

Department of the Army  
Headquarters, United States Army  
Signal Center of Excellence  
Fort Gordon, Georgia 30905-5000

\*USASIGCoE Regulation 10-8

23 January 2014

**Organization and Functions**  
**UNITED STATES ARMY SIGNAL CENTER OF EXCELLENCE**

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FOR THE COMMANDER:

OFFICIAL:

  
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**History:** This publication is a revision.

**Summary.** This regulation prescribes the organization, mission, and functions of the United States Army Signal Center of Excellence (USASIGCoE).

**Applicability.** This regulation applies to all elements of USASIGCoE.

**Proponent and exception authority.** The proponent for this regulation is the Assistant Chief of Staff, G-3 – Operations (ACoS, G-3). The proponent has the authority to approve exceptions or waivers to the regulation that are consistent with controlling law and regulations.

**Army management control process.** This regulation does not contain management control provisions.

**Supplementation.** Supplementation of this regulation is prohibited unless specifically approved by the Commander, USASIGCoE, ATTN: ATZH-O, 506 Chamberlain Ave, Fort Gordon, Georgia 30905-5000.

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\*This regulation supersedes USASCOE&FG Regulation 10-8, 10 September 2009.

## USASIGCoE Reg 10-8

**Suggested improvements.** Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, USASIGCoE, ATTN: ATZH-O, Fort Gordon 30905, or electronically to [usarmy.gordon.sigcoe.mbx.sigcoeg3ops@mail.mil](mailto:usarmy.gordon.sigcoe.mbx.sigcoeg3ops@mail.mil). Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program [AIEP] Proposal).

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## **Chapter 1**

### **Introduction**

**1-1. Purpose.** This regulation defines and delineates the organization, missions, and functions of the United States Army Signal Center of Excellence (USASIGCoE).

**1-2. References.** Appendix A lists required and related publications and prescribed and referenced forms.

**1-3. Explanation of abbreviations and terms.** The glossary explains the abbreviations and special terms used in this regulation.

#### **1-4. Responsibilities**

- a. The USASIGCoE Chief of Staff (CoS) will approve changes to this regulation.
- b. The Assistant Chief of Staff, G-3 – Operations (ACoS, G-3) will—
  - (1) Serve as the lead for this regulation.
  - (2) Review and coordinate proposed changes and forward recommendations for approval to the CoS.
  - (3) Process the approved changes through the Assistant Chief of Staff, G-8 – Resource Management (ACoS, G-8) to the USASIGCoE Table of Distribution and Allowances (TDA).
- c. The USASIGCoE staff and commanders will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Given the dynamic nature of military transformation and the operational environment (OE), each organization should routinely undertake a critical analysis and review of its structure, functions, and responsibilities. This will ensure the USASIGCoE remains an agile and innovative organization.

#### **1-5. Scope**

- a. This regulation focuses on the organization, functions, and responsibilities of the USASIGCoE and how it supports the missions and functions assigned to the United States Army Training and Doctrine Command (TRADOC).
- b. TRADOC Regulation 10-5 is the capstone organization and functions regulation for TRADOC. The following TRADOC regulations cover organizations with separate supporting regulations and describe the organization's structure, functions, and major responsibilities for its subordinate organizations, and relationships with other organizations – TRADOC Regulations 10-5-1, 10-5-2, 10-5-3, 10-5-4, 10-5-5, 10-5-6, 10-5-7, 10-5-8, and 10-5-9.

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### **1-6. Policy**

- a. This regulation assigns functions and responsibilities of the USASIGCoE staff. Further assignment within subordinate elements is the responsibility of the office Director/Chief concerned.
- b. The USASIGCoE elements exist to assist the Commanding General (CG), USASIGCoE, in accomplishing the mission by providing staff management, planning, and coordination capabilities. The command group, personal, special, and coordinating staffs provide professional and technical services and advice.
- c. Responsibility for USASIGCoE missions and tasks will be decentralized to the maximum extent possible.
- d. In all matters, USASIGCoE elements act through the Deputy Commanding General (DCG) or CoS, who acts on behalf of the CG, USASIGCoE.

### **1-7. Procedures for processing organizational changes**

- a. The DCG is the approving authority for reorganization/realignment of functions within the training organizations.
- b. The CoS is the approving authority for reorganization/realignment of functions under his proponents within the center organization.
- c. The Director of the Office Chief of Signal (OCOS) is the approving authority for reorganization/realignment of functions within the personnel development divisions and branches.
- d. The following levels of approval authority will be used—
  - (1) Directorate/Department. Reorganization requires approval by the CoS/DCG, as appropriate.
  - (2) Division and below. Reorganization requires approval by the appropriate director.
- e. The subsequent procedures will be followed in obtaining command approval for reorganization/realignment of mission and functions within the USASIGCoE organizations-

(1) Submit proposal on Fort Gordon (FG) Form 1203-R-E (Action Summary), which includes a statement of objective and lists the advantages and disadvantages. Also, provide a description of realignment of functions to include organization charts before and after; showing manpower requirements and authorizations by category (officer, warrant officer, enlisted, civilian); a revised TDA; and a revised mission and functions statement.

(2) Provide a clear depiction of trade-offs/transfers of manpower resources, and a statement of anticipated impact that the proposed change will have on funds, manpower resources, supervisory positions, military and civilian grade structure and equipment.

(3) Before submission to the appropriate approving authority, the proposal is staffed through the ACoS, G-3; ACoS, G-8; Civilian Personnel Advisory Center (CPAC), and the Equal Employment Opportunity Office (EEOO).

(4) The proposal's originator informs the local union of any proposed reorganization or realignment of functions that could affect civilian position classifications/reassignments.

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### **Chapter 2**

#### **USASIGCoE Organization, Functions, and Roles and Responsibilities**

**2-1. Mission.** The USASIGCoE trains, educates, and develops highly skilled Signal Soldiers and civilian leaders; designs, develops, and integrates capabilities, concepts, and doctrine to build a versatile Signal/Cyber Professional to enable the Army of the 21st Century.

**2-2. Vision.** The USASIGCoE provides ready and relevant doctrine, organizations, LandWarNet (LWN) capabilities, education, material, personnel, and leaders of character for the Army's future challenges across the full spectrum of military operations and in support of joint warfighting commanders through Army Force Generation (ARFORGEN).

#### **2-3. Organization**

a. The USASIGCoE consists of a command group, personal staff, Office Chief of Signal (OCOS), special staff, coordinating staff, and the following organizational elements – Directorate of Training (DOT), Quality Assurance Office (QAO), Capabilities Development and Integration Directorate (CDID), 15th Regimental Signal Brigade (RSB), Regimental Noncommissioned Officer Academy (RNCOA), and the Executive Office for Reserve Component Affairs. Figure 2-1 shows the organization of the USASIGCoE.

b. The National Science Center for Communications and Electronics (NSCCE) is a TDA unit assigned to the USASIGCoE. The 35th Military Police Detachment and the 434th Army Band are TRADOC Modified Table of Organization and Equipment (MTOE) units assigned to the USASIGCoE and are detached to the United States Army Garrison (USAG), Fort Gordon (FG), Georgia.

#### **2-4. Functions and responsibilities**

a. Produces expeditionary warriors with competencies necessary to live the Soldier's Creed and to contribute successfully to their first unit of assignment.

b. Creates a tough, realistic, and net-centric environment that provides realistic training for Soldiers, noncommissioned officers (NCOs), and officers (warrant and commissioned).

c. Provides leader professional development and technical training for telecommunications, information technology (IT), visual information (VI), and electromagnetic spectrum management professionals for the Army, other Services, and foreign countries.

d. Trains student personnel in areas of concentration (AOCs), functional areas (FAs), military occupational specialties (MOSs), and functional courses. Also, training foreign national students and other Department of Defense (DOD) service students.

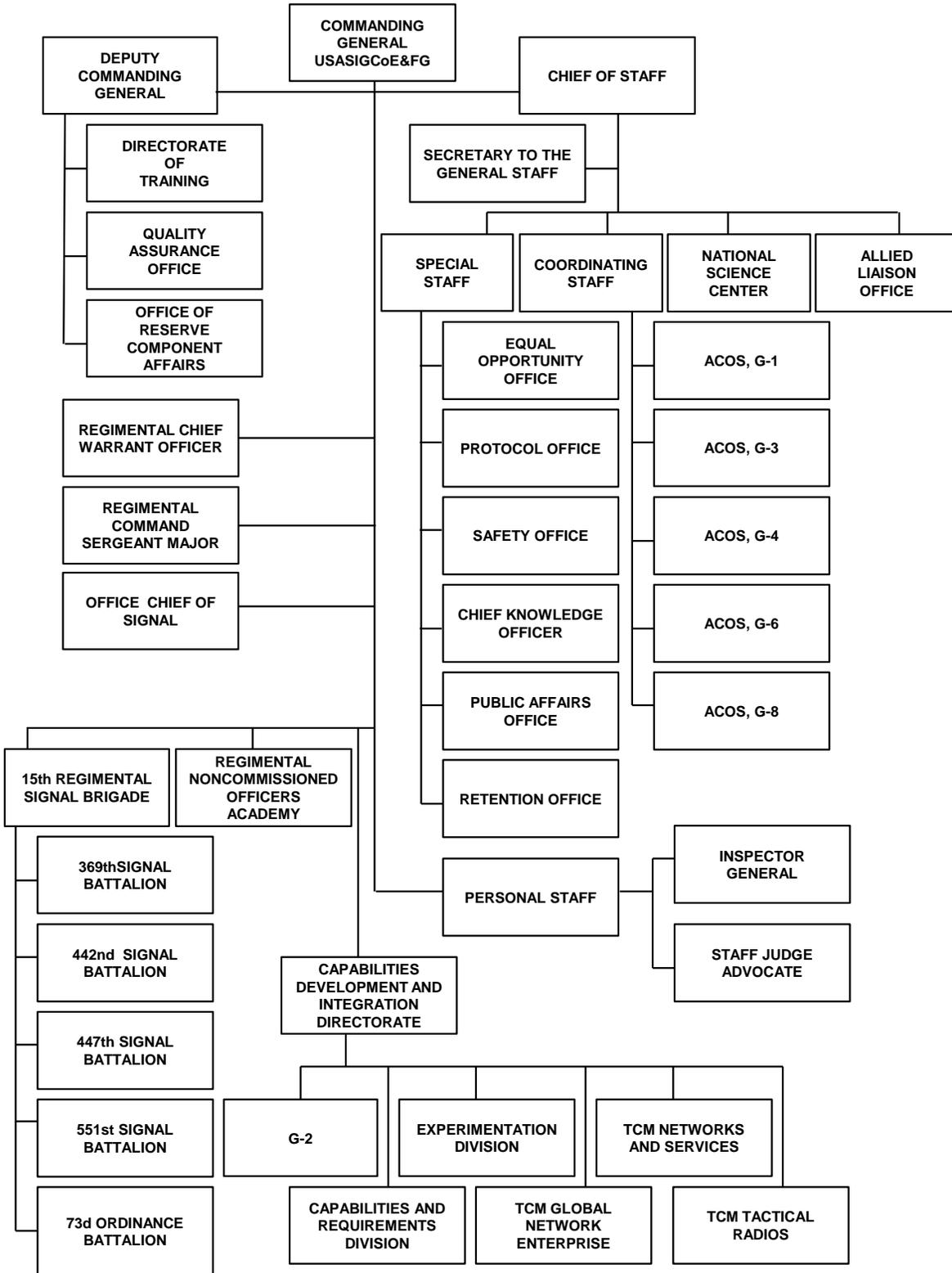


Figure 2-1. USASIGCoE organizational chart

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- e. Designs and develops Signal programs of instruction (POIs) and training support packages (TSPs).
- f. Develops lifelong learning programs and materials to support resident and nonresident Signal training programs.
- g. Manages the Signal personnel force integration, synchronizing personnel systems with evolving doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) to ensure personnel force designs meet force requirements.
- h. Develop Signal training documents and budget and resource requirements. Manage the training plans and programs required to build, operate, maintain, and support new IT, VI, and communications equipment and systems for military personnel.
- i. Provides staff management for the development, acquisition, and fielding of selected Signal major acquisition programs.
- j. Integrates the acquisition of ideas, the development of future concepts, and the application of evolving Signal technologies to improve the warfighting effectiveness of commanders and staffs. Team with the combat developer and material developer to apply DOTMLPF-P processes on experimentation to ensure efficient use of resources and proper analysis techniques.
- k. Formulates and develops mission command networks and systems experiments that support concepts, doctrine, organizations, force structure, areas of concentration (AOC)/MOS/FA structure, and materiel requirements to support Army and joint command, control communications, reconnaissance, and surveillance requirements with the Combined Arms Center (CAC) and the TRADOC Futures Center.
- l. Ensures the Army National Guard (ARNG) and United States Army Reserve (USAR) are totally integrated in policies and processes involving Signal readiness, training, force structure, equipment distribution, doctrine, and combat developments.

### **2-5. Roles and responsibilities**

a. The Senior Commander (SC). The CG exercises command in three separate but related roles as the Commander, USASIGCoE; Commandant, USASIGCoE; and Senior Mission Commander, USASIGCoE, Georgia. The SC's responsibilities include —

(1) In the commander role, the CG, USASIGCoE, is responsible for Uniform Code of Military Justice (UCMJ) and administration of USASIGCoE assigned units and organizations. The CG, USASIGCoE is the General Court Martial Convening Authority (GCMCA) for all Soldiers assigned to Fort Gordon, Georgia.

(2) In the commandant role, the CG, USASIGCoE, is the commander responsible for all aspects of training, education, and mission accomplishment at the USASIGCoE.

(3) In the SC's role, the CG, USASIGCoE, is the general officer at Fort Gordon with responsibilities associated with the care of Soldiers, families, and civilians and to enable unit readiness. The SC responsibilities and authorities are installation focused; the responsibilities and authorities as the mission commander are mission focused.

(4) Establishes installation priorities among all resident and supported units. Prioritizes base operations support consistent with Headquarters, Department of the Army (HQDA) priorities and approved common levels of support (CLS) bands. Oversees the CLS services and capabilities provided to customers. Ensures those services are provided within the HQDA guidance, designated priorities, and approved CLS bands and coordinates with the United States Army Installation Management Command (IMCOM) Region Director to change HQDA approved CLS from green, amber, or red.

(5) Approves and submits the installation master plan consistent with HQDA long-range plans and goals through the ACOMS, Army Service Component Commands (ASCCs) or Direct Reporting Units (DRUs), and IMCOM. For IMCOM installations, the SC collaborates with the IMCOM Region Director before the SC submits the installation master plan.

(6) Approves the military construction, Army (MCA) and military construction, Army Reserve (MCAR) project priority list at the installation level. For IMCOM installations, the SC collaborates with the IMCOM Region Director before the SC approves the MCA and MCAR project priority list for the installation. The U.S. Army Corps of Engineers executes MCA/MCAR projects for the Army.

(7) Serves as the senior Army representative to the surrounding community.

(8) Senior rates the Garrison Commander (GC).

b. The GC is a military officer, lieutenant colonel or colonel, selected by HQDA. The GC commands the garrison, is the SC's senior executive for installation activities, is rated by the IMCOM Atlantic Region Director, and is senior rated by the CG, USASIGCoE. The GC is responsible for day-to-day operation and management of installations and base support services. The GC responsibilities include –

(1) Represents the Army and the installation in the surrounding community as directed by the SC.

(2) Approves and issues garrison policies in accordance with (IAW) respective Army regulations (ARs), or installation level policies involving tenant units as directed by the SC.

(3) Approves and issues policies for the IMCOM civilian workforce.

(4) Develops and implements the Force Protection Program.

(5) Supports mobilization station requirements IAW AR 600-20 and other applicable regulations.

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### c. Command relationships.

(1) The Atlantic Region, IMCOM is responsible for installation and base operations support services to support the USASIGCoE missions and functions. These services are provided by the Directorate of Human Resources (DHR); Directorate of Emergency Services (DES); Directorate of Plans, Training, Mobilization, and Security (DPTMS); Directorate of Public Works (DPW); Equal Employment Opportunity Office (EEOO); Internal Review Audit Compliance Office; Public Affairs Office (PAO); and Directorate of Family, Morale, Welfare and Recreation (DFMWR) documented on the Garrison TDA, Fort Gordon, Georgia.

(2) The Atlantic Region Office, United States Army Civilian Human Resources Agency is responsible for civilian personnel services to the USASIGCoE. The CPAC, Fort Gordon, Georgia, provides these services.

(3) The Atlantic Region, IMCOM Army Continuing Education Center, Fort Stewart, Georgia, is responsible for education services to the USASIGCoE. The Education and Services Division, Fort Gordon, Georgia, provides these services. The technical library is documented on the USASIGCoE TDA with operational control in the Education and Services Division.

(4) The Atlantic Region, Mission Installation and Contracting Command (MICC) is responsible for installation contracting services for the acquisition of supplies, equipment, materials and services required for the operation and maintenance of the installation to support the USASIGCoE. The Directorate of Contracting (DOC), Fort Gordon, Georgia, provides these services.

(5) The USASIGCoE and USAG integrated staffs are the Office of the Staff Judge Advocate (OSJA), Chaplain, and Safety Office documented on both TDAs.

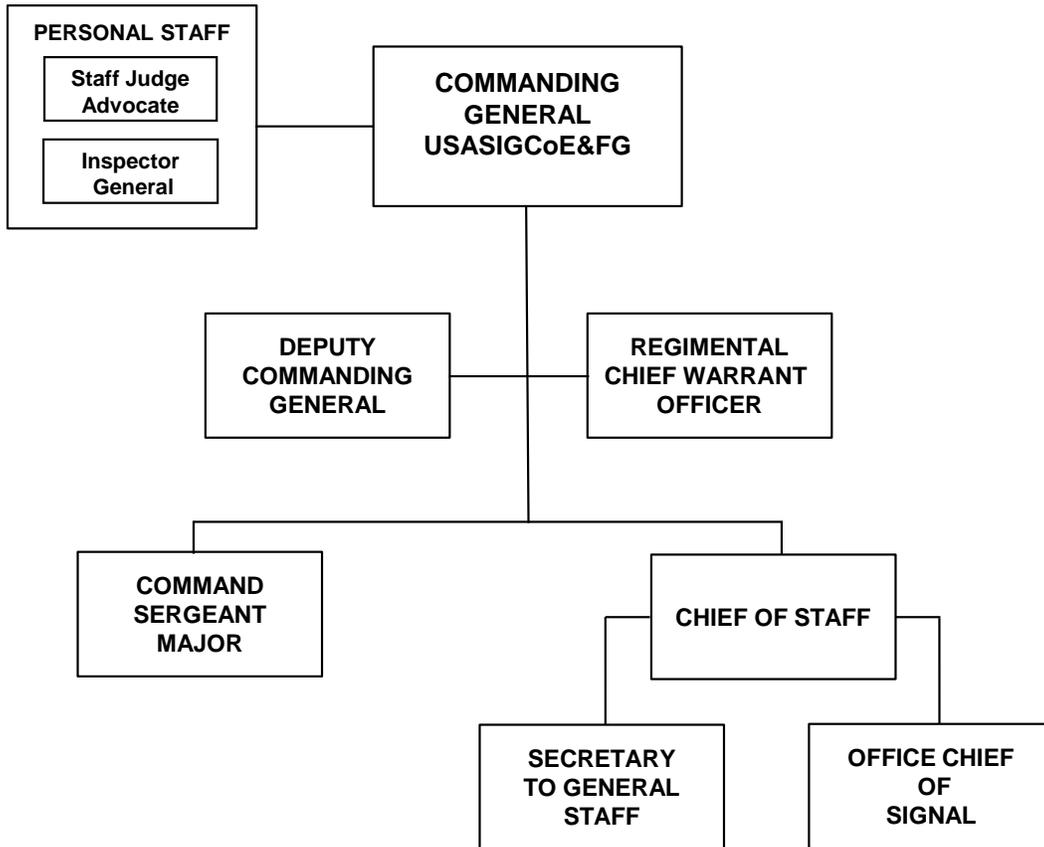
(6) The GC provides support and assistance to the SC and other tenant organizations in a “supporting to supported” command relationship. The Protocol Office, Secretary of the General Staff, EEOO, Inspector General (IG), and Retention Branch provide this support and assistance that are documented on the USASIGCoE TDA.

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**Chapter 3  
Command Group**

**3-1. Organization**

Figure 3-1 shows the organization of the Command Group.



**Figure 3-1. Command group organizational chart**

**3-2. Key leader responsibilities**

a. Commanding General.

(1) Commands the USASIGCoE and assigned/attached units.

(2) Ensures the USASIGCoE provides world class Soldiers and leaders; trains, educates, and develops adaptive IT professionals; and plans, synchronizes, experiments and implements future network capabilities.

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### b. Deputy Commanding General.

(1) Serves as the Civilian Deputy to the CG, USASIGCoE.

(2) Acts for the CG within delegated authority and command guidance concerning operations and activities throughout Fort Gordon.

(3) Supervises and directs training activities of the Signal School and acts as advisor to the Commandant on all matters related to these activities.

(4) Directs and supervises the training of the ARNG and USAR personnel for annual active duty training including active duty training of mobilization designees.

### c. Chief of Staff.

(1) Serves as principal agent and advisor to the Commander and DCG on installation management and support of the USASIGCoE.

(2) Supervises center operations to support the mission of USASIGCoE including the development and effective use of resource requirements – manpower, funds, equipment, and facilities.

(3) Completes the following duties—

(a) Receives decisions from the commander and DCG and ensures instructions published to the command are IAW policies and plans.

(b) Informs the Command and DCG on current activities.

(c) Ensures the respective orders and instructions of the Commander/DCG are carried out by personal observation and the assistance of the staff.

(d) Formulates and announces policies for the general operations of the staff.

(e) Directs and coordinates the work of the staff.

(f) Approves, disapproves, or makes recommendations on actions pertaining to organizational surveys, manpower surveys, and control of civilian positions and grade structure.

(g) Serves as Chairman of the Program Budget Advisory Committee (PBAC).

(h) Performs such duties as may be assigned by the Commander or DCG, acting for them in their absence.

(i) Serves as coordinator for the Family Readiness Assistance Program.

d. Secretary to the General Staff.

(1) Serves as Executive officer for the CoS and as the office manager for the Command Group's offices.

(2) Responsible for coordinating directed staff actions, briefings, conferences, and appointments for the Command Group and lateral coordination between the staff sections.

(3) Performs other duties that may be assigned by the Command Group to include preparing official correspondence, providing administration for the Command Group, acting as office of temporary record for the Commander, DCG, and CoS.

(4) Conducts special studies and projects directed by the CoS.

e. Regimental Chief Warrant Officer.

(1) Serves as the executive technical advisor to the Commander and DCG.

(2) Advises the Commander, DCG, and staff on matters related to warrant officers in terms of recruiting, training, utilization, assignments, professional development, promotion, and retention.

(3) Provides counsel and guidance to all warrant officers within the Signal Regiment.

(4) Accompanies the Commander and DCG on inspections, visits, ceremonies, and assists in reception of visitors to the command.

(5) Provides an extension and outreach to Signal Soldiers, leaders, and units (voice and spokesperson) for the Chief of Signal on warrant officer and technical issues.

(6) Advises the Commander, DCG, and staff on initial entry training (IET) and Professional Military Training for all three cohorts (enlisted, W-grade, and O-grade).

(7) Serves as the focal point for the marketing and recruiting of Soldiers for the Signal Warrant Officer Program; conducts recruiting program presentations, develops marketing program and supporting documentation, and administers the applications and candidate selection process with Headquarters, United States Army Recruiting Command (USAREC).

(8) Chairs the Signal Council of Fives (CW5s).

(9) Serves on the Secretary of the Army established Senior Warrant Officer Council; reports directly to the Vice Chief of Staff, Army (VCSA) on warrant officer issues raised by commanders, proponents, and warrant officers in the field.

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f. Regimental Command Sergeant Major (CSM).

(1) Serves as the principal and senior enlisted advisor to the Commander and DCG.

(2) Advises the Commander, DCG, and staff on matters related to troop welfare and morale in terms of assignment, reassignment, use, promotion, privileges, discipline, training, operations, and logistics.

(3) Provides counsel and guidance to NCOs and other enlisted personnel of the command.

(4) Accompanies the Commander and DCG on inspections, visits, ceremonies, and assists in reception of visitors to the command.

(5) Serves as the rater for the Commandant, RNCOA.

g. OCOS (see Chapter 8).

h. Personal Staff (see Chapter 4).

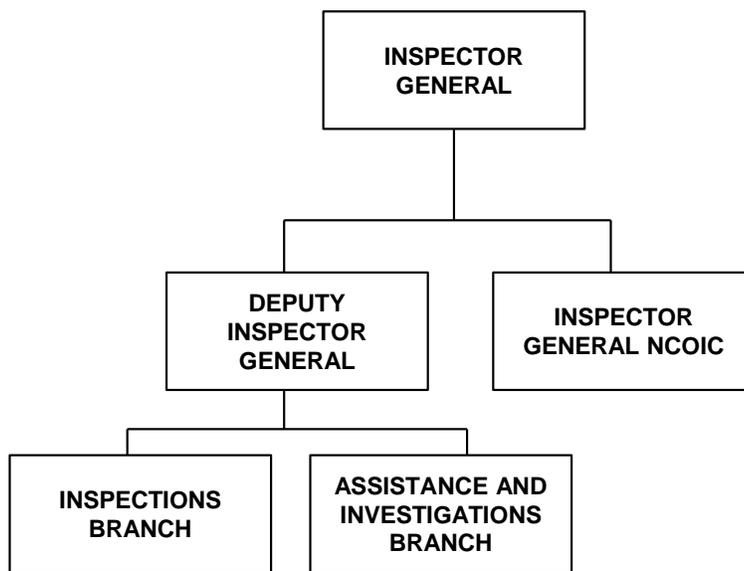
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**Chapter 4  
Personal Staff**

**4-1. Inspector General**

a. Mission. The IG advises the CG, USASIGCoE on the state of discipline, economy, efficiency, morale, and readiness of assigned and attached units and activities. The IG provides assistance for Soldiers, military family members, DA civilians, and the Fort Gordon community. Following the guidance contained in AR 20-1 and AR 1-201, the IG provides the CG with a continuing assessment of the operational readiness of the command.

b. Organization. Figure 4-1 shows the organization of the IG.



**Figure 4-1. IG organizational chart**

c. Key leader responsibilities.

(1) Inspector General.

(a) Advises the CG on the state of the economy, efficiency, discipline, morale, and readiness of the command.

(b) Teaches and trains Army systems, processes, and procedures.

(c) Conducts routine investigative inquiries and special investigations as directed by the CG.

(d) Develops the annual IG inspection program, executes IG inspections, and advises the staffs on inspection policy.

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### **(2) Deputy IG.**

(a) Serves as the IG in the absence of the USASIGCoE's IG.

(b) Assists IG in developing and formulating office policy, directives, and procedures. Disseminates IG policies and guidelines to subordinates and effected activities as necessary. Continuously reviews and evaluates both USASIGCoE and IG programs, and recommends changes, which would positively impact the USASIGCoE.

(c) Coordinates with key USASIGCoE staff personnel on current and planned missions, programs, problem areas and solutions, guidance material proposed or in effect, and remains up-to-date on all matters affecting the USASIGCoE mission.

(d) Plans, programs, and executes USASIGCoE IG budget.

(e) Represents the USASIGCoE IG at various committees and meetings.

(f) Facilitates the flow of data and dissemination of guidance to and from higher headquarters (HHQ).

### **(3) Chief of Inspections.**

(a) Conducts analysis of Inspector General Action Request (IGAR) trends, input from commanders and staff, recurring deficiencies, and observations of unit operations to formulate appropriate subject matter for inclusion in the IG Annual Inspection Plan.

(b) Is the proponent for the IG inspection section of the USASIGCoE's Organizational Inspection Program (OIP).

(c) Conducts/supervises IG inspections following the IG Inspection Process outlined in AR 20-1 and The Inspections Guide.

(d) Develops all IG inspection reports and briefings.

(e) Briefs USASIGCoE's CG on proposed topics for the annual inspection plan, in-progress review (IPR), and inspection results.

### **(4) Chief of Assistance and Investigations.**

(a) Evaluates and assesses overall operations of organizations by reviewing areas of resource use, management, military leadership, training, implementation of IT policy, information assurance (IA), and compliance with regulations and directives to determine the overall effectiveness of the command.

(b) Assists in developing and implementing comprehensive, command-wide programs that report on the efficiency, economy, discipline, morale, and readiness of the command to provide a constant assessment to the SC/CG.

(c) Provides assistance services and receives complaints from Soldiers, dependents, civilian employees, and the public with an interest in Army matters.

(5) IG Noncommissioned Officer in Charge (NCOIC).

d. Core functions.

(1) Assistance. Anyone may submit a complaint, allegation, or request for assistance on a DA Form 1559, IGAR, to any Army IG concerning matters of Army interest. When practical, Soldiers and civilian employees should be afforded the opportunity, on a quarterly basis, to present complaints, allegations, or requests for assistance in person to an IG.

(2) Inspections. An inspection that focuses on the identification of problems, the determination of their root causes, the development of possible solutions, and the assignment of responsibilities for correcting the problems. IGs normally conduct special inspections of systemic issues that affect a particular FA such as logistics, personnel, maintenance, training, and so forth. The IG's commander approves the scope and content of all IG inspections. IGs generally do not perform compliance-oriented general inspections of units, organizations, and activities but instead defer those inspections to commanders IAW AR 1-201.

(3) Investigations. The process of receiving, examining, and responding to allegations and, in some cases, issues referred to an IG. The investigations function encompasses IG investigations and IG investigative inquiries.

(4) Teaching and Training. Teaching and training is the fourth of the Army IG system's four functions and is traditionally embedded in the first three – assistance, investigations, and inspections. While inspecting, assisting, or investigating, IGs enhance the warfighting and readiness capabilities of the Army by teaching and training commanders, Soldiers, and civilians at all levels on current Army policy and doctrine. IGs can also use formal platforms (for example, Newcomer Orientation Briefing; Pre-Command Course; or Senior Leaders Course) to present blocks of instruction as requested.

e. Inspections Branch.

(1) Conducts general, special, quick-look, and follow-up inspections, as directed by the IG, and/or the CG, or as prescribed by law or regulation. Provides completed inspection reports to the authority directing the inspection.

(2) Provides oversight of intelligence functions and activities within the command IAW AR 20-1 and AR 381-10 conducted under Executive Order 12333.

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(3) Ensures that all functions and activities of the command have the opportunity to submit inspection topics and are periodically considered for a special or condensed inspection.

(4) Coordinates and cooperates with the local Internal Review and Audit Compliance (IRAC) Office in performing any inspection or investigation to prevent duplicating efforts. Provides external inspection and audit reports and other information to the local IRAC Office.

(5) Serves as teachers in explaining Army systems, procedures, and processes as they relate to problem areas in the inspected function, or activity to improve operations and accomplish command objectives.

(6) Randomly reviews command and staff inspection reports to facilitate problem identification and IG inspection targeting within the command.

(7) Prepares and submits the annual IG inspection plan to the CG for approval.

f. Assistance and Investigations Branch.

(1) Receives, reviews, and processes IGARs and ensures that action to resolve the requests and follow-up actions are taken.

(2) Conducts inquiries into allegations submitted to the Office of the Inspector General (OTIG). Forwards completed inquiries to the OTIG through the TRADOC IG.

(3) Prepares the Quarterly Trends and Analysis memorandum for the IG.

### **4-2. Office of the Staff Judge Advocate**

a. Mission. The OSJA provides legal support to the commander, staff, Soldiers, retirees, families, and other eligible individuals supported by a given command. Divisions, corps, and ASCCs are supported by organic OSJAs.

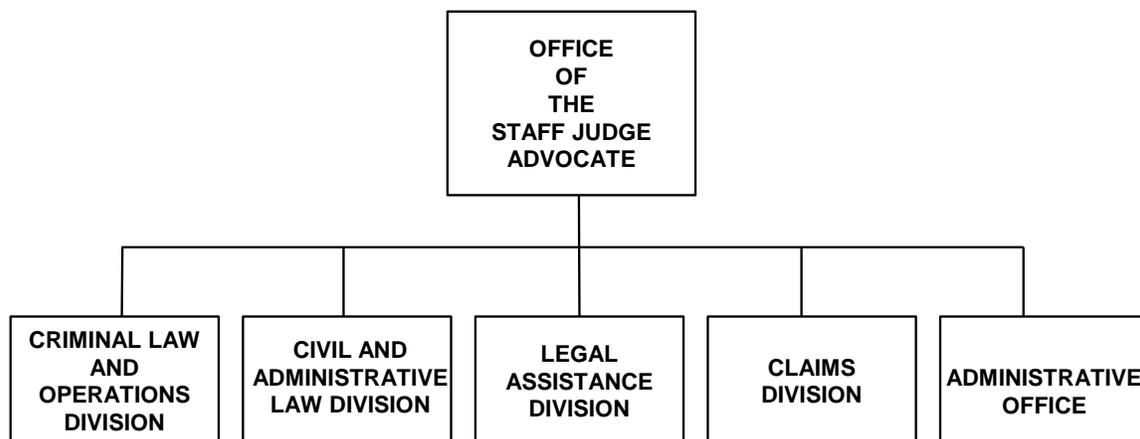
b. Organization. Figure 4-2 shows the organization of the OSJA.

c. Key leader responsibilities.

