart technologies that will strengthen our ability to fight and win our nation’s wars across all domains.
Modernization, cont.

We are increasing our readiness through six modernization priorities:

• Long Range Precision Fires
• Next Generation Combat Vehicles
• Future Vertical Lift
• The Army Network
• Air and Missile Defense
• Soldier Lethality

• We are investing in new satellites, cloud computing and artificial intelligence technologies so that we can quickly identify targets, conduct battle damage assessments, pool data and rapidly sort through the massive influx of information to make sense of the intel and quickly counter adversarial threats.

• Modernization is not just about equipment and technology, we are embarking on a path to transform how we acquire, develop, employ and retain our most valuable asset – our People. This will enable our people to excel in their jobs and build successful careers and lives in the Army, thereby increasing our ability to fight and win on tomorrow’s battlefields.

• Integrating new warfighting technologies, enhancing training capabilities and conducting multi-domain exercises are the Army’s path to future readiness. These will help meet Battalion Commanders’ needs as we balance modernization efforts with readiness over time.

• Modernization efforts will ultimately arm us with the weapons, equipment and data systems we need to decisively defeat any adversary, while we simultaneously continue testing, upgrading and fielding multi-domain technologies over time. Becoming complacent or continuing to rely on obsolete legacy technologies will hurt our ability to keep pace with the military advances achieved by our competitors and could lead to outright failure.
Modernization, cont.

CONGRESSIONAL BUDGET SUPPORT

• We have no choice but to modernize the Army if we are to remain the world’s premier land fighting force. This will require ongoing bipartisan support from Congress. Investing in the future force relies on timely, adequate, predictable and sustainable funding every budget cycle.

• Being forced to operate in an uncertain fiscal climate due to delayed budget approvals and continuing resolutions (CRs) harms our ability to modernize and compete with competitors and adversaries, significantly compromising our ability to sustain overmatch and win our nation’s wars.

• As we modernize the force, the Army will also continue its reform efforts, creating efficiencies and realigning money and manpower to higher priorities.

• Our defense industry and emerging non-traditional industrial base relies equally on consistency in budget planning and appropriations. Idle production lines cause lapses in capability and decrease the industrial workforce, increasing risk.

• Army senior leaders are committed to modernizing not just equipment, but the entire Army enterprise, ensuring the Army has the best talent-management system and quality of life for our Soldiers, civilians and families.

• Delayed budgets and continuing resolutions (CRs) prohibit new research, sabotage development and acquisition programs, prompt funding production rate increases and significantly delay new military construction projects. Budget delays also block the use of reprogramming funds for higher priorities until appropriations are enacted.

ARMY PATH TO MODERNIZING

END STATE: The U.S. Army is undergoing the biggest transformational change since the 1970s to modernize and build a multi-domain operations (MDO)-capable force. This started with developing the Army Modernization Strategy, which lays the holistic foundation for transforming the Army into a multi-domain force. MDO is the central concept to the Army’s modernization efforts and is a driving catalyst for positive change.

By 2028, we will have a modernized Army capable of conducting multi-domain operations as part of an integrated U.S. Joint Force in theater. By 2035, our modern Army will be ready to win in all warfighting domains in multiple theaters.
Summary
The Soldier for Life (SFL) program engages and connects Army, government, and non-government organizations in order to influence policies, programs, and services that support Soldiers, veterans and Families; build sustainable relationships and outcomes; and reinforce the Soldier for Life mindset throughout the entirety of the Soldier Life Cycle.

Messages
Once you earn the title Soldier, you are a Soldier for Life!
A Soldier for Life identifies with the Army even after their service ends; they are advocates for Army service.
A Soldier For Life is a veteran who possesses unique attributes and skills, making them an invaluable asset to any organization or community.
Soldier for Life is about mindset and culture. Transition is just one component.

We want veterans to never see themselves as “former” Soldiers, but a Soldier for Life.
The Army provides unmatched opportunities for leadership training and developing teamwork skills.
The Army recruits from the top 29% of Americans ages 18-24. Candidates meet the highest moral, ethical, and education standards.
Soldiers are sound and ethical decision-makers in uncertain and dynamic environments; they solve complex problems with minimal guidance and resources.

Soldiers and veterans connect the public with the Army by telling their Army stories, “Once a Soldier, Always a Soldier. A Soldier for Life!”
Soldiers and veterans proudly live the Army Values and inspire others with their professionalism and honorable service.
Regardless of length of service, Soldiers embrace the ideas of discipline, leadership and teamwork; they are better prepared to be students, highly productive members in the private or public sector and leaders in our communities.
Veterans are diverse professionals who have strong interpersonal skills. They have learned to work side by side with individuals regardless of race, gender, religion, ethnic and cultural backgrounds, economic status, and geographic origins.
TRADOC Priorities

**Command Mission**
TRADOC recruits, trains, educates, develops, and builds the Army; establishes standards, drives improvement, and leads change to ensure the Army can deter, fight, and win on any battlefield now and into the future.

**Command Vision**

**Training:** Building tenacity and sustained readiness with training programs, empowered leaders and mission support.

**Maintaining.** Sustaining the mission, establishing stability, building resiliency, embracing Family, engaging community and creating balance in our Soldiers’ lives.

**Morale.** Providing mentorship, education and quality of life. Establishing predictability, celebrating diversity, making a difference. Motivating Soldiers to achieve their potential.

**Discipline.** Doing what’s right when no one is looking. Taking personal responsibility and accountability, holding high standards and sharing best practices.

**Teamwork.** Being a Soldier is about teamwork, shared experiences and a common purpose. Service to our nation.
TRADOC Priorities

TRADOC Campaign Plan Lines of Effort and Topline Messages

LOE 1. **Acquire**: Meet end strength goals with Soldiers and leaders who are fit, ready and deployable with performance optimized for combat.

**Topline Message**: Training and Doctrine Command; recruiting and training the world’s greatest Soldiers starts here.

LOE 2. **Improve**: Drive quality into everything and ensure a continuous learning environment that enables leaders to pursue excellence, enforce high standards, and lead by example.

**Topline Message**: Training and Doctrine Command is the Army’s solution to Soldier and Civilian learning and leader development.

LOE 3. **Build**: Provide the operating force with quality Doctrine, Organizational, Training, Material, Leadership, Personnel and Facilities (DOTMLPF) solutions integrated across all warfighting functions and domains ensuring a lethal, agile and resilient force.

**Topline Message**: Training and Doctrine Command builds America’s Army; ready to win on any battlefield, anytime.

LOE 4. **Reform**: Leverage innovative ideas of our Soldiers, Civilians and Family members to achieve higher quality outcomes, reduce costs and improve quality of life.

**Topline Message**: Training and Doctrine Command; ensuring a winning Army through innovation, inspiration and dedication to people.

**Inform**: Ensure our citizens and Soldiers understand why service matters. Soldiers for life.

**Lead and Inspire**: Establish waypoints to lead our Army through transitions ensuring achievement of the Army Vision of a Multi-Domain Operations ready Army. Lead change to ensure victory.
Readiness Starts With Accessions

Summary
Preparing the Army for Large Scale Combat Operations (LSCO) in multiple domains requires increased end-strength and improved initial Soldier readiness. The Army continues to support the National Military Strategy, requiring the Accessions Enterprise to innovate to meet requirements. TRADOC seeks to modernize the Accessions Enterprise with state-of-the-art marketing platforms, an updated Accessions Information Environment (AIE) tied to Army Talent Management tools and sustained improvements to initial military training.

Messages
The Army is leveraging and expanding the successes of 2019 to recruit the next generation of trusted, professional Soldiers.
- Building to win large-scale, multi-domain conflicts against near-peers requires a larger Army by 2028 to meet National Defense Strategy requirements.
- The Army launched its new marketing campaign, “What’s your warrior?” resulting in increased traffic to GoArmy.com.
- The Army started FY20 ahead of its goal and is expanding its Delayed Entry Program (DEP) due to sustained effort across the Army.

The Army will support recruiting success by fielding new capabilities and realigning resources.
- AIE is an automated tool that will improve the Army’s ability to find, recruit and manage talented enlisted and officers.
- The Army is sustaining efforts across the Accessions Enterprise ensuring critical recruiting, drill sergeant and leadership positions are all filled.

The Army is committed to improving Soldier readiness and reducing attrition from initial training to first assignment.
- TRADOC is committed to improving the rigor of training and rates of Soldier completion of training.
- Reduced training attrition rates will lower costs and increase readiness.
TRADOC: Fielded Force Integrator

Summary
The Army achieves many of its goals of modernizing the force and developing military professionals through Training and Doctrine Command. The command develops Soldiers, Army Civilians and leaders through lifelong learning, rigorous individual and collective training, and delivers winning unified land power by integrating Doctrine, Organizations, Training, Materiel, Leadership, Personnel and Facilities (DOTMLPF) solutions. The command is modernizing its platforms to integrate solutions into the fielded force.

Messages
The Army builds the world’s greatest fighting force, ready to win on any battlefield, anytime.

• The Army develops and brings together proven methods (doctrine), organizations, training, materiel, leaders, people and state-of-the-art facilities to build the world’s greatest fighting force.
• TRADOC and the Combined Arms Center (CAC) adjust and integrate these elements to meet and overcome challenges the Army expects to face in large-scale, multi-domain conflicts.

The Army is committed to continuous Soldier and Civilian learning and leader development.

• The Army, through CAC, trains and educates 500,000 Army, Joint Service and international students a year. TRADOC and CAC ensure all Army training and education courses are accredited.
• Maintaining relationships with nearly 100 civilian universities ensures Soldiers receive accredited learning, which prepares Soldiers for the Army and for society as Soldiers for life.

The Army is modernizing TRADOC to deliver forces capable of winning large-scale combat operations in multiple domains.

• The Army is investing in on-demand, virtual learning platforms, offering Soldiers immersive developmental opportunities (like guided tours of historic battlefields).
• CAC ensures that the Combat Training Center program (AR 350-50) is state of the art and supports live, virtual and constructed training environments for individuals and units.
Holistic Health and Fitness

Summary
Holistic Health and Fitness (H2F) is a comprehensive system that encompasses all aspects of human performance optimization – physical and non-physical elements (sleep, nutritional, spiritual, and mental) – to ensure force and individual Soldier readiness. Research, based on 15 years of lessons learned, reinforces why Soldiers must demonstrate muscular strength and explosive power to achieve combat overmatch. It is a lifecycle system that improves and sustains Soldier readiness from pre-accession training, throughout an Army career, and as a Soldier for life. H2F comprises five enduring elements: governance, programming, facilities & equipment, personnel and leader education.

Topline Messages
The Army requires a more holistic approach to health and fitness to optimize combat power readiness of its force and each Soldier.

The H2F system aims to synchronize all physical fitness and health initiatives and legacy systems used throughout the Army.

H2F research demonstrates the contributions of performance nutrition, body composition management, psychological and emotional health, and sleep toward optimal physical performance.

Talking Points
The Army will replace FM 7-22 Physical Readiness Training with FM 7-22 Holistic Health and Fitness. This new field manual will serve as doctrine for the H2F system. The H2F field manual will unite multiple disparate fitness and human performance optimization efforts from across the Army to enhance and optimize Soldier health and fitness in order to maximize combat readiness.

Training in H2F principles will be part of the skills required of Army leaders and embedded in Professional Military Education at all levels.

Two elements of the physical domain within H2F are the Occupational Physical Assessment Test (OPAT) and the Army Combat Fitness Test (ACFT). Together they provide the basis for comprehensively assessing an individual’s fitness level.

The Army Combat Fitness test will improve Soldier physical readiness by changing the Army’s fitness culture.
Army Combat Fitness Test

The ACFT is about readiness. Total Army implementation begins now.

Fundamental to Army readiness is the readiness of our Soldiers. Physical fitness is an essential component of individual readiness, deployability, and lethality.

The Army Combat Fitness Test (ACFT) was developed to better predict a Soldier’s readiness for the demands of the modern battlefield. The ACFT consists of six events: 3-Repetition Maximum Deadlift; Standing Power Throw; Hand-Release-Push-up with Arm Extension; 250-Meter Sprint-Drag-Carry; Leg Tuck; and the 2-mile Run.

Grading and Standards for the FY20 diagnostic phase were determined based on warfighter task requirements and data collected from the FY19 pilot testing. As CIMT continues to collect data and feedback during Total Army Implementation, standards are subsequent to revision for FY21.

Soldiers can train for the ACFT in any environment. ACFT testing equipment is not required for training. In addition to current doctrine, FM 7-22, Army Physical Readiness Training, the Army has released an ACFT training guide with exercises to help Soldiers successfully prepare for the test anytime, anywhere.

During the FY20 Total Army Implementation of the ACFT, all Soldiers in Initial Military Training, i.e., Basic Combat Training, Advanced Individual Training, One Station Unit Training, Warrant Officer Basic Course and the Basic Officer Leaders Course will train for and take the ACFT.

The ACFT will be a graduation requirement in Initial Military Training, and all Soldiers must pass the ACFT at the Gold Standard.

Active Duty Soldiers will take the ACFT twice for diagnostic testing, and Reserve and National Guard Soldiers will take the ACFT once for diagnostic testing during FY20.

The ACFT is scheduled to become the Army’s test of record beginning Oct. 1, 2020.
Understanding the complex Operational Environment (OE) drives how the Army must develop leaders; frames the emerging strategic and operational context for designing concepts and developing future capabilities; and establishes the conditions for individual and collective training.

TRADOC G-2 continuously examines and develops new methods to understand, visualize, describe, deliver and assess OE to reduce risk, prevent surprise; today and 2035+. TRADOC has identified six main characteristics of the complex operational environment that are likely to impact land force operations in the future.

◊ Potential for Adversary Overmatch
◊ Increased Momentum of Human Interaction and Events
◊ Proliferation of Weapons of Mass Destruction (WMD)
◊ Increasing Importance of the Cyber and Space Domains
◊ Demographics and Operations among Populations in Complex Terrain
◊ Threats within the future operational environment will span the spectrum of conflict, with Large Scale Combat Operations through irregular and hybrid threats.

There are 3 major Lines of Effort (LOE) within the G-2:

LOE 1 is Continuity of the OE Narrative - maintaining the consistency of the OE and Decisive Action Training Environment while being nested with the intelligence community. It withstands rigorous scrutiny across TRADOC, the Army, with sister services, and allies. Continuity of the narrative is the start point of Army readiness and drives how the Army thinks and fights.

LOE 2 is the Critical Thinking Enterprise. TRADOC G-2 strives to bring the entire knowledge base of the joint, interagency, intergovernmental and multinational (JIIM) community to bear on the emerging intelligence requirements of commanders. This is accomplished through Army University outreach and understanding the OE, through academia, industry and government partnerships and SME New E-Interns.

LOE 3 is Digitized Tools and Content. This is implementing data-centric approaches to provide the right OE information, to the right location, at the right time, and in the right format. It is the searchable, discoverable, 24/7 available OE and training support that will provide greater realism and rigor to combat training centers and home station training.
Critical Thinking Enterprise

Summary

Optimizing human performance requires educated, trained, agile, and adaptive leaders with a wide range of critical thinking skills and group think mitigation techniques. University of Foreign Military and Cultural Studies (UFMCS) provides that capability to the Army’s leader development and education programs, as well as to operational forces.

Topline Messages

By partnering with UFMCS, TRADOC G-2 is working to optimize the creative thinking necessary to combat adaptive enemy forces.