(1) Staff Judge Advocate (SJA).

(a) Provides military justice advice and performs military justice roles, functions, and duties prescribed in the UCMJ.

(b) Provides legal advice regarding administrative boards, investigations, or other military tribunals.



**Figure 4-2. OSJA organizational chart**

(c) Provides oversight and training of legal personnel in the command and its subordinate units, including professional responsibility training to those judge advocates under the SJAs direct and technical supervision.

(d) Implements the Judge Advocate General policies addressing rating schemes for legal personnel.

(e) Ensures that OSJA personnel are ready to deploy.

(f) Provides legal advice and support for administrative and civil law.

(g) Provides international and operational law advice, including training and support to the Department of Defense (DOD) Law of War Program.

(h) Provides legal advice and support on contract and fiscal law, health care law, and environmental law matters.

(i) Operates the command's legal assistance, claims, procurement fraud, Federal Magistrate Court, victim-witness assistance, and military justice training programs.

(j) Provides legal advice and support to the civilian personnel office and EEOO.

(k) Provides legal advice and support to the Family Advocacy Case Review Committee.

(l) Serves as the command ethics counselor and appoints ethics counselors, as appropriate.

(m) Assists with litigation in which the United States has an interest.

(n) Supports training programs for RCs legal personnel and units.

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(o) Provides legal advice and support concerning intelligence activities.

(2) Deputy Staff Judge Advocate.

(a) Is responsible for the day-to-day administration, training, and execution of the OSJA activities.

(b) Coordinates the efforts of the legal administrator and command or chief paralegal NCO throughout the OSJA.

(c) Ensures that every member of the OSJA receives the mentorship, training, equipment, and support to meet mission requirements consistent with the SJA's intent.

(d) Serves as the acting SJA in the SJAs absence and therefore is always prepared to assume the SJAs duties and responsibilities.

d. Core functions.

(1) Provides Criminal Law and Operations Division support to the command.

(2) Provides Civil and Administrative Law Division support to the command and its Soldiers and families.

(3) Provides legal assistance to the commands and their Soldiers and families.

(4) Processes claims on behalf of the government and the command.

e. Criminal Law and Operations Division supporting functions.

(1) Studies and evaluates all reports of investigation involving criminal conduct; analyzes and advises applying military and civilian criminal statutes; advises investigators and commanders during all phases of a criminal investigation.

(2) Advises commanders concerning all disciplinary matters and initial adverse administrative actions.

(3) Monitors pretrial restraint imposed on members of the command.

(4) Furnishes trial counsel in all general and special courts-martial, and court reporters in cases requiring verbatim transcripts of the proceedings.

(5) Provides post trial control and legal review of all records of summary and special courts-martial convened within the jurisdiction of the Commander, USASIGCoE, as general courts-martial supervisory authority, and takes required corrective action.

(6) Prepares all court-martial convening orders, general, special, summary court-martial orders, and appropriate supplementary orders.

(7) Coordinates the presence of witnesses as required for all trials at Fort Gordon and assists other posts in obtaining the presence of witnesses currently stationed at Fort Gordon.

(8) Provides instructors for legal instruction and training, using personnel from all branches.

(9) Supervises military justice training in subordinate commands.

(10) Provides trial counsel to process and represent the United States Army at enlisted and officer administrative separation proceedings.

(11) Prepares all driving under the influence (DUI) letters of reprimand as well as General Officer letters of reprimand.

(12) Provides trial counsel appointed as Special Assistant United States Attorneys to represent the government in Federal Magistrate Court and Federal District Court regarding all cases of civilian misconduct arising on Fort Gordon.

(13) Provides a victim witness liaison officer to provide and coordinate support to all victims and witnesses of criminal misconduct occurring on Fort Gordon.

f. Civil and Administrative Law Division supporting functions.

(1) Provides advice and opinions relating to the organization, powers, functions, and employment of the Army, and the powers and authority of the Fort Gordon Installation Commander, the CoS, directors, and other officers and employees, in relation to their official duties.

(2) Analyzes and provides legal advice and opinions concerning the interpretation and application of laws, regulations, statutes, and directives relating to the United States Army generally and to its members, to include questions pertaining to the appointment, induction, promotion, separation, discharge, retirement, pay and allowances, status, administration, enforcement of family support obligations, and authorized activities, such as virtually any legal issue affecting Soldiers.

(3) Provides legal advice concerning federal jurisdiction over reservations (installations and activities) under the jurisdiction and control of the Fort Gordon Installation Commander, and matters directly relating thereto.

(4) Provides counsel to the Director of Human Resources and other staff offices concerning labor-management and civilian personnel law. Provides counsel to various administrative boards, to include, Merit Systems Protection Board, Equal Employment Opportunity Commission, Office of Complaint Investigations, Federal Labor Relations

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Authority, and Federal Impasse Panels. Works closely with HHQ, the United States Attorney, the Management Advisory Services Branch, and the EEOO. Writes legal opinions, memorandums of law, litigation reports, responses to pleadings and motions, and briefs on civilian personnel law and federal labor relations in general. Frequently personally briefs Fort Gordon leadership (CG, GC, and CoS), and regularly coordinates with the Office of the United States Attorney, TRADOC, and DA.

(5) Provides ethics counseling advice to all military and civilian personnel on the installation and coordinates, as necessary, with other agencies (Air Force, Navy, and Marine Corps).

(6) Reviews Office of Government Ethics (OGE) Form 450 (Confidential Financial Disclosure Report) and OGE 278 (Public Financial Disclosure Report).

(7) Provides annual training for financial disclosure report filers and provides initial entry ethics training to Signal Officer Basic Course (SOBC) Soldiers and new civilian employees.

(8) Provides advice and opinions on all matters covered in DOD Regulation 5500.7-R. Topics include conflicts of interest, enforcement and reporting, gifts and gratuities, use of government property, outside employment and activities, post-government service employment, private organizations, procurement integrity, and transportation and travel benefits.

(9) Provides advice to the Environmental and Natural Resources Management Office (ENRMO), the CG, the GC, and other staff offices on the Army Environmental Law Program ensuring compliance with applicable federal and state laws, regulations, and executive orders. Provides advice on numerous federal and state environmental laws to include the Clean Water Act; Clean Air Act; Resource Conservation and Recovery Act; Comprehensive Environmental Response, Compensation and Liability Act; Safe Drinking Water Act; and the Georgia Hazardous Site Response Act.

(10) Provides advice to the wildlife, hunting, and fishing programs on Fort Gordon under the Sikes Act.

(11) Works closely with ENRMO to formulate response strategies to Notices of Violations from the State of Georgia and the United States Environmental Protection Agency (EPA) and, where appropriate, negotiates with state and EPA regulators and attorneys to secure the best result for Fort Gordon and the environment.

(12) Conducts liaison with other environmental law specialists at DOD installations in Georgia, the Southeast Regional Environmental Office and with TRADOC and DA environmental law attorneys to be fully informed of the latest legal and factual developments in the environmental arena.

(13) Coordinates, along with representatives of ENRMO, all aspects of cooperative environmental projects with non-DOD and non-governmental agencies (such as the Savannah River Site and the Southern Technology Center). Drafts and/or reviews for legal sufficiency documentation implementing such projects.

(14) Visits various environmentally significant sites on the installation to learn and fully appreciate the relevant environmental and legal issues involved with the site. Provides training in the legal aspects of the environmental mission to the Signal Officer Advance Course (SOAC) and other appropriate audiences.

(15) Reviews the entire Environmental Projects Report twice a year and coordinates with ENRMO and TRADOC Environmental Law Attorney to resolve differences concerning funding categories prior to certification by the SJA.

(16) Provides legal advice to the two appropriated fund-contracting activities at Fort Gordon: the DOC and the Southeastern Regional Contracting Center Medical Command (MEDCOM). Reviews solicitations for negotiated and sealed bid contracts, modifications of contracts, and awards of contracts. Advises contracting officers on bid protests, disputes, and terminations and other legal matters affecting contracts (from simplified to major contracts). Advises the Source Selection Board for the base operations contracts and other high dollar contracts.

(17) Serves as the agency counsel at the installation level and assists attorneys in the Contract Appeals Division, the Army Litigation Division, and United States Attorneys, in litigation before the General Accounting Office, the Armed Services Board of Contract Appeals, United States Court of Federal Claims, and the United States District Court. Serves as procurement fraud advisor and provides oral and written advice. Prepares litigation reports and memorandums of law on often-complex issues in litigation. Works closely with the Director of Contracting and the Southeastern Contracting Center MEDCOM staff.

(18) Advises the Director of Community Activities on nonappropriated fund contracts (reviews solicitations and awards, and advises the morale support fund's contracting officer both orally and in writing).

(19) Investigates, analyzes, coordinates, and advises on litigation activities, prepares litigation reports, and assists the United States Attorney in the defense of suits brought against the United States arising within the command.

(20) Provides legal advice to the Director of Family and Morale, Welfare, and Recreation (MWR); and other staff offices on non-appropriated funds (programs and policies, fiscal controls, and contracts).

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(21) Reviews for legal sufficiency the proceedings of boards of officers and investigating officers; administrative discharges; elimination from USASIGCoE courses (Advanced Leader Course [ALC], Senior Leader Course [SLC], SOBC, SOAC, Warrant Officer Basic Course [WOBC]); conscientious objector applications, reports of survey and appeals and relief from the assessment of financial liability.

(22) Advises officers appointed by commanders to conduct investigations using both AR 15-6 and UCMJ Article 32, Investigations. Provides legal advice to the Director of the Network Enterprise Center (NEC), the DOC, and other staff offices on the release or withholding of documents requested under the Freedom of Information Act and the Privacy Act. Reviews subpoenas and court orders requesting the appearance of federal employees as witnesses in federal and states courts and for the production of official government records in conjunction with litigation.

(23) Provides legal advice to the Director of Resource Management on all matters concerning statutory and regulatory constraints on using appropriated funds (purposes, availability as to time, obligation of funds, Antideficiency Act, and any other matter dealing with such funds).

(24) Provides advice on a variety of subject-specific actions affecting the day-to-day operation of the installation.

(25) Advises the Task Force Director on the task force's authority under the NSCCE enabling legislation and Memorandums of Agreement (MOAs) with the National Science Center Foundation and Discovery Center Incorporated. Also advises on programs, contracts, cooperative agreements, expenditure of funds, and other matters affecting the operations of the National Science Center.

(26) Advises the command and staff in conjunction with the Army Corps of Engineers on acquisition, use, and disposal of real property.

(27) Provides instruction on standards of conduct, reports of survey, environmental law, line of duty investigations, and other topics to SOBC, SOAC, and WOBC.

g. Legal Assistance Division supporting functions.

(1) Conducts the legal assistance and preventive law activities of the command.

(2) Maintains liaison with the local bar associations and maintains and operates the Fort Gordon Civilian Attorney Referral Program.

(3) Interviews, advises, and assists authorized active duty and retired military personnel and their authorized family members in resolving legal problems, to include the preparation of legal documents and instruments, including but not limited to contracts, wills, powers of attorney, and income tax returns.

(4) Provides notary service to authorized individuals. Provides bi-weekly in-hospital legal assistance at Dwight David Eisenhower Army Medical Center (DDEAMC) for inpatients and staff.

(5) Prepares correspondence and reports pertaining to legal assistance matters. Assists clientele with preparing and processing citizenship and immigration matters. Coordinates and facilitates pending cases with the Immigration and Naturalization Service.

(6) Coordinates and oversees the Volunteer Income Tax Assistance (VITA) Program for Fort Gordon, including the supervision of nearly 100 unit tax advisors and volunteers.

(7) Coordinates and supervises the implementation of the Army Legal Assistance Program under provisions of AR 27-3.

(8) Advises and assists clients in non-UCMJ adverse military actions, including but not limited to bars to reenlistment, reports of survey, line of duty investigations, Officer Evaluation Report (OER)/Army Emergency Relief (AER)/NCO Evaluation Report (NCOER) appeals, and adverse information filings.

(9) Is responsible for staffing and servicing all Soldier Readiness Processing activities to include country law briefings, expedient will, power of attorney, and other legal document production and advising Soldiers concerning Servicemen's Group Life Insurance (SGLI) and other insurance programs and options. Responsible for managing the Army's Special Victim Counsel Program and providing Special Victim Counsel services and representation for eligible beneficiaries who are the victims of sexual assault.

h. Claims Division supporting functions.

(1) Ensures that claims in the area of responsibility are promptly investigated according to AR 27-20.

(2) Acts as claims settlement authority on claims within the monetary jurisdiction of AR 27-20, and forwards claims beyond such jurisdiction to the Commander, United States Army Claims Service, for action.

(3) Asserts, collects, settles, waives, or terminates claims in favor of the United States for damage to, loss of, or destruction of Army property, and for the recovery of the reasonable value of medical care furnished or to be furnished by the United States.

(4) Supervises the claims operation of claims processing offices within this area (DDEAMC).

(5) Implements claim policies and guidance furnished by the Judge Advocate General or the Commander, US Army Claims Service.

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(6) Ensures there is an adequate number of qualified claims personnel to take prompt action on claims, and that they are adequately trained.

(7) Budgets and funds claims investigations and activities to include per diem and transportation of claims personnel, claimants and witnesses, independent medical examinations, appraisals, independent expert witnesses, long distance phone calls, recording and photographic equipment, use of express mail or couriers, and other necessary expenses.

(8) Procures and disseminates adequate legal publications on local law and verdicts relating to tort claims within the area of jurisdiction.

(9) Develops and maintains written plans for disaster or civil disturbance.

(10) Implements the Army's Article 139 Claims Program.

(11) Analyzes, coordinates, and advises on litigation activities involving claims for and against the United States; prepares litigation reports on and assists the United States Attorney in defending suits brought against the United States.

(12) Maintains a close working relationship with the Medical Claims Attorney, DDEAMC, to assist in recognizing, reporting, and investigating medical malpractice incidents and claims.

i. Administrative Office supporting functions.

(1) Plans, directs, coordinates, and controls activities of the respective staff office and its subordinate elements under the provisions of existing regulations, command policies, and directives. Develops and implements internal policies, directives, and procedures governing the execution of assigned missions and functions.

(2) Assists and advises the SJA on managing aspects of SJA activities to include coordination of programming, budgeting, and other Army Command Management System functions. Performs review and analysis functions for the SJA and supervises and coordinates management improvement activities.

(3) Ensures effective use of available personnel resources by assigning properly skilled personnel to respective tasks, and continuously evaluating performance. Initiates corrective action as required. Arranges for employee training, development, reassignment, promotion, demotion, and separation.

(4) Ensures that intelligence, information security, and physical security requirements are met.

(5) Monitors safety requirements and promotes safe operating procedures and employee's safety consciousness.

(6) Reviews internal organization continuously to ensure proper alignment of functions and resources for efficient mission accomplishment.

(7) Compiles, coordinates, and submits historical information.

(8) Ensures protection of government property and promotes supply economy.

(9) Coordinates with supervisors and reports on contacts outside the chain of command with representatives of higher, lateral, and subordinate headquarters, agencies and staff elements.

(10) Establishes internal policy and guidance on office administrative matters.

(11) Coordinates and prepares TDA and Schedule X input for SJA activities for submission to G-8.

(12) Receives and distributes incoming mail, provides messenger service, and processes unclassified and classified correspondence.

(13) Ensures action on directives and maintains suspense system to ensure timely reply to correspondence.

(14) Ensures that records, files, forms management, and correspondence matters comply with applicable regulations.

(15) Maintains and submits time and attendance reports. Maintains informal personnel files and locator cards for assigned personnel. Initiates or coordinates personnel actions for military and civilian personnel. Coordinates and records training of personnel.

(16) Prepares work order requests for repair of equipment and telephone service.

(17) Coordinates necessary changes to telephone listings or directories with the NEC.

(18) Provides internal supply support, to include control and accountability for nonexpendable property, maintenance of equipment, and the requisitioning of forms, publications, office supplies, and equipment.

(19) Coordinates internal transportation requirements and supervises use of assigned administrative vehicles.

(20) Requests orders for temporary duty (TDY) travel and monitors submission of travel vouchers.

(21) Maintains reference publications as required.

(22) Coordinates Incentive Awards Program.

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(23) Plans, coordinates, and supervises all office information management (IM) systems, plans, and policies.

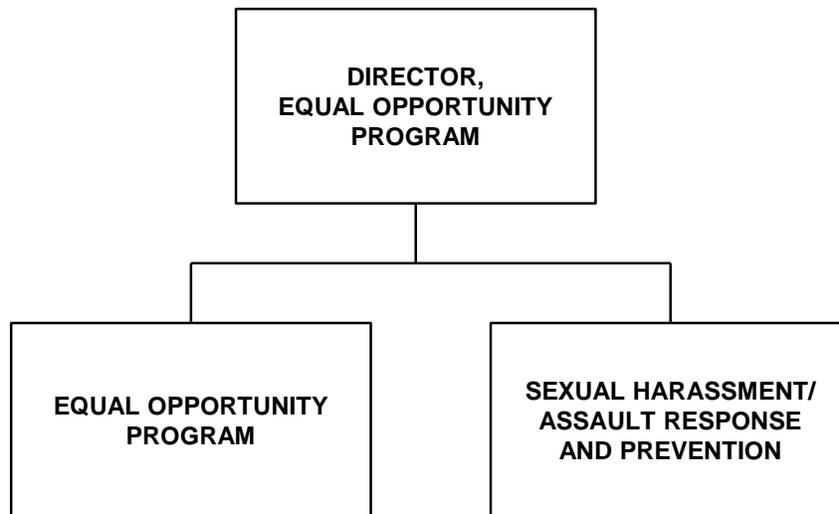
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**Chapter 5  
Special Staff**

**5-1. Equal Opportunity and Sexual Harassment/Assault Response and Prevention (EO/SHARP) Office**

a. Mission. The United States Army provides EO and fair treatment for military personnel and family members. The EO Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability to support readiness and without regard to race/ethnicity, gender, religion, national origin, or color.

b. Organization. Figure 5-1 shows the organization of the EO/SHARP.



**Figure 5-1. EO/SHARP organizational chart**

c. Key leader responsibilities. The Director, EO/SHARP—

(1) Serves as the primary advisor and subject matter expert (SME) to the CG/Senior Mission Commander.

(2) Provides information, advice, and assistance on diversity related issues to include unlawful discrimination, sexual harassment, and sexual assault.

(3) Provides advisory support and assistance to commanders and leaders throughout the installation, serving as the overall program manager (PM) for the USASIGCoE.

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### d. Core functions.

(1) Understands and articulates DOD and Army policies and directives and ensure EO/SHARP Programs are aligned and in compliance.

(2) Provides advisory assistance to commanders and investigating officers during the investigation and resolution of unlawful discrimination and sexual harassment complaints IAW Army Command policies and procedures.

(3) Keeps the commander, subordinate commanders, and leaders informed on human readiness concerns through progress reports, trends, and behavior analysis. Recognizes and assesses indicators of institutional and individual discrimination in organizations and sexual harassment both overt and subtle making recommendations for corrective actions.

(4) Assists commanders in assessing, planning, implementing and evaluating their EO and SHARP Programs. Ensures annual training requirements for EO and SHARP are met. Evaluates the effectiveness of training and prevention efforts, making corrections and recommendations where and when needed.

(5) Serves as the PM of victim support services coordinating and overseeing local implementation and execution of the SHARP Program. Ensures victims of sexual harassment and sexual assault receive guidance and emotional support during administrative, medical, investigative, and legal procedures, and that victims understand the processes involved.

(6) Ensures sexual harassment and sexual assault prevention, education, and victim advocacy services are available for all service members both on and off post by providing essential coordination with local agencies. Ensures military personnel and their families receive fair and equitable treatment and are treated with dignity and respect.

(7) Maintains records and reports involving complaints, sexual assault, and demographics.

### 5-2. Protocol Office

a. Mission. The Protocol office advises and assists the command group on etiquette, social customs, and formal courtesies relative to ceremonies and entertainment IAW pertinent regulations and directives of this and HHQ.

#### b. Key leader responsibilities. The Chief of Protocol—

(1) Coordinates general officer and distinguished visitor visits.

(2) Plans official command functions (programs, receptions, ceremonies, dinners, and luncheons).

(3) Maintains the very important person (VIP) report and the policy on distinguished visitor quarters.

(4) Manages the CG's .0012 contingency fund.

(5) Coaches, trains, and mentors the Protocol Staff.

c. Core functions.

(1) Plans, directs, coordinates, and supervises protocol activities pertaining to the conduct of official visits, including the reception and billeting of distinguished guests, major events, and special projects as directed by the Command Group.

(2) Advises the CG, DCG, and CoS on matters pertaining to protocol and customs of the service.

(3) Provides assistance and advice, as required, to subordinate commands and staff activities regarding protocol, social functions, and official visits.

(4) Coordinates the Command Group participation in official ceremonies and social activities, and develops guest lists.

(5) Manages the three command conference rooms.

(6) Requests photo and video support for Command Group functions.

(7) Authorizes and validates general officer flag lines for and at functions involving the CG and other general officer's.

(8) Establishes and maintains a Master Protocol List of local and national dignitaries for invitations to various Command Post functions.

(9) Maintains an On-Post Protocol List (call sheet).

**5-3. Safety Office**

a. Mission. This office provides the SC and GC with a continuing assessment of operational and administrative effectiveness of the Command Safety Program:

(1) Evaluates command management and leadership procedures and practices involving safety and occupational health (these resources will include personnel, material, money, time, technology, and information).

(2) Identifies systems and other issues, situations, or circumstances that affect mission performance and the isolates associated causes.

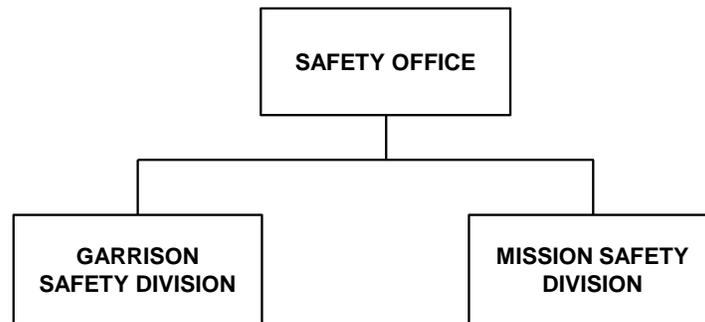
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(3) Determines the unit/activity to take corrective action and evaluates the appropriateness and/or adequacy of the action.

(4) Determines the state of economy, efficiency, discipline, morale, esprit de corps, readiness, and resources throughout the installation.

(5) Review Training Requirements Analysis System (TRAS) documents confirming appropriate risk level for courses/lesson plans.

b. Organization. Figure 5-2 shows the organization of the Safety Office.



**Figure 5-2. Safety Office organizational chart**

c. Key leader responsibilities. The Senior Safety Director (SSD)—

(1) Translates the SC's intent for Mission and Garrison Safety Programs.

(2) Develops goals and objectives to support the SC's intent.

(3) Directs both Mission and Garrison Programs.

d. Core functions.

(1) Maintains surveillance over the effectiveness of the Installation Safety Office (ISO) functions and activities within the command, as appropriate, and advises the SC on its effectiveness and other matters concerning ISO activities.

(2) Maintains involvement at the installation level for budget requirements and considerations for all safety functions and activities throughout the command.

(3) Maintains in a secure environment the office of record, on behalf of the Secretary of the Army, for all safety records that originate in the office under prescribed policies and procedures.

(4) Receives and reviews all reports forwarded to the ISO and forwards the comments and recommendations to the SC or the delegated representative.

(5) Forwards for corrective action those issues, situations, or circumstances that cannot be resolved or corrected at the USASIGCoE.

(6) Processes requests for access to copies of, or amendment of, safety records as outlined in AR 20-1 and AR 1-201.

(7) Ensures all safety functions and activities as prescribed by appropriate law and regulation or directed by the SC.

(8) Ensures appropriate and required training is completed for those safety personnel not required to attend the DA Safety Intern training course (direct hires, additional duty safety officers) that are selected to serve in the safety positions.

(9) Serves as the proponent for safety inspection policy for the USASIGCoE.

(10) Briefs, as required, the SC, DCG, GC, CoS, and the Commander, 15th RSB, on trends and analysis as relates to safety program issues.

(11) Prepares and forwards to the Criminal Investigation Detachment, those investigations that the SSD has determined to be criminal in nature.

(12) Forwards to the SJA, those issues and allegations that are sensitive and do require a legal opinion prior to processing.

(13) Establishes and maintains liaison with appropriate Army, Navy, Coast Guard, National Guard, Marine Corps, Air Force, Federal and local emergency management agencies, and other organizations to ensure cooperation on matters of mutual concern.

e. Garrison Safety Division supporting functions.

(1) Executes oversight and management of the Garrison Safety Program and IAW 29 Code of Federal Register, AR 385-10, IMCOM guidance, and directives.

(2) Provides the SSD with a continuing assessment of operational and administrative effectiveness of the command safety program.

(3) Conducts general, special, quick-look, and follow-up inspections, as directed by the SSD, and/or the SC, or as prescribed by law or regulation. Provides completed inspection reports to the authority directing the inspection.

(4) Provides oversight of safety functions and activities within the command IAW AR 385-10 and 29 Code of Federal Register.

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(5) Ensures that all functions and activities of the command are given the opportunity to submit inspection topics, and are inspected at least annually for a general, special, or a quick-look inspection.

(6) Performs the following audit and internal control functions—

(a) Reviews the audit follow-up system ensuring adequacy, effectiveness, and compliance with AR 36-2, when directed by the SC, either with other elements or independently.

(b) Reviews the Internal Control Program documentation during inspections to determine whether policies, standards, and requirements have been effectively implemented (including procedures for supplementing and using internal control review checklists).

(c) Determines if management has taken the effective action to alleviate internal control problems identified in the audit/inspection findings and recommendations.

(7) Coordinates and cooperates with the local commanders, employee representatives, and other members of the leadership in performing inspections or investigations to preclude duplication of effort.

(8) Provides external inspection and audit reports and other information to the SSD.

(9) Serves as teachers in explaining Army safety systems, procedures, and processes as they relate to problem areas in the inspected function, or activity to improve operations and accomplish command objectives.

(10) Randomly reviews command and staff inspection reports to facilitate problem identification and safety inspection targeting within the command.

(11) Prepares and submits the annual Garrison Safety Inspection Plan to the SSD for approval.

(12) Monitors and conducts the Army Traffic Safety Training Program and associated driver refresher training within the Army Traffic Safety Training Program.

(13) Performs or implements all peacetime and emergency radiation protection functions mandated by law and regulations governing the Radiation Protection Program for the USASIGCoE.

f. Mission Safety Division supporting functions.

(1) Executes oversight and management of the Mission Safety Program IAW AR 385-10, 29 Code of Federal Register, and TRADOC guidance and directives.

(2) Provides the SSD with a continuing assessment of operational and administrative effectiveness of the command safety program.

(3) Conducts general, special, quick-look, and follow-up inspections, as directed by the SSD, and/or the SC, or as prescribed by law or regulation. Provides the completed inspection reports to the authority directing the inspection.

(4) Provides oversight of safety functions and activities within the command IAW AR 385-10 and 29 Code of Federal Register.

(5) Ensures that all functions and activities of the command are afforded an opportunity to submit inspection topics, and are inspected at least annually for a general, special, or a quick-look inspection.

(6) Performs the following audit and internal control functions—

(a) Reviews the audit follow-up system ensuring adequacy, effectiveness, and compliance with AR 36-2 when directed by the SC, either with other elements or independently.

(b) Reviews the Internal Control Program documentation during inspections to determine whether policies, standards, and requirements have been effectively implemented (including procedures for supplementing and using internal control review checklists).

(c) Determines if management has taken effective action to alleviate internal control problems identified in the audit/inspection findings and recommendations.

(7) Coordinates and cooperates with the local commanders, employee representatives, and other members of the leadership in connection with the performance of any inspection or investigation in order to preclude duplication of effort.

(8) Provides external inspection and audit reports and other information to the SSD.

(9) Serves as teachers in explaining Army safety systems, procedures, and processes as they relate to problem areas in the inspected function, or activity to improve operations and accomplish command objectives.

(10) Randomly reviews command and staff inspection reports to facilitate problem identification and safety inspection targeting within the command.

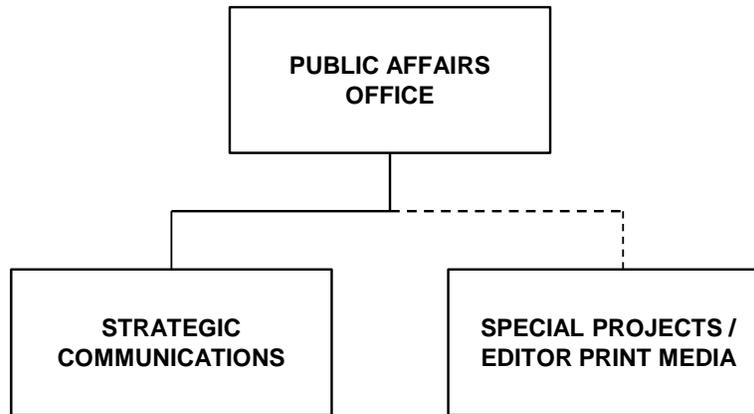
(11) Prepares and submits the annual Mission Safety Inspection Plan to the SSD for approval.

(12) Prepares and submits the Garrison Safety Division in the performance of all peacetime and emergency Radiation protection functions mandated by law and regulations governing the Radiation Protection Program for the USASIGCoE.

**5-4. Public Affairs Office (PAO)**

a. Mission. PAO facilitates mission accomplishment and public confidence in the Center of Excellence (CoE) through public engagement, media relations, and internal information programs.

b. Organization. Figure 5-3 shows the organization of PAO.



**Figure 5-3. PAO organizational chart**

c. Key leader responsibilities.

(1) Public Affairs Officer (GS-13/14).

(a) Serves as primary staff advisor to the CG and CoE staff on public affairs.

(b) Oversees the planning and execution of CoE media relations, community relations, and command information programs.

(c) Fulfills all required supervisory responsibilities for the PAO staff.

(2) Deputy Public Affairs Officer (CPT).

(a) Serves as the public affairs officer in the PAO's absence.

(b) Serves as primary action officer for facilitating news media requests for information and access to the CoE.

(c) Represents the PAO in planning boards, IPRs, synch meetings, et al.

(d) Provides public affairs training to CoE elements and others on request.

(3) Public Affairs NCOIC (SSG).

(a) Manages the administrative requirements of the PAO.

(b) Develops command information products in support of the CoE.

d. Core functions.

(1) Provides Public Affairs advice and counsel to the CoE commander and staff.

(2) Conducts Public Affairs planning and analysis for the CoE commander and staff.

(3) Develops information strategies in support of CoE operations.

(4) Develops and produces command information products for distribution to installation, Army, and DOD audiences (that is, news and feature stories, social media posts, special products).

(5) Support higher echelon Public Affairs requirements.

(6) Support media relations by facilitating media coverage of the CoE and access to information about its operations.

(7) Support community relations by facilitating CoE participation in community events, particularly by senior leaders.

### **5-5. Retention Branch**

a. Mission. Personnel readiness is a responsibility of command. All commanders are Retention Officers, responsible for sustaining Army personnel readiness by developing, implementing, and maintaining aggressive local Army Retention Programs, designed to accomplish specific goals and missions consistent with governing laws, policies, and directives.

b. Key leader responsibilities. The Command Career Counselor is the program administrator and expert technical advisor to the Commander and CSM on all reenlistment aspects of the Army Retention Program.

c. Core functions.

(1) Develops and implements the Total Army Retention Program including the Active Army (AA) Reenlistment Program and Reserve Component In-Service Recruiting Program for the installation.

(2) Supports active component (AC) and RC enlistments by publicity service and dissemination of information.

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(3) Provides career counselors and in-service recruiters to support subordinate organizations and units. Conducts staff assistance visits and quarterly inspections.

(4) Provides training to career counselors and full-time reenlistment NCOs and provides command management information.

(5) Supervises reenlistment processing of all eligible personnel. Processes applications for reenlistment to include options, contracts, and submission of electronic Military Personnel Office (eMILPO) transactions.

(6) Processes bars to reenlistment to appropriate approval authority to include appeal actions. Reviews documents prior to filing in the military personnel record.

(7) Processes extensions, waivers, exceptions to policy, DA Qualitative Management Program bars and appeals, waiver of reenlistment commitments, and claims of unfulfilled commitments.

### 5-6. Knowledge Management (KM)

a. Mission. KM enables the development of a culture of collaboration and implements a comprehensive strategy that streamlines processes and leverages collaboration tools that enable sharing of knowledge within the USASIGCoE and throughout the Signal Community.

b. Organization. Figure 5-4 shows the organization of KM.