The Critical Thinking Initiative focuses on mitigating predictable mindsets and biases through teaching divergent processes, red team tools, and liberating structures, all aimed at decision point.

Talking Points

UFMCS improves critical thinking processes for leader development, force readiness, and capability and concept development by:

• Deconstructing arguments, examining analogies, challenging assumptions, educating intuition and exploring alternative solutions.
• Understand how our values and beliefs affect how we think and decide.
• Valuing and integrating the power of empathy in the human dimension, incorporating cultural considerations in our strategic and operational decision making.
• Understand how cognitive bias affects human decision making.

UFMCS accomplishes these learning objectives through:

• Both Mobile Training Teams (MTTs) and classroom instruction.
• Critical thinking faculty development for TRADOC schools.
• MTTs in support of active, Guard, and U.S. Army Reserve component BCTs.
Mad Scientist Program

Summary
Mad Scientist is a U.S. Army initiative and a community of action that explores the Operational Environment (OE) through collaborative partnerships and continuous dialogue with academia, industry, and government.

Topline Message
The program is a blended effort with TRADOC and Army Futures Command (AFC) to maintain a consistent narrative about the OE from today to 2035.

Talking Points
The Mad Scientist Community of Action helps to frame emerging Army strategies and identify trends related to a wide range of Army requirements such as robotics, operations in megacities, the future of installations, changes in talent generation, and emerging industry concepts on training and leader development.

The Mad Scientist initiative has hosted 12 major events with world-class academic institutions like Georgia Tech and Georgetown, the intelligence community, commercial laboratories like SRI, International co-located with Stanford, and the nation’s leading scientists at NASA and Department of Homeland Security.

These events add diverse ideas about the OE and disrupt the Army’s thinking on key assumptions.

The Mad Scientist Laboratory is an on-line, crowdsourced leader development site focused on the operational environment – Today to 2035. To date, the lab 160+ posts generating 154K+ views from nations around the world. The Lab extends the Army’s reach, engaging our Community of Action. Over 50% of our assessments are authored by experts from outside of the Army.

https://madsciblog.tradoc.army.mil
TRADOC Force Integration Directorate

TRADOC Force Integration Directorate (TFID) was established as a result of standing up Army Futures Command (AFC) and re-missioning Army Concepts Integration Center (ARCIC) to Futures Concepts Center (FCC) in order to assist with the integration of future force concepts and equipment requirements to the Fielded Force. TFID supports strategic force integration activities, essential coordination and synchronization with Army Commands (ACOMs) and key select stakeholders in support of fielded force, capabilities, and external integration. TFID serves as the bridge for force integration core function activities across the Army enterprise ensuring TRADOC Commander’s intent and guidance is incorporated into DOTMLPF-P integration for current and future operations. Through the Army Requirements Oversight Council (AROC), Strategic Portfolio Analysis Review (SPAR), Total Army Analysis (TAA) process and PPBE/POM processes, TFID aims to build the most lethal and ready fielded formations.

Topline Messages

• Responsible for integration of Army Capability Development, Fielded Force Integration and external integration responsibilities, directives, authorities, policies, planning, and programming guidance.

• Provides ACOM coordination and synchronization to support TRADOC CFL for Fielded Force and Integration of level III for TRADOC and the Army.

• Integrates with AFC as they transition design, develop, and integrate Army forces into the joint force from concept to capability development and transfer to the Fielded Force.

Talking Points

• Conducts modernization management and Fielded Force integration and synchronization to maximize readiness.

• Supports modernization planning with emphasis on TRADOC capabilities to inform the future force and shape fielded force capabilities.

• Supports Capability and Requirements processes through Total Army Analysis (TAA) to support future force capabilities.

• Serves as TRADOC lead for AROCs, EE PEGs and SPARs, while also representing the Army for all WfFs and HQs TRADOC in CNA, ONS and other capability development processes.
2020 ELECTION YEAR GUIDANCE

- The U.S. general election will take place on November 3, 2020, with campaigns in full swing between now and then for the Office of the President, 34 seats in the Senate, and all 435 seats in the House of Representatives.

- DoD encourages all Soldiers, Army Civilians, and their eligible Family members to register and vote.

- Army Commanders and Leaders should ensure that military personnel and Federal employees are familiar with the laws and policies regarding their active participation in the political process as prescribed in DoD Directive 1344.10, AR 600-20 and 5 U.S.C 7321 – 7326, 5 C.F.R Parts 733- 734.
  
  - Active duty personnel may not engage in partisan political activities and should avoid the inference that their political activities imply or appear to imply DoD sponsorship, approval, or endorsement of a political candidate, campaign, or cause.

  - While Army Civilian employees, in their personal capacity, are not subject to the same restrictions as active duty personnel, Civilian employees are prohibited from participating in any political activities while on duty, while wearing a uniform, badge, or insignia that identifies the employing agency, or while in the government workplace or government vehicle.

- Army commanders will not permit the use of installation facilities by any candidate, or individual representing a candidate, for political assemblies, meetings, fund-raising events, press conferences, or any other activity that could be construed as political in nature. See AR 360-1 for additional guidance.

- Members of Congress, including candidates for re-election, may be invited to visit Army installations to receive briefings, attend official events and receive tours. Official staff may accompany a Member on these visits, campaign staff may not.
Congressional Activities, cont.

- Candidates who are not current Members of Congress may be given the same access to installations as that to which any other unofficial visitor is entitled. Political candidates will be advised that they must refrain from making campaign or election-related statements, responding to campaign or election-related queries while on the installation, or engaging in any political campaign or election activity during the visit.

- Requests for candidates to film or tape campaign commercials or other promotional materials on Army installations and facilities will be denied.

- While candidates may highlight support of the Armed Forces, nothing should be used to imply or appear to imply DoD or military personnel sponsorship, approval or endorsement of the candidates.

- Army participation or support -- including troops, bands, and color guards – to political meetings, ceremonies, or events is prohibited.

- Army commanders and leaders should exercise good judgment in handling election year issues, consistent with the Army’s long-standing policy against engaging in any activities that could be interpreted as associating the Army with a particular political cause or candidates.

- Army commanders and leaders are encouraged to coordinate any potential issues with your local Staff Judge Advocate and Public Affairs Office or contact the TRADOC Congressional Activities Office for additional guidance.

- Anticipate updated DoD and Army Election Year 2020 guidance to be published in 4th Quarter, FY20.

For the latest news and updates on congressional activities of interest to TRADOC, please visit our SharePoint site which is updated daily with the latest hearing schedules, announcements, and legislative news. The Congressional Activities Office welcomes the opportunity to assist you and your organization.

https://hq.tradoc.army.mil/sites/cao/SitePages/Home.aspx
The TRADOC Story

U.S. Army Training and Doctrine Command was created on July 1st, 1973, under General William E. DePuy, who commanded a battalion in the 90th Infantry Division in World War II and led the 1st Infantry Division in Vietnam. Under General DePuy, TRADOC fundamentally transformed the Army into the best trained, equipped, led and organized modern land power in the world. Today, TRADOC sustains its proud legacy of shaping the Army through its mission:

TRADOC recruits, trains, educates, develops, and builds the Army; establishes standards, drives improvement, and leads change to ensure the Army can deter, fight, and win on any battlefield now and into the future.

TRADOC executes its mission through five major subordinate centers and commands:

Combined Arms Center (Fort Leavenworth)
U.S. Army Cadet Command (Fort Knox)
U.S. Army Recruiting Command (Fort Knox)
Center for Initial Military Training (Fort Eustis)
Center of Military History (Fort McNair)

TRADOC also oversees 37 Army schools organized under nine Centers of Excellence, each focused on a separate area of expertise within the Army (such as Maneuver and Cyber). These centers train about 500,000 Soldiers and service members each year.