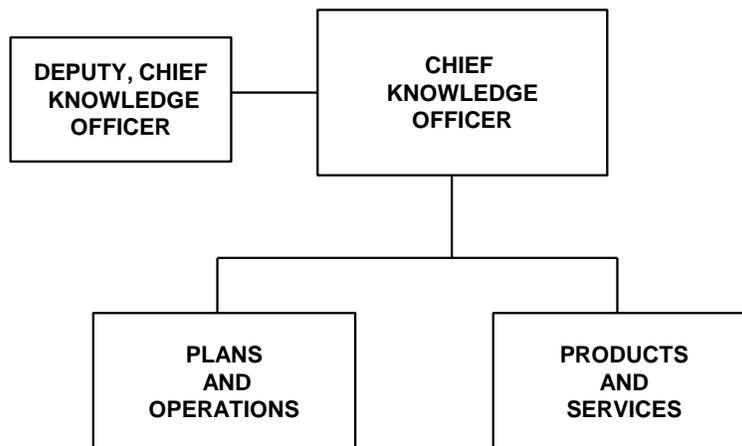


Figure 5-4. KM organizational chart

c. Key leader responsibilities.

(1) Chief Knowledge Officer (CKO).

(a) Implements KM initiatives throughout USASIGCoE and Signal Regimental community.

(b) Represents the USASIGCoE on the TRADOC Knowledge Management Council (TKMC).

(c) Supervises all government employees and is responsible for producing and maintaining all KM capabilities that fall under the CKOs area of responsibility to include Signal Warfighters' Forum, Signal Public Page, Internal USASIGCoE SharePoint, and eLandWarNet.

(2) Deputy Chief KM Officer.

(a) Serves as the senior KM program management action officer for the USASIGCoE's KM Office.

(b) Serves as the directorate level/primary staff officer in the absence of the CKO.

(c) Implements CKO defined Signal KM polices and initiatives to support the USASIGCoE. The KM framework includes rules and policies for USASIGCoE agencies to use to support documenting, controlling, organizing and sharing of knowledge, realizing maximum use and speed of access, to enhance their job performance and mission contribution.

(d) Leverages the latest KM Internet and telecommunications technologies to provide access to knowledge products and services for the Signal community through the online websites, portals, communities of practice, and other web-based applications and tools.

(e) Oversees and provides guidance to the internal KM office team and collaborative teams from across the USASIGCoE Regiment to integrate planning, development and implementation of Signal KM practices, techniques, and technologies, to support institutional and operational Signal units, organizations, and agencies.

(f) Promotes KM by educating senior leadership, staff, Fort Gordon professional military education (PME) courses, and operational forces across the Signal Regiment using formal briefings and other means of correspondence.

d. Core functions.

(1) Enhances/develops, teaches/trains, and maintains the USASIGCoE's SharePoint Sites at Unclassified, Secret, and Top Secret levels; and provides oversight over all units SharePoint Administrators.

(2) Manages content management.

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(3) Web Master services to include Signal/Cyber Center's Public, FOUO, Secret, and Top Secret pages; and provides oversight over all unit Web Page administrators.

(4) Manages and facilitates USASIGCoE's Warfighters' Forum and the Communities of Purposes.

(5) Provides KM training and education to the Signal Regiment.

(6) Facilitates data transformation.

(7) Provides business transformation/change management/progress improvement service for USASIGCoE.

(8) Integrates Fort Gordon and all USASIGCoE's networks in support of the Senior Mission Commander.

(9) Represents the USASIGCoE on the TRADOC KM Council of Colonels.

(10) Ensures transparency and efficient use of enterprise solutions to maximize efficiency and consolidation of USASIGCoE online resources.

(11) Manages and facilitates the USASIGCoE's KM Working Group, and the Fort Gordon KM Council.

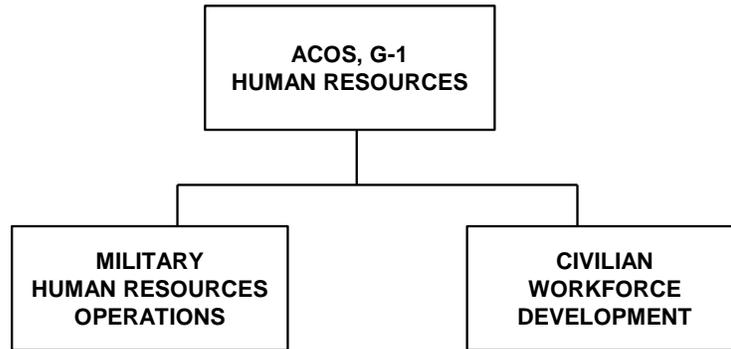
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**Chapter 6**  
**Coordinating Staff**

**6-1. Assistant Chief of Staff, G-1 - Human Resources (ACoS, G-1)**

a. Mission. The ACoS, G-1 develops, manages, and executes all manpower and personnel plans, programs, policies, and systems covering life-cycle personnel management for the entire USASIGCoE. The vision for the human resource enterprise is a team of human resource professionals dedicated to supporting and empowering Soldiers, civilians, contractors, and families worldwide in an era of persistent conflict. G-1 optimizes support to USASIGCoE missions and priorities, meets ARFORGEN and institutional requirements, and supports the Human Capital Core Enterprise. G-1 ensures human resource readiness of the USASIGCoE's full spectrum of operations.

b. Organization. Figure 6-1 shows the organization of the ACoS, G-1.



**Figure 6-1. ACoS, G-1 organizational chart**

c. Key leader responsibilities. The ACoS, G-1 –

- (1) Manages the operations aspect of the G-1 team.
- (2) Monitors and influences current and future operations from the human resource perspective.
- (3) Serves as the ACoS for personnel and is the principal human resource advisor to the CG and staff on all matters concerning military and civilian personnel matters for permanent party cadre and students assigned or attached to USASIGCoE.
- (4) Formulates, coordinates, and enforces human resource policies for military and civilian personnel and various support services for the USASIGCoE staff.
- (5) Is the lead for all military personnel management issues and coordinates directly with TRADOC Deputy Chief of Staff (DCS), G-1, and HRC regarding officer and enlisted distribution systems, policies, and procedures.

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### d. Military Human Resource Operations.

- (1) Processes awards, decorations, evaluations, and personnel actions.
- (2) Ensures human resource support is properly planned, resourced, coordinated, monitored, synchronized, and executed for organizations assigned or attached.
- (3) Maintains military personnel accountability for the command.
- (4) Conducts monthly command unit readiness reporting with subordinate units and G-3.
- (5) Maintains visibility for assigned and attached units to ensure the human resource tasks of personnel accountability are properly conducted and adequately support the human resource mission.
- (6) Provides technical direction and oversight to subordinate units Personnel Staff Officer (S-1) sections and is responsible for the mentorship and leader development of junior human resource officers, Soldiers, and civilians
- (7) Identifies and reviews eligible officer and enlisted personnel for centrally conducted boards.

- (8) Reviews and provides results of centralized selection boards

### e. Civilian Personnel Management Operations.

- (1) Provides regulatory guidance and advice to the command's leaders and employees ensuring efficient and effective use of civilian human resources.
- (2) Maintains civilian personnel accountability for the command.
- (3) Coordinates with and ensures consistent quality service from CPAC.
- (4) Conducts human resource management projects, initiatives, and program reviews.
- (5) Provides technical oversight of the Human Resource Office and administrative staff members.
- (6) Provides oversight of the civilian awards and decorations program.

**6-2. Assistant Chief of Staff, G-3 – Operations (ACoS, G-3)**

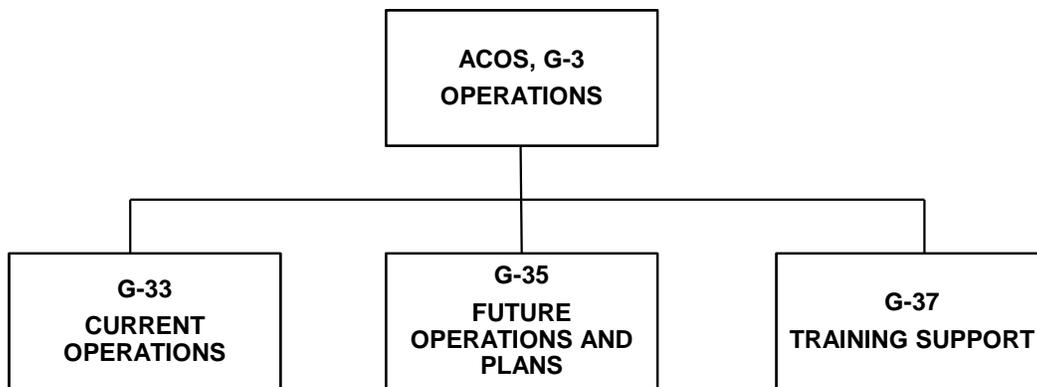
a. Mission. The ACoS, G-3 –

(1) Executes coordination, synchronization, and prioritization of operations within the USASIGCoE.

(2) Provides and maintains situational awareness.

(3) Enables successful mission execution and completion for the CG, staff, and subordinate formations.

b. Organization. Figure 6-2 shows the organization of the ACoS, G-3.



**Figure 6-2. ACoS, G-3 organizational chart**

c. Key leader responsibilities.

(1) ACoS, G-3.

(a) Serves as principal advisor to the CG and staff on all matters pertaining to operations.

(b) Responsible for the timely and accurate completion and reporting of all tasks generated both internal and external to the USASIGCoE.

(2) Chief, Current Operations (G-33).

(a) Monitors tasking activity and coordinates with staff and subordinate units to ensure the timely completion of taskings.

(b) Coordinates with HHQ when an extension is required.

(c) Supervises all operations within the USASIGCoE for events, ceremonies, and training events.

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### (3) Chief, Future Operations and Plans (G-35).

(a) Coordinates with TRADOC, CAC, and other HHQ to disseminate orders and taskings accurately and efficiently.

(b) Synchronizes events and taskings with HHQ and the Garrison staff to achieve timeliness and economy of force.

(c) Receives and provides analysis and publishes all orders and taskings to staff and subordinate units.

### (4) Officer, Training Support (G-37).

(a) Manages, coordinates, and provides Command level oversight of all permanent party mandatory training and certifications.

(b) Plans, synchronizes, and coordinates annual recurring training events for USASIGCoE.

(c) Analyzes Commander's intent and vision to plan future USASIGCoE operations.

### d. Core functions.

(1) Directs coordination and synchronization between USASIGCoE and HHQ elements (TRADOC, CAC, Army Capabilities Integration Center (ARCIC), DCG-IMT; adjacent headquarters elements (Fort Gordon Garrison Command); and subordinate headquarters elements (15th RSB, RNCOA).

(2) Establishes priorities for the USASIGCoE based on CG operational priorities and directives.

(3) Controls and manages all orders, fragmentary orders (FRAGOs), and task orders (TOs).

(4) Executes management oversight for all USASIGCoE generated orders, FRAGOs, and TOs.

(5) Executes management oversight for the USASIGCoE Master Events Calendar.

(6) Executes management oversight for USASIGCoE Network Unit Status Reporting.

(7) Executes management oversight for all foreign military visits through the USASIGCoE Military-to-Military (M2M) Program.

(8) Executes management oversight for all USASIGCoE Worldwide Individual Augmentee System requirements and tasks.

(9) Executes management oversight for the USASIGCoE OIP.

(10) Executes management oversight for the USASIGCoE Operations Security (OPSEC) Program.

(11) Executes management oversight for the USASIGCoE Anti-Terrorism and Force Protection Program.

(12) Executes planning oversight for all major USASIGCoE headquarters-sponsored events.

(13) Executes staff proponent oversight for Commander's Annual Training Guidance and USASIGCoE Regulation 10-8.

e. G-33 supporting functions.

(1) Maintains communications with TRADOC and CAC tasking offices to coordinate and synchronize actions between headquarters.

(2) Updates and publishes priorities for the USASIGCoE based on CG operational priorities and directives.

(3) Maintains an information portal for managing taskings and orders.

(4) Receives and issues FRAGOs and provides operational oversight of HHQ and/or USASIGCoE TOs and operation orders (OPORDs).

(5) Publishes a daily executive summary of all external and internal TOs and/or OPORDs.

(6) Conducts a weekly tasking synchronization meeting with the designated members of staff principles and subordinate units.

(7) Coordinates with the USAG and Fort Gordon DPTMS for all external taskings that require SC oversight and/or response to HHQ.

(8) Consolidates, briefs, and submits the monthly USASIGCoE Unit Status Report.

(9) Coordinates, supervises, and executes all USASIGCoE Foreign M2M visits, both continental United States (CONUS) and outside the continental United States (OCONUS).

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(10) Coordinates and supervises all USASIGCoE Worldwide Individual Augmentation System (WIAS) requirements and tasks. Maintains accountability of Soldiers on WIAS tasks; monitors redeployment activity and responds to TRADOC “return check” queries.

(11) Executes the USASIGCoE OIP and provides SME support for the inspection of training and other special focus areas.

(12) Maintains the USASIGCoE OPSEC standard operating procedure (SOP), serves as the SME for the USASIGCoE OPSEC Program, and chairs the quarterly USASIGCoE OPSEC Working Group.

(13) Coordinates with USAG, Fort Gordon for the USASIGCoE Anti-Terrorism Force Program.

(14) Supervises and coordinates all USASIGCoE sponsored events.

(15) Supervises and manages the Digital Training Management System Program and the individual training requirements IAW AR 350-1.

(16) Develops, drafts, and staffs the USASIGCoE annual Training and Leadership Development Guidance.

(17) Provides operations representation to the Installation Operations Center for training exercises and emergencies.

f. G-35 supporting functions.

(1) Receives, provides analysis of, and publishes HHQ and/or USASIGCoE TOs and OPORDs.

(2) Publishes a Combined Daily Order that places all taskings, FRAGOs and OPORDs published each day into a single document.

(3) Coordinates with USAG, Fort Gordon DPTMS for all external taskings that require SC oversight and/or response to HHQ.

(4) Proposes updates to the CG’s priorities based on operational priorities and HHQ directives.

(5) Plans and coordinates M2M training for foreign military partners.

(6) Plans and coordinates M2M OCONUS training events with supported Combatant Command partners.

(7) Plans and coordinates the OIP schedule for all initial staff inspections and subsequent staff inspections of USASIGCoE units.

(8) Receives, provides analysis of, coordinates, and publishes WIAS tasks received from TRADOC.

(9) Plans, coordinates, and publishes orders for all USASIGCoE sponsored events including conferences, training events, and ceremonies.

(10) Provides oversight and responsibility for USASIGCoE Staff Duty operations; maintains the Center Duty SOP, and provides updates as necessary.

(11) Serves as the staff proponent for the USASIGCoE Soldier of the Year/NCO of the year (SOY/NCOY) competition; serves as the lead for the TRADOC SOY/NCOY competition and all working groups for same.

g. G-37 supporting functions.

(1) Acts as the SME for the CG on all mandatory permanent party training requirements.

(2) Coordinates, tracks, and monitors all mandated training for DOD permanent party personnel (PPP) assigned to the USASIGCoE.

(3) Is responsible for ensuring all PPP training records are up-to-date in the Defense Training Management System (DTMS).

(4) Is responsible for supporting PPP with required training or professional development courses in the Army Training Requirements Resourcing System (ATRRS).

(5) Coordinates, drafts, and publishes annual training plans/guidance in coordination with USASIGCoE organizations to establish timelines and identify resource requirements.

(6) Conducts routine inspections to ensure required training is being conducted to standard.

### **6-3. Assistant Chief of Staff, G-4 – Logistics (ACoS, G-4)**

a. Mission.

(1) Plans, coordinates, and advises on all logistics matters concerning supply, services, maintenance, transportation activities, and facility support for all units' assigned, attached, or operational control to the USASIGCoE.

(2) Serves as the primary USASIGCoE point of contact (POC) for all issues related to the Institutional Training Directed Lodging and Meals (ITDLM) Program.

b. Organization. Figure 6-3 shows the organization of the USASIGCoE, G-4.

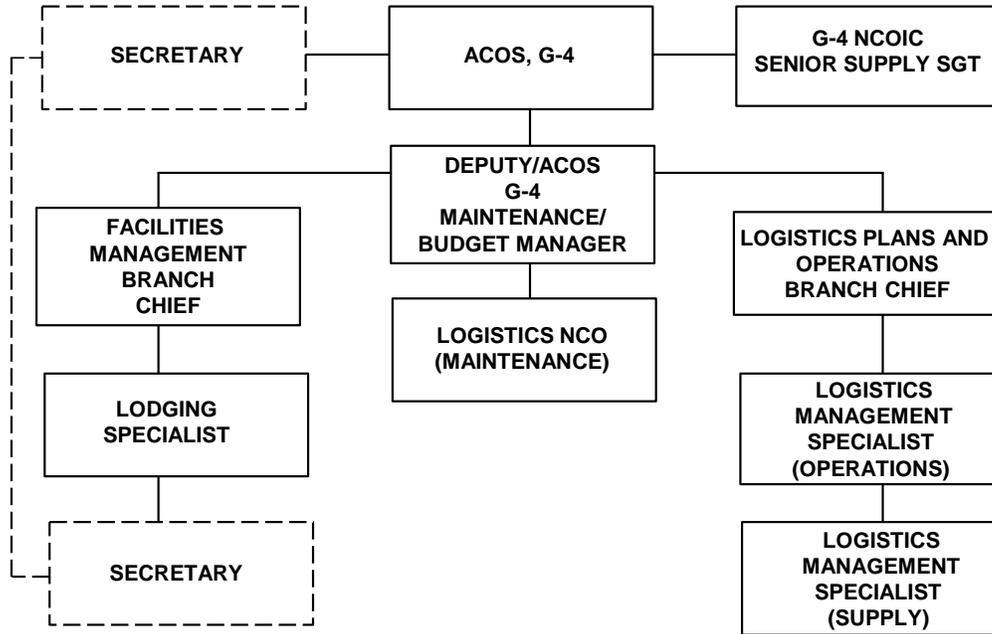


Figure 6-3. USASIGCoE G-4 organizational chart

c. Key leader responsibilities.

(1) The ACoS, G-4 serves as the principle logistics advisor to the USASIGCoE Commander, and the point of coordination between HHQ, IMCOM, Army Materiel Command (AMC), Army Sustainment Command (ASC), Communications-Electronics Command (CECOM), and subordinate USASIGCoE elements.

(2) The Deputy ACoS, G-4 assumes the duties of the ACoS, G-4 in the absence of the G-4. Serves as the maintenance manager for the USASIGCoE and the budget manager for all Class II, IV, and IX requisitions. Assists the G-4 with overall logistics planning, and coordination and management of the budget.

(3) The Logistics Plans and Operations Branch Chief serves as the primary POC and manager for logistics plans and operations (supply, property accountability, automated logistics systems support, Command Supply Discipline Program execution, logistics operations, and equipment management of all elements assigned and attached to the USASIGCoE).

(4) The Facilities Management Branch Chief serves as the G-4 Engineer for projects involving new construction, alteration, equipment installation, and repair of TRADOC buildings and facilities. Oversees work order contract projects from design development to inspection and approval. Exercises a thorough knowledge of the theories, concepts, and principles of the mechanical, electrical, and civil engineering fields. Also, oversees the ITDLM program and lodging management. Responsible for all AA, USAR, and ARNG TDY lodging arrangements, for on- and off-post billeting.

- d. Maintenance and Budget core functions.
  - (1) Manages the USASIGCoE maintenance program.
  - (2) Manages the G-4 office budget.
  - (3) Tracks all Class II, IV, IX expenditures across the USASIGCoE.
  - (4) Coordinates prioritizing of critical and noncritical parts for unit equipment and reports results to the G-4.
  - (5) Coordinates obtaining high priority critical training equipment repair parts to avoid adverse impact on training.
  - (6) Monitors the USASIGCoE equipment-dispatching program.
  - (7) Monitors the equipment readiness of “Pacing” and Equipment Readiness Code (ERC) “A” items of equipment for the USASIGCoE.
- e. Maintenance and Budget supporting functions.
  - (1) Monitors the Army Materiel Status System (AMSS).
  - (2) Reviews training equipment materiel fielding plans (MFPs) to ensure maintenance responsibilities are considered.
  - (3) Monitors usage and services on the training equipment fleet.
  - (4) Monitors the acquisition of nontactical vehicles to support training documented on the TDA.
  - (5) Monitors Netcentric Unit Status Report (NetUSR) and coordinates training equipment maintenance assistance with the Fleet Management Expansion (FMX) team.
  - (6) Crosswalks equipment listed in the monthly Army Materiel Status System (AMSS) reports with the TDA and property book for accuracy and reports findings to the G-4.
  - (7) Periodically accompanies the FMX team during office calls/unit visits and reports the results to the G-4.
  - (8) Monitors POIs, TDAs, and the Property Book ensuring equipment is documented, authorized, and accounted for (including authorized substitutes and equipment used instead of authorized items).
  - (9) Identifies and reports Unfinanced Requirements (UFRs) to the G-4.

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### f. Logistics Plans and Operations Branch core functions.

(1) Creates, publishes, reviews, and tracks all OPORDs, tasking orders (TASKORDs), FRAGOs, Execute Orders (EXORDs), and Warning Orders (WARNOs) affecting the G-4.

(2) Conducts assessments of the Command Supply Discipline Program (CSDP) including OIP inspections, CSDP inspections, and Staff Assistance Visits (SAVs).

(3) Oversees Force Modernization and New Equipment Fielding.

(4) Coordinates equipment disposal actions with HQDA G-4, TRADOC G-4, PMs, and item managers, as needed.

(5) Interprets policy, program documents, and regulations and provides policy/regulatory guidance to the staff and subordinate elements, as needed.

### g. Logistics Plans and Operations supporting functions.

(1) Identifies TDA equipment shortages.

(2) Assists in reviewing DA Forms 4610-R-E (Equipment Changes in MTOE/TDA) for accuracy.

(3) Reviews Financial Liability Investigation of Property Loss (FLIPL) and provides the recommend course of action IAW AR 735-5.

(4) Provides guidance on supply policies including stockage, item management, and accountability.

(5) Verifies national stock numbers (NSNs) and line item numbers (LINs) on all replacements, authorized substitutes, or in lieu of items to ensure the equipment supports the training requirement.

(6) Conducts equipment on-hand validations for unit status reports (USR).

(7) Assists with logistics training for Soldiers and civilians.

(8) Coordinates with the TRADOC representative, item managers, and manufactures on quantities, delivery dates, and warranties.

(9) Coordinates shipment of equipment between the manufacture, PMs, item managers, and the Installation Property Book Officers (IPBOs).

(10) Coordinates date(s) and time(s) with the IPBO and the training departments for inventory and issue of equipment shipped to the USASIGCoE.

(11) Secures second destination transportation (SDT) funding for lateral transfers within TRADOC and with other external activities.

(12) Coordinates with HQDA, TRADOC G-4, program and product managers, National Guard Bureau (NGB), or USAR components for Army-mandated training equipment (such as, Structured Manning Decision Review (SMDR); Training Resources Arbitration Panel (TRAP); surge).

h. Facilities Management Branch core functions:

(1) Manages facilities allocated to the TRADOC agencies on Fort Gordon

(2) Develops basic requirements for Military Construction, Army projects, and for Unspecified Minor Military Construction, Army projects.

(3) Manages DA Form 4283 (Facilities Engineering Work Request) for TRADOC agencies on Fort Gordon. Receives, reviews, approves, and sends requests to the Directorate of Public Works (DPW).

(4) Executes the lodging segment of the ITDLM Program for 733 on-post rooms and 27 contract hotels.

i. Facilities Management Branch supporting functions.

(1) Coordinates, consolidates, or prepares descriptions and/or statements of work for applicable engineering construction, modification, renovation, and/or upgrade projects.

(2) Reviews, validates, estimates cost, and/or offers alternative courses of action for facilities shortfalls identified for submission during the annual SMDR process and for TRAP actions.

(3) Conducts efficiency of space surveys as resources permit and directs/recommends reallocations.

(4) Manages Installation Status Report requirements for TRADOC agencies on Fort Gordon.

(5) Manages the Barracks Utilization Report.

(6) Coordinates Training Classroom Upgrade Program.

(7) Receives, provides analysis of, and provides input to USASIGCoE G-3 TASKORDs and OPORDs.

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(8) Coordinates with 15th Signal, Regimental Noncommissioned Officers Academy (RNCOA), United States Army Garrison (USAG) Directorate of Plans, Training, Mobilization, and Security (DPTMS), and the DPW for all external taskings that require G-4 oversight and/or response to HHQ.

(9) Validates ITDLM invoices for payment of on-post and off-post lodging.

(10) Submits all on-post invoices to the USASIGCoE G-8 for payment and pays all off-post invoices via the Government Purchase Card (GPC).

(11) Ensures all organizations are following the guidelines of the ITDLM Policy Handbook and other pertinent guidance.

(12) Inspects 27 off-post facilities (hotels) and 733 on-post rooms semi-annually.

(13) Coordinates with International Hotel Group on requirements for the students' ITDLM program.

(14) Makes/cancels off-post hotel reservations.

(15) Coordinates government transportation for recall students.

(16) Coordinates with HQDA, G-3/5/7 for ITDLM guidance.

(17) Receives and provides analysis to on-post billeting invoices; corrects errors and provides to G-8 a weekly report for payment processing.

(18) Enters all GPC transactions in United States Bank and reconciles/approves monthly bank statements.

(19) Prepares and sends Mission and Installation Contracting Command (MICC) a Privatized Army Lodging (PAL) report.

(20) Reviews all students' comments forms.

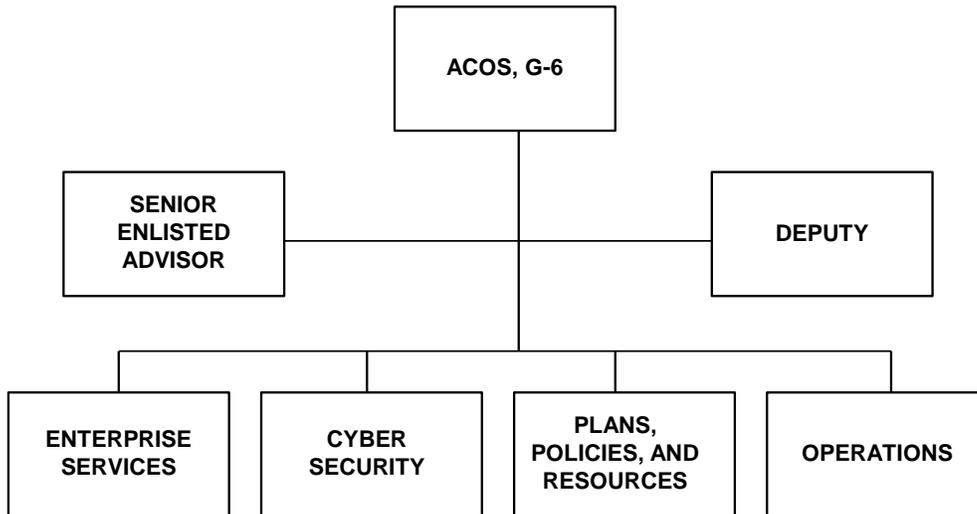
(21) Re-inspects on or off-post facilities if deficiencies/short-comings are noted.

(22) Reviews the On/Off-Post Facility Improvement Plan.

### **6-4. Assistant Chief of Staff, G-6 - Information Technology (ACoS, G-6)**

a. Mission. The ACoS, G-6 manages the acquisition, integration, and sustainment of IT, IM, and IA programs and services to support the USASIGCoE. The ACOS, G-6 develops IT/IM/IA plans, policies, and procedures for the enterprise architecture, and provides oversight of the USASIGCoE's Information Assurance Workforce (IAWF).

- b. Organization. Figure 6-4 shows the organization of the ACoS, G-6.



**Figure 6-4. ACoS, G-6 organizational chart**

- c. Key leader responsibilities.

- (1) ACoS, G-6.

(a) Principal adviser to CG, USASIGCoE for all IT/IM/IA matters necessary for the execution of USASIGCoE’s missions in training and capability development.

(b) Is the Chief Information Officer (CIO) responsible for implementing the command’s IT/IM/IA programs.

(c) Coordinates, integrates, and synchronizes all IT/IM/IA functions and resources for the USASIGCoE.

- (2) Deputy G-6.

(a) Serves as Chief of the Policy, Plans, and Resources Division.

(b) Provides oversight to IAWF and Career Program (CP) 34.

(c) Serves as the G-6/CIO in the absence of the G-6/CIO.

- (3) G-6 NCOIC/Senior Enlisted Advisor.

(a) Serves as Operations NCOIC and advisor to G-6/CIO.

(b) Facilitates automation/IT support and services.

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- (c) Manages G6/CIO internal sustainment and training requirements.
- d. Core functions.
  - (1) ACoS, G-6 Enterprise.
    - (a) Manages enterprise architecture plans, policies, and execution.
    - (b) Facilitates data center and content management solutions.
    - (c) Plans and coordinates enterprise initiatives.
  - (2) ACoS, G-6 Cyber Security/IA.
    - (a) Serves as CoE IA Manager Level-II (IAM-II) IAW AR 25-2, IA, and other DOD regulations.
    - (b) Provides Cyber Security/IA governance, oversight, and enforcement.
    - (c) Manages IA workforce.
    - (d) Manages MS4X funding for implementing Cyber Security/IA initiatives.
  - (3) ACoS, G-6 Plans, Policies, Resources.
    - (a) Provides IM/IT policy and governance.
    - (b) Assists the G-4 with oversight of the Information Technology Asset Management Program.
    - (c) Integrate policy and resource solutions.
    - (d) Plans, coordinates, and oversees IT acquisitions.
    - (e) Manages CoE software enterprise license and service level agreements.
    - (f) Serves as Deputy, G-6/CIO.
  - (4) ACoS, G-6 Operations.
    - (a) Manages operations taskings from the CoE G3/5/7 and installation NEC.
    - (b) Conducts Staff Assistance Visits/Organization Inspections to CoE staffs and subordinate units.

(c) Assists IAM in the coordination and oversight to CoE Information Assurance Network Officers (IANOs) and Information Assurance Security Officers (IASOs).

(d) Executes G6/CIO internal sustainment and training requirements.

**6-5. Assistant Chief of Staff, G-8 - Resource Management (ACoS, G-8)**

a. Mission.

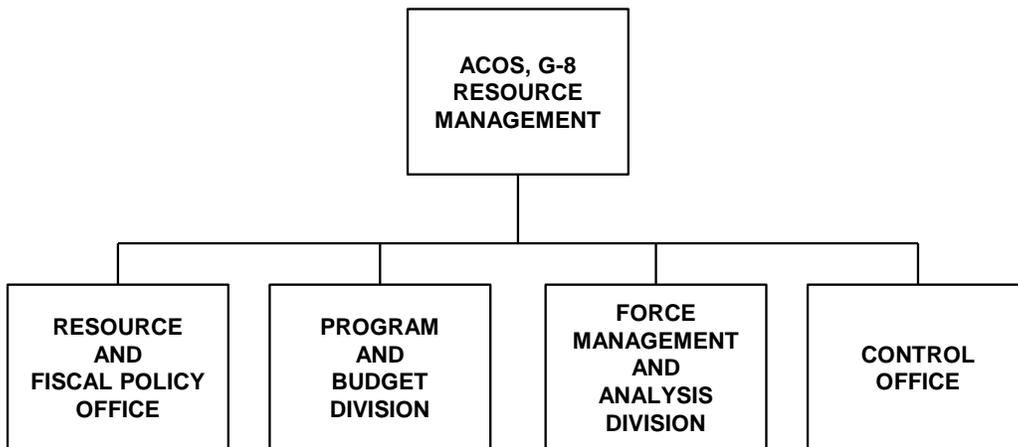
(1) Provides staff coordination and technical supervision over activities relating to the Resource Management Program.

(2) Serves as the principal management and financial advisor to the CG.

(3) Assists commanders and staff with finance, resource, and management matters.

(4) Directs and coordinates – budget management, manpower management, and equipment management; which include programming, funding, managerial accounting, fiscal policy, cost and economic analysis, statistical reporting and analysis, interservice support agreements, management and manpower studies and surveys, Post Population Profile, Army Stationing and Installation Plan, Commercial Activities (CA) Program, stationing analysis, and the Installation Management Control Program (MCP).

b. Organization. Figure 6-5 shows the organization of the ACoS, G-8.



**Figure 6-5. ACoS, G-8 organizational chart**

c. Key leader responsibilities. The Supervisor, Financial Resource Manager –

(1) Manages the resources (dollars, manpower, and equipment) required to support USASIGCoE training requirements, materiel modernization, and future development.

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(2) Provides staff coordination and technical supervision over activities relating to the resources management program.

(3) Serves as the resource advisor for all USASIGCoE accounts.

(4) Serves as the command's principal staff advisor for overall financial management, manpower management, organizational structure and management, and the review of programs.

(5) Advises directorates and staff principals regarding expenditures and use of funds for all USASIGCoE accounts.

(6) Exercises administrative control of funds as prescribed by Department of Defense Financial Management Regulation (DODFMR) 7000.14-R, Volume 14; Defense Finance and Accounting Service-Indianapolis (DFAS-IN) Regulation 37-1; and DFAS 37-100-12 to include authority to further distribute funds received and to impose restrictions as required to maintain control of funds.

### d. Core functions.

(1) Serves as the command's staff advisor for overall financial management, manpower management, and organizational structure and management review programs.

(2) Directs, supervises, and coordinates internal management for all the installation's accounts.

(3) Exercises technical supervision over USASIGCoE activities relating to programming, budgeting, funding, and manpower management, equipment management, and organizational management.

(4) Exercises administrative control of funds as prescribed by the DODFMR 7000.14-R, volume 14; and DFAS-IN Regulation 37-1, chapter 4 to include the authority to distribute funds received and to impose restrictions as required to maintain control of funds.

(5) Serves as the CP manager for the Comptroller CP and Manpower and Force Management CP.

### e. Resource and Fiscal Policy Office supporting functions.

(1) Serves as the Commander's action office for accounting. Formulates accounting and program and resource management policy, procedures, and systems for the installation and furnishes staff assistance to the command regarding related systems and procedures.

(2) Provides professional accounting advice to management.

(3) Performs the following managerial accounting functions—

(a) Provides fiscal policy advice to the Commander and staff including determinations of proper funding sources for appropriated funds.

(b) Interprets financial management and accounting policy, provides guidance to the staff, and publishes installation directives and procedures.

(c) Performs the financial management and related accounting responsibilities of the Chief Financial Officer's Act.

(d) Acts as the liaison between the command, DFAS, tenants, and HQDA on accounting matters. Provides liaison between accounting personnel at HHQ and tenant activities for which the Senior Mission Command has accounting responsibility.

(e) Develops, establishes, and coordinates administrative fund control policies and procedures for the installation; identifies and documents responsibilities for management involved in creating or processing resource transactions; and publishes related guidance.

(f) Manages, controls, and certifies availability of prior year funds. Analyzes, approves, reconciles, and reports prior year funding transactions. Maintains funding and commitment records to reflect the status of available funds and issues statements of fund availability for prior years.

(g) Participates in Brigade Modernization Command meetings providing accounting advice and assistance.

(h) Assists the staff in developing local financial management systems that will interface with DFAS systems for input or use extracted data for financial analysis purposes.

(i) Monitors resource management systems and related internal controls to assure conformity with regulatory and statutory requirements.

(j) Develops, coordinates, and publishes year-end closeout policies and procedures. Monitors and evaluates accomplishments and compliance with policies and procedures.

(k) Prepares Fund Allowance Incident Reports (FAIRs) and processes all administrative actions required for alleged violations of the Antideficiency Act, as required, IAW TRADOC Regulation 37-4 and DFAS-IN Regulation 37-1.

(l) Performs financial analyses and collects financial data for the command and HHQ.

(m) Performs joint reviews with DFAS and budget analysts to ensure procedural compliance and implements the required corrective actions.

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(n) Implements and monitors installation financial management performance measurements.

(o) Coordinates installation of new or revised resource management systems.

(p) Assures that ceilings, obligations, and related transactions are established at account levels that will permit development of summary level data necessary to measure progress, identify trends, provide data necessary for management at the various levels within the Command, and meets reporting requirements to HHQ.

(4) Publishes and maintains operating procedures and guidance to assure accurate and timely recording of resource data.

(5) Provides staff and technical supervision over implementation of financial accounting and program/resource management systems.

(6) Conducts reviews of manual and automated accounting, program and resource management systems, and procedures to assure adequacy of accounting systems and reliability of reports. Identifies areas that can be automated and develops and implements procedures, as appropriate.

(7) Monitors accounting systems and financial controls to assure conformance with regulatory and statutory requirements.

(8) Assures proper interface between resource management systems and other systems. Systems include Defense Travel System (DTS), Fund Control Module (FCM), Operational Data Store, and resource management tool (RMT), wide area workflow (WAWF), Standard Finance System (STANFINS), and General Fund Enterprise Business System (GFEBS).

(9) Manages G-8 automated data processing functions, including Army Standard Information Management System and GFEBS requirements, as follows—

(a) Advises and assists with fielding new systems.

(b) Conducts evaluations of the DA Installation Support Modules (ISMs).

(c) Monitors and maintains Management Information Systems as they pertain to G-8.

(d) Maintains and updates the G-8 Information Systems Plan, to include development of procedures to ensure sharing of necessary information between divisions.

(e) Develops expert systems for application to resource management.

(f) Develops microcomputer software systems to enhance the use of G-8 automation resources ranging from commercial software programs to the World Wide Web.

(g) Performs duties of the IASO, to include verifying information security and systems integrity. Establishes, maintains, and controls the use of user identifications (USERIDs) and passwords for microcomputer systems in G-8. Prepares accreditation package for G-8 automated systems.

(h) Provides liaison, coordination, and assistance on interface between nonfinancial systems and accounting systems.

(i) Provides advice and assistance to users within G-8 regarding automated data processing system capabilities and general operational matters.

(j) Determines cause of automated data processing errors or problems and takes corrective action or recommends solutions.

(k) Develops formats for application of various automated data processing information requests (reports, charts, and forms).

(l) Provides advice and assistance to G-8 personnel in converting present manual operations to automated applications.

(m) Provides assistance and reviews justifications for acquisition of automated data processing equipment and develops the G-8 automation plan.

(n) Coordinates repair and maintenance of equipment.

(o) Schedules and conducts training for G-8 personnel in the use of software and equipment.

(p) Determines and coordinates communication and connectivity requirements and resolves problems.

(q) Obtains information on state-of-the-art equipment. Reviews publications, attends equipment demonstrations and conferences, and distributes information.

(10) Responsible for the Defense Civilian Payroll System (DCPS) Customer Service Representative functions for the installation—

(a) Assists installation timekeepers and employees regarding time and attendance and payroll issues.

(b) Resolves payroll problems with the DFAS payroll office in Indianapolis.

(c) Trains new timekeepers and implements new DCPS system changes.

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(d) Provides and interprets new regulatory guidance on time and attendance and payroll issues.

(11) Performs duties as administrators for the Automated Time Attendance and Production System (ATAAPS) functions for the installation.

(a) Provides assistance to installation Super Users, timekeepers, and employees regarding time and attendance issues in the ATAAPS system.

(b) Exercises the given authority to add, delete, change, and unlock locked system accounts. Maintains a copy of the DD Form 2875 for each active Super User and timekeeper. Provides a copy of DD Form 2875 upon request to Defense Information Systems Agency (DISA) Computing Services.

f. Program and Budget Division supporting functions.

(1) Supervises the formulation, execution, and analysis of the Command Operating Budgets, Budget Execution Reviews, and other budgetary studies and reports.

(2) Issues cost ceilings and exercises technical supervision over cost ceilings to include review of distribution and use made of funds in relation to that stipulated in the Operating Budget Schedules.

(3) Budget Officer serves as the Administrator of the Comptroller Civilian CP-11 for the G-8.

(4) Provides career planning assistance. Provides SME to assist the CPAC in evaluating qualifications for CP-11 positions. Reviews and evaluates all personnel action requests for proposed or established positions in the CP.

(5) Performs the following programming and budgeting functions—

(a) Formulates plans and procedures and monitors the operation of the Command Program and Budget System.

(b) Analyzes program and budget documents and publishes instructions to the staff and operating activities.

(c) Develops, reviews validates, and forwards USASIGCoE training and nontraining resource requirements and justification to TRADOC staff elements as needed for all phases of the Planning, Programming, Budgeting, and Execution (PPBE) System. Prepares and presents Program Objective Memorandum briefing for USASIGCoE senior leaders to TRADOC. Ensures USASIGCoE staff unfinanced requirements are in the appropriate TRADOC databases with pertinent descriptions and justifications. Responds to issues and analysis of unfinanced requirements and funding shortfalls.

(d) Guides and assists the staff and operating activities in interpreting and implementing TRADOC programming and budgetary policies and procedures and in developing, maintaining, and using internal program and budget documents for effective resource management.

(e) Reviews monthly DFAS reports to obtain data necessary to formulate, administer, and identify any adjustments in cost ceilings and to analyze expenditures.

(f) Plans and develops overall policies and procedures for formulation, execution, and analysis of Command Operating Budget.

(g) Prepares budget instructions for basic plans and all emergency financial plans.

(h) Prepares briefings on budgeting and funding policies and procedures.

(i) Serves as the administrator of the Comptroller Civilian CP-11 for the G-8. Provides career planning assistance and provides an SME to assist the CPAC in evaluating qualifications for CP-11 positions. Reviews and evaluates all personnel action requests for proposed or established positions in the CP.

(j) Acts as certifying and approving officer for the Secretary of the Army Counter Agency Fund.

(6) Exercises technical control over all appropriated funds allotted to USASIGCoE as follows—

(a) Prepares obligation and allotment ceiling documents issued to staff and operating activities.

(b) Reviews planned and actual use to ensure continuing balance of financial resources between program elements.

(c) Advises responsible officials of trends and imbalance and recommends reprogramming as appropriate.

(d) Takes necessary action to obtain additional funds from HHQ.

(e) Prepares and develops Status of Operating Resources Reports, Command Operating Budget, and the Budget Executing Reviews including justification and presentation.

(f) Prepares briefings on fund use, funding problem areas, and fund distribution.

g. Force Management and Analysis Division supporting functions.

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(1) Conducts operations engaged in management advisory studies and organization efficiency reviews, CA studies and cost comparisons, Base Realignment and Closure actions, analysis and evaluation of installation programs operations, cost and economic analysis, and the Installation Manpower Program.

(2) Advises the Director of Resource Management and the USASIGCoE staff on management programs, management analysis matters, and the general efficiency and effectiveness of installation operations.

(3) Administers the Manpower Management CP-26 for the G-8. Provides career planning assistance. Provides SME to assist the CPAC in evaluating qualifications for CP-26 positions. Reviews and evaluates all personnel action requests for proposed or established positions in the CP.

(4) Develops the USASIGCoE Management Studies Program as follows—

(a) Provides management advisory study service to all installation activities, using approved management engineering techniques and Total Army Quality guidelines.

(b) Conducts management advisory studies that improve quality, reduce costs, increase productivity, improve operational efficiency and effectiveness, develop the Most Efficient Organization structures, determine required manning levels, analyze workload production rates, and develop specific method improvement recommendations.

(c) Performs economic analysis, cost analysis/cost comparisons, fact-finding studies, and special management analysis tasking as required.

(d) Conducts special studies for the Command Group, as directed.

(5) Manages the installation manpower program IAW AR 570-4 as follows—

(a) Analyzes changes in mission, function assignments, workload, manpower standards, and other factors impacting manpower requirements and evaluates the numbers and kinds of manpower required to accomplish the mission.

(b) Develops manpower and organization planning studies to include staffing and augmentation of new or existing organizations.

(c) Develops plans, policies, and directives pertaining to manpower management, equipment management, organizational control, and The Army Authorization Documents System (TAADS).

(d) Manages manpower resources for G-8 and advises the Director of Resource Management and Command on force management matters.

(e) Manages installation organizational structure and functional responsibility.

(f) Applies Manpower Staffing Standards (MS-3) approved by United States Army Forces Management Support Agency (USAFMSA). Is responsible for manpower requirements determination processes to include applying MS-3 directed by USAFMSA and Manpower Assessments directed by TRADOC. These processes include validating and reviewing workload factors, and conducting on-site random sampling to ensure reliable data collection. Forwards completed results to HHQ. Implements and documents directed actions on TDAs.

(g) Recommends distribution of manpower allocations consistent with financial resources, workload fluctuations, local appraisals, manpower ceiling changes imposed by headquarters TRADOC, and mission priorities. Analyzes the manpower situation and recommends action concerning permanent and temporary over hire positions, hiring freeze (full or partial), priorities for hiring of essential positions, functions to be reduced or eliminated to meet mandated reductions imposed by HHQ or to provide “trade-offs” for increases in manpower requirements caused by mission, function, or workload changes.

(h) Maintains civilian manning document for TRADOC activities.

(i) Issues DA/TRADOC manpower guidance to commanders and organization chiefs.

(j) Advises and assists commanders and organization chiefs in preparing manpower survey documents for scheduled TRADOC manpower surveys or the manpower assessment processes. Determines the command position on findings and recommendations and supervises implementing the approved survey/process. Processes requests for change between formal surveys.

(k) Implements DA policy concerning position management IAW AR 570-4 and AR 611 Series. Develops military grade structure for assigned activities IAW DA PAM 611-21, DA Staffing Guides, and the Command Grade Structure ceiling imposed by TRADOC.

(l) Coordinates military grade structure with Military Personnel Division and OCOS to achieve an effective and efficient overall structure.

(m) Prepares manpower input for preparing the Command Operating Budget Estimate, Budget Execution Review, installation contracts, and other budget actions.

(n) Compiles and computes detailed manpower and management cost data for civilian and military manpower strength and other required reports.

(o) Formulates policies and procedures for all phases of TDA preparation, technical review, publication, and distribution. Develops and maintains TDA to include mobilization TDAs. Analyzes TDA to determine what changes are required to update TDA to reflect approved manpower, equipment, and organizational structure changes. Uses computer-

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based TRADOC On-Line (TOL) TDA system to create, modify, and restructure the TDA during the updating process. Analyzes modifications ensuring final proposed TDA accurately reflects the installation position and balances with the end-strength reflected in the latest Program Budget Guidance (PBG). Maintains supporting documentation for all changes to TDA.

(p) Provides POC and acts as the installation functional manager for TAADS IAW AR 71-32 series. Analyzes incoming directives and correspondence and determines changes required to maintain the TAADS operation.

(q) Manages TOL TDA System as an expansion of the TAADS database when updating the TDA and extracting information for manpower and equipment analysis.

(r) Provides equipment management to the installation IAW AR 71-32. Processes equipment authorization approval requests. Reviews for compliance with appropriate policies, procedures, and regulations and enters requests into HQDA's Force Management System Web Site (FMSWEB) for review and approval by the HQDA Equipment Review Board. Resolves equipment documentation issues with TRADOC and DA, as necessary.

(s) Analyzes changes in mission, function assignment, workload, manpower staffing levels, technological changes in equipment, and other factors impacting on equipment requirements. Analyzes equipment requests to ensure that equipment is mission essential, justification is concise and accurately stated, determines level of approval (local, TRADOC, HQDA), and prepares recommended action. Exercises decision authority delegated by the CG on items costing less than \$250,000 that are not audiovisual or common table of allowance items.

(t) Advises and assists commanders and organization chiefs in preparing for equipment surveys. Analyzes survey team findings and recommendations and prepares installation reclama. Implements the approved equipment survey.

(u) Identifies and analyzes areas of equipment imbalance and recommends redistribution of equipment to meet the requirements and/or turn-in of excess equipment.

(v) Develops mobilization TDAs as directed by TRADOC and DA based on the TRADOC Mobilization and Operations Planning System (TMOPS) as provided by DPTMS and pertinent input from installation activities. This function encompasses manpower management, equipment management, organizational structure changes, and the technical documentation of mobilization TDAs.

(w) Maintains/updates audit trail of manpower requirements/authorizations provided by PBG.

(6) Administers the CA Program as follows—

(a) Reviews regulations and directives promulgated by HHQ. Formulates installation policy and procedures to achieve DOD and DA objectives to continue, discontinue, curtail, or contract out government CA.

(b) Ensures overall compliance with Office of Management and Budget (OMB) Circular A-76 and AR 5-20.

(c) Establishes responsibility for identifying CA functions, performing CA reviews, and accumulating data to be included in CA reports (such as CA Inventory, Army Commercial Activities Management Information System report).

(d) Keeps all involved parties in the government/private sector informed as to the policy developments and status of CA Reviews.

(e) Processes all day-to-day installation CA actions that are reportable or require prior approval, and maintains appropriate records for each CA function.

(f) Processes CA Reviews that must remain in-house because of national defense reasons, or which remain in-house because of non-availability of bidders/offers.

(g) Conducts a comparative cost analysis of each CA for which a cost-based review is required as determined by the CA review process.

(h) Conducts a management study of each CA under a cost based review to determine the most efficient and cost effective organization possible.

(i) Assists the functional element under review in the development of performance work statement (PWS) and surveillance plan with functional element assistance prior to submission to TRADOC and acceptance by local Procurement Office for inclusion in the procurement planning process.

(j) Prepares required documentation for packet submittal to Mission & Installation Contracting Command (MICC) for further processing.

(k) Ensures all service contracts are reviewed and processed to meet the provisions of TRADOC Regulation 5-14.

(l) Ensures the Budget Division and the OSJA accurately code each service contract action.

(m) Ensures contracts are complete and accurate to include the Acquisition Management and Oversight (AMO) review, accounting information, and required approval signatures.

(n) Acts as the liaison between requesting activity, resource management, authorized approver, and procurement activities for managing AMO in processing contracts.

(7) Manages the Army Travel Charge Card Program as follows—

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(a) Serves as the central POC for the interface with TRADOC and DA on all travel charge card matters.

(b) Accepts, reviews, completes, and processes travel card applications.

(c) Prepares and processes transfers, cancellations, and reinstatements of travel cards.

(d) Maintains POC inventory for installation activities, provides guidance and assistance to proper handling of their programs.

(e) Monitors problem areas and reports the findings to appropriate supervisors with recommendations.

(f) Processes reports, publicizes programs, and conducts briefings and staff visits.

### h. Control Office.

#### (1) The Contract Management Office—

(a) Exercises day-to-day oversight over a full-time staff engaged in providing contract management support for the G-8.

(b) Serves as supervisory instructional systems specialist, with primary duties in the management and administration of contracts for instructional personnel and services, training development personnel and services, and training support personnel and services. Contracts may range from complex cost to firm-fixed price requirements.

(c) Serves as primary advisor to the G-8 on all matters relating to developing and using training contracts.

(d) Exercises professional educational knowledge and general technical subject matter knowledge in accomplishing program responsibilities. Based on existing and/or anticipated operational programs, and with available manpower, plans programs and work assignments, establishes priorities, and determines personnel needs.

(e) Determines requirements for accomplishing all phases of the contract acquisition process for training contracts, to include coordinating drafts with requiring agencies, preparing necessary approval documentations, preparing and processing UFR documents, and compiling a complete contract package.

(f) Develops, justifies, coordinates, and completes contract actions from time of receipt to award of contract.

(g) Assists requiring activity in developing the PWS. Reviews draft PWS to ensure that it clearly describes work products (without specifying methods), fully describes all work to be performed, and provides for various contingencies and changes in programs.

(h) Advises requiring activity on government furnished property issues and performs appropriate evaluations regarding relative costs of maintaining existing equipment versus having contractor provided equipment, and other factors. Assures that evaluation factors are measurable, and they address all significant performance areas, including responses to contingencies.

(i) Analyzes training requirements, training strategies, and training plans to ensure contracted training is the appropriate method for obtaining instruction.

(j) Reviews long-range plans and strategies, as well as local and HHQ policies and procedures to ensure compliance.

(k) Reviews training documentation to ensure that contracted training is properly documented and that appropriate resource requirements are included.

(l) Analyzes requirement and determines appropriate contract method and contract type (fixed price, fixed price with incentive provisions, cost-plus-award-fee, cost-plus-fixed fee).

(m) Formulates a formal Acquisition Plan for procurements with projected cost exceeding regulatory dollar threshold, discussing the intended contract method and type, including the rationale; forwards to HHQ for approval, responding to inquiries and technical issues.

(n) Works with requiring activity (for competitive negotiated procurements) to develop a source selection plan, establishing criteria for each evaluation factor (management, technical, and cost), and the weight to be assigned each factor. Conducts pre-solicitation conferences and site visits with potential contractors to clarify requirements; serves as the primary government representative, referring technical questions to government SMEs.

(o) Works with Source Selection Evaluation Board in performing detailed analysis of proposals and determine responsiveness to specifications and responsibility of offerers. Establishes the competitive range for proposals, and identifies offers that are either within the range or susceptible to being made competitive. Refers proposals exceeding regulatory dollar threshold, requests field pricing support from other government agency.

(p) Prepares Pre-Negotiation Objective Memorandum. Serves as lead negotiator to officers, relies on SME for guidance on technical questions; negotiates concerns such as number and type of personnel to be employed in performance of particular requirements, contractor plans for meeting specific requirements (including contingencies), cost elements, fee structure, type of contract to be used, and weighted guidelines analysis. When an agreement is reached, prepares

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Price Negotiation Memorandum summarizing all pertinent points. Develops recommendation for award for approval by the source selection authority.

(q) Responds to protests from bidders/offerers; assists in developing the government rationale to be considered by the General Accounting Office in resolving protests. Formulates replies to Congressional inquiries concerning contracting actions.

(r) Maintains status of assigned contracts, and monitors progress of contract actions, to include AMO processing, modifications to existing contracts, invoicing, and payments to contractors. Monitors the execution of budgeted funds against existing contracts.

(s) Maintains liaison with contractors, servicing contracting agencies, servicing finance offices, and requiring activities.

(t) Provides a weekly report of status and activities to the G-8.

(2) The MCP—

(a) Is responsible for plans, policies, and procedures.

(b) Provides policy and guidance to responsible installation personnel.

(c) Provides MCP training and solicits for training attendance, prepares and updates training material and conducts training.

(d) Conducts staff assistance visits to installation activities.

(e) Develops and analyzes new management control review checklists (MCRCs).

(f) Maintains MCRC tracking system database of assessable unit managers (AUMs) and activity POCs to monitor taskings and suspense's for each AUM, POC, and manager having management control responsibilities.

(g) Monitors and tracks material weaknesses through the system from discovery and reporting to correction.

(h) Coordinates and prepares mid-year management control activity report.

(i) Reviews and evaluates reported material weaknesses, determines if they are reportable material weaknesses, processes IAW MCP guidance, and coordinates actions with appropriate manager(s).

(j) Coordinates, consolidates, and prepares the Commanding General's Annual Statement of Assurance (RCS CSCOA-98) from supporting feeder reports from AUMs.

(3) The Memorandum of Understanding (MOU)/MOA—

(a) Serves as the principal advisor to the USASIGCoE on MOUs, MOAs, and Letters of Instruction affecting resident training resources material modernization and future development.

(b) Provides administrative policy and guidance, and assists USASIGCoE organizations in development, review, and staffing. Reviews resource impacts and maintains repositories of MOUs, MOAs, and support agreements.

(4) The Cost Management Performance Reporting—

(a) Establishes Commander's Cost Management Vision.

(b) Formulates an action plan to achieve the Vision.

(c) Provides periodic progress reports.

(5) The Control Office is the lead for the Army Comptroller CP-11.

(6) The G-8 training program—

(a) Provides employees with current training available.

(b) Keeps an ISM database with G-8 employees training records.

(c) Helps employees find and enroll in career training opportunities.

(7) The G-8 action office is responsible for the following—

(a) Recycling Program.

(b) Safety Program.

(c) Environmental and Natural Resources Program.

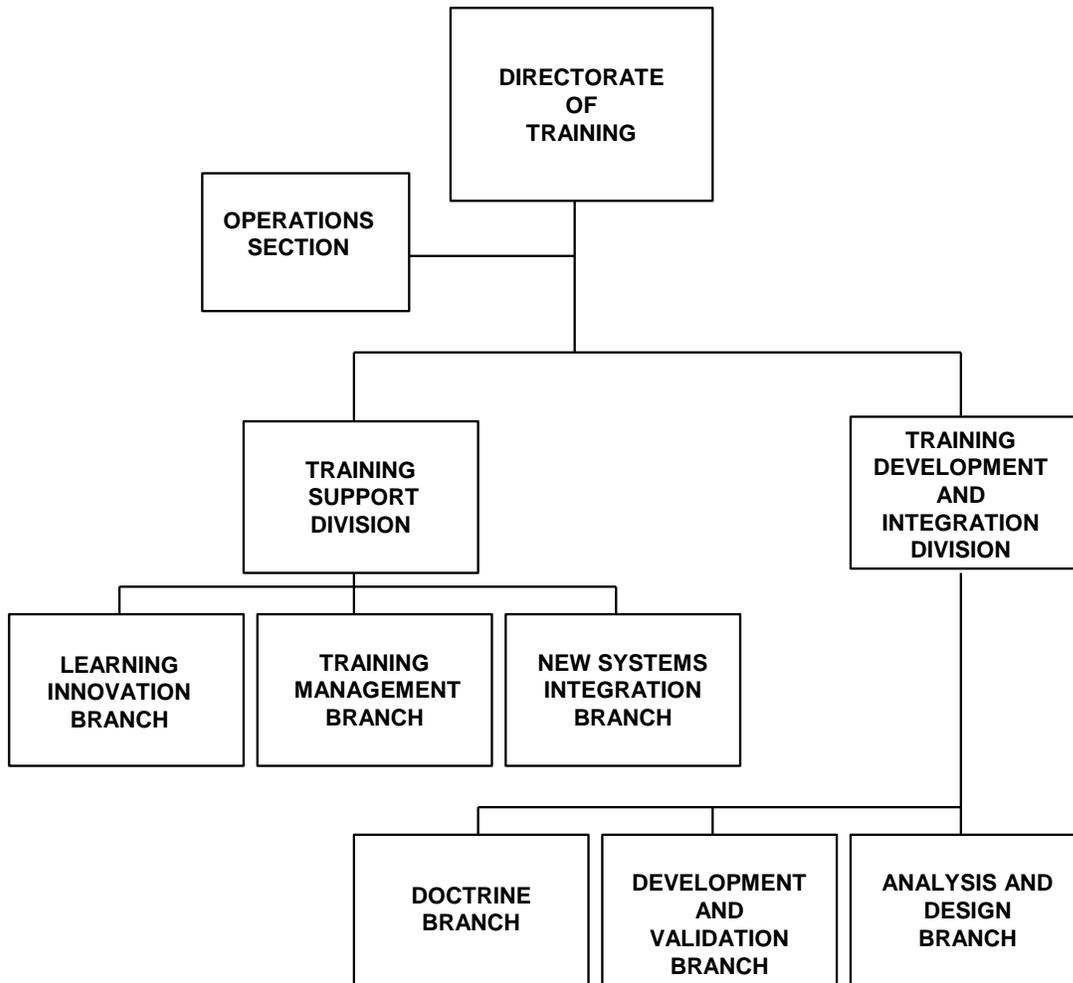
(d) Freedom of Information Act requests.

**Chapter 7**  
**Directorate of Training**

**7-1. Directorate of Training (DOT)**

a. Mission. The USASIGCoE DOT develops and sustains Signal doctrine and training products and services that adapts to the requirements of the Army’s operational forces in order to ensure the effectiveness of the current and future Signal Regiment.

b. Organization. Figure 7-1 shows the DOT organization.



**Figure 7-1. DOT**

c. Key leader responsibilities. The Director—

(1) Serves as the PM and principal advisor to the Command Group and USASIGCoE staff on all matters and policies pertaining to doctrine, training, and education.

(2) Exercises staff supervision over training conducted at the USASIGCoE and United States Army Signal detachments and elements located at other installations and The Army School System Program.

(3) Integrates Signal doctrine, training development, and training support across TRADOC and in collaboration with other CoEs, Army proponents, and staffs.

d. Core Functions.

(1) Designs and develops innovative Signal training and education for USASIGCoE, supporting USAR and ARNG, Fort Meade and other satellite campuses, through integrating the Army Profession, Signal Doctrine and Lessons Learned, Army Learning Model (ALM) and future learning technologies to prepare Soldiers for the operational force.

(2) Develops Signal doctrine that is accurately represented in Army, joint, multiservice, and multinational doctrine publications.

(3) Promotes and supports lifelong learning throughout the Regiment.

**7-2. Training Support Division**

a. Mission: This division equips the USASIGCoE with the policies, procedures, and guidance pertaining to the management of training resource documents, training requirements, instructor requirements, and training of USASIGCoE staff and faculty.

b. Organization. Figure 7-1 shows Training Support Division's organization within the DOT.

c. Core functions.

(1) Directs and supervises the operations of subordinate elements: Learning Innovation Branch, Training Management Branch, and New Systems Integration Branch.

(2) Provides staff supervision of all training activities supporting the United States Army Signal Corps proponenty. Directs and manages the operations of all elements engaged in the performance of assigned functions relating to establishing and maintaining USASIGCoE policies and procedures for implementing, programming, administering, resourcing, and conducting resident, extension, sustainment, multiservice, USAR, and Total Army training.

(3) Represents the DOT Director and USASIGCoE at the DA SMDR, which reconciles the school's training capacity for resident training with DA identified training requirements. This annual forum ultimately identifies the annual student input and allocates instructor manpower resources to conduct the required training.

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(4) Serves on special committees related to USASIGCoE training philosophy, management, capabilities development, implementation, and new system fielding and evaluations.

(5) Reviews and forwards approved memorandums of transmittal and TRAS/Total Army Training System (TATS) documentation (individual training plans (ITPs), course administrative data (CAD), POIs, exceptions to policy, out of cycle solicitations, TRAS abbreviated cost benefit analysis, and Military Training Specific Allotment to TRADOC.

(6) Reviews Inter-Service Training Review Organization actions, Installation Support Agreements, joint operating agreements, MOUs and MOAs with other services and installations on training related issues.

(7) Maintains a USASIGCoE resource tradeoff database (instructor load and trainees, transients, holdees and students) to distribute resource tradeoffs across the school, as required. Coordinates developing exceptions-to-policy when resource tradeoffs for instructor and budget load are not available.

(8) Conducts external staffing/coordination with other services/organizations (Navy, Air Force, Marines, DISA) to ensure accuracy of course data in the ATRRS for collocated training conducted at Fort Gordon and to ensure consolidated training meets identified requirements.

(9) Reviews and provides comments on the implementation of lifelong learning programs, distributed learning (DL) initiatives, and interactive multimedia instruction (IMI).

(10) Provides detailed reports based on training requirements, student enrollments, and applicable ATRRS information.

(11) Coordinates POIs with the American Council of Education for Signal course college credit and coordinates American Council of Education visits. Coordinates POIs with the Army Continuing Education System for the Army Career Degree Program.

(12) Interprets and distributes guidance from HQDA, TRADOC, and other headquarters to support/supplement existing regulations.

(13) Serves as USASIGCoE POC for TRADOC Training Regulations.

(14) Reviews/provides input to New Systems Training and Integration Branch documents that identify changes in training strategy/materiel and therefore require submitting revised TRAS documents.

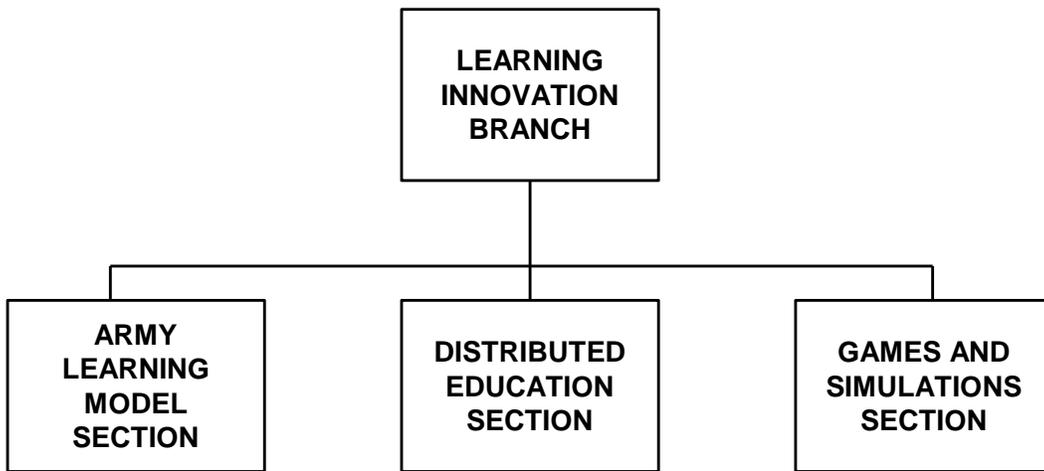
(15) Represents the USASIGCoE at the Personnel and Training Management Program; ensures that training decisions, plans, and actions by Personnel and Training Management Program member organizations will support the USASIGCoE and TRADOC requirements.

(16) Serves as the Activity Career Program Manager (ACPM) for the civilian education and training CP-32.

**7-3. Learning Innovations Branch**

a. **Mission.** This branch analyzes, designs, develops, and integrates resources that enrich training and education throughout the USASIGCoE community and other institutions whom are stakeholders in USASIGCoE affairs. Purposeful integration of research, curricular innovation, and technology into the Regiment at large. Supports innovation in training and education, which includes aiding in the enhancement of training environments for teaching and learning, supporting DA initiatives in curricular and co-curricular programming, and assessing the effectiveness of innovations undertaken for creating or augmenting learner-centric training.

b. **Organization.** Figure 7-2 shows the Learning Innovations Branch organization.



**Figure 7-2. Learning Innovation Branch organizational chart**

c. **Core functions.**

(1) **Army Learning Model Section.** This section researches and implements current and emerging training and education solutions and their application into the USASIGCoE’s institutional and self-development learning infrastructure. Facilitates training and education symposiums with outside organizations. Serves as liaison between USASIGCoE action officers and training enablers to establish or amend MOAs/MOUs.

(a) Establishes and maintains contact with academia, the Army Research Institute, other TRADOC learning innovation and futures organizations, industry, Army and DOD PMs, TRADOC Capability Managers, and the Network Systems Integration Branch.