- Aviation Center of Excellence
- Cyber Center of Excellence
- Fires Center of Excellence
- Intelligence Center of Excellence
- Maneuver Center of Excellence
- Maneuver Support Center of Excellence
- Medical Center of Excellence
- Mission Command Center of Excellence
- Sustainment Center of Excellence

TRADOC maintains important relationships to additional functional centers and schools outside TRADOC. These organizations work seamlessly with TRADOC to support training.
Where is TRADOC?

TRADOC was born of innovation and agility and quickly adapts to a shifting world, national and institutional situations, in both peace and war. TRADOC’s adaptive character and culture ensures our Army remains the nation’s “force of decisive action.” Victory for America’s Army begins with TRADOC.

Currently, nearly 40,000 Soldiers and more than 14,000 Civilians work at TRADOC locations throughout the continental United States. TRADOC provides the senior mission commander at 12 of those installations. In FY19, TRADOC trained more than 556,000 Soldiers including 345,000 active duty, 77,000 Reservists and 134,000 National Guardsmen. TRADOC also provides training for more than 157,000 civilians.

TRADOC also lends its world-class facilities and ranges to train our sister services including approximately 8,400 Airmen, 15,000 Marines, 9,000 Sailors and 200 Coast Guardsmen during FY19.

In addition, through the Security Assistance Training Field Activity (SATFA), more than 7,000 Army-sponsored international students from 152 foreign countries took courses at DoD Schools and more than half of those students were taught at TRADOC schools. SATFA brokers and manages programs in order to provide our international partners with the skills, knowledge and understanding that leads to enhanced relationships, cooperation and shared security efforts.

Approximately 10,000 recruiters in over 1,400 recruiting stations bring in many thousands of future Soldiers from communities across the United States every year. Those recruiters provide the roughly 2,750 Basic Combat Training and Advanced Individual Training drill sergeants with civilians to transform into professional Soldiers.

TRADOC works with young men and women in more than 1,700 JROTC programs in high schools nationwide as well as in Guam and select DoDDS schools overseas. There are also 274 ROTC programs at universities across the country that introduce nearly 30,000 ROTC cadets to the Army Profession.
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U.S. Army Combined Arms Center (USACAC), headquartered in Fort Leavenworth, Kansas, develops full Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) requirements for division, corps, and theater Army units. CAC synchronizes and integrates Doctrine, Organization, Training, Education and Leader Development across the warfighting function proponents (9 Centers of Excellence and 17 Branch Schools) to provide the Army agile, adaptive, innovative and expert professional Soldiers and leaders in highly-capable, combined arms formations to successfully conduct Unified Land Operations (ULO) to shape, prevent, prevail in large scale ground combat, and consolidate gains against peer threats in complex and contested OEs.

The Combined Arms Center executes Army lead role responsibilities to enable the total force to execute realistic and rigorous individual and collective training to achieve and sustain objective warfighting Readiness. In addition, CAC executes TRADOC core function responsibilities to educate and develop expert professional Soldiers, Army Civilians and leaders that are agile and innovative warfighters.

The Combined Arms Center executes force modernization proponent responsibilities for ULO, Combined Arms Operations at Echelons Above Brigade, Mission Command, Airspace Control, Information Operations, Operations Security, Knowledge Management, Military Deception, Security Force Assistance, Irregular Warfare, Personnel Recovery, Unified Action Partner Interoperability, and the Army Profession. In addition, the CoEs also are the force modernization proponents for the Army in their assigned area. In many ways, the CoEs have relationships with external agencies related to their specialty area, to include: other Army organizations, DoD, federal agencies, joint services and foreign partners.
Recruiting Command

U.S. Army Recruiting Command (USAREC), headquartered at Fort Knox, Kentucky, is responsible for manning both the active duty Army and the U.S. Army Reserve, ensuring security and readiness for our nation. Recruiting operations are conducted throughout the United States, Puerto Rico, the Virgin Islands, Guam, American Samoa and at U.S. facilities in Germany and Asia.

Tasked with bringing in more than 90,000 new Soldiers a year, USAREC provides the strength of the Army through the recruitment of high-quality individuals who will serve and lead the Army into the future. In addition to recruiting all enlisted Soldiers, USAREC also supports the Army’s special missions for the recruitment of medical professionals, chaplains and special operations Soldiers.

**Top Line Messages & Talking Points**

We are committed to meeting our recruiting goals each and every year, supporting the Army’s increasing end strength requirements.

The Army is leveraging and expanding the successes of 2019 to recruit the next generation of trusted, professional Soldiers.

Recruiters are responsible for seeking qualified individuals who are capable of handling the rigors of training and completing their first term of service. This will help reduce attrition rates and increase efficiency.

The Army is committed to improving Soldier readiness and retention through initial training to their first units of assignment.

Trainees started taking the Army Combat Fitness Test for record in FY20, ensuring the next generation of Soldiers adopts the Army’s fitness culture.

The Army is building strategic readiness so we can rapidly mobilize and deploy our forces anywhere in the world and sustain the joint force for the duration of any crisis. Readiness starts with Accessions.
Cadet Command

U.S. Army Cadet Command (USACC), headquartered at Fort Knox, Kentucky, partners with universities to recruit, educate, develop, and inspire leaders; and with high schools for JROTC to develop citizens of character for a lifetime of commitment and service to our nation. Cadet Command strives to develop innovative Second Lieutenants, Professional Cadre, and better citizens all dedicated to a lifetime of selfless service to the Nation.

USACC invests in the development of leaders for today and tomorrow

Every Soldier deserves to be well led. Army ROTC is focused on preparing the most adaptive, agile, and proficient future leaders for the Total Army.

At about 975 campuses nationwide, Army ROTC commissions about 70% of the new officers entering the Army each year. It is the largest and most flexible source of commissioning in the Army - commissioning new lieutenants for the active Army, Army National Guard and Army Reserve.

USACC provides a rigorous Physical, Military and Academic Training Program

Cadet Summer Training (CST) is the largest training event the Army conducts, training approximately 10,000 Cadets over 100 days at Fort Knox and around the globe.

CST Cadre bring specialized skills and expertise to train, teach, coach and mentor.

Army ROTC combines institutional learning with classroom curricula, operational training, and self-development.

USACC promotes community Partnerships and Service

We value our partnerships with the universities and high schools where our programs are located and continue to further develop our partnerships and ensure we remain value-added to the educational community.

With more than 310,000 students worldwide, JROTC is one of the largest youth development programs in the country.

Young leaders want to make a difference. USACC facilitates in their communities to improve lives and make a difference.
The U.S. Army Center for Initial Military Training (USACIMT), headquartered at Fort Eustis, Virginia, is the Core Function Lead for TRADOC for all initial entry training. USACIMT leads the synchronization and management of initial military training and education to transform civilian volunteers into Soldiers who are disciplined, fit, combat ready and who increase Army readiness at first units of assignment.

USACIMT contributes to building the Army utilizing foundational policies to train, mentor and enable the development of knowledge, skills, abilities and attributes of Soldiers so they are combat ready, and can contribute and meet the expectations of leaders at their first units of assignment.

Annually, USACIMT trains more than 250,000 new Soldiers, officers and warrant officers for the Army.

USACIMT supports the sustainment warfighting function as it relates to maintaining a trained and ready force. This is accomplished by providing the foundation on which all Soldier and leader training and education within the Army is built.

USACIMT helps improve Soldier, leader and team performance while also developing agile and adaptive leaders. This is done through developing baseline proficiency on warrior tasks and battle drills, high physical demand tasks and critical skills associated with their military occupational specialty (MOS) or officer basic branch. USACIMT training and development also involves providing challenges that require critical and creative thinking that cultivates adaptive leadership skills.