(b) Remains current in teaching and learning methods, theories, technologies, and studies. Shares knowledge of learning theories, methods, and technologies throughout the DOT.

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(c) Advises on best practices for implementing and integrating ALM within training. Determines how future changes in equipment, software, and other technologies could impact Fort Gordon training.

(d) Estimates implementation requirements for discovered ALM changes to training strategies and works with training departments, QAO, and Training Development and Integration Division to establish milestones and timelines.

(e) Coordinates POIs and site visits with the American Council on Education to obtain college credit for USASIGCoE courses.

(f) Reviews and provides comments on DL Initiatives and IMI.

(g) Reviews MOAs and MOUs with other services and installations on externally funded and satellite location courses.

(2) Distributed Education Section. Oversees DL product development/courseware inventory for the USASIGCoE. Liaison for Army Enterprise Classroom Program, Classroom XXI (CRXXI), and digital training facility (DTF) Program implementation at USASIGCoE. Facilitates the Training Support Systems Review (TSSR) and implements lifelong learning initiatives throughout the Regiment, Army, and other services/agencies.

(a) Serves as the USASIGCoE POC for DL. Coordinates with PMs, TRADOC, Army Training Support Center (ATSC), Program Executive Officer Simulations Training Instrumentation, OCOS, and school personnel on DL matters to include reviewing and staffing the DL Master List, Army DL Plan, and developing and updating the USASIGCoE DL Plan.

(b) Interprets and distributes guidance from DA, TRADOC, Program Executive Officer Simulations Training Instrumentation, and ATSC to support DL and IMI development.

(c) Manages the development of and assures quality control for IMI products. Coordinates approval, funding, development, and distribution of IMI (includes contractor and/or in house-developed IMI products). Maintains all information on the Signal Interactive Multimedia Report.

(d) Develops policy and procedures for developing USASIGCoE IMI products, serves on IMI Standards Committee, coordinates, and chairs as required.

(e) Serves as Contracting Officer Technical Representative and POC to TRADOC and ATSC on contracted DL development efforts and the Fort Gordon Lifelong Learning Center.

(f) Manages the contracted IMI products, ensuring compliance with milestones, regulatory guidance, and policies. Coordinates testing discrepancies with course personnel, ATSC, and contractors, as required.

(g) Acquires or assists in acquiring TRADOC/HQDA/DOD resources for developing IMI training products.

(h) Conducts research on the application of new technologies/media/authoring systems and associated software applicable to extension/exportable training products. Coordinates with the ATSC and other activities for Learning Management System administration.

(i) Reviews systems training plans and training strategies to ensure DL is incorporated into training.

(j) Reviews and provides comments on TRAS documents (ITPs, CADs, and POIs).

(k) Establishes and maintains USASIGCoE policy and procedures for local or multimedia development. Registers Signal specific DL products in the Central Army Registry (CAR) database. Coordinates review by legal before final publication. Coordinates with ATSC for testing, and coordinates testing results with appropriate school or contractor to correct deficiencies and submits DL products for re-testing.

(l) Plans, coordinates, and manages Army Enterprise Classroom Program, which includes the CRXXI and DTF programs. Coordinates with PMs, contract representatives, and G-8 for CRXXI systems administrator and DTF manager funding.

(m) Manages the development and review of the USASIGCoE graphic training aids and maintains official school copies of Signal graphic training aids and Army Correspondences Courses.

(n) Manages the USASIGCoE's development of the DA Multimedia Visual Information Production and Distribution Program to include the production and approval of training films, television tapes, and computer-assisted instruction.

(o) Manages the USASIGCoE's three DTFs. Serves as the USASIGCoE's representative at the Army Distributive Learning Program Annual Worldwide In-Process Reviews. Coordinates facility upgrades with PM, NEC, DTF manager, and Fort Gordon DPW. Provides input to the PM for DTF manager and part-time manager's annual appraisal.

(p) Serves as the USASIGCoE Audio Visual Program Officer.

(q) Coordinates with ATSC, USAREC, and the USASIGCoE Army Recruiting Information Support System (ARISS) for all ARISS requirements.

(r) Coordinates, manages, and facilitates the TSSR.

(3) Games and Simulations Section. Manages and assists in integrating gaming systems and training solutions for all USASIGCoE courses.

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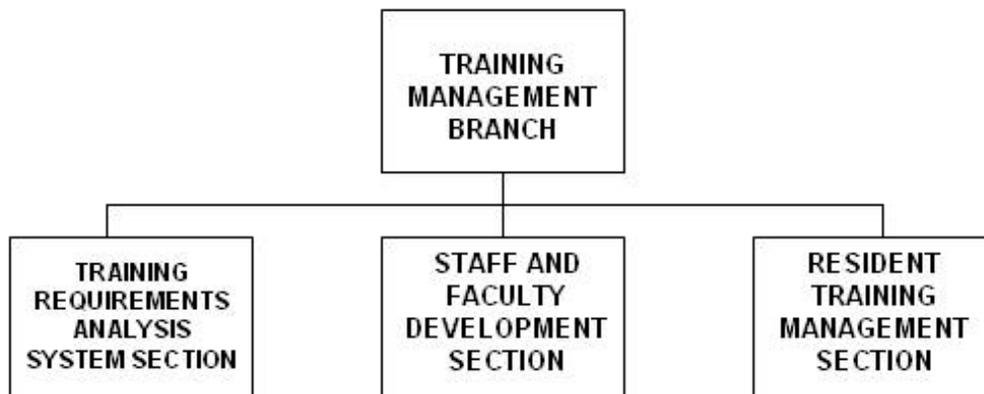
- (a) Manages the integration of games for training with the POIs across all training courses.
- (b) Coordinates with the TRADOC Capability Manager-Gaming Office for all gaming related tasks, training, and directives.
- (c) Develops training scenarios for Virtual Battle Space 2 (VBS2), Nodal Network Simulation (NNS), and other approved gaming simulations to support training objectives across all courses at USASIGCoE (where applicable).
- (d) Serves as the DOT POC for implementing innovative facilitation techniques, learning methodologies, and technology throughout the USASIGCoE. Coordinates with the 15th RSB, OCOS, TRADOC, HQDA, other installations, and the private sector to develop supporting policies and procedures.
- (e) Interfaces and coordinates with headquarters TRADOC, senior trainers and managers at other TRADOC schools, field units, PMs, sister services, HQDA, and representatives from industry and academia to form teams and task forces as necessary to analyze, design, develop, and implement actions for the lifelong learning tenets.
- (f) Oversees the design, development, and delivery of lifelong learning materials for the redesign of existing and future POIs for Signal MOS Schools, Noncommissioned Officer Education System (NCOES), and officer courses; with a particular focus on personal computer-based simulations, computer-based training/IMI products and games, and traditional instructional materials.
- (g) Creates administrative policies, procedures, and formulas to foster the USASIGCoE's IT and lifelong learning mission.
- (h) Conducts research on the application of new technologies/media/authoring systems and associated software applicable to extension/exportable training products. Coordinates with the ATSC and other activities for Learning Management System administration.
- (i) Plans, coordinates, and manages all requirements pertaining to the Army Enterprise Classroom Program, which includes the CRXXI and DTF programs.
- (j) Collaborates with USASIGCoE staff to aid programs in developing training and assessment strategies for ALM implementation.

### **7-4. Training Management Branch**

- a. Mission: This branch directs and manages the functions relating to implementing, programming, administering, resourcing, and conducting resident/mobile training teams (MTTs)

training. Supervise and manage the TRAS section, the Staff and Faculty Development Section, and the Resident Training Management Section.

b. Organization. Figure 7-3 shows the Training Management Branch organization.



**Figure 7-3. Training Management Branch**

c. Core functions.

(1) TRAS Section. This section serves as the USASIGCoE’s single POC for all TRAS/Total Army School Systems (TASS) documents (ITP, CADs, and POs) and associated documents (exceptions to policy, out-of-cycle solicitations, TRAS abbreviated cost benefit analysis, Military Training Specific Allotment, and reviewing updates of ATRRS course scopes and prerequisite data) submitted to TRADOC.

(a) Develops and coordinates school policies and regulations, which pertain to TRAS/TATS documents. Interprets and distributes guidance from TRADOC, DA, and other headquarters relating to TRAS documents.

(b) Reviews TRAS products and training strategies to ensure future training requirements and strategies are incorporated into training plans.

(c) Conducts external staffing of TRAS documents to the USAR and ARNG.

(d) Monitors course data in ATRRS, coordinating input for ATRRS scope and prerequisites; participating in the pre-SMDR to verify accuracy of course data for timely recognition of resources.

(e) Maintains a USASIGCoE resource tradeoff database (consisting of instructor load and trainees, transients, holdees, and students) to distribute resource tradeoffs across the school, as required.

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(f) Maintains USASIGCoE paper copy audit trail of ITPs and limited paper copy pages of CADs and POIs that are electronically maintained in the Training Development Capability (TDC) System.

(2) Staff and Faculty Development Section. The section provides instructional training, training development, and training support to develop, sustain, and enhance the professional skills of the USASIGCoE military, civilian, and contractor workforce.

(a) Assists the ACPM for CP-32 training.

(b) Coordinates CP-32 Intern Training Program, Fellows, and the CP-32 Career Management Program.

(c) Manages the Instructor Recognition Program. Schedules and conducts Instructor of the Quarter and Instructor of the Year competitions for all service components assigned to the USASIGCoE.

(d) Manages the Instructor Certification Program. Reviews instructor certification packets for the training departments to ensure the appropriate documents are provided to award the instructor/facilitator certification in the course curriculum being taught.

(e) Develops policies and procedures relating to the operation of the Staff and Faculty Development Program.

(f) Conducts Staff and Faculty Development Programs to include courses of instruction in instructor technology, training development, and facilitation using current technology to support the TRADOC core training for the military, civilians and, on occasion, contractor personnel.

(g) Develops local training Courses of Instruction for other training identified by the USASIGCoE training community.

(h) Conducts quarterly instructor evaluations throughout the USASIGCoE.

(i) Disseminates latest TRADOC guidance, doctrine, philosophy, and other innovative ideas, methodologies, and techniques applicable to the training community.

(j) Collaborates with other agencies on lifelong learning, training support material, virtual training products, and simulations.

(k) Conducts core training courses (Army Basic Instructor Course v3 or Foundation Instructor Facilitation Course, Foundation Training Developer Course, Intermediate Facilitation Skills Course or Small Group Instruction Course, Blackboard Basics Course, Cultural Foreign Language Course, Advanced Training Developer Course and Advanced Facilitation Skills Course).

(l) Ensure training is conducive to the analysis, design, development, implementation, and evaluation process.

(m) Assists with Critical Task and Site Selection Boards (CTSSBs) conducted on the installation.

(3) Resident Training Management Section. This section serves as the USASIGCoE's single POC for the management of training requirements and the coordination of changes to training requirements. Provides quality liaison support activities between training departments and TRADOC staff to support courses, training department personnel, students, and internal and external organizations.

(a) ATTRS and Resident Individual Training Management System (RITMS) Manager for USASIGCoE courses.

(b) Coordinates course schedules with Training Operations Management Agency/TRADOC and local training departments.

(c) Serves as the USASIGCoE's single POC for Training Requirements Arbitration Panel actions, and individual, multiservice, joint, and One Army School System training programs.

(d) Manages contractor-conducted resident training at the USASIGCoE, virtual campuses, and other Signal training locations.

(e) Plans, coordinates, and manages all USASIGCoE requirements pertaining to the yearly HQDA SMDR.

(f) Serves as the primary POC in Inter-Service Training Review Organization actions for Fort Gordon to include coordination with other services and DOD agencies to determine resource requirements and resolve training issues related to fielding new communications electronics systems.

(g) Serves as the USASIGCoE's single POC for MTT requests.

(h) Prepares instructor personnel input to the peacetime/mobilization TDA for the USASIGCoE and all detachments at other installations where USASIGCoE has training proponency. Provides finalized data to G-8 for input to the installation TDA. Serves as principal advisor to schools on matters relating to instructor requirements.

(i) Provides staff supervision of all training activities supporting the USASIGCoE proponency. Directs and manages the operations of all elements performing assigned functions relating to establishing and maintaining USASIGCoE policies and procedures for implementing, programming, administering, resourcing, and conducting resident, extension, sustainment, multiservice, USAR, and Total Army training.

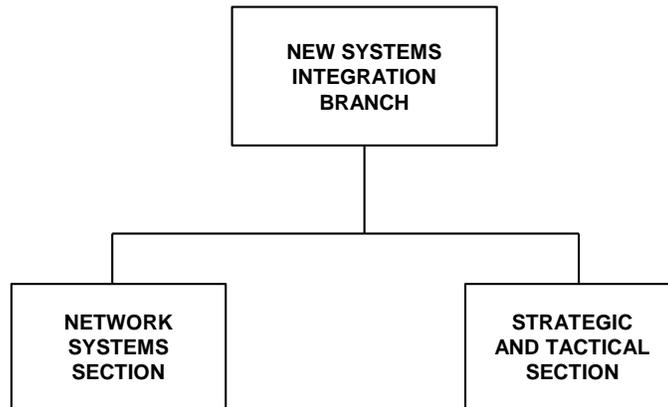
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- (j) Manages the School Registrar functions within the USASIGCoE.
- (k) Serves on special committees related to USASIGCoE training philosophy, management, development, implementation, and evaluation.
- (l) Interfaces and coordinates with sister services, HQDA, TRADOC, senior trainers and managers at other TRADOC schools, field units, PMs, and representatives from industry and academia to form teams and task forces as necessary to analyze, design, develop, and implement actions to address current and future Signal Soldiers training requirements.
- (m) Acquires or assists in acquiring TRADOC/DA/DOD resources for executing current and future USASIGCoE training strategies.
- (n) Develops and creates administrative policies, procedures, and publications to support academic training, scheduling, testing, the Staff and Faculty Development Program, and the Instructor Certification Program.
- (o) Collaborates with OCOS, DOT divisions and branches, 15th RSB and the RNCOA to improve current and future training strategies and curriculum.

### **7-5. New Systems Integration Branch**

a. Mission. The New Systems Integration Branch manages the integration of all new Signal proponent and non-proponent systems, develops System Training Plans, verifies the Training Support Packages (TSP), develops the Training Test Support Packages, and evaluates new equipment training to support the fielding of all IT and communications electronics equipment and systems. The New Systems Integration Branch reviews and verifies the training requirements for all Joint Capabilities Integration Development System documents. Other functions include providing training data/requirements for the Program Objective Memorandum; Program Evaluation Groups; Weapon System Reviews for Proponent Systems; and participating in Operational Test Readiness Reviews (OTRRs), Network Integration Evaluations, and Capabilities Needs Analysis.

b. Organization. Figure 7-4 shows the New Systems Integration Branch organization.



**Figure 7-4. New Systems Integration Branch organizational chart**

c. Core functions.

(1) Network Systems Section. The Network Systems Section develops Systems Training Plans, verifies the TSPs, develops the Training Test Support Packages, and evaluates new equipment training to support the fielding of all networked/radio based systems. The Network Systems Section reviews and verifies the training requirement for all Joint Capabilities Integration Development System documents. Other functions include participating in OTRRs and CNAs.

(a) Participates in all Capability Set Working Group IPRs.

(b) Prepares the OTRRs to support all new communications electronics and IT equipment participating in Operational Tests and Evaluations.

(c) Maintains frequent contact with leadership from the Academic Training Departments, headquarters TRADOC, DA, PMs, TRADOC Capability Managers, and other installations as it pertains to new systems integration.

(d) Staffs, consolidates, and provides training input to Life-Cycle System Management Model documents such as the Materiel Fielding Plan, Test and Evaluation Master Plan (TEMP), supportability strategy, Cost as an Independent Variable Report, Life-Cycle Cost Estimates, Acquisition Strategies, Basis of Issue Plans(BOIPs), PWSs, and Systems Engineering Plans.

(e) Participates in all Network Integration Evaluations.

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(2) Strategic and Tactical Section. The Strategic and Tactical Section develops Systems Training Plans, verifies the TSPs, develops the Training Test Support Packages, and evaluates new equipment training to support the fielding of all beyond line of sight and communications security systems. The Strategic and Tactical Section reviews and verifies the training requirement for all Joint Capabilities Integration Development System documents. Other functions include participating in OTRRs and CNs.

(a) Serves a member of the Personnel Training Management Program Panel.

(b) Prepares the OTRRs to support all new communication electronics and IT equipment participating in Operational Tests and Evaluations.

(c) Maintains frequent contact with leadership from the HQDA, TRADOC, other installations, Academic Training Departments, PMs, and TRADOC Capability Managers as it pertains to new systems integration.

(d) Staffs, consolidates, and provides training input to Life-Cycle System Management Model documents such as the MFP, TEMP, supportability strategy, Cost as an Independent Variable Report, Life-Cycle Cost Estimates, Acquisition Strategies, BOIPs, PWSs, and Systems Engineering Plans.

(e) Participates in all Network Integration Evaluations.

### 7-6. Training Development and Integration Division

a. Mission. This division is responsible for analyzing, designing, developing, and evaluating all training materials associated with the USASIGCoE proponent resident, nonresident, self-development, and reserve component training. Develops and publishes current and relevant Signal doctrine and doctrine-based products. Develops and publishes all Signal Combined Arms Training Strategies (CATS), collective tasks, ITPs, CADs, POIs, and associated management and training materials.

b. Organization. Figure 7-1 shows the Training Development and Integration Division organization within the DOT.

c. Core functions.

(1) Assesses, plans, develops, and publishes Signal doctrine.

(2) Reviews other proponent doctrine to ensure Signal is accurately represented in Army, joint, multiservice, and multinational doctrine publications.

(3) Provides review management, multimedia services, and editing support of Signal training publications and USASIGCoE regulations.

(4) Collects, analyzes, and disseminates approved observations, insights, lessons; tactics, techniques, and procedures; and better business practices to the Signal Regiment and USASIGCoE organizations.

(5) Analyzes, develops, coordinates, and reviews all Signal CATS.

(6) Review other proponent CATS and collective tasks to ensure Signal is accurately represented.

(7) Develops, reviews, revises, and approves all Signal collective tasks.

(8) Maintains the TDC database for the USASIGCoE.

(9) Identifies the requirement for and develops Warfighter TSPs to support unit collective training events and Warrior TSPs to support individual training in the operational and self-development domains.

(10) Conducts knowledge, skills, and abilities analysis of Signal tasks to design effective and efficient training programs.

(11) Conducts all CTSSBs for Signal MOSs, AOC, and special duty areas.

(12) Develops Unit Task Lists based on mission and needs analysis to identify critical collective tasks for units visited and analyzed.

(13) Develops, reviews, and revises all Signal task selections IAW current Signal doctrine and mission analysis.

(14) Manages and coordinates the DA mission command networks and systems mission-essential task list (METL) program for Signal.

(15) Directs and provides supervision to elements in the analysis, design, development, and evaluation/validation of individual training material and the conduct of MOS studies.

(16) Plans, coordinates, manages, and serves as the office of record for programs and projects common to all training development for training resource requirements within the DOT.

(17) Develops POIs, CADs, IPTs, lesson plans, practical exercises, student guides, job aids, and other student materials to support training courses.

(18) Develops the ITP for each MOS, AOC, or special duty area, identifying what courses will be conducted in the future, ensuring that all critical tasks are properly trained.

(19) Develops CADs to support all courses in the ITP, including CADs for known future changes.

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(20) Develop, assembles, and validates training materials into complete training courses.

(21) Develops testing instruments to evaluate student performance in training courses.

(22) Integrates current Army training programs such as the ALM into all appropriate areas of training.

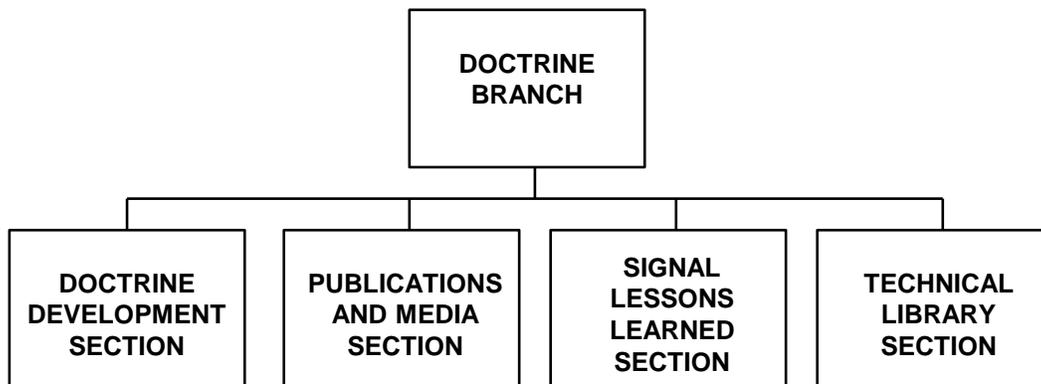
(23) Conducts needs analysis when units and students report deficiencies with existing training, or when the Lessons Learned Team reports training issues.

(24) Develops Soldier Training Publications (STPs) to support MOSs, AOCs, and special duty areas.

### 7-7. Doctrine Branch

a. Mission. This branch manages the Signal Regiment's Doctrine and Training Literature Program, ensuring current and relevant Army Signal doctrine, training publications, and USASIGCoE Regulations are available to support the USASIGCoE, Signal training, and Signal operations Army-wide.

b. Organization. Figure 7-5 shows the Doctrine Branch organization.



**Figure 7-5. Doctrine Branch organizational chart**

c. Core functions.

(1) Doctrine Development Section. This section manages the Signal Regiment's Doctrine Publication Program, ensuring current and relevant Army Signal doctrine that addresses DOTMLPF-P requirements in support of Mission Command.

(a) Assesses, plans, develops, and publishes Signal doctrine.

(b) Reviews other proponent doctrine to ensure Signal is accurately represented in Army, joint, multiservice, and multinational doctrine publications.

(c) Monitors implementation and incorporation of Signal doctrine into operations, training, and education.

(d) Represents USASIGCoE in all Signal doctrine-related development and coordination activities with the Combined Arms Center, other Army CoE, and proponents.

(2) Publications and Media Section. This section supports the Signal Regiment's Doctrine and Training Literature Program by providing review management, multimedia services, and editing support of Signal training publications and USASIGCoE regulations. As required, supports the USASIGCoE special projects by providing photographic, graphic design, and printing services.

(a) Manages publication program for USASIGCoE and non-doctrinal Signal training publications.

(b) Manages the Signal Regiment's Army-Wide Doctrine and Training Literature Program Annual Print Schedule.

(c) Edits and reviews all USASIGCoE regulations and publications.

(d) Provides editing and graphic support for Signal doctrine, as required.

(e) Provides USASIGCoE and DOT graphic design, photographic, digital media, and printing support, as required.

(3) Signal Lessons Learned Section. This section collects, analyzes, and disseminates approved observations, insights, and lessons (OILs), tactics, techniques, and procedures (TTPs), and better business practices (BBPs) to the Signal Regiment and USASIGCoE organizations to enable continuous improvement of Signal Soldier training that enhances and increases the Army's preparedness to conduct current and future Signal operations.

(a) Attends collection opportunities to document OILs from unit training rotations, recent deployments, and key leader interviews.

(b) Facilitates OILs discussion with USASIGCoE SMEs.

(c) Hosts quarterly Signal Lessons Learned Advisory Forums.

(d) Disseminates resolved OILs to the Signal Regiment for implementation across DOTMLPF-P.

(e) Provides Signal Lessons Learned briefings to all Signal training and education courses.

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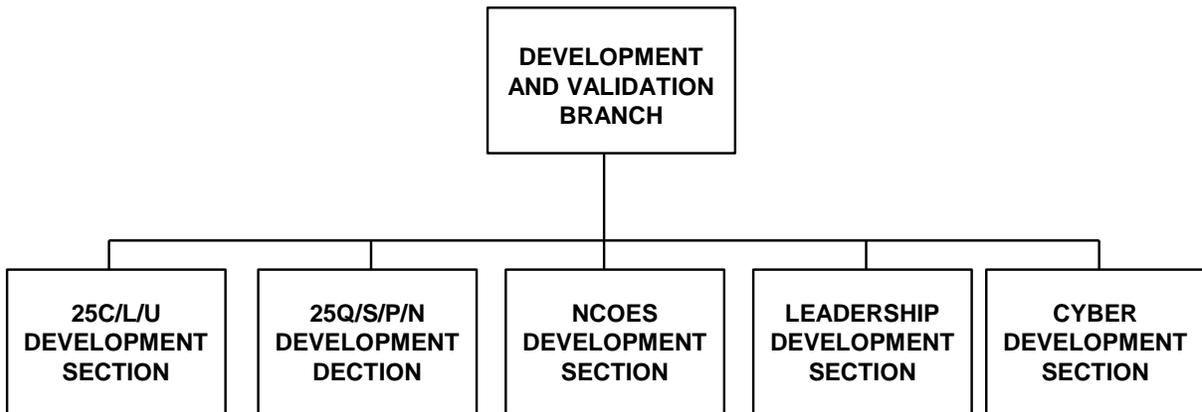
(f) Coordinates with Center for Army Lessons Learned and other Army Lessons Learned organizations.

(4) Technical Library Section. This section maintains the USASIGCoE technical library.

### 7-8. Development and Validation Branch

a. Mission. This branch manages the Systems Approach to Training process for the USASIGCoE. Directs and provides supervision to elements in the analysis, design, development, and evaluation/validation of individual training material and the conduct of MOS studies. Plans, coordinates, manages, and serves as the office of record for programs and projects common to all training development for training resource requirements within the DOT to include equipment, facilities, support equipment, and funds.

b. Organization. Figure 7-6 shows the Development and Validation Branch organization.



**Figure 7-6. Development and Validation Branch organizational chart**

c. Core functions.

(1) Reviews and evaluates POIs/Course Management Plans prior to submission to the TRAS Branch for staffing with TRADOC.

(2) Plans, coordinates, manages, and provides alternatives and workable solutions to training development management problems.

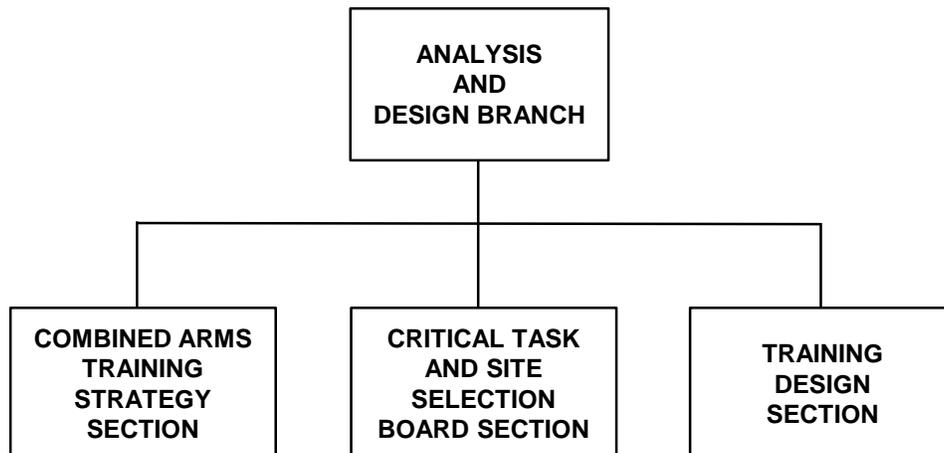
(3) Conducts needs analysis when units and students report deficiencies with existing training, or when the Lessons Learned team reports training issues.

(4) Develops individual self-development training strategies when CTSSBs identify tasks to be in the self-development domain.

- (5) Develops POIs, CADs, ITPs, lesson plans, practical exercises, student guides, job aids, and other student materials to support training courses.
- (6) Develops, assembles, and validates training materials into complete training courses.
- (7) Develops Warrior TSPs to support individual training in the operational and self-development domains.
- (8) Develops STPs to support MOSs, AOCs, and special duty areas.
- (9) Staffs all training related documents internally and externally as appropriate for review and comment.
- (10) Reviews and provides input to the New Systems Integration Branch documents that identify changes in training strategy/materiel and therefore require submitting revised TRAS documents.
- (11) Monitors the reengineering of USASIGCoE TATS courses and develops TSPs to ensure TATS courses are completed in a timely manner (if staffed with reserve personnel).
- (12) Reviews and provides comments on DL initiatives and IMI.

**7-9. Analysis and Design Branch**

- a. Mission. This branch analyzes, designs, and produces collective training products, training plans and individual tasks using the proper processes to support the USASIGCoE, TRADOC, and Army missions.
- b. Organization. Figure 7-7 shows the Analysis and Design Branch organization.



**Figure 7-7. Analysis and Design Branch organizational chart**

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### c. Core functions.

(1) Combined Arms Training Strategy Development Section. This section analyzes, designs, and produces collective training products using the proper processes to support the USASIGCoE, TRADOC, and Army missions.

- (a) Manages development of CATS for Signal organizations across the regiment.
- (b) Develops reviews, revises, and/or updates all Signal collective tasks IAW current Signal doctrine and mission analysis.
- (c) Coordinates with other schools to identify, revise, and approve common, and shared, collective tasks.
- (d) Performs needs analyses for developing all Signal CATS.
- (e) Prepares, reviews, and coordinates the final CATS.
- (f) Reviews the CATS and collective tasks written by other schools/agencies for Signal sufficiency.
- (g) Prepares the unit training portion of Cost and Training Effectiveness Analysis.
- (h) Manages the Signal Shared Collective Task List Program.
- (i) Identifies the requirements for and develops TSPs (Warfighter) to support unit collective training events.
- (j) Identifies the requirements for Warrior TSPs to support individual training in the operational and self-development domains.
- (k) Develops Unit Task Lists based on mission and needs analysis to identify critical collective tasks for units visited and analyzed.

(2) Critical Task and Site Selection Board Management Section. This section aids the training developers in the analysis, design, and production of individual tasks using the proper processes to support the USASIGCoE, TRADOC, and Army missions.

- (a) Conducts CTSSBs. Coordinates for board representation with other elements in the school/USASIGCoE and tactical Signal units. Develops minutes of CTSSB and provides to all representatives. Obtains approval of CTSSB results and maintains record files of the board's actions.
- (b) Conducts all CTSSBs for Signal MOSs, AOCs, and special duty areas.
- (c) Conducts critical task analysis for tasks identified on Unit Task Lists.

- (d) Manages unit task lists approval process for all Signal collective tasks.
- (e) Serves as the USASIGCoE PM for CTSSBs.
- (f) Provides advice to DOT on USASIGCoE CTSSB policies and procedures.
- (g) Reviews/revises the Training Development SOP.
- (h) Publishes CTSSB calendar and budget projections.
- (i) Provides training and coordination for DOT CTSSB evaluators.
- (j) Reviews and approves all Signal individual, common, shared, and collective tasks.
- (k) Serves as System Administrator for the TRADOC approved Training Development Database System, currently TDC.
- (l) Maintains the TDC database for the USASIGCoE.
- (m) Coordinates/facilitates TDC training.
- (n) Establishes and maintains a TDC collaboration site on the TRADOC Knowledge Environment SharePoint Portal.

(3) Training Design Section. This section analyzes, designs, and produces ITPs using the proper processes to support the USASIGCoE, TRADOC, and Army missions.

- (a) Conducts knowledge, skills, and abilities analysis of the approved tasks in order to design an effective and efficient training program for the subject MOS, AOC, or special duty area, after completing each CTSSB.
- (b) Develops the ITP for each MOS, AOC, or special duty area, identifying what courses will be conducted in the future, ensuring that all critical tasks are properly trained.
- (c) Designs course flow, prerequisite structure, and lesson sequence for each course identified in the ITP.
- (d) Develops CADs to support all courses in the ITP, including CADs for known future changes.

#### **7-10. Operations Section**

a. Mission. This manages the day-to-day activities within the DOT to include personnel management, security, safety, facilities, supplies, quality assurance, IT networks/systems, and

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coordinates and synchronizes as necessary with the CG, Regimental CSM, CoS, OCOS, Capability Development Integration Directorate (CDID), and garrison staff elements relative to DOT support and initiatives.

b. Critical tasks.

(1) Oversees the management of TRADOC and Fort Gordon taskings relative to the DOT.

(2) Manages, prepares, maintains, and processes all actions pertaining to military and civilian personnel to include rating schemes, personnel rosters, hiring actions, evaluations, managing and processing of awards, and validates the placement of all assigned DOT personnel relative to the TDA.

(3) Assists DOT personnel in preparing travel orders and manages the DOT's government travel card program ensuring travel cards are used for official travel only and bills are paid in a timely manner. Uses the Citibank Card Reporting System to obtain payment status, card transactions, various reports, and post changes to accounts as required. Processes new applications, transfers incoming and outgoing accounts, and ensures that cards are cancelled for those personnel separating from the Army.

(4) Serves as the POC for all budget matters within the DOT. Tracks, collects, and coordinates training, training development, and training support unfunded. Develops and presents briefings on budget status to the Director and the Command Group at budget reviews, IPRs, and PBACs. Manages the DOT's International Merchant Purchase Authorization Card (IMPAC) Program.