USACIMT also supports the Adapt the Institutional Army focus area by changing the way the Army thinks about health and fitness. USACIMT develops the Holistic Health and Fitness (H2F) system which encompasses all aspects of human performance optimization physically, mentally and emotionally to ensure force and individual Soldier readiness. H2F comprises five enduring elements: governance, programming, facilities & equipment, personnel and leader education. H2F also includes the Army Combat Fitness Test (ACFT) and Occupational Physical Assessment Test (OPAT).
Center of Military History

The Army Center of Military History (CMH), headquartered at Fort McNair, Washington, D.C., formulates and executes the Army Historical Program. CMH provides historical research and expertise in support of Army policies, plans, doctrine, and training; prepares and publishes the official history of the U.S. Army and associated historical products needed by the service; maintains Army official records for research purposes; maintains the honors and lineage and historical designation systems that apply to all Army units and organizations; exercises proponency of the Army Museum Enterprise, to include the National Museum and the Army art and artifact collections; and assists the USG and the public in matters regarding Army history.

**Educate the force and the American people through historical perspective about the Army's contributions to our nation.**

CMH publishes the official history of the U.S. Army in books and pamphlets that are available as free downloads from our website (https://www.history.army.mil/). Through lectures, forums and panel discussions CMH historians tell the story of the Army for professional development to Army leaders and the public.

**Inspire those who serve through greater awareness of our Army heritage.**

Through the presentation of staff rides on battlefields, history comes to life adding greater perspective and interest in the Army’s heritage. CMH provides historical input to Army leaders and DoD officials to inform and enhance their decision making process.

**Preserve our material culture and documentary record.**

The Army Museum Enterprise preserves the Army’s heritage and showcases our artifacts to the Army and public. The Army’s capstone museum, the new National Museum of the U.S. Army, officially opened on June 4th, 2020 next to Fort Belvoir, VA. It is America’s Army Museum, home to all Soldiers: past, present and future. CMH provides the organizational history and lineage of Army units to commands throughout the Army to maintain unit traditions.
Aviation CoE

U.S. Army Aviation Center of Excellence (USAACE), headquartered in Fort Rucker, Alabama, trains, educates and develops agile and adaptive Army aviation professionals, manages the aviation enterprise and integrates indispensable aviation capabilities and requirements across the warfighting functions to enable commanders and Soldiers on the ground to fight and win in an increasingly complex world.

USAACE is the Army aviation proponent and is responsible for all aspects of Army aviation. USAACE schools train approximately 20,000 Soldiers annually.

USAACE supports the Mission Command, Movement and Maneuver, Intelligence, Fires and Sustainment and Protection warfighting functions.

USAACE supports several warfighting challenges including: Develop Situational Understanding, Adapt the Institutional Army, Enhance Training, Develop Agile Leaders, Conduct Air-Ground Reconnaissance, Conduct Expeditionary Maneuver, Ensure Interoperability, Conduct Joint-Combined Arms Maneuver, Integrate and Deliver Fires, Exercise Mission Command, Develop Capable Formations.

Messages:

Future Vertical Lift is an Army-led, multi-service initiative focused on enhancing vertical-lift dominance through next generation assets that provide increased reach, protection, lethality, agility and mission flexibility.

Modernizing the aviation fleet helps set the force to dominate near-peer adversaries in a Multi-Domain Operations environment. The challenges of the future battlefield require Army aviation to modernize to remain dominant.
The U.S. Army Cyber Center of Excellence (CCoE), Fort Gordon, Georgia, is the Army’s premier and innovative learning institution designed to assure Army and joint forces deploy the optimum tactical force to execute effective cyberspace, electronic warfare (EW), and signal support to Multi-Domain, Large Scale Combat Operations (MD-LSCO). The CCoE trains and educates the world’s best cyberspace and EW operators while building Army capacity to provide integrated cyberspace, EW, and signal formations and capabilities in support of operations across multiple domains.

The Cyber and Signal Schools train approximately 12,000 students annually on campus and an additional 29,000 via distance learning to produce a multi-disciplined workforce with a common foundational base that are adaptive, agile, and capable.

The CCoE serves as the force modernization proponent for Army cyberspace, EW, and signal force structure and capabilities. The CCoE determines and integrates capabilities across DOTMLPF-P to shape the future force to operate in increasingly contested, congested and complex cyberspace and electromagnetic spectrum multi-domain environments while simultaneously denying the same to the adversary. The CCoE is the Army’s leader for cyberspace, EW, and signal innovation – driving future concepts and generating relevant doctrine.

Messages:

To keep pace with the rapidly changing operational environment The Cyber Center of Excellence (CCoE) is making a foundational shift in our training methodology.

Cyber Situational Understanding (SU) provides the tactical commander with an understanding of the cyberspace domain in mission context in support of MD-LSCO.

The Persistent Cyber Training Environment (PCTE) provides Cyber Mission Forces (CMFs) with a 24/7 virtualized training capability for exercises, mission rehearsals, experimentation, certification, assessment, and development of cyber capabilities and TTPs.
The Fires Center of Excellence (FCoE) is headquartered in Fort Sill, Oklahoma, and is home to the Field Artillery School and the Air Defense Artillery School. The schools provide joint and combined training in the tactics, techniques and procedures for the use of artillery fire support systems in combat and in the use of air defense artillery fires to protect the force and selected geopolitical assets from aerial attack, missile attack and surveillance.

FCoE is responsible for the branches and functions associated with Field Artillery and Air Defense Artillery and trains roughly 34,000 students annually. FCoE also supports the Fires and Maneuver support and Protection warfighting functions; the Integrate Fires and Deliver Fires warfighting challenges; and both the Long-Range Precision Fires and the Air and Missile Defense modernization priorities.

Messages:

Empower and achieve fires force readiness.

Create the world’s premier Fires Force; ready to “fight tonight,” through the rapid deployment and employment of responsive cross-domain Fires, to win in a complex world. Our force is able to fight and win in large scale combat operations.

Facilitate and accomplish military training.

FCoE’s future depends on the incorporation of emerging TRADOC Strategies into our training regiments. We will ensure Structure and Manning Decision Review and Training Resources Arbitration Panel training requirements are managed, accurate and resourced to provide world class training.

Achieve fires modernization.

Build the Fires force through development of weapons platforms with next generation technology. Support the activation and resourcing of the Army Multi-Domain Targeting Center (AMTC), Capability Development Integration Directorate (CDID), Battle Labs, Long Range Precision Fires (LRPF), and Air & Missile Defense (AMD).
US Army Intelligence Center of Excellence (USAICoE), headquartered in Fort Huachuca, Arizona, is the Military Intelligence Branch Proponent, delivers trained and educated intelligence professionals, capabilities, and doctrine to support Army readiness in order to deter, fight, and win in any battlefield environment.

USAICoE is a dedicated and innovative team of over 2,400 professionals providing premier intelligence training, doctrine, and capabilities to the force. USAICoE trains approximately 12,000 US military intelligence Soldiers, NCOs, warrant officers, officers and international officers annually.

Because intelligence underpins all aspects of Multi-Domain Operations, USAICoE supports all seven Warfighting Functions and the Army’s eight CFTs.

USAICoE is constantly evolving its training to meet the demands of a modern and complex battlespace across all domains. In doing so, USAICoE meets its responsibility for providing intelligence professionals with the technical, intellectual, and doctrinal tools required to give maneuver commanders the information required to fight and win in any environment. The intelligence community supports the Fielded Force with the systems, training, and doctrine required to compete, penetrate, disintegrate and exploit the enemy in a Multi-Domain environment.

**Talking Points:**

- Doctrinal instruction and leader development focused on Multi-Domain Operations in Large Scale Ground Combat
- Provides the operating force with a tiered training strategy complete with a trainers guide, used for commander certification
- Sustain the fielded force through delivery of emerging new technologies, and its tactical training capabilities to maintain readiness
- Optimize the Intelligence branch for Multi Domain Intelligence by investing modernized capabilities to meet emerging and future threats
Maneuver Center of Excellence (MCoE), headquartered in Fort Benning, Georgia, provides trained, agile and adaptive combat-ready Soldiers and leaders; develops the doctrine and capabilities of the maneuver force and individual Soldier.