(5) Serves as the primary hand receipt holder for DOT.

(6) Manages the internal staffing procedures to review documents prepared for the Director's signature.

(7) Represents the Directorate at meetings, conferences, and other official activities.

(8) Responsible for advising the Director on all matters concerning the synchronization of activities that support instructor certification, training development, POIs, SMDR, ITPs, and CTSSBs.

(9) Responsible for implementing and ensuring established USASIGCoE DOT Memorandums of Instructions are adhered to and consistently viewed for required updates and necessary revision.

(10) Ensures DOT governance compliance relative to TRADOC approved governances, inspections, and program initiatives.

**Chapter 8**  
**Office Chief of Signal**

**8-1. OCOS**

a. Mission.

(1) Serves as the strategic human resources planner and advisor to the Chief of Signal on all AOC, MOS, FA, ASI, SQI, and personnel development for the Signal Regiment.

(2) Manages and directs the eight personnel life-cycle management functions for all Soldiers of the Signal Regiment in the AC and RC. The personnel life-cycle management functions are—

(a) Structure (AOC, MOS, FA manning and grading).

(b) Acquisition (development of AOC, MOS, FA for recruiting and prerequisites for assessing).

(c) Distribution.

(d) Development (training, education, and experience).

(e) Deployment.

(f) Compensation (pay, entitlements, and benefits).

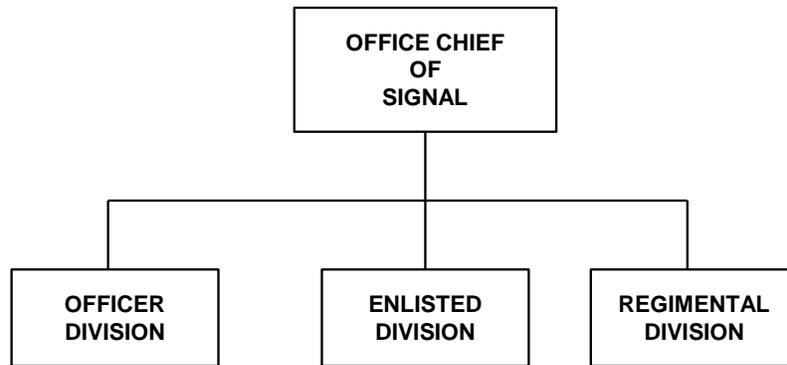
(g) Sustainment (well-being).

(h) Transition (separation).

(3) Serves as the single focal point for all personnel and AOC, MOS, FA development affecting the Signal Regiment.

b. Organization. Figure 8-1 on page 96 shows the OCOS organization.

c. Key leader responsibilities. The Director serves as the focal point, internal and external, for all matters and policies pertaining to Signal personnel life-cycle management, personnel force integration, historian, museum, and Signal Regimental functions, and activities.



**Figure 8-1. OCOS organizational chart**

d. Core functions.

(1) Represents the Chief of Signal and serves as the primary POC for all Signal branch, personnel developer and force integration proponent matters and responsibilities (AR 5-22).

(2) Executes personnel development responsibilities for the Signal Regiment on behalf of the Chief of Signal (AR 600-3).

(3) Formulates and articulates the personnel vision for the Signal Regiment to support the Chief of Signal's goals and objectives and Army requirements for the objective force.

(4) Advises the Chief of Signal on all matters and policies pertaining to Signal personnel life-cycle management, personnel force integration, and Signal Regimental activities.

(5) Directs, controls, and prioritizes all taskings, work schedules, and formal coordination of personnel development operations, actions, and projects for the Signal Regiment.

(6) Represents the Signal Regiment in meetings, councils, conferences, and working groups concerning personnel development and personnel force integration at installation, HHQ, and other organizational levels of the Army and DOD.

(7) Serves as a liaison between personnel and organizations of the Signal Regiment in the field and the functional staff in the school.

(8) Coordinates with the CDID, DOT, TRADOC Capability Managers, and other USASIGCoE staff to ensure integration of military personnel requirements across the DOTMLPF-P.

(9) Coordinates and advises other proponent schools and CoEs, integrating centers, headquarters TRADOC, HQDA, and/or other services concerning Signal/Communications Networks and Information Services personnel capabilities, force design, structure and manning.

(10) Provides interface between the USASIGCoE, ARNG, USAR, US Army Reserve Component Personnel Administration Center, US Army Reserve Personnel Command (PERSCOM), and RC units concerning Signal Regiment personnel requirements and CPs.

(11) Maintains liaison and strong working relationship with the Army career field coordinators at the CAC, the TRADOC Personnel Development Office at headquarters TRADOC, the Signal assignment branches (officer and enlisted) within the US Army HRC, the HQDA G-1 Signal Personnel Systems Staff Officer (PERSSO), several other activities within the G-1, and the HQDA G-3 Signal Organizational Integrator (OI).

(12) Directs and controls the Signal Regiment's participation in the HRC quarterly career management field (CMF) reviews.

(13) Directs and manages development of MOU/MOA that define branch, specified, personnel, and functional proponent responsibilities between the USASIGCoE and other schools and centers, integrating centers, and HQDA.

(14) Directs and supervises operation of OCOS subordinate elements, Officer Division, Enlisted Division, and Regimental Division to include the Signal Historian and Signal Museum.

(15) Directs and controls all formal personnel development coordination with the Signal Regiment constituency through the Army Communicator, personnel proponent messages, Chief of Signal e-mail and memorandums, website, and list server operations and other strategic communications.

(16) Directs and controls the Signal Regiment whole branch program and Regimental activities within the construct of the U. S. Army Regimental System (AR 600-82).

(17) Directs and controls Signal Museum and Signal Historian operations and activities.

(18) Advises the Regimental Adjutant/COS on Regimental duties and functions.

(19) Manages and directs budget, manpower and equipment resources to execute the personnel development mission and operate the OCOS.

(20) Performs administrative support for the directorate to include internal controls, final preparation of correspondence, filing, distribution, processing TDY orders, and personnel administration (rating schemes, evaluations, and awards).

(21) Performs operational support for the directorate to include managing supplies and equipment, local area network (LAN) administration, IA, military air and travel coordination, mail distribution, and budget management.

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(22) Directs the internal staffing within the USASIGCoE Directorates for Military Occupational Classification and Structure (MOCS) actions for review and comments.

(23) Releases MOCS actions to TRADOC HQs for processing and approval.

### **8-2. Officer Division**

#### **a. Mission.**

(1) Serves as the strategic human resources planner and advisor to the Chief of Signal on all officer and warrant officer personnel development for the Signal Regiment.

(2) Manages and directs the eight personnel life-cycle management functions for officers of the Signal Regiment in the AC and RC.

(3) Serves as the Signal officer personnel force integration manager to synchronize personnel systems with evolving DOTMLPF-P and to ensure officer personnel force designs meet transition and objective force requirements.

(4) Communicates with the Signal Regiment officer and warrant officer constituency around the world.

(5) Serves as the single focal point for all officer personnel developer matters.

#### **b. Core functions.**

(1) Manages and operates personnel developer and Force Modernization Proponent programs IAW AR 5-22 for all officers Branch 25, Signal; FA 24, Telecommunications Systems Engineering; FA 53, Information Systems Management and warrant officers of the Signal Regiment in AC and RCs.

(2) Performs personnel developer life-cycle management functions IAW AR 600- for all officers (Branch, FA, and Warrant) of the Signal Regiment.

(3) Manages and coordinates personnel force integration of Signal officer requirements for DOTMLPF-P.

(4) Develops input and recommends changes to the HQDA G-1 concerning policies and procedures of the Army Development System (ADS) and the Officer Personnel Management System (OPMS).

(5) Represents the Signal Regiment's officer and warrant officer personnel interests at meetings, working groups, seminars, and conferences at installations, other schools, integrating centers, with Army command.

(6) Provides officer and warrant officer personnel and professional development input to the Signal Functional Area Assessment (FAA).

(7) Coordinates within the Operations Support Division of HRC concerning personnel development actions involving Branch 25, FA 24, and FA 53.

(8) Coordinates with the Warrant Officer Career Center on personnel development actions involving Signal warrant officers.

(9) Coordinates with Assignments Branches, Officer Personnel Management Directorate (OPMD), HRC, and the Personnel Requirements Systems Staff Officer (PERSSO), HQDA G-1 on officer personnel management and requirements issues.

(10) Develops and submits Signal MOCS actions to establish, revise, or eliminate officer AOCs and warrant officer MOS and skills to support evolving doctrine and force structure requirements.

(11) Establishes, publishes, and maintains standards of grade authorizations for Tables of Organization and Equipment (TOEs) and TDAs for Signal officers.

(12) Monitors and reviews TAADS Armywide position extracts to ensure correct grades and codes for Signal officers throughout operational force structure.

(13) Provides Signal officer input to Manpower Authorization and Requirements Criteria (MARC) studies and processes.

(14) Reviews and provides officer recommendations on operational and organizational (O&O) concepts, unit reference sheets (URSs) operational requirements document (ORD), force design updates (FDUs), TOEs, BOIPs, Qualitative and Quantitative Personnel Requirements Information (QQPRI), and other organizational and materiel documents that impact on Signal personnel force designs.

(15) Provides officer input to the Manpower and Personnel Integration (MANPRINT) process.

(16) Evaluates O&O concepts and TOEs and recommends officer and warrant officer positions as opened or closed to women based upon the application of DOD and DA policy concerning direct ground combat probability coding (DGCPC), and the impact on manning and leadership opportunities for women in the Signal Regiment.

(17) Establishes, maintains, and recommends changes to officer accession criteria and standards (DA Pam 600-3).

(18) Reviews and evaluates all enlisted Soldier Signal warrant officer application packets for technical experience and qualification.

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(19) Designates Signal warrant officer representatives for warrant officer accession boards and Signal officers for president as required.

(20) Manages and coordinates all Signal input to all warrant officer accession boards.

(21) Recommends officer FA accession requirements to sustain branch and FA operations.

(22) Evaluates unit and major command assigned and projected strength and recommends changes to the distribution of Signal officers throughout the force.

(23) Manages and coordinates the assignment of officers to critical positions and programs for the Signal Regiment, such as HQDA G-3 Organizational Integrator (OI), HQDA G-1 Signal PERSSO, and Combat Training Center (CTC) Project Warrior (PW) Program.

(24) Participates in developing and formulating new training concepts and strategies to provide efficient and effective training for Signal officers and warrant officers.

(25) Provides recommendations and support to DOT training managers, training developers, and trainers in all aspects of the systems approach to training (SAT) process for Signal officer and warrant officer programs including job analysis, survey development, and administration, task analysis, training development, and over-arching training strategies.

(26) Reviews and provides recommendations on CADs, critical task lists, POIs, ITPs, STPs, officer foundation standards (OFS), and other training documents that impact on the training of Signal officers.

(27) Participates as a non-voting member in CTSSBs conducted by training developers for each officer AOC and warrant officer MOS of the Signal Regiment.

(28) Develops aptitude, skill, and experience prerequisites for Signal officer and warrant officer training courses and programs.

(29) Reviews and validates Signal officer and warrant officer training requirements for the SMDR with TRADOC and HQDA G-1 and G-3.

(30) Monitors and influences officer class seat fill of selected courses on an exception basis.

(31) Establishes and facilitates the implementation of civilian technical training, professional certification, under-graduate, and graduate level degree programs for officers and warrant officers.

(32) Manages the Signal Regiment Advanced Civilian Schooling (ACS) and Training With Industry (TWI) Programs.

(33) Coordinates the development and validation of Army Education Requirements System (AERS) positions requiring ACS or TWI.

(34) Evaluates, approves, or disapproves all officer constructive credit and waiver requests for courses, AOCs, FAs, MOS and skills of the Signal Regiment.

(35) Coordinates “Regreening” training for officers assigned to critical or high visibility positions, or to foreign countries as Liaison or Personnel Exchange Program (PEP) officers.

(36) Serves as coordination POC on personnel programs and issues for student officers attending Command and Staff College and Senior Service College (SSC).

(37) Establishes, publishes, and distributes officer and warrant officer professional development guidance concerning Signal Regiment training and developmental assignments, and branch and FA qualification criteria at each rank (DA PAM 600-3).

(38) Prepares and submits input to HQDA G-1 for incorporation into central selection board guidance concerning officers and warrant officers of Signal Regiment, when required.

(39) Coordinates with HQDA G-1 in the analysis and recommendation of retention initiatives to enhance Signal officer personnel readiness.

(40) Recommends reduction-in-force and stop-loss guidelines for Signal officers in coordination with HQDA G-1.

(41) Recommends changes to retirement and separation policies for Signal officers in coordination with HQDA G-1.

(42) Prepares and conducts Signal proponent officer professional development briefings for all officer and warrant officer career and FA qualification course classes and for units in the field.

(43) Reviews all capabilities needs assessments (CNAs) and functional needs assessments (FNAs) processes with the Force Requirements Branch (FRB), CDID, TCM to determine officer personnel issues and solutions.

(44) Coordinates and hosts personnel development meetings, working groups, focus groups, and other collaborative efforts and events to improve health and welfare of officers and warrant officers of the Signal Regiment.

(45) Implements Regimental initiatives that enhance esprit de corps and well-being among all officer and warrant officer members of the Signal Regiment in concert with the Regimental Division.

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(46) Communicates, publishes, and promulgates career field statistics and trends, professional development guidance and opportunities, and future changes to the Signal constituency via e-mail, websites, professional bulletins, and written correspondence.

(47) Develops and maintains the Officer Division's TKE SharePoint site.

### **8-3. Enlisted Division**

#### **a. Mission.**

(1) Serves as the strategic human resources planner and advisor to the Chief of Signal on all enlisted personnel development for the Signal Regiment.

(2) Manages and directs the eight personnel life-cycle management functions for enlisted Soldiers of the Signal Regiment in the AC and RC.

(3) Serves as the Signal enlisted personnel force integration manager to synchronize personnel systems with evolving DOTMLPF-P.

(4) Ensures enlisted personnel force designs meet transition and objective force requirements.

(5) Communicates with the enlisted Signal Regiment constituency around the world.

(6) Serves as the single focal point for all enlisted personnel development that affect the Signal Regiment.

#### **b. Core functions.**

(1) Manages and operates developer and Force Modernization Proponent programs IAW AR 5-22 for all enlisted Soldiers of the Signal Regiment in the AC and RCs.

(2) Performs personnel developer life-cycle management functions IAW AR 600-3 for all Signal enlisted CMFs and Signal MOSs.

(3) Manages and coordinates personnel force integration of Signal enlisted Soldier requirements for DOTMLPF-P.

(4) Develops input and recommends changes to the HQDA G1 concerning policies and procedures of the ADS and the Enlisted Personnel Management System (EPMS).

(5) Represents the Signal Regiment's enlisted Soldier personnel interests at the Defense Information School (DINFOS) Training Task Selection Boards (TTSB), meetings, working groups, seminars, and conferences at installation, other schools, integrating centers, major Army commands, HQDA, and DOD levels.

- (6) Provides enlisted personnel and professional development input to the Signal FAA.
- (7) Coordinates with the Signal Assignments Branch, Enlisted Personnel Management Directorate (EPMD), HRC and the Personnel Requirements Systems Staff Officer (PERSSO), HQDA G-1 on Signal enlisted Soldier management and requirements issues.
- (8) Develops and submits Signal MOCS actions IAW AR 611-1 to establish, revise, or eliminate Signal enlisted Soldier CMFs, MOSs, and additional skill identifiers (ASIs) to support evolving doctrine and force structure requirements.
- (9) Establishes, maintains, and enhances enlisted MOS relationships and professional development hierarchy (mergers and cappers) to optimize career path viability and leadership opportunity for all enlisted Soldiers of the Signal Regiment.
- (10) Establishes, publishes, and maintains standards of grade authorizations for TOEs, MTOEs, and TDAs for Signal enlisted MOSs.
- (11) Monitors and reviews The Army Authorization Documentation System (TAADS) Armywide position extracts to ensure correct application of standards of grade and MOS coding for enlisted Signal Soldier equipment relationships throughout operational force structure.
- (12) Provides Signal enlisted Soldier input to MARC studies and process.
- (13) Reviews and provides Signal enlisted Soldier recommendations on Operational and Organization (O&O) concepts, URSs, initial capability document (ICD), Capability Development Document (CDD), Capability Production Document (CPD), FDUs, TOEs, BOIPs, QQPRI, Manpower Estimate Reports (MERs), Concept of Operations (CONOPS) documents, and other organizational and materiel documents that impact on Signal personnel force designs.
- (14) Provides Signal enlisted Soldier input to MANPRINT process.
- (15) Evaluates O&O concepts and TOEs and recommends Signal enlisted Soldier positions as opened or closed to women based upon the application of DOD and DA policy concerning DGCPC, and the impact on manning and leadership opportunities for women in the Signal Regiment.
- (16) Establishes, maintains, and recommends changes to Signal enlisted Soldier accession criteria and standards for MOS and CMF; for example: aptitude scores, enlistment terms/bonuses, and special recruitment incentive programs.
- (17) Reviews and recommends changes to Signal enlisted Soldier recruiting priorities and quantities to optimize filling MOS-T class seats and sustaining the operational force at required strength levels for each MOS.
- (18) Validates and evaluates ARISS tapes for Signal enlisted accession MOSs.

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(19) Assesses male/female and minority content of each MOS and recommends changes to ensure equitable distribution and career opportunity for enlisted Soldiers throughout the Signal Regiment.

(20) Evaluates unit and major command assigned and projected strength for each MOS and critical ASI and recommends changes to enhance distribution of Signal enlisted Soldiers throughout the force.

(21) Monitors and recommends changes concerning space imbalance and tour policy, procedures, and activities for Signal enlisted MOSs.

(22) Evaluates and provides Signal input to the TRADOC Deputy for Training (DCST) DCG-IMT concerning the overarching MOS-I and MOS-T programs and the NCOES.

(23) Participates in the development and formulation of new training concepts and strategies to provide efficient and effective training for Signal enlisted Soldiers.

(24) Provides recommendations and support to DOT training managers, training developers, and trainers in the systems approach to training (SAT) process for Signal enlisted programs including job analysis, survey development, and administration, task analysis, training development, and over-arching training strategies.

(25) Reviews and provides recommendations on CADs, Critical Task Lists (CTLs), TTSBs, POIs, ITPs, STPs, STRAPs, and other documents required to conduct training for the Signal enlisted force.

(26) Participates as a non-voting member in all CTSSBs and TTSBs conducted by training developers for each Signal enlisted MOS.

(27) Develops aptitude, skill, and experience prerequisites for Signal enlisted Soldier training courses and programs.

(28) Reviews and validates Signal enlisted Soldier training requirements for the SMDR with TRADOC, HQDA G-1, and HQDA G-3.

(29) Manages overall personnel developer input and represents the OCOS from an enlisted perspective at the SMDR.

(30) Monitors ALC and SLC class seat fill and recommends changes in attendance policy to meet Soldiers' needs and ensure readiness of the force.

(31) Monitors and controls functional and ASI producing class (1C, T2) seat fill on exception basis.

(32) Facilitates the implementation of civilian technical training, professional certification, and undergraduate level degree programs for Signal enlisted Soldiers.

(33) Manages Signal enlisted Soldier participation in the TWI Program.

(34) Coordinates the development and validation of AERS positions that require Signal enlisted Soldier TWI.

(35) Evaluates and approves or disapproves all enlisted Soldier constructive credit and waiver requests for courses, MOS, and skills of the Signal Regiment.

(36) Establishes, publishes, and distributes NCO professional development guidance concerning Signal Regiment training, developmental assignments, and qualification criteria at each rank for each MOS in career maps, regulations, and other literature.

(37) Prepares and submits enlisted Signal personnel development guidance in DA PAM 600-25 for the NCO centralized selection board process.

(38) Analyzes and recommends retention initiatives and reenlistment bonuses to enhance Signal enlisted Soldier personnel readiness.

(39) Recommends inventory reclassification programs that maintain rank balance across all enlisted MOSs of the Signal Regiment, for example: Fast Track, Bear, and Star programs.

(40) Recommends changes to retirement and separation policies for enlisted Soldiers to HQDA G-1.

(41) Recommends reduction-in-force and stop-loss guidelines to HQDA G-1.

(42) Prepares and conducts personnel development enlisted Soldier professional development briefings for Signal enlisted Soldier career course classes (ALC and SLC) and for units in the field.

(43) Manages and coordinates enlisted Signal personnel development and proponent preparation and participation in the called Signal Branch CMF review conducted by EPMD and HRC.

(44) Coordinates and hosts meetings, working groups, focus groups, and other collaborative efforts and events with a broad spectrum of participation. These events and meetings are scoped by personnel development and Force Modernization Proponent areas of emphasis and designed to improve the health and welfare of Signal enlisted Soldiers.

(45) Provides personnel development guidance on Signal enlisted personnel life-cycle management and force integration matters directly to unit leaders and Soldiers in the field.

(46) Communicates, publishes, and promulgates CMF and MOS statistics and trends, professional development guidance and opportunities, and future changes to the Signal constituency via email, websites, professional bulletins, and written correspondence.

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(47) Develops and publishes monthly-enlisted Signal Promotion Trend Reports and MOS Posture Reports.

(48) Implements Regimental initiatives that enhance esprit de corps and well-being among all enlisted Soldiers of the Signal Regiment in concert with the Regimental Division.

(49) Develops and maintains the Enlisted Division's World Wide Web site and TKE SharePoint site.

(50) Develops and maintains Army Knowledge Online (AKO) Signal enlisted MOS distribution lists for CT/SSB and various surveys.

(51) Reviews all CNAs and FNAs processes with the FRB, CDID, TCM to determine enlisted personnel issues and solutions.

(52) Guides and assists curriculum developers within the DINFOS for Army specific training requirements for visual information (VI) career fields training programs.

(53) Reviews and comments on Army Program for Individual Training (ARPRINT) data provided by DOT.

(54) Reviews knowledge of theories, methods, and technologies provided by DOT for macro training strategy revisions.

(55) Participates in workgroups and reviews of Lessons Learned provided by CDID.

### **8-4. Regimental Division**

#### **a. Mission.**

(1) Serves as the principle POC for total Army force worldwide on Signal Regiment matters or issues concerning the Regimental System.

(2) Preserves and promotes the history of the US Army Signal Corps by maintaining the Signal History Office and the United States Army Signal Corps Museum.

(3) Publishes the Army Communicator.

#### **b. Core functions.**

(1) Manages the Signal Corps Regimental System (AR 600-82).

(2) Serves as the principle POC for total Army force worldwide on Signal Regiment matters or issues concerning the Regimental System.

- (3) Plans, staffs, disseminates, and coordinates the implementation of Signal Regimental programs and policies.
- (4) Coordinates procurement actions, establishes allocation guidelines, maintains property accountability, and coordinates distribution to units of accountable Regimental material.
- (5) Provides guidance and assistance to Signal Corps' units on design, development, and procurement of their Distinctive Unit Insignia and unit-unique accoutrements.
- (6) Provides guidance and assistance to Signal Corps' units on research and documentation of individual unit history.
- (7) Administers the Signal Regiment Affiliation Program.
- (8) Conducts research, writes decision/information memorandums, writes articles for publication, and coordinates publication/distribution of articles/memorandum pertaining to Signal Corps' Regimental matters.
- (9) Advises, coordinates, monitors, and provides Regimental symbols to support Regimental ceremonies, conferences, and functions.
- (10) Solicits articles to publish, prepares copy and graphic layouts, edits, and oversees the printing and distribution of the professional bulletin of the Signal Regiment, the Army Communicator.
- (11) Writes specifications and coordinates with Post Printing Plant and Government Printing Office for solicitation and award of an annual printing contract for the professional bulletin.
- (12) Develops the Chief of Signal (Regimental) Awards Program and coordinates the procurement and distribution of Regimental affiliation certificates, plaques, and memorabilia.
- (13) Establishes procedures, solicits nominations, and coordinates the selection of honorary and distinguished Regimental members.
- (14) Coordinates administrative and logistical support for honorary appointees' ceremonies.
- (15) Prepares and submits PPBE System input to support Regimental programs such as the Chief of Signals awards and recognition program.
- (16) Serves as Chief of Signal's liaison to the Signal Corps Regimental Association.
- (17) Coordinates Regimental ceremonies during special events.

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(18) Serves as the proponent for historical activities of the branch (FA) represented by the school and acts as the point of reference for the history of the branch.

(19) Advises the commander on Army and TRADOC historical program responsibilities and represents the commander on matters relating to military history.

(20) Serves as consultant and advisor to academic departments for infusion of military history into the curricula and assists in developing and teaching of military history.

(21) Serves as custodian of the documents and records relating to the branch and installation activities by maintaining archives that serves as the corporate memory of the US Army Signal Corps and the Fort Gordon installation.

(22) Prepares periodic documented histories including oral history interviews relating to the branch or FA, dealing with significant mission-related activities.

(23) Prepares the Annual Command History IAW AR 870-5 and TRADOC Regulation 870-1.

(24) Exercises responsibility for the administration of an overall museum program pertaining to history of the development of military communications, training and scientific advances within the Signal Corps, and the history of Fort Gordon and the surrounding area.

(25) Collects, classifies, records, preserves, reconditions, and maintains memorabilia pertinent to the history of the Signal Corps.

(26) Negotiates for acquisitions, validates their authenticity, and coordinates legal actions for title transfer of Signal artifacts and memorabilia.

(27) Conducts research into historical records, both civil and military, in response to information requests and seeks out additional sources of knowledge on scientific and technical matters relating to the fields of communications.

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**Chapter 9**  
**Quality Assurance Office**

**9-1. QAO**

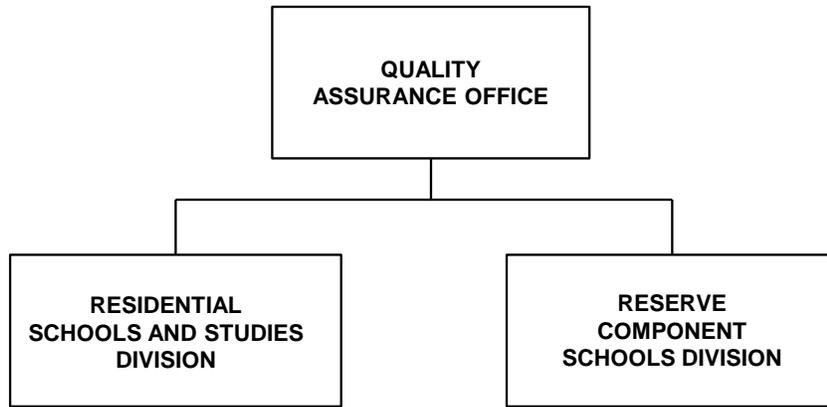
a. Mission.

(1) Executes a QA program that ensures the development of Signal Soldiers and civilian leaders, as well as design, development, and integration of capabilities, concepts, and doctrine to build a capable, expeditionary, and versatile Army in support of joint warfighting commanders through ARFORGEN.

(2) Provides accreditation for TASS Battalion RC, self-assessments, and formal assessments for off-site courses.

(3) Assists in developing, conducting, evaluating, and supporting training at the USASIGCoE.

b. Organization. Figure 9-1 shows the organization of the QAO.



**Figure 9-1. QAO organizational chart**

c. Key leader responsibilities. The Director—

(1) Assists the USASIGCoE Commander in developing and conducting quality, current, and relevant training.

(2) Plans the self-assessment of resident courses on a three-year cycle.

(3) Plans the formal assessment of proponent courses taught off-site with authorization under a formal MOA on a three-year cycle.

(4) Plans the assistance and accreditation visits of RC units training proponent approved courses.

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(5) Serves as the USASIGCoE lead for all QA issues and directly interfaces with TRADOC, CAC, and Initial Military Training (IMT) QAOs.

(6) Provides staff advice and consultation on proposed initiatives and revised policies and procedures impacting the development and conduct of training.

(7) Plans the execution of a yearly budget.

### **d. Core functions.**

(1) Designs, develops, coordinates, synchronizes, publishes, and executes a Master Evaluation Plan (MEP) for USASIGCoE which accounts for the accreditation and assistance visits of all proponent TASS Signal Battalion and proponent courses covering a three-year period.

(2) Provides input on quality and standardization of baseline training and institutional leader development and continuous improvement in USASIGCoE training.

(3) Provides feedback/support to Commanders and stakeholders ensuring training is current and relevant.

(4) Serves as the staff assistant to the DCG, USASIGCoE on quality and standardization of baseline training and institutional leader development to include accreditation standards, criteria guides and job aids.

(5) Disseminates information on the continuous improvement in USASIGCoE training using the best business practices from other TRADOC schools and centers.

(6) Conducts USASIGCoE self-assessment and provides feedback to Commander, Commandant, and DOT on the collection, analysis, and implementation of observations, insights, and lessons learned from Army operations into institutional training.

(7) Provides coordination with TRADOC, CAC, and IMT QAO in identifying, resolving, and implementing recommendations to address HHQ issues impacting conduct, support, or development of training and education at USASIGCoE for both the AC and RC evaluated institutions.

(8) Conducts assessments and provides feedback to USASIGCoE Command Group on special projects as directed by DCG, USASIGCoE.

(9) Participates with the Center for Army Lessons Learned (CALL) project officer to provide staff and faculty guidance on CALL data, how OILs are collected and should be incorporated into lesson plans and training products ensuring relevancy of training.

(10) Conducts assessment and feedback of currency and relevancy of proponent courses at USASIGCoE and TASS Battalion.

(11) Oversees implementation and completion of USASIGCoE action items for the TRADOC accreditation visits.

(12) Conducts formal assessments for off-site courses conducted at approved locations via a MOA signed by the site and TRADOC.

## **9-2. Resident School and Studies Division**

### **a. Mission.**

(1) Assesses the quality, relevancy, and standardization of resident school education/training and training support.

(2) Meets unit, Soldier, and leader competency needs.

(3) Ensures training is doctrinally and technically accurate.

(4) Ensures AA/RC training is equivalent.

### **b. Core functions.**

(1) Conducts cyclic internal evaluation of the ADDIE process, IET Process/Program, PME Process/Program, training products, personnel (instructor evaluation/certification; evaluator and training developer qualification), and training institutions/facilities.

(2) Conducts annual institutional self-assessments using Army Enterprise Accreditation (AEA) standards; conducts Re-Look of self-assessment standards as a follow-up to ensure all standards are either met or raised to HHQ for resolution.

(3) Monitors the CALL Program to include the collection, analysis, and publication of lessons learned.

(4) Participates in developing TRAS documentation by conducting reviews of ITPs, CADs, and POIs.

(5) Conducts special studies requiring the application of statistical techniques and research design.

(6) Conducts special analysis of tests to determine if prescribed requirements for test construction, validation, and scoring have been met.

(7) Provides technical support to other school activities in developing research designs, tests, surveys, and other evaluation instruments.

## **USASIGCoE Reg 10-8**

(8) Plans/conducts QA staff development sessions to train QA personnel and others in the assessment process using AEA standards.

(9) Plans, develops, and conducts Leader/Graduate Survey Program of courses self-assessed using TRADOC's approved survey software.

(10) Collects and analyzes data and produces appropriate reports for distribution to the Director, QAO: Director, DOT and appropriate training cadre, to include the training division chiefs/course managers, training development chiefs, instructors, and training developers.

(11) Monitors and tracks common operating environment (COE)/OE doctrine and integrates these environments in training materials.

(12) Conducts crosswalk of TRADOC Command Training Guidance/Campaign Plan with USASIGCoE Command Training Guidance/Campaign Plan to ensure they are consistent.

(13) Inputs RSSD workload into the Training and Doctrine Development (TD2) automated database.

(14) Maintains QA's property accountability.

(15) Evaluates lifelong learning and training support material to include IMI virtual training products, simulations, STPs, mission-training plans, STRAPs, ACCPs, for doctrine and technical accuracy, task consistency and incorporation of feedback from external evaluations.

(16) Provides technical assistance by releasing and compiling job analysis surveys for other training activities.

(17) Conducts, develops, distributes, and compiles the AUTOGEN Advanced Individual Training (AIT) survey.

### **9-3. Reserve Component Schools Division**

#### **a. Mission.**

(1) Assesses the quality, relevancy, and standardization of TASS Battalion's education/training and training support.

(2) Meets unit, Soldier, and leader competency needs.

(3) Ensures training is doctrinally and technically accurate.

(4) Ensures AA/RC training is equivalent.

b. Core functions.

(1) Conducts accreditation of 2nd Brigade – 100th Training Division, consisting of five battalions and two high tech regional training sites; assessment of nine NGB Regional Training Institutions (RTIs); virtual campuses; unit universities and other locations that conduct Signal training for Signal Soldiers.

(2) Conducts assistant visits to 2nd Brigade – 100th Training Division units.

(3) Provides validation for new NGB training sites.

(4) Conducts assessments and special HHQ studies as required.

(5) Plans and conducts a quarterly TASS Commanders DCO/Teleconference.

(6) Provides proponent updates at RCs conferences and/or workshops.

(7) Provides assistance with the coordination of the TRADOC accreditation of the USASIGCoE.

(8) Serves as proponent liaison to TASS Signal Battalions.

(9) Establishes and maintains direct communication and visitation links.