MCoE is responsible for the branches and functions associated with: Infantry and Armor maneuver. MCoE provides training for more than 65,000 service members annually.

MCoE supports the Mission Command and Movement and Maneuver warfighting functions.

MCoE supports both the Next Generation of Combat Vehicles and the Soldier Lethality modernization priorities.

MCoE addresses the Army Warfighting Challenges of: Improve Soldier, Leader and Team Performance, Develop Agile and Adaptive Leaders and Conduct Joint Combined Arms Maneuver.

**Messages:**

The Armor School started its first One Station Unit Training, a 22-week course, in October 2019 and is scheduled to complete the transformation in October 2020.

The One Station Unit Training (OSUT) transformation will increase Soldiers’ lethality and toughness by exposing them to adversities found on the modern battlefield.

AIT reinforces skills that are needed for all Soldiers to shoot, move, communicate and survive in the field.

Soldiers complete AIT and OSUT with a field-training exercise to demonstrate occupational skills and what it means to be a Soldier.
The Maneuver Support Center of Excellence (MSCoE) is headquartered at Fort Leonard Wood, Missouri, with the mission to develop competent leaders and warriors of character and to deliver Engineer, CBRN, Military Police, and Maneuver Support fielded force capabilities to enable mission success across the range of military operations.

MSCoE supports priorities of People, Readiness, and Modernization by:

**Inspiring and Taking Care of People:** MSCoE supports about 186,000 cadre and staff, civilians, trainees, retirees, and family members each day. FY20 focus areas to take care of people include support to Army Talent Management; smooth transition of medical capabilities to DHA and replacing our 1960s era hospital; ensuring continued daily jet service on post; continuing to make Fort Leonard Wood a safe, low cost, family-friendly environment to live and work.

**Leading Ready, Confident Warriors of Character Prepared for Victory:** Our leadership focuses on dignity and respect; understanding of our calling, purpose, and service; and mission command as we train and develop around 81,000 service members in basic combat training and 26 occupations (with 16 special skills) in Engineer, CBRN, and Military Police training. With over 75% of EN, CBRN, and MP forces being in the Reserve or National Guard, MSCoE is the example for “One Army, Indivisible.” We also proudly train alongside the nation’s largest Marine and Air Force detachments on any Army base as well as a Navy Seabee detachment, creating efficiencies and effectiveness across services.

**Modernizing Forces and Capabilities:** MSCoE performs proponent responsibilities of developing and implementing combined arms solutions - across 11 proponent areas - to ensure that our fielded forces are ready today and in the future to shape, prevent, and prevail in large scale combat operations against near-peer threats in complex and contested environments. FY20 focus remains closing high risk Army gaps such as division wet gap crossing/engineer command and control; theater-level contamination mitigation; and other proponent force structure updates and materiel modernization.
Medical CoE

The U.S. Army Medical Center of Excellence (MEDCoE) is located at Joint Base San Antonio-Fort Sam Houston, Texas. MEDCoE is comprised of two Medical Training Brigades, an NCO Academy and several staff elements. MEDCoE is the Army proponent responsible to envision and design responsive Army Medicine capabilities, structure and doctrine that support the fielded force and the future force. MEDCoE trains, educates and inspires nearly 37,000 Soldiers in over 360 training and education programs annually that include everyone from combat medics, doctors, surgeons, nurses, veterinarians, dentists, physical therapists and physician assistants to medical evacuation pilots, food inspectors, medical technicians, and hospital administrators. We are the largest civilian-accredited service school within the Department of Defense with 13 advanced degree programs that offer a total of 14 degrees; 5 Master and 9 Doctoral.

Army Medicine is “taking care of people.”

• People are the Army’s greatest asset; ensuring Soldier survivability on the battlefield is Army Medicine’s greatest Priority.

• We empower people to engage in personal resiliency and readiness by teaching healthy lifestyle choices and the Holistic Health and Fitness (H2F) system.

Army Medicine ensures Readiness.

• We ensure that Army Medicine is ready today “to conserve fighting strength,” so that Soldiers are able to win our nation’s wars and then come home safely.

• We train, educate and inspire Soldiers and leaders who are capable of meeting the Army’s current and future requirements for a ready medical force and a medically ready force.

MEDCoE is the foundation on which Army Medicine is built, sustained and transformed.

• We are responsible to design the medical force and drive change; we are decisive in driving Army Medicine into the Army and the Army profession into the Medical Center of Excellence.

• We Envision and Design capabilities and structure that support the fielded force and
Mission Command CoE

The Mission Command Center of Excellence (MCCoE) is headquartered at Fort Leavenworth, Kansas. MCCoE, as the lead for the Command and Control Warfighting Function, conducts continuous DOTMLPF-P analysis to identify, develop, integrate, and synchronize Mission Command requirements and solutions in order to best prepare leaders and formations to successfully exercise Mission Command during the execution of Unified Land Operations. MCCoE has 11 subordinate organizations: Combined Arms Doctrine Directorate (CADD), Center for Army Lessons Learned (CALL), Center for the Army Profession and Leadership (CAPL), Army Joint Support Team (AJST), Air Land Sea Application Center (ALSA), Capability Development Integration Directorate (CDID)*, Directorate of Training (DOT), Force Modernization Proponent Center (FMPC), Irregular Warfare Force Modernization Proponent (IWFMP), Mission Command Network Integration (MCNI), and TRADOC Capability Manager Mission Command /Command Post.

**Mission Command: The Army’s approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation.**

Mission Command is the only way to lead a winning Army. Leaders leverage opportunities to build a climate of Mission Command during training to enhance our ability to maximize its effectiveness in combat.

Leader Development and Mission Command are fundamentally linked. Commanders must invest time in developing subordinates to be comfortable operating using mission orders and Commander’s intent.

Army Doctrine Publication 6-0 (AUG19), Mission Command, reintroduced the term “command and control” into Army doctrine and explained its relationship to Mission Command.

Command and control – the exercise of authority and direction by a properly designated commander over assigned and attached forces – is fundamental to the art and science of warfare.

Use of the term “command and control” aligns terminology with Joint doctrine and with FM 3-0’s focus on large-scale combat operational environment.
U.S. Army Combined Arms Support Command (CASCOM) Sustainment Center of Excellence is headquartered at Fort Lee, Virginia, has 78 training locations across the world, and is the proponent for the Sustainment Warfighting Function (SWfF). Its mission is to train, educate, and develop adaptive Sustainment professionals for the total force while generating, synchronizing, and integrating innovative Army and Joint Sustainment capabilities, concepts, and doctrine to sustain Large Scale Combat Operations (LSCO).

CASCOM is battlefield focused - delivering sustainment solutions and leaders to enable victory! Soldiers and Civilians of CASCOM and Fort Lee are the premier Sustainment professionals who exercise initiative and innovation to develop Sustainment solutions for the Army and Joint Forces.

Messages:

**CASCOM is continually improving sustainment to better support LSCO.**

Implementing supply, transportation and maintenance force structure design in FY 22-26 will mitigate sustainment gaps in fuel storage and distribution, tactical and sustainment mobility, and materiel and maintenance management.

DoDAAC Portability increases deployment and redeployment readiness and responsiveness.

Flatrack exchange allows for rapid exchange of equipment on the battlefield to improve velocity without sacrificing accountability.

**CASCOM is pursuing technological solutions to meet the increased mobility demands and requirements for independent operations in MDO.**

CASCOM continues to work with civilian industry and academic institutions to develop capabilities to print parts and supplies as far forward as possible.

Leader / Follower – Increasing the Army’s transportation capabilities without requiring additional personnel growth.

Fuel distribution modernization and transition to advance power technologies.
U.S. Army Training Center Fort Jackson has makes a direct strategic contribution to Army readiness by consistently providing trained and ready Soldiers at a unique scale. Over 5,000,000 Soldiers have trained at Fort Jackson since 1917.

As the Army’s largest training center and part of the generating force, Fort Jackson is responsible for assisting TRADOC in building the operating force. The individual Soldier that we build, train, and educate forms the basic building block for all Army organizations and operations. It is our mission to make sure Soldiers are physically tough, disciplined, mentally adaptive, and adherent to the warrior ethos and Army ethics, thereby preparing them for advanced individual training, their first unit of assignment, and a career of service.

Army readiness starts at Fort Jackson! Every week, thousands of the Army’s newest Soldiers and their Families enter our Army through the gates of Fort Jackson. Team Jackson has an important and integral role in shaping the future of our Army by supporting the sustainment war fighting function as it relates to maintaining a trained and combat ready force.

**Messages:**

Fort Jackson is the largest of four (Ft Jackson, Ft Benning, Ft Leonard Wood, and Ft Sill) basic training installations in the Army, training 54 percent of all the Army’s Basic Combat Training load and 60 percent of all female Soldiers entering the Army.

Fort Jackson Annually Trains 47,000 Basic Combat Training (BCT) Soldiers and over 22,000 Soldiers graduate from other Fort Jackson schools and courses such as the Adjutant General School, Finance School and Drill Sergeants Academy each year.

Fort Jackson hosts more than 250,000 visitors each year and contributes more than $2.4 Billion to the economy of South Carolina, the Midlands and Columbia.
The Army University

The Army University is a premier learning institution preparing the best leaders in the world to prevail in multi-domain and large scale combat operations. ArmyU increases total force readiness by aligning professional military education and training processes across the Army into an optimally integrated educational training system. ArmyU ensures that each Soldier, leader, and Army civilian has educational opportunities that are sequential and progressive and that prepare them for success throughout their careers in the Army and into civilian life.

ArmyU is a university system of educational systems that harness the Army’s tremendous energy, experience, and intellectual capacity to produce the Soldiers and Army Civilians the nation needs in a complex, constantly-changing world.

ArmyU directly operates six schools and one center with more than 1,300 faculty and staff.

ArmyU synchronizes Professional Military Education for 37 Army schools.


ArmyU works to ensure Soldiers obtain job-related credentials and academic credit for accomplished military experience, education, and training.

Through the Army Credentialing Program and the U.S Military Apprenticeship Program, ArmyU works to ensure Soldiers have opportunities to acquire industry and state certifications and licenses that validate Soldiers’ skills, training, and experiences and facilitate Soldier transition to civilian careers.

ArmyU explores and assists development of new cooperative degree programs between Army schools and civilian academia and works across and between regional accreditation organizations to ensure Soldiers are fairly awarded academic credit for military schooling.
Asymmetric Warfare Group

The Asymmetric Warfare Group (AWG), headquartered in Fort Meade, Maryland, provides operational advisory support to U.S. Army forces to rapidly transfer relevant observations and solutions to the tactical and operational point of need, in order to prepare commanders to defeat emerging asymmetric threats and enhance multi-domain effectiveness.

AWG Key Task:

Advise: Provides operational advisory support across the range of military operations at the point of need in a multi-domain environment.

Scout: Aggregates global observations of the operational environment and emerging threats to inform the Army.

Our purpose-remains constant: to observe, assess, and provide recommendations; to share friendly best practices and near-peer threat capabilities. AWG operational advisors are globally aligned and deploy to complex operating environments to understand the current and emerging challenges to anticipate the character of future conflict. Members are hand-selected seasoned veterans that are developed through vigorous training. We offer relevant observations and analyses in order to enhance the development and adaptation of our operating force.

AWG is the only operational unit within TRADOC with the capability and force structure able to meet the warfighter across the globe - to rapidly disseminate observations and recommendations in order to enhance Soldier survivability. Given the threats and challenges ahead, AWG understands that a coherent vision of emerging threats is vital for the Army to retain overmatch against potential adversaries.
The Combined Arms Center - Training (CAC-T), headquartered in Fort Leavenworth, Kansas, drives change in how the Army trains and prepares in order to prevail against a peer enemy in Large Scale Combat Operations, identifies and validates training gaps and requirements, manages training support for the Army, delivers leader training, and serves as the training management proponent to enable realistic, operationally relevant training for the Army’s total force. CAC-T supports the Army by:

Developing and sustaining the Integrated Training Environment and evolving towards a Synthetic Training Environment.

Managing the Combat Training Center Program.

Identifying requirements for and managing more than 900,000 Army training aids, devices, simulators and simulations.

Managing Integrated Training Area Management, Sustainable Range and Standards in Training Commission programs.

Managing the Army Training Support System Enterprise.

Training leaders and providing commanders the opportunity to train on Mission Command through the Mission Command Training Program.

Managing the Army Training Network, Army Training Management System, Digital Training Management System and Combined Arms Training Strategies to provide units and leaders with training resources.

Standardizing Mission Essential Task Lists (METL) to help brigade units and higher conduct realistic training.

Integrating the Army’s Science and Technology efforts for Training and Education.

Integrating training and education in the Agile Process and the Joint Capabilities Integration and Development System.
Defense Language Institute

Defense Language Institute Foreign Language Center (DLIFLC), headquartered in Monterey, California, is DOD’s premier educational institution for culturally based foreign language training, with classroom instruction, mobile training teams and online materials tailored for students at all levels of required proficiency or performance.

DLIFLC provides training in up to 65 foreign languages to Army, Air Force, Navy, Marines and select number of civilians from DOD agencies. Approximately 2,000 students graduate each year from classes held at the Presidio of Monterey, with 2,500 in attendance year round. Another 10,000 students attend classes annually at 16 DLIFLC Language Training Detachments and via mobile training teams.

DLIFLC currently teaches 16 basic language acquisition courses at the Presidio of Monterey and has the capability to teach 65 languages at contract facilities in the Washington, D.C. area. Basic acquisition courses last from 36-64 weeks depending on the difficulty of the language. There are generally 2,500+ students attending DLIFLC courses in Monterey.

Successful DLIFLC graduates may receive an Associate of Arts degree in foreign language with the transfer of 15 general education credits from another accredited institution. DLIFLC has granted more than 16,000 AA degrees since 2002.

DLIFLC develops curriculum for basic and post basic courses as well as specialty modules for any type of military activity.

DLIFLC builds testing and assessment products to provide an accurate assessment of foreign language proficiency called the Defense language Proficiency Test which is used by most DOD agencies.

DLIFLC employs nearly 1,800 mostly native-born instructors. About 1,400 teach in classrooms, with the remainder working in supervision, curriculum and test development, technology integration, and standardization. About 19% of instructors hold Ph.D. degrees, 60% hold MA degrees.
National Museum of the United States Army

The National Museum of the United States Army (NMUSA), at Fort Belvoir, Virginia, will be the first and only museum to tell the story of the United States Army in its entirety and provide the comprehensive portrayal of Army history and traditions. Although the U.S. Army is the nation’s oldest service, it is the only service without a national museum.

NMUSA will open June 4, 2020. It will honor United States Soldiers – past, present, and future – and provide an interactive educational experience illustrating the Army’s role in creating and defending our nation, and highlight the Army’s social initiatives and contributions for over 240 years.

The museum site is located on 84 acres near historic Mount Vernon and less than 30 minutes south of our nation’s capital in Washington, D.C. The main building will be approximately 185,000 square feet. There are three main galleries: Soldiers’ Stories, Fighting for the Nation, and Army and Society. The museum will also include an Experiential Learning Center, Medal of Honor Experience and a rotating exhibit gallery. Future exterior elements will include a Memorial Garden, Army Trail, and an outdoor event space. Admission to the museum will be free. A projected 750,000 annual visitors will access the museum via a publically accessible and dedicated entrance directly off the Fairfax County Parkway.