(10) Maintains an annual TASS budget and accountability of assets to include periodic inventories and timely actions to resolve loss and/or damage of property.

(11) Ensures AA/RC training equivalency

(12) Provides briefings to TRADOC as required.

(13) Participates in developing TRAS documentation by conducting reviews of ITPs, CADs, and POIs.

(14) Plans/conducts COE/OE doctrine training to USASIGCoE staff and faculty.

**Chapter 10**  
**Capabilities Development and Integration Directorate**

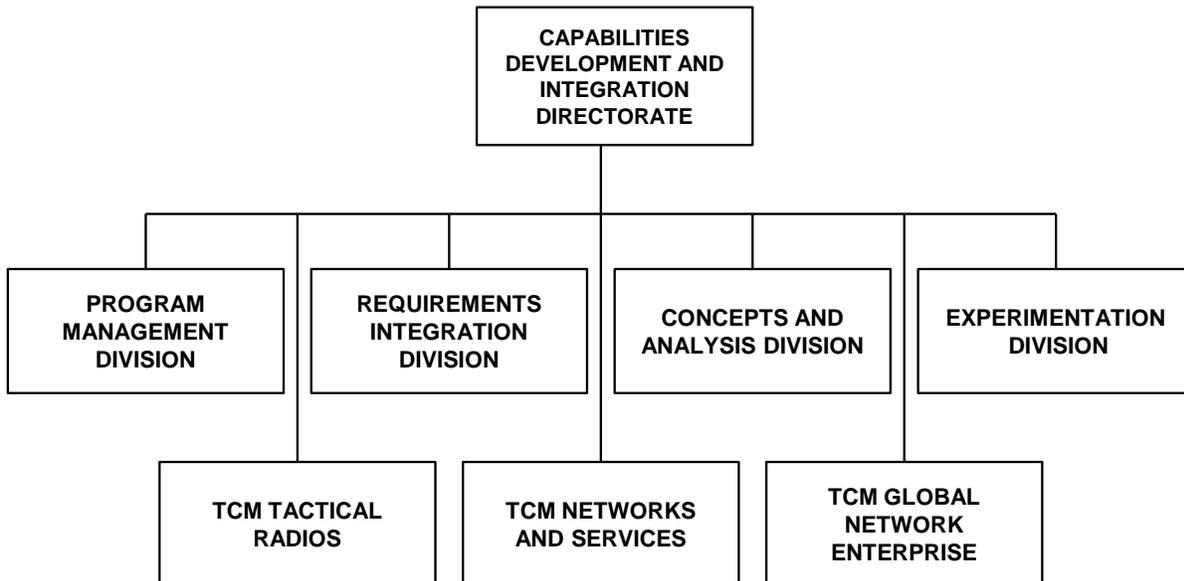
**10-1. CDID**

a. Mission.

(1) Develops, evaluates, and integrates concepts, requirements, and solutions for the Army as Force Modernization proponent for Network Operations (NETOPS), Network Transport and Information Services (to include Mission Command Systems Integration), Spectrum Management Operations and VI across DOTMLPF-P, Warfighting functions and formations to provide Soldiers and units the LWN capabilities required to support Combatant Commanders.

(2) Acts as the Assistant Chief of Staff, G-2 – Intelligence (ACoS, G-2) for the USASIGCoE through the CDID and provides timely and accurate intelligence products to the Command and directs information, personnel, industrial, foreign disclosure, and physical security programs as required.

b. Organization. Figure 10-1 shows the CDID organization.



**Figure 10-1. CDID organizational chart**

c. Key leader responsibilities. The Director—

(1) Is responsible for integrating the three TCMs, the Signal Concepts and Requirements Division, and the Experimentation Division across TRADOC and in collaboration with other Army proponents, Forces Command (FORSCOM), DA G3/5/7 DAMO-LM, and CIO G-6 ensuring capability set delivery.

(2) Serves as the user representative for all aspects of the communications network system and strategy to modernize Army Networks and the Signal Corps enabling the Army's Warfighting functions through collaboration innovation and integration for future force DOTMLPF-P solutions.

(3) Serves as the senior advisor to the Command Group and Signal Center staff on current and future Army Network and Information Technologies.

(4) Plans and executes tasks as directed by the ARCIC.

(5) Executes responsibilities approved by TRADOC and the Army Staff.

(6) Manages the CDID on behalf of the force modernization proponent.

d. Core functions.

(1) Serves as the USASIGCoE Futures Program lead for the capability development and force modernization proponent for the Signal Corps.

(2) Is the user representative for specific aspects of the LWN and associated emerging cyberspace operations including—

(a) NETOPS includes—

- Network management (enterprise systems management).
- Network assurance (IA, COMSEC, and computer network defense).
- Content management (information dissemination management and content staging).

(b) Network transport.

(c) Information services to include mission command systems integration.

(d) Spectrum management operations.

(e) VI.

(3) Develops capabilities using both agile and deliberate processes.

(4) Manages and synchronizes all DOTMLPF-P actions in order to deliver network capabilities over time IAW TRADOC Regulation 71-12.

(5) Conducts DOTMLPF-P integration and synchronization of the Signal Force Modernization proponent FAs.

(6) Ensures the ARNG and USAR are totally integrated in policies and processes involving SRC 11 force structure, equipment distribution, and combat development.

## **USASIGCoE Reg 10-8**

(7) Performs threat assessment to support capability development.

### **10-2. Program Management Division**

a. Mission. This division provides programmatic and administrative oversight, management, and expertise in all functions related to manpower, budget, human resources, IT, supply and logistics, video teleconferencing, government travel and IMPAC credit card, security, logistics, contract management, training, and Threat/G-2 support.

b. Core functions.

(1) Provides expert advice, assistance, and consultation for all program management and administrative matters and processes.

(2) Develops plans and schedules to meet directorate objectives.

(3) Interprets policy, program documents, and regulations to resolve problems and maintain continuity of work and mission.

(4) Develops/conducts briefings and presentations for staff-level meetings, as well as represents CDID Director and/or Deputy in program matters. Presents reports/briefs to justify and defend resources required to achieve the goals and objectives of Signal CDID.

(5) Conducts manpower reviews and analysis in areas such as missions, capabilities, command and operational relationships, and systemic procedures.

(6) Prepares plans and documentation to identify requirements for upcoming fiscal years.

### **10-3. Requirements Integration Division**

a. Mission.

(1) Conducts capability-based assessments and determines and documents Signal materiel and organizational requirements IAW the Joint Capabilities Integration and Development System (JCIDS).

(2) Performs initial capabilities developments for tactical and strategic communications and information systems.

(3) Represents the user in the initial development of emerging communications and information systems and organizations.

(4) Keeps abreast of technological developments and participates in Army and Joint Services studies, experiments, and scenario development.

(5) Provides Signal capabilities development assistance to TRADOC schools, the Army, joint services, and allied services.

b. Core functions.

(1) Serves as principle advisor to the CDID Director and Commander for Signal force development actions.

(a) Represents the proponent on TRADOC, Army, and multiservice working groups, integrated concept teams, and integrated capability development teams.

(b) Participates in technical forums/panels at HHQ and other organizations.

(2) Ensures that organizational and operational requirements are integrated across DOTMLPF-P domains.

(3) Advises the CDID Director, commander, and staff on the state of the art technology.

(4) Interfaces with the technological community on technological proposals and information exchanges.

**10-4. Concepts and Analysis Division**

a. Mission

(1) Develops Signal concepts and determines future requirement capabilities.

(2) Represents the user in the initial development of emerging communications and information systems and organizations.

(3) Keeps abreast of future technological developments and participates in Army and joint services studies, experiments, and scenario development.

(4) Provides Signal concept, threat, and analysis support to the TRACOC Analysis Center (TRAC), TRADOC COEs, Army, and joint services.

b. Core functions.

(1) Serves as principle advisor to the CDID Director and Commander for concept development and analytic capabilities.

(a) Represents the USASIGCoE on TRADOC, Army and multiservice concepts and threat working groups, integrated concept teams, and integrated capability development teams.

## USASIGCoE Reg 10-8

(b) Participates in technical forums/panels as it relates to future science and technology. Advises CDID Director and Commander of emerging technology.

(c) Provides objective, defensible, and high quality analysis to support decisions.

(2) Ensures that Signal/Cyber required capabilities are integrated across COE prepotencies.

(a) Leads the Signal Campaign of Learning efforts by ensuring Signal/Cyber capabilities are properly represented in the Army Capability and Operation Concepts and the Army Functional Concepts.

(b) Participates in exercises and experimentations to ensure proper presentation of the conceptual views.

(3) Ensures that analytic standards are met during the execution of studies, analysis, and experimentation.

(a) Supports acquisition category (ACAT) I and select ACAT II analysis of alternatives (AoAs) for tactical and strategic communications and information systems.

(b) Provides study director and study leads for key efforts.

(c) Documents studies and presents results.

(d) Reviews and approves methods, metrics, and data collection.

(4) Develops and prepares System Threat Assessment Reports, Threat Test Support Packages (TTSP), threat assessment paragraph for JCIDS supporting documents, TEMP and System Evaluation Plan documents to support operation testing for each USASIGCoE proponent programs.

(a) Responsible for supporting directed integrated product teams to develop threat operational scenarios used in TRADOC studies and other Test and Evaluation Integration Product Teams to validate threat portrayal during operational testing of USASIGCoE proponent programs IAW AR 380-5.

(b) Reviews and provides input to POI, doctrinal literature and publications to ensure threats to the Army are portrayed accurately and include only information validated by DA/Defense Intelligence Agency.

(c) Provides intelligence products to the USASIGCoE and directs information, personnel, industrial, foreign disclosure, and physical security programs as required.

(d) Responsible to the commander and staff on interpretation, development and implementation of policy, programs, and security directives.

(e) Manages SCI billet roster, verifies and sends clearances via Joint Personnel Adjudication System (JPAS) and Scattered Castles, and conducts TS/SCI read-on and debriefs for USASIGCoE commander, staff, tenant units, United States Army Training Center, and Fort Jackson (USATC&FJ) IAW appropriate regulations.

## **10-5. Experimentation Division**

### **a. Mission**

(1) Is chartered as a research, analysis, prototyping, assessment, and experimentation facility that leverages innovative communications concepts and technologies to support the Warfighter.

(2) It identifies, develops, and leverages technologies that enhance the art and science of mission command and provides technical solutions for capability gaps, supporting both network modernization lines of effort as well as support to Operational Needs Statements.

(3) The Experimental Division focuses on both near and far-term experimentation requirements.

### **b. Core functions.**

(1) Supports near-term experimentation and assessments from present to five years out. The focus is three-part: 1) Research and Analysis, 2) Assessments of commercially available communications equipment and systems, and 3) Provides communications engineering subject matter expertise to DOD and other government agencies. The focus of Research and Analysis has traditionally been in the tactical network but has recently expanded to encompass the Army's Global Network Enterprise Construct effort. Live Experimentation continues to investigate solutions for a converged network providing voice, video, and data from the enterprise to the tactical edge. To achieve a practical application of Research and Analysis, the Live Experimentation Branch of the Battle Lab conducts constructive and operational assessments. These assessments determine a system's limits, feasibility, utility, cost, and risk to the Soldier. To add fidelity to the assessments, a DOTMLPF-P analysis of a possible technical solution is conducted. This provides the requirements and acquisition communities with valid data for a potential solution proceeding through the Army's JCIDS process. As part of the continued collaboration with Army and other government organizations, the Live Experimentation Branch provides onsite and remote engineering support. This support includes providing technical information, overseeing and/or conducting experimentation, and providing temporary communication networks for these agencies.

(2) Executes CDID experimentation objectives and performs experiments and assessments with emerging technologies, waveforms, and architectures using the Regional Hub Node – Experimentation (RHN-E). RHN-E provides excellent help desk support and assists with trouble shooting and solving network communications problems for Warfighter Information Network – Tactical (WIN-T) equipped units in CONUS, Hawaii, and Alaska.

## USASIGCoE Reg 10-8

(3) Conducts futures focused experimentation as directed by ARCIC TRADOC that supports the TRADOC Experimentation Community of Practice. Analyzes both Army Warfighting Challenges and the USASIGCoE developed learning demands, which are focused on both the DOTMLPF-P impacts of NETOPS on the warfighter's ability to conduct their mission and the NETOPS staff's ability to maintain and restore the network in a degraded environment. Develops products and documents tailored for each experimentation event that include experimentation objectives, requirements, design considerations, architectures, data collection management plans, essential elements of analysis and metrics (measurements of performance, measurements of effectiveness and methods of measurement). The culminations of these products are then integrated into reports that inform concept development not only for the USASIGCoE but for the TRADOC Community of Practice as well.

(4) Provide models and simulation that replicate complex Army communications systems and networks in a live, virtual, and constructive environment supporting ARCIC, TRADOC directed concept experimentation. Provide realistic communications effects to the TRADOC Community of Practice in both distributed and non-distributed dynamic experimentation environments with the communications effects server (CES). The CES provides the stimulation required to conduct DOTMLPF-P analysis of the effectiveness of communication architectures in modeled force on force simulations. In addition, the CES provides the stimulation required for developing TTPs by both NETOPS staff and warfighter role players in simulation experimentation events.

(5) Operates the Battle Lab Collaborative Simulation Environment (BLCSE) Network Operations and Security Center (NOSC), which connects over 24 remote sites via a high-speed terrestrial enterprise. The BLCSE is a persistent, secure distributed environment supporting collaboration, development, integration, and execution of mission-required events. Manages the BLCSE wide area network and provides collaboration, routine virtual teaming (voice, VTC, whiteboard), distributed modeling and simulations (M&S), and links warfighting simulations and TRADOC experimentation events.

### **10-6. TRADOC Capability Manager for Tactical Radios (TCM TR)**

#### **a. Mission.**

(1) Performs as the Army's centralized coordinator for all evolutionary capability development and user activities associated with United States Army tactical radio capability area for brigade and below.

(2) Evolves and adapts network capabilities by building flexible programs that can exploit available commercial with military developed technologies and emphasize the integration of the network into capable formations.

#### **b. Core functions.**

(1) Is responsible for combat net radio networks and interfaces into the high capacity backbone network at all applicable echelons.

(2) Develops the Leader/Soldier/Sensor Network and is the user advocate for the Leader/Soldier.

(3) Responsibilities include, but are not limited to, embedded and integrated, hand-held, manpack, man-portable, mobile (ground and airborne), and fixed terminals, waveforms, NETOPS, ancillary devices, and management of mobile/mounted applications associated with the integrated tactical networking environment to include: Joint Tactical Radio System – Rifleman Radio; Manpack, Mid-Tier Networking Vehicular Radio, Airborne Maritime Fixed Station – Enhanced Position Location Reporting System; Single Channel Ground and Airborne Radio System; High Frequency and Military ultra high frequency (UHF); UHF follow-on satellite; Mobile User Objective System satellites; Navigation Signal Timing and Ranging; Global Positioning System (GPS); GPS Tactical Receivers; Modernized GPS User Equipment; and Augmentation to GPS. TCM TR is the user advocate and counterpart to the Program Executive Offices and PMs for assigned systems.

(4) Ensures development of associated deliverables along timelines to meet Army milestones and manages all DOTMLPF-P facets of user activities.

(5) Ensures all aspects of training are synchronized with the fielding of assigned capabilities.

#### **10-7. TRADOC Capability Manager for Networks and Services (TCM N&S)**

a. Mission. The TCM N&S performs as the Army's centralized coordinator for evolutionary capability development of user activities associated with the tactical tier of LWN.

(1) TCM N&S, reporting to the TRADOC Commanding General, will perform as the Army's centralized coordinator for all capability development user activities associated with the development, synchronization, and integration requirements for the Expeditionary Force of LWN. This includes the development, integration, and life-cycle support of the DOTMLPF-P that consist of: Network transport, services; common information services which initialize, move, store, and share information between applications and devices; and the COE for interfacing applications and devices with the network, related services, VI content, and BCCS suite. Further, TCM N&S will develop the requirements for Expeditionary NETOPS consisting of enterprise management to manage network, services, and COE; content management to ensure information movement and sharing satisfies Commander prioritized information; and network defense to ensure security of information that is in transit and at rest. This includes the transport layer of the network that covers embedded and integrated, man-portable, mobile (ground and airborne), and fixed broadband communication terminals associated with super high frequency defense satellite communications (SATCOM) system and Wideband Global SATCOM; extremely high frequency (EHF) Milstar and Advanced EHF; global broadcast service (GBS); and commercial satellite systems. TCM N&S will also manage the functional integration of network range extension capabilities such as aerial relay and tropospheric communications.

## USASIGCoE Reg 10-8

(2) TCM N&S will synchronize the requirements for “how” information is initialized, moved, stored, and shared across the tactical tier of LWN. The TCM must support the development of all Army application, device, and system capability documents that require initialization, movement, storage, or sharing of information across the Network. TCM N&S requirements responsibility include, but are not limited to: WIN-T; Brigade to Future Network; Common Hardware System; Tactical Digital Media; Battle Command Common Services (BCCS); Army Key Management System; Key Management Infrastructure; IA and Computer Network Defense, Joint Network Node; Tactical Crypto Modernization; Joint Network Transport Capability – Spiral; Wideband and Protected SATCOM (Secure Mobile Anti-jam Reliable Tactical Terminal, Phoenix, LHGXA, GBS, AN/TSC-93, and High Capacity Communications Capability; Satellite Database Architecture; Tropo Scatter (AN/TRC-170); Aerial transport layer; satellite working groups for Department of the Army; tactical tier of LWN Transport and Services capability area; integration of separate Networks into one; Army Data initialization; Army Modernization Spirals; common information servers migration to network provided Information Services; tactical Army implementation of Global information Grid Enterprise Services; NETOPS systems; initialization, movement storage, and sharing of information between weapons, applications, sensor, and devices and within and between Warfighter, Intelligence, and Business Mission Areas; and tactical LWN integration with joint, strategic, interagency, multinational, and commercial information systems.

### b. Core functions.

(1) Coordinates all user N&S activities associated with the development, synchronization, and integration for the tactical tier of the LWN network transport, common services, and VI requirements.

(2) Develops JCIDS requirement documents (CDD, CPD) to support the tactical tier N&S mission area Warfighting capabilities COE.

(3) Ensures and reports on N&S materiel systems’ development activities to achieve the capability attributes and supporting concepts documented in approved combat developer requirement documents.

(4) Integrates and manages DOTMLPF-P implementation to provide Soldiers and units the tactical network transport N&S LWN capabilities required to support Expeditionary Force Combatant Commanders.

(5) Is responsible for Tactical Signal Brigades, Expeditionary Signal Battalions, Corps/Division/Brigade Signal Companies and their respective G-6/S-6 sections.

(6) Ensures development of associated deliverables along timelines to meet Army milestones and manages all DOTMLPF-P facets of user activities.

(7) Ensures all aspects of training are synchronized with the fielding of assigned capabilities.

**10-8. TRADOC Capability Manager for Global Network Enterprise (TCM GNE)**

a. Mission.

(1) Develops capabilities which operationalize actions in and through LWN at theater and above by converging disparate NETOPS into a single network that ensures capability in a JIIM environment while providing a seamless integration of services from the generating to the operational force. Coordinates, for the Army, all capability developments associated with Strategic SATCOM and Electromagnetic Spectrum Operations (EMSO) that enable NETOPS, information operations, intelligence, electronic warfare, and other applicable operations (Cyber).

(2) Assists in the life-cycle management of assigned systems.

b. Core functions.

(1) All network operate and defend initiatives associated with—Army Cyberspace Operations; Enterprise NETOPS; Strategic SATCOM; EMSO; (Network Management, Content Management, Network Defense); Network Service Center (NSC) Area Processing Center; NSC Transport; and Army Cyber Operations and Integration Center (ACOIC); CRYPTO Modernization; Key Management Infrastructure; Identity Management and Protection; Electromagnetic Spectrum initiatives; VI; fixed enterprise terminals, such as Strategic Tactical Entry Point (STEP)/TELEPORT/RHN, and wideband control subsystem development associated with the Defense SATCOM System and Wideband Global SATCOM satellites.

(2) The user advocate for DOTMLPF-P for development of current and future force enterprise management, network defense, content management, and MSO solutions to include fielded commercial products and processes that meet operational needs.

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**Chapter 11**  
**15th Regimental Signal Brigade**

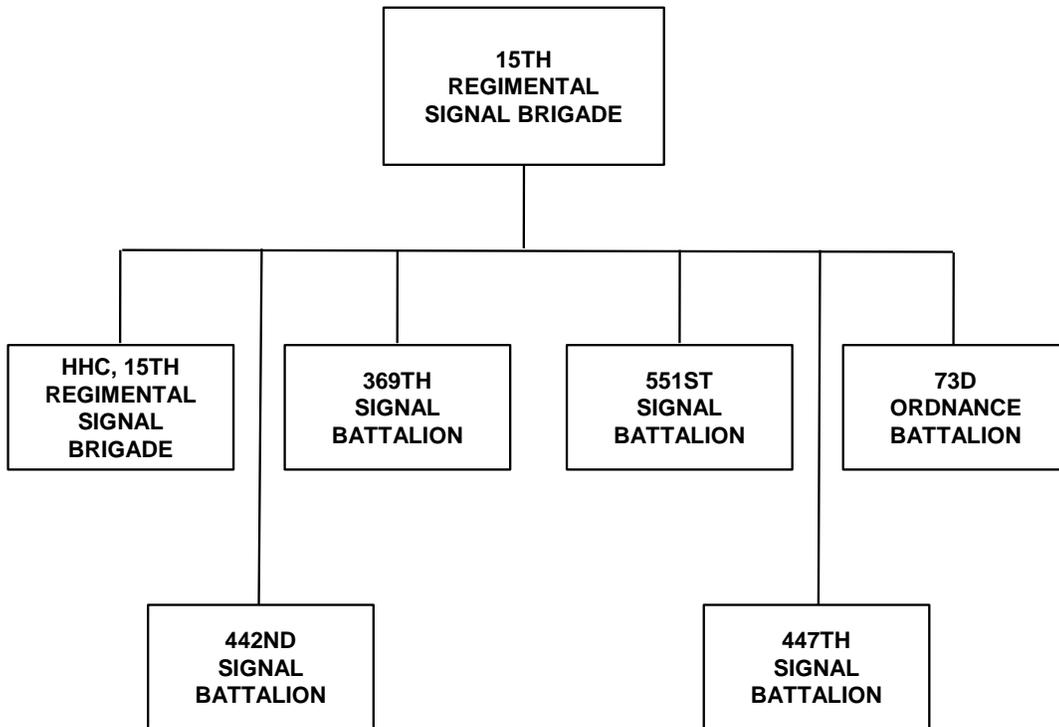
**11-1. 15th RSB**

a. Mission.

(1) Conducts initial entry, leader, and functional training.

(2) Promotes Leader Development, a Warrior Ethos, and Army Values in order to produce Signal and Ordnance professionals who can conduct operations and lead Soldiers in an Army or Joint Interagency Intergovernmental Multinational (JIIM) environment.

b. Organization. Figure 11-1 shows the 15th RSB organization.



**Figure 11-1. 15th RSB organizational chart**

c. Key leader responsibilities.

(1) Brigade Commander.

(a) Commands 15th RSB which is composed of four organic and one attached TDA battalions and one separate company.

(b) Provides command guidance on the execution and development of leader training, PME, IET, and AIT with direction from the CG, USASIGCoE&FG.

(2) Executive Officer/Deputy Commander—

(a) Exercises supervision of staff and coordinates Brigade responses to actions assigned to the Brigade.

(b) Represents the Brigade Commander at budget decision reviews and master planning at installation level.

(c) Acts as action officer in coordination with USAG on housing/billeting, mess/club facilities, discipline, medical care, and other health, welfare, and morale issues.

(d) Manages officer personnel assignments and sponsorship.

(e) Oversees inactive student management.

(f) Serves as IMPAC credit card approving authority for Headquarters and Headquarters Company (HHC), 15th RSB.

(g) Provides oversight to DTS, executed through Brigade S-3.

(h) Develops Brigade consolidated unfinanced requirements, recommends priorities to Commander, and coordinates funding with G-8.

(i) Makes recommendations to Brigade Commander on budget and resource allocations to subordinate units.

(j) Provides guidance and direction on personnel and logistics operations supporting PME and IET.

(k) Serves as mentor for Signal Officer Basic Course classes as coordinated by the Leader College of IT.

(l) Coordinates and implements the Command Inspection Program (CIP) for the brigade.

(3) Command Sergeant Major—

(a) Ensures information concerning enlisted personnel within the 15th RSB is disseminated using supervisory channels through battalion CSM and NCO Calls.

(b) Ensures personal appearance, conduct, and adherence to customs, courtesies, and service traditions by members of the 15th RSB are correct.

(c) Provides counseling to enlisted personnel regarding professional career development, training, and personal affairs.

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(d) Monitors brigade correspondence including, but not limited to, congratulatory letters and NCOERs for senior NCOs.

(e) Reviews function of support facilities on Fort Gordon ensuring they are adequate and meet requirements of command staff, faculty, and students.

(f) Maintains a close liaison and working relationship with USAG CSM and CSMs of other tenant organizations located at Fort Gordon.

(g) Assists the Commander, 15th RSB in ceremonies and formal functions.

(h) Monitors Subsistence Review Committee.

(i) Serves as a member of the Health Consumer Committee.

(j) Assists the Brigade Executive Officer in advising Commander, 15th RSB, on Post Morale Support Fund activities.

(k) Performs liaison with USASIGCoE staff activities/agencies with reaching the goals of the 15th RSB.

(l) Serves as a member of the MOS Administrative Retention Review (MAR2).

(m) Serves as a member of the Fort Gordon Consumer Advisory Council.

### **11-2. Education Programs Office (EPO)**

a. Mission. The EPO provides oversight of all activities involved in the analyses, design, development, implementation, and validation of Signal training programs encompassing PME/Leader Training and IET/AIT for which the Brigade is responsible, as well as managing and developing the civilian workforce.

b. Core functions.

(1) Advises the Brigade Commander on all academic and civilian matters.

(2) Provides long-range planning and management of training to support TRADOC Accreditation, SMDR, ARPRINT, Instructor Manpower Requirements List (IMRL), STRAP Management, MOCs, and TCUP.

(3) Provides short range planning and management of training through annual training guidance, quarterly training guidance, Reserve/National Guard Conference, facility management, scheduling, TRAPS, academic taskers, Instructor Certification, Internal Quality Assurance Program, Instructor of the Quarter, ATRRS, RITMS, student projections, instructor availability, and Lessons Learned, ITP/CAD/POI reviews.

(4) Provides TDA development, grade plate coordination, Organization Standard Structure, reorganization planning, and implementation.

(5) Management of the budget and execution of contracts, UFRs, purchase requests, and work orders.

(6) Manages civilians, which includes civilian manning, civilian rating scheme, Request for Personnel Actions (RPAs), PD reviews, awards, VERA/VSIP recommendations, appraisals, IDPs Civilian, Civilian Recognition Program, Quarterly Civilian Luncheon, and Union and Labor Management Negotiations.

(7) Manages the Civilian Professional Development Program, which includes the Resiliency Program, Mentorship Program, Wellness Program, Civilian Education System, Needs Assessment, Civilian Training Schedule, and DTMS.

(8) Manages special projects to support Strategic Planning, University Model, ALM, Telework, Sponsorship, and other projects, as needed.

### **11-3. Personnel Staff Officer (S-1)**

a. Mission. The S-1 provides technical direction to brigade units in the critical areas of personnel readiness management, replacements, personnel accounting and strength reporting, personnel information, casualty reporting, postal operations, MWR and community support, and essential personnel services.

b. Core functions.

(1) Advises the Brigade Commander and staff on necessary matters pertaining to S-1 functions.

(2) Coordinates military personnel operations for the brigade; reviews, processes, and makes recommendations on military personnel actions; and manages and coordinates the Unit Manning Report (UMR).

(3) Provides and coordinates administrative services support to the brigade personnel.

(4) Administers forms control and the records administration program within the brigade.

(5) Coordinates the preparation and processing of correspondence, records, reports, and other orders.

(6) Supervises the brigade postal and mail operations.

(7) Supervises athletic and recreational activities; supervises and maintains recreational facilities.

## **USASIGCoE Reg 10-8**

- (8) Maintains regulations, directives, and files libraries.
- (9) Manages the Brigade's history file and prepares the Brigade's Annual Historical Review.
- (10) Manages the brigade awards program for military and civilian personnel.
- (11) Coordinates and reviews the preparation of replies to congressional, special interest, or similar related inquiries.
- (12) Coordinates and supervises legal administrative support within the brigade.
- (13) Supervises and coordinates military personnel strength accounting operations, to include collection of statistical data.
- (14) Tracks and monitors administrative student attrition.
- (15) Provides input to the monthly status report, monthly training status briefing, and other command briefings.
- (16) Manages the brigade's Voter Assistance Program and heightens voting awareness throughout the entire brigade.
- (17) Tracks and monitors all Deserter Control issues within the brigade.
- (18) Conducts and promotes all charity programs that are facilitated within the brigade, such as AER and CFC.
- (19) Manages and conducts all in/out processing actions that occur within the brigade.
- (20) Manages and maintains the appointment of investigation officer for the entire brigade.

### **11-4. Intelligence Staff Officer/Operations Staff Officer (S-2/S-3)**

a. Mission. These officers are responsible for planning the operations, organization, and training as directed by the commander.

b. Core functions.

(1) The Brigade S-2/S-3 shop consists of three distinct functionalities; the Brigade S-2, the Operations Cell, and the Academic S-3 Cell. The Brigade S-2 manages all security and force protection processes. The Operations Cell manages and directs both current and future operations while the Academic S-3 Cell advises and reviews both current and future training requirements.

(2) The Brigade S-2/S-3 advises the Brigade Commander and staff on operations, training programs, training support, physical security, projects, and directives pertaining to S-2/S-3 operations, Communications Security (COMSEC)/cryptographic (CRYPTO), and academic analysis of training.

(a) Conducts brigade programs to analyze the general efficiency and effectiveness of training and training support.

(b) Implements antiterrorism, force protection, safety, physical security, security intelligence, crime prevention, threat, OPSEC, and environmental, procurement, and internal control programs for the school (brigade).

(c) Manages proponent training mobilization plans and requirements.

(d) Manages staff and faculty training in cooperation with DOT; includes Instructor Training Course, Systems Approach to Training (SAT), Cadre Training Course, and vendor provided training.

(e) Processes permanent party school quotas and allocations.

(f) Manages and submits the TRADOC's monthly Consolidated Unit Status Report, the Bi-Weekly Training Brief, the Bi-Weekly Command and Staff Training Brief, and the Quarterly Training Brief for the brigade.

(g) Manages the mandatory common Soldier training and Warrior Tasks and Battle Drills (WT&BD).

(h) Monitors and analyzes statistical data pertaining to training effectiveness, attrition data, and absenteeism; and develops alternatives and provides workable solutions to training and training management problems.

(i) Monitors the diagnostic and remedial physical training.

(j) Coordinates and conducts parades, reviews, and other ceremonies.

(k) Provides and coordinates details required by post.

(l) Provides personnel support to the Center Guard Force.

(m) Conducts security IM.

(n) Maintains security clearance information; and verifies security information for permanent party, students, TDY verification, and visitors to the brigade.

(o) Implements security intelligence plans and policies.

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(p) Coordinates and schedules personnel for career and professional development training.

(q) Serves as the POC for manpower functions, surveys, and schedules; and directs and manages the communications security (COMSEC) function for the 15th RSB.

(3) The COMSEC Branch manages and controls all security matters required for classified material including COMSEC/CRYPTO training programs, facilities, and secure devices to include—

(a) Plans, develops, and implements COMSEC accounting procedures for the brigade account for all COMSEC items sub-hand receipts to the school and other organizations.

(b) Interprets National Security Agency (NSA) directives and advises the brigade commander on the impact of these directives in relation to the training mission and resources.

(c) Prepares emergency plans for evacuation, destruction, relocation, or other disposition of COMSEC documents, equipment, and materials.

(d) Conducts and supervises COMSEC inspections to enforce compliance with COMSEC regulations and directives.

(e) Provides security IM.

(f) Maintains safekeeping of classified documents.

(g) Plans , directs, and advises subordinate brigade units on physical security policy and procedures.

### **11-5. Logistics Staff Officer (S-4)**

a. Mission. The S-4 enables a ready Command by providing and overseeing integrated logistics policies, procurement functions, programs, and plans.

b. Core functions.

(1) Advises the Brigade Commander and staff on logistics, training support, budget, dining facilities, barracks, maintenance matters, contracts, new construction and projects and directives pertaining to S4 operations.

(2) Coordinates the logistical support and services to units of the brigade.

(3) Develops internal supply procedures and conducts periodic inspections of brigade activities; supervises command supply discipline program; processes actions on lost, damaged, or destroyed property.

(4) Monitors equipment maintenance status to include weapons, protective masks, field mess equipment, facilities, and vehicles.

(5) Coordinates with USASIGCoE activities for necessary maintenance support.

(6) Plans and coordinates transportation and vehicle requirements.