The museum is part of the U.S. Army Center of Military History. The Army designated The Army Historical Foundation as the official fundraiser for the construction. The foundation broke ground on September 14, 2016. As of August 2019, $175 million of the $200 million capital campaign supporting construction had been raised. Once complete and open, the Army will own and operate the museum. The foundation will manage all revenue-generating activities, such as catering and the museum store.
The Noncommissioned Officer Leadership Center of Excellence (NCOLCoE), located in Fort Bliss, Texas, serves to drive change for enlisted Soldier development. Students who attend NCOPDS courses represent every branch/function of the Army and are attended by military personnel of many foreign nations as well.

NCOLCoE directly and indirectly touches more than 290,000 Soldiers every year through our NCOPDS courses, Distributed Leader Course and functional courses. NCOLCoE enhances every warfighting function as its student population is derived from all branches. From specialists attending the Basic Leader Course to the master sergeants selected for the Sergeants Major Course, students graduate with new skills and knowledge that they bring to their respective branches.

NCOLCoE addresses all warfighting challenges - teaching students to be creative and critical thinkers, teaching them the “how” and the “why” of determining force requirements and alternative means of resourcing Soldier training requirements. The courses build on the study of critical and creative thinking, as well as problem solving; students study the tenets of Unified Land Operations, Flexibility, Integration, Lethality, Adaptability, Depth and Synchronization; they focus on the “Be”, “Know,” and “Do” aspects of leadership in order to develop and hone their skills, knowledge and abilities to lead at the operational and strategic levels.
Rapid Equipping Force

The U.S. Army Rapid Equipping Force (REF), headquartered in Fort Belvoir, Virginia, provides innovative materiel solutions to meet the urgent requirements of U.S. Army forces deployed globally. Since 2002, the REF has been the Army’s quick-reaction organization for delivering urgent materiel solutions to the hands of Warfighters often within 180 days.

The Army’s REF supports U.S. active duty, Reserve, and National Guard units and Soldiers preparing to deploy. The Army’s REF provides materiel solutions across the Army’s warfighting functions and for priority equipping efforts for current challenges such as: subterranean operations, electronic warfare, unmanned and counter-unmanned aerial systems, air and ground robotics, and virtual training.

**REF supports U.S. Army Warfighters directly.**

Any deployed or deploying warfighter can complete and submit the 10-liner, an HQDA authorized requirement document that allows the REF to leverage existing technology and innovative approaches to quickly meet urgent operational requirements. REF is delegated the authority to generate and approve REF 10-Liners as valid HQDA requirements document that authorizes initiation of the rapid acquisition process.

**REF is designed to address capability gaps quickly.**

The REF possesses unique authorities for requirements validation, acquisition, and funding - enabling the Army to leverage existing technology and innovative approaches to quickly meet urgent operational requirements, typically in 180 days or less, providing equipment from outside of the Army’s inventory.

**REF collaborates with established partners and seeks to foster new relationships to leverage their expertise and experience when developing solutions to meet the urgent operational requirements.**

Partnerships with other U.S. government agencies, academia, and industry help the REF remain informed of current and emerging technologies.
Warrant Officer Career College

Headquartered at Fort Rucker, Alabama, the United States Army Warrant Officer Career College’s (USAWOCC) mission is to educate and train warrant officers to solve problems using Mission Command, while applying their technical expertise in support of leaders on tactical, operational, and strategic level staffs during operations in complex and uncertain operational environments; serves as the focal point for U.S. Army warrant officer professional and leader development matters.

USAWOCC is the executive agent for all common-core warrant officer training issues; coordinates the development, design and implementation of the common-core elements of the Warrant Officer Basic and Advanced Courses with Headquarters Department of the Army (HQDA) agencies, TRADOC, Army Reserve Personnel Command, National Guard Bureau, and the various warrant officer branch proponent offices.

The institution provides a resident and respective distributed learning throughput of 3,600 personnel annually; simultaneously conducting 17 Warrant Officer Candidate, 16 Warrant Officer Intermediate Level Education (WOILE) and 5 to 6 Warrant Officer Senior Service Education (WOSSE) resident courses covering the full Warrant Officer Education continuum.
Western Hemisphere Institute for Security Cooperation (WHINSEC), located at the Maneuver Center of Excellence at Fort Benning, Georgia, provides professional education and training to military, law enforcement and civilian personnel of the Western Hemisphere, primarily taught in Spanish. This education and training fosters mutual knowledge, transparency, confidence and cooperation among the participating nations; and promotes democratic values, respect for human rights and knowledge and understanding of U.S. customs and traditions.

The branches or specialties trained include: Infantry, Special Forces, Foreign Area Officers, Civil Affairs, Military Intelligence, Engineer and Mission Command (in the military); and Law Enforcement, Logistics, and UN Peacekeeping to military, police, border patrol and civilians; both U.S. and international.

WHINSEC supports the training of 1,250-1,700 students annually, attending one of its 19 discrete courses. WHINSEC supports the Mission Command, Sustainment and Intelligence warfighting functions by providing security cooperation training to all Western Hemisphere nations. WHINSEC supports warfighting challenges including: Enhance Realistic Training; Improve Soldier, Leader and Team Performance; Develop Agile and Adaptive Leaders; Ensure Interoperability and Operate in Joint, Interagency, Intergovernmental and Multinational (JIIM) Environments; and Exercise Mission Command.

All courses are presented in Spanish, with two courses also given in English, primarily for the English-speaking Caribbean nations. The Command and General Staff Officer Course (CGSOC) and the Maneuver Captains Career Course- WHINSEC serve U.S. military officers who speak Spanish. Both courses are accredited by TRADOC as equivalent to the TRADOC schools teaching these courses in English.
Engaging the Media

Know the key points you want to get across before you interview. Three to five messages are about right for any interview. Maintain messages on a 3x5 card to review prior to the interview. Refer to the TRADOC tip card which complements this handbook. What is the headline you’d like to see? Emphasize that message. Try to tie every answer to one of your key messages.

Practice ‘bridging’ before an interview. ‘Bridging’ means to acknowledge the question, then naturally shift to what you want to say, including command messages. Some effective bridges: “That’s a very interesting point. But the real issue here, I think, is…” or “I understand what you’re asking. But what I’d like to emphasize is…” or “I’m not sure about that particular point, but what I can tell you is that…”

Bridge example:

Q: “Do you think the U.S. should pull out of Afghanistan?”

A: “That’s really a question for our nation’s leaders. What I will tell you is that here at TRADOC, we are capitalizing on the experience we’ve gained over the last 15 years at war, and what I’d like to emphasize is…”

Journalists don’t expect you to be able to answer all of their questions. But they are obliged to their editors to ask the hard questions.

**STAY IN YOUR LANE OF RESPONSIBILITY!** Talk about things for which you are responsible and about which you have personal knowledge.

If you can’t tell a reporter something, explain (still in planning, no decision).

Do **not** speculate. Predictions always seem to go wrong.

Limit your engagements to about 30 minutes, unless you planned and prepped well. After 30 minutes, questions will begin to stray.

Public Affairs is available to assist you!
TRADOC BUILD AMERICA’S ARMY

TRADOC recruits, trains, educates, develops, and builds the Army; establishes standards, drives improvement, and leads change to ensure the Army can deter, fight, and win on any battlefield – now and into the future.

• ACQUIRE
• IMPROVE
• BUILD
• REFORM
• LEAD and INSPIRE
• INFORM
• TRAINING
• MAINTAINING
• MORALE
• DISCIPLINE
• TEAMWORK

TRADOC is a learning organization that evolves and adapts.
We are the team that builds the greatest army in the world.