(7) Coordinates the acquisition, allocation, and use of buildings and facilities within the brigade (exclusive of academic training facilities).

(8) Initiates requests for new construction, maintenance, and/or renovation of facilities, and monitors the self-help program.

(9) Requisitions and monitors the ammunition used in weapons firing exercise.

(10) Administers the following programs for the brigade—

(a) Fire protection and prevention.

(b) Utilities conservation.

(c) Equipment maintenance.

(d) Supply discipline.

(e) Energy conservation.

(f) Environmental.

(11) Coordinates with the Facility Food Services to support the brigade via the four organic dining facilities and two relocatable dining facilities.

(12) Conducts monthly council meetings to track customer support and operational efficiency.

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(13) Requisitions, stores, and issues support equipment and materials for the brigade in compliance with regulations, directives, and authorization documents; and maintains an audit trail.

(14) Coordinates acquisition, distribution, and use of supplies, communications, communications support and CCI equipment, and the logistical services supporting academic training.

(15) Conducts periodic inventories ensuring compliance with all directives for correct disposition of supplies and equipment within the department.

(16) Maintains property accountability within the brigade.

(17) Provides feeder information for equipment authorization documents and budget requirements.

(18) Provides representation to logistics and maintenance management committees.

(19) Monitors the use and turn in of all brigade linen on a weekly basis.

(20) Monitors the furniture level in the brigade and adjusts quantities to meet the load; and ensures there is a life-cycle replacement system in effect.

(21) Tracks space use in all barracks housing controlled by brigade.

(22) Provides pick-up and delivery service for equipment and training material both to and from logistics and maintenance support agencies and the training divisions.

(23) Conducts bi-monthly maintenance meetings on all brigade equipment and facilities.

(24) Coordinates, reviews, and manages the Planning, Programming, Budgeting, and Executing System; advises the Commander and prepares brigade Command Operating Budget (COB), UFRs, and Budget Execution Request (BER); and manages IMPAC Credit Card Program.

## 11-6. Signal Staff Officer (S-6), Information Systems Branch

a. Mission. The S-6 manages, plans, coordinates, installs, and maintains the communications and automated systems; ensures communications, computers, and data are available to support Brigade mission; and ensures personnel understands how to operate the technology to meet operational requirements.

b. Core functions.

(1) Provides IT support to the 15th RSB to promote student achievement and to foster educational excellence. Establishes best practice IT maintenance, services, and network architecture support for training that achieves the greatest effectiveness and efficiencies.

(2) Provides strategic guidance and assistance to the 15th RSB to ensure the effective management and acquisition of information systems resources; facilitates the implementation of integrated information architecture, and establishes IT policies to support effective IM and IA.

(3) Serves as the principle advisor on IT, IM, KM, and IA issues and priorities affecting the 15th RSB.

(4) Reviews and makes recommendations on all IA certification and accreditation (C&A) support documentation packages to ensure accuracy and completeness, and meet minimal risk acceptance standards

(5) Ensures IM and IT life-cycle investments support mission needs and ensures enterprise standards are incorporated into mission solutions. Ensures systems are operated and maintained according to AR 25-2.

(6) Serves as the brigade interface with the NEC for the efficient delivery of mission command networks and systems IM services and provides a coordination link for IT initiatives and planning.

(7) Assists users in improving their business processes through the integration of knowledge-based systems, identifies methods to synchronize collaboration and KM architecture development and requirements identification. Includes all personnel associated with systems in system-specific and general awareness security training.

(8) Conducts threat and vulnerability assessments to enable the commander or manager to analyze the risks to system information and to determine appropriate measures to manage those risks effectively.

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(9) Reports immediately to the NEC any attempt to gain unauthorized access to information or any system failure or suspected defect that could lead to an unauthorized disclosure, loss of integrity, or unavailability of system information.

(10) Reviews and evaluates the security impact of system changes, including interfaces with other systems. Ensures that all interconnected systems comply with the security requirements levied within the infrastructure and do not have a negative security impact on any other systems with which they must interact and support.

(11) Reports security incidents and technical vulnerabilities to the NEC per AR 25-2, AR 381-14 (S), AR 380-5, and AR 381-12.

(12) Provides input to the certification and accreditation documentation.

(13) Submits all local service requests (LSR) for telephone or network services via the Configuration Accounting Information Retrieval System.

### **11-7. HHC, 15th RSB**

a. Mission.

(1) Provides mission command, administration, and physical fitness training.

(2) Facilitates annual training requirements for all personnel assigned or attached to HHC and the USASIGCoE.

(3) Ensures accountability of all personnel and equipment assigned to the company.

b. Core functions. The HHC provides command, control, training, administration, logistical support, and deployment readiness for all permanent party Soldiers assigned/attached to HHC, 15th RSB, or Signal Towers.

### **11-8. 442nd Signal Battalion**

a. Mission. The 442nd provides world class professional leader development and cyber education IOT produce Signal leaders and cyber technicians with the competence, confidence, and agility to enable mission command and cyber operations at the strategic, operational, and tactical levels throughout the spectrum of conflict.

b. Core functions

(1) Serves as the primary advisor to the Commandant, 15th RSB; the Signal School Command Group; and other activities on matters of Commissioned Officer (Branch 25A) training, Warrant Officer, FA 53A/24A, training development, and doctrine.

(2) See Table 11-1 for Battalion Training Directorate functions.

### **11-9. 369th Signal Battalion**

a. Mission. The 369th provides AIT to transform Soldiers into disciplined, physically fit, mentally prepared, tactically and technically competent Signal Soldiers ready to make an immediate impact to the Operational Army.

b. Core functions.

(1) Is responsible for all aspects of training for MOS 25C, 25L, 25U and functional (BIC and J2) Courses.

(2) See Table 11-1 for Battalion Training Directorate functions.

### **11-10. 447th Signal Battalion**

a. Mission. The 447th provides AIT to transform Soldiers into disciplined, physically fit, mentally prepared, tactically and technically competent Signal Soldiers ready to make an immediate impact to the Operational Army.

b. Core functions.

(1) Is responsible for all aspects of training for MOS 25B.

(2) See Table 11-1 for Battalion Training Directorate functions.

**Table 11-1. Battalion training directorate functions**

<ul style="list-style-type: none"> <li>• Conducts training on selected critical tasks of one or more MOSs and ASI/Functional courses</li> <li>• Plans and conducts MOS training in both active and reserve component.</li> <li>• Manages and executes training for Interservice Training Review Organization (ITRO).</li> <li>• Advises the battalion commander on proponent training programs and operations for the battalion/training directorate.</li> <li>• Advises the commander of research and analysis on MOS training trends and prepares reports for review and historical records.</li> <li>• Participates in the training development process in conjunction with TLDS and advises command on initiatives and trends</li> <li>• Provides guidance and supervision to training directorate in the conduct of MOS/SC studies.</li> <li>• Assists the Training Development Branch in the design and development of individual training programs with all supporting documentation to include training schedules and training support materials.</li> <li>• Plans, programs, coordinates, reviews, and manages the PPBE system to include Unfinanced Requirements (UFRs).</li> <li>• Develops alternatives and implements workable solutions to training and training management problems.</li> <li>• Monitors, reviews and evaluates training by contractor services to ensure compliance of contract requirements.</li> <li>• Represents MOS at SMDR forums to ensure balance between course load and resources, to ensure resources are available to accomplish academic training.</li> <li>• Reviews and approves course scheduling, ensuring a balance between administrative load and the Brigade's operating budget.</li> <li>• Develops/approves Master Training Schedule (MTS) and ensures training is conducted IAW approved training schedules.</li> <li>• Establishes and maintains audit trails and record files of all student-training records.</li> <li>• Reviews statistical data pertaining to training effectiveness, test results, attrition data, and absenteeism data.</li> <li>• Coordinates and collaborates with DOT on TRAP workbooks ensuring resources are available to train student loads.</li> <li>• Advises commander and collaborates with the full complement of USASIGCoE and Garrison elements to ensure awareness of resource requirements pursuant to increased/decreased student loads.</li> <li>• Provides input to CTSSBs.</li> <li>• Implements Programs of Instruction (POIs) as endorsed by TRADOC.</li> <li>• Performs academic counseling of resident students and prepares the Academic Efficiency Report and grade cards.</li> <li>• Recommends graduation, reclassification, or relief of students.</li> <li>• Identifies requirements for TADSS, equipment, training areas, facilities, and personnel to support POI.</li> <li>• Provides instructional support for NETT, MTT and DET when required.</li> <li>• Coordinates instructor development programs and maintains instructor qualification files.</li> <li>• Recommends personnel (both civilian and military) for staff and faculty training.</li> <li>• Approves training programs to improve technical expertise of staff and faculty members.</li> <li>• Maintains and improves the technical and professional proficiency of battalion staff and faculty members.</li> <li>• Develops and revises Memorandums of Instruction (MOIs), LOIs, policy letters/memorandums and SOPs related to training, training management and conduct of training</li> <li>• Manages administrative and supply functions associated with the directorate.</li> <li>• Signs and maintains custodianship of training buildings.</li> <li>• Prepares facilities engineer work order requests.</li> <li>• Operates and maintains instructional facilities by performing required maintenance, fire prevention, security, and policy and safety functions.</li> <li>• Provides subject matter expert (SME) for ARISS projects.</li> <li>• Requisitions, stores, and issues materials used in support of training and applying internal control procedures.</li> <li>• Operates RITM System to input student data and to retrieve student information and resource information.</li> </ul>
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### **11-11. 551st Signal Battalion**

a. Mission. The 551<sup>st</sup> provides AIT to transform Soldiers into disciplined, physically fit, mentally prepared, tactically and technically competent Signal Soldiers ready to make an immediate impact to the Operational Army.

b. Core functions.

(1) Is responsible for all aspects of training for MOS 25F, 25N, 25Q, 25P, 25S, and 1C (Satellite Controllers).

(2) See Table 11-1 for Battalion Training Directorate functions.

### **11-12. 73d Ordnance Battalion**

a. Mission. The 73d provides AIT to transform Soldiers into disciplined, physically fit, mentally prepared, tactically and technically competent Ordnance Soldiers ready to make an immediate impact to the Operational Army.

b. Core functions.

(1) Provides mission command, administration, logistical support, and physical fitness training.

(2) Facilitates annual training requirements for all personnel assigned.

(3) Ensures accountability of all personnel and equipment assigned to the company.

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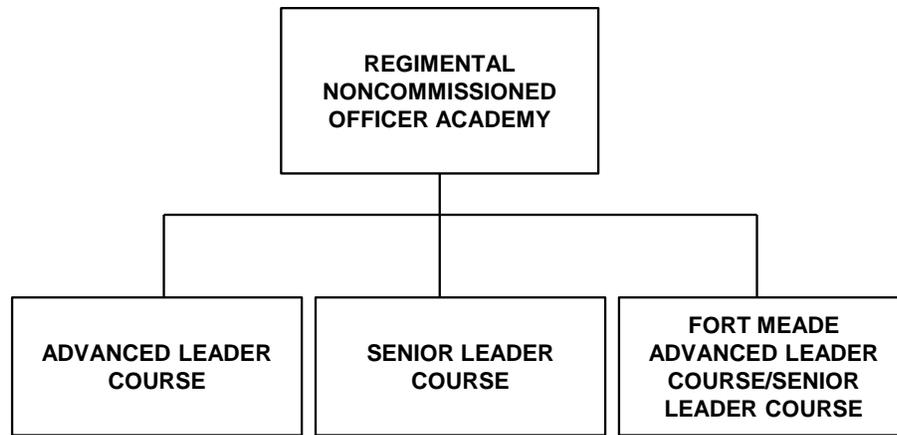
**Chapter 12**  
**Regimental Noncommissioned Officer Academy**

**12-1. RNCOA**

a. Mission.

- (1) Trains and educates world class Signal NCOs in Signal and leadership skills.
- (2) Develops doctrine, training, leaders, organization, material, and Soldiers for the Army Signal Corps' warfighting requirements.
- (3) Manages available resources.
- (4) Sustains our commitment to the well-being of our Soldiers, civilians, retirees, and families to meet the readiness needs of our Army and Nation; now and in the future.

b. Organization. Figure 12-1 shows the RNCOA organization.



**Figure 12-1. RNCOA organizational chart**

c. Key leader responsibilities. The Commandant –

- (1) Provides mission command for all personnel assigned and attached to the RNCOA.
- (2) Conducts all Signal NCOES courses.
- (3) Establishes leadership climate, develops discipline, and provides professional development in the organization.

d. Core functions. The RNCOA provides mission command, administrative and logistic support, oversight and guidance for Signal NCOES courses, and performs training management functions.

**12-2. ALC**

- a. Mission. The ALC's mission is to train the ALC to Signal sergeants and staff sergeants; and to evaluate and enhance the professional ability, personal characteristics, and fundamental leadership traits required of today's leaders.
- b. Core functions. These include training the ALC, coaching, and mentoring the cadre and staff.

**12-3. SLC**

- a. Mission. The SLC's mission is to train the SLC to Signal staff sergeants and sergeants first class and to enhance and evaluate the professional attributes and leadership skills of all senior leaders. The SLC promotes self-confidence and a sense of responsibility expected of Senior NCOs serving in the vast positions on today's modern battlefield.
- b. Core functions. These include training the SLC, coaching, and mentoring the cadre and staff.

**12-4. Fort Meade ALC and SLC**

- a. Mission. Fort Meade trains the ALC and SLC to sergeants, staff sergeants, and sergeants first class in the VI and Public Affairs career field. Fort Meade evaluates and enhances the professional ability, personal characteristics, and fundamental leadership traits required of today's leaders.
  - b. Core functions. These include training the ALC and SLC; coaching and mentoring the cadre and staff; and designing, developing, and evaluating course materials.
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**Chapter 13**  
**Allied Liaison Offices**

**13-1. Overview**

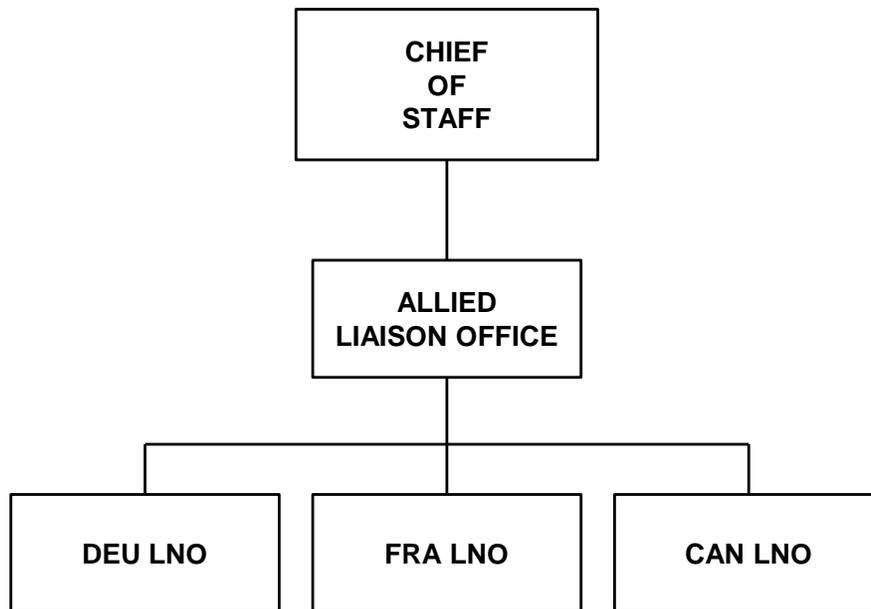
a. **Mission.** The mission of the Allied Liaison Officer (LNO) is to represent the interests of their countries at the USASIGCoE and to pursue interoperability between the United States Army and their National Armies and/or Armed Forces. Their functions should be IAW Appendix J of AR 380-10, Foreign Disclosure and Contacts with Foreign Representatives.

b. **Organizations, Status, and Certification.**

(1) The Allied Liaison Office falls under the Special Staff of the CoS. The following countries are represented: Germany, France, and Canada.

(2) Figure 13-1 shows the Allied Liaison Offices organization.

(3) The LNOs are certified to USASIGCoE and fall directly under the responsibility of the CoS in terms of Organization, Contact Person, and Sponsoring.



**Figure 13-1. Allied Liaison Offices organizational chart**

c. **Core functions.** This office increases the interoperability with the United States; facilitates the standardization of procedures, equipment, and training; and promotes their country within the United States Army.

### 13-2. German Liaison Officer (DEU LNO)

a. Mission. The DEU LNO is the official representative of the German Armed Forces to the United States Army Signal Center of Excellence and Fort Gordon (USASIGCoE&FG). He works primarily to foster and deepen German - American relations in the military sphere, including the exchange of information about ongoing or future organizational changes, doctrine, and developments. Hereby the focus lays on the enhancement of interoperability between the essential communication and information systems (CISs) of both armies (...and probably not so far in the future how to share and pool capabilities...). Of no less importance are the finding and winning of friends on both sides of the Atlantic, while unveiling and enjoying the cultural traditions and, offering to the American Soldiers - in an appropriate manner - for example the opportunity to gain the German Armed Forces Proficiency Badge.

b. References and common intent. The DEU LNO is based on—

(1) The Agreement between the Parties to the North Atlantic Treaty Organization (NATO) regarding the Status of Forces Agreement (NATO SOFA) of 19 June 1951.

(2) The Supplementary Agreement to the NATO SOFA as of 18 March 1993 with respect to forces stationed in the Federal Republic of Germany, considering that it is in the interest of both parties to support mutual cooperation, interoperability and, subject to each party's laws and regulations to dispatch Liaison Personnel to relevant agencies of the other party.

(3) The Agreement between the Ministry of Defense of the Federal Republic of Germany and the Department of Defense of the United States of America regarding Liaison Personnel as of 6 December 2001.

(4) The Supplement to the Agreement between the Ministry of Defense of the Federal Republic of Germany and the Department of Defense of the United States of America regarding Liaison Personnel as of 4 November 2013.

c. Core functions.

(1) Obtains information and reports to both Parties for promoting mutual understanding.

(2) Informs and advises (their respective commanders and their officers of both Parties) on matters of mutual interest.

(3) Takes part in maneuvers, exercises, and service tests where attendance for this purpose is permitted.

(4) Assists in the coordination of all matters concerning the cooperation of the two Armies, especially Army Staff Talks and carries out individual tasks assigned by their superior national agencies.

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(5) Will be employed in crisis or war in such a manner that optimal use is made for the United States of America and the Federal Republic of Germany of their expertise and language skills.

### **13-3. French Liaison Officer (FRA LNO)**

a. Mission. The mission of the FRA LNO is to represent the interests of the French Army at the USASIGCoE&FG and to pursue interoperability between United States Army and the French Army.

b. References and common intent. The FRA LNO is based on the arrangement between the United States Army and the Minister of Defense of the French Republic regarding Liaison Officers, updated 24 February 2009, and is subject to the terms and conditions contained in the North Atlantic Treaty regarding the Status of their Forces (NATO SOFA) dated 19 June 1951.

c. Core functions. The FRA LNO promotes the French Army within the United States Army, exchanges information to develop mutual understanding, and facilitates the standardization of procedures, equipment, and training between the United States Army and the French Army. To achieve his objectives and IAW his letter of certification, the FRA LNO may attend conferences, working groups, exhibitions, and exercises.

### **13-4. Canadian Liaison Officer (CAN LNO)**

a. Mission. The mission of the CAN LNO is to represent the interests of the Department of National Defense and the Canadian Armed Forces at the USASIGCoE&FG and to pursue interoperability between United States Army and the Canadian Army.

b. References and common intent. The CAN LNO was established under the auspices of the MOU between the Department of the Army of the United States of America and the Department of National Defence of Canada (DND), dated 15 February 2001, and is subject to the terms and conditions contained in the North Atlantic Treaty regarding the Status of their Forces (NATO SOFA), dated 19 June 1951, and consistent with American, British, Canadian, and Australian (ABCA) standardization program.

c. Core functions.

(1) The CAN LNO is accredited to USASIGCoE&FG. He monitors, attends, and provides information related to the execution of the program as specified in the applicable MOU on upcoming areas of interest within USASIGCoE, including conferences, working groups, personnel and organization, projects and equipment, doctrine and training, exhibitions and exercises as pertains to Canadian involvement by facilitating the two-way flow of Signal related information between Canada and the United States.

(2) The CAN LNO will act as the Standardization Representative (STANREP) –

(a) To support the aims of the ABCA Standardization Program.

(b) To ensure the fullest cooperation and collaboration among the signatory Armies.

(c) To achieve the highest possible degree of interoperability among the signatory Armies through materiel and non-materiel standardization.

(d) To obtain the greatest possible economy by using combined resources and effort.

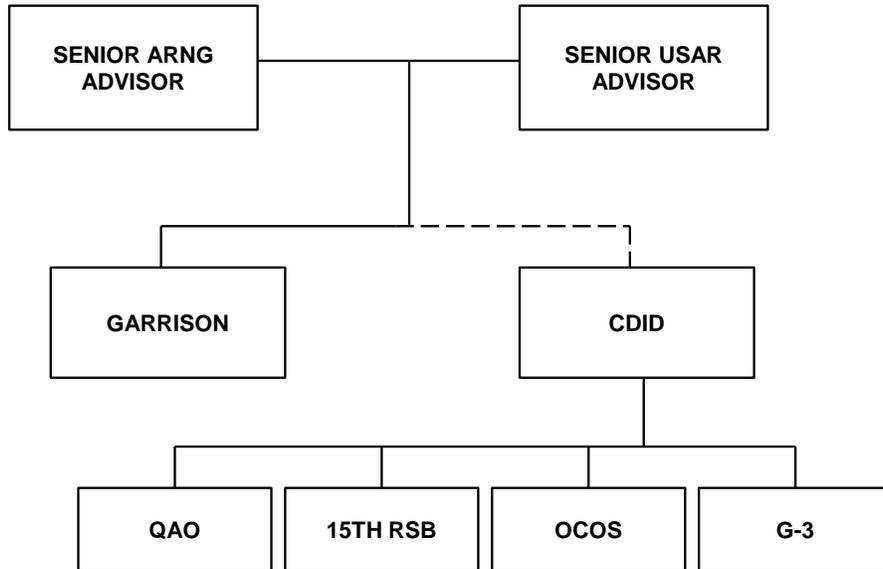
(3) When visiting United States Army installations to attend ABCA conferences or meetings or to conduct ABCA specific business at the site, the STANREP will not require an embassy initiated visit request, but will provide their contact officer a copy of the official invitation. The STANREP's government will provide the security clearance certification and other security assurance information to the conference or meeting host. In seeking information on a standardization list item, the STANREP is authorized to contact directly the custodian of that particular information. Furthermore, the program contact information can be found on the ABCA web site and any issues with these procedures should be addressed to the representative's government's senior STANREP.

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**Chapter 14**  
**Office, Executive for Reserve Component Affairs**

a. Mission. This office serves as the senior executives for the USAR and ARNG to the CG and Staff of the USASIGCoE on all matters pertaining to the reserve component (RC).

b. Organization. Figure 14-1 shows the organization of the Office, Executive for Reserve Component Affairs.



**Figure 14-1. Office, Executive for Reserve Component Affairs organizational chart**

c. Key leader responsibilities. The Deputy Assistant Commandant-USAR and Deputy Assistant Commandant -National Guard –

(1) Represent the Chief, NGB and the Director of ARNG and the Chief, Army Reserve at the USASIGCoE on all RC matters.

(2) Represent the USASIGCoE at the NGB and ARNG and USAR functions on all Signal Regimental matters.

(3) Maintain close coordination with the TRADOC Senior USAR and NG advisors, FORSCOM RC advisor, US Army Network Command USAR advisor, RC major Signal commands.

(4) Direct, manage, and coordinate all RC actions and issues.

d. Core functions.

(1) Provides guidance and input on Signal Proponent: DOTMLPF-P and cost.

- (2) Provides oversight to the RC—
    - (a) Course instruction/writer (CTSSB), POIs, and teacher.
    - (b) Force integration issues.
    - (c) Student at the Signal School.
    - (d) Enlisted/warrant officer/officer proponent actions.
    - (e) School Accreditation.
    - (f) POI waivers.
  - (3) Informs USAR command and NGB on the USASIGCoE's policies and regulations
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### Appendix A References

#### Section I

##### Required Publications

ARs, DA Pamphlets, and DA Forms are available at <http://ww.apd.army.mil>. TRADOC publications and forms are available at <http://www.tradoc.army.mil/publications.asp>. Fort Gordon publications and forms are available at <http://www.gordon.army.mil/dhr/docmgt.htm>.

TRADOC Regulation 10-5  
U.S. Army Training and Doctrine Command

#### Section II

##### Related Publications

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

ADP 7-0  
Training Units and Developing Leaders

AR 1-201  
Army Inspection Policy

AR 15-6  
Procedures for Investigating Officers and Boards of Officers

AR 20-1  
Inspector General Activities and Procedures

AR 27-20  
Claims

AR 27-3  
The Army Legal Assistance Program

AR 350-1  
Army Training and Leader Development

AR 36-2  
Audit Services in the Department of the Army

AR 381-10  
US Army Intelligence Activities

AR 381-11  
Intelligence Support to Capability Development

AR 385-10

The Army Safety Program

AR 5-20

Competitive Sourcing Program

AR 5-22

The Army Force Modernization Proponent System

AR 570-4

Manpower Management

AR 600-20

Army Command Policy

AR 600-3

The Army Personnel Development System

AR 600-8 Series

Military Personnel Management

AR 600-82

The U.S. Army Regimental System

AR 611 Series

Personnel Selection and Classification

AR 611-1

Military Occupational Classification Structure Development and Implementation

AR 611-5

Personnel and Classification Training

AR 71-32 Series

Force Development and Documentation – Consolidated Policies

AR 870-5

Military History: Responsibilities, Policies, and Procedures

ATTP 5-0.1

Commander and Staff Officer Guide

DA Pamphlet 600-3

Commissioned Officer Professional Development and Career Management

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DA Pamphlet 611-21  
Military Occupational Classification and Structure

DOD 5500.7-R  
The Joint Ethics Regulation (JER) (available at  
[http://www.dod.mil/dodgc/defense\\_ethics/ethics\\_regulation/](http://www.dod.mil/dodgc/defense_ethics/ethics_regulation/))

DODFMR 7000.14-R  
Financial Management Regulation Volume 1-15 (available at  
<http://comptroller.defense.gov/fmr/>)

DFAS-IN 37-1 Regulation  
Finance and Accounting Policy Implementation (available at  
<http://www.asafm.army.mil/office/BU>)

DFAS-IN Manual 37-100-12  
Financial Management: The Army Management Structure for Fiscal Year 2012 (available at  
<http://www.asafm.army.mil/office/BU>)

Executive Order 12333  
United States Intelligence Activities (available at  
<http://www.archives.gov/codification/executive-orders/>.)

OMB Circular A-76  
Performance of Commercial Activities

The Inspections Guide (available at:  
[http://www.gordon.army.mil/ig/downloads/Inspections%20Guide%20\(Jun%202010\).pdf](http://www.gordon.army.mil/ig/downloads/Inspections%20Guide%20(Jun%202010).pdf))

TRADOC Regulation 10-5  
U.S. Army Training and Doctrine Command

TRADOC Regulation 10-5-1  
Headquarters, U.S. Army Training and Doctrine Command

TRADOC Regulation 10-5-2  
Futures Center

TRADOC Regulation 10-5-3  
United States Army Accessions Command

TRADOC Regulation 10-5-4  
United States Army Combined Arms Center

TRADOC Regulation 10-5-5  
United States Army Combined Arms Support Center and Sustainment Center of Excellence

TRADOC Regulation 10-5-6  
United States Army War College

TRADOC Regulation 10-5-7  
United States Army TRADOC Analysis Center

TRADOC Regulation 10-5-8  
Initial Military Training Center of Excellence

TRADOC Regulation 10-5-9  
Institute for Noncommissioned Officer Professional Development and United States Army  
Sergeants Major Academy

TRADOC Regulation 25-30  
Preparation, Production, and Processing of Armywide Doctrinal and Training Literature (ADTL)

TRADOC Regulation 25-36 (C1)  
The TRADOC Doctrine Publication Program

TRADOC Regulation 350-10  
Institutional Leader Training and Education

TRADOC Regulation 350-13 (C1)  
Instruction in Military History

TRADOC Regulation 350-18  
The Army School System

TRADOC Regulation 350-6  
Enlisted Initial Entry Training Policies and Administration

TRADOC Regulation 350-70  
Army Learning Policy and Systems

TRADOC Regulation 350-8  
Ammunition

TRADOC Regulation 37-2  
Temporary Duty Travel Policies and Procedures

TRADOC Regulation 37-3  
Government Travel Charge Card Program

TRADOC Regulation 37-4  
Fund Control, Reconciliations, Certification

## **USASIGCoE Reg 10-8**

TRADOC Regulation 381-1  
Threat Management

TRADOC Regulation 5-14  
Acquisition Management and Oversight

TRADOC Regulation 600-11  
Equal Opportunity Action Plan

TRADOC Regulation 71-12  
U.S. Army Training and Doctrine Command Capability Management

TRADOC Regulation 870-1  
United States TRADOC Military History Program

UCMJ Article 32. Investigations – (available at <http://www.ucmj.us/>)

USACoE&FG Regulation 210-13  
Ammunition, and other Dangerous Weapons

USASC&FG Regulation 210-20  
Official Visitors and Distinguished Guests

USASC&FG Regulation 210-21  
Range Regulation

USASC&FG Regulation 220-2  
Utilization and Supervision of the United States Army Signal Corps Band

USASC&FG Regulation 350-2  
Training: Staff and Faculty Development Training

USASC&FG Regulation 350-22  
Quality Assurance Division: Test Control Policies and Procedures

USASC&FG Regulation 350-3  
Training: Structure Manning Decision Review

USASC&FG Regulation 350-5  
Training: Academic Practices

USASC&FG Regulation 350-8  
Dismissal of Officers, Warrant Officers, Warrant Officer Candidates, and Enlisted Students

USASCOE&FG Circular 680-2  
Local EMILPO Unit Identification Codes

USASCoE&FG Regulation 27-1  
Legal Services: Military Justice

**Section III**  
**Referenced Forms**

DA Form 1045  
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 1559  
Inspector General Action Request

DA Form 2028  
Recommended Changes to Publications and Blank Forms

DA Form 260  
Request for Publishing

DA Form 4283  
Facilities Engineering Work Request

DD Form 2875  
System Authorization Access Report (SAAR)

FG Form 1203-R-E  
Action Summary

OGE Form 278  
Public Financial Disclosure Report (available at <http://www.oge.gov/Forms-Library/OGE-Form-278--Public-Financial-Disclosure-Report/>)

OGE Form 450  
Confidential Financial Disclosure Report (available at <http://www.oge.gov/Forms-Library/OGE-Form-450--Confidential-Financial-Disclosure-Report/>)

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### Glossary

#### Abbreviations

AA	Active Army
AAR	After Action Review
ABCA	American, British, Canadian, and Australian
AC	Active Component
ACAT	acquisition category
ACOIC	Army Cyber Operations and Integration Center
ACoS	Assistant Chief of Staff
ACPM	Activity Career Program Manager
ACS	Advanced Civilian Schooling
ADP	Army Doctrine Publication
ADS	Army Development System
AEA	Army Enterprise Accreditation
AER	Army Emergency Relief
AERS	Army Education Requirements System
AIEP	Army Ideas for Excellence Program
AIT	Advanced Individual Training
ALC	Advanced Leader Course
ALM	Army Learning Model
AMO	Acquisition Management and Oversight
AoA	Analysis of Alternatives
AOC	area(s) of concentration
APD	Army Publishing Directorate
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARFORGEN	Army Forces Generation
ARI	Army Research Institute
ARISS	Army Recruiting Information Support System
ARNG	Army National Guard
ARPRINT	Army Program for Individual Training
ASCC	Army Service Component Command
ATAAPS	Automated Time Attendance and Production System
ATRRS	Army Training Requirements and Resources System
ATSC	Army Training Support Center
ATTN	Attention
ATTP	Army Tactics, Techniques, and Procedures
AUM	Assessable Unit Manager
BCCS	Battle Command Common Services
BLCSE	Battle Lab Collaborative Simulation Environment
BOIP	Basis of Issue Plan
C&E	Communications and Electronics
CA	Commercial Activities
CAC	Combined Arms Center

CAD	Course Administrative Data
CALL	Center for Army Lessons Learned
CAN LNO	Canadian Liaison Officer
CATS	Combined Arms Training Strategy
CDD	Capabilities Development Document
CDID	Capabilities Development and Integration Directorate
CE	Communications-Electronics
CG	Commanding General
CIO	Chief Information Office
CIP	Command Inspection Program
CIS	Communication and Information Systems
CKO	Chief Knowledge Officer
CLS	common levels of support
CMF	Career Management Field
CNA	capabilities needs assessment
CoE	Center of Excellence
COE	common operating environment
COMSEC	Communications Security
CONOPS	Concept of Operations
CONUS	Continental United States
COS	Chief of Staff
CP	Career Program
CPAC	Civilian Personnel Advisory Center
CRXXI	Classroom XXI
CRYPTO	Cryptographic
CSM	Command Sergeant Major
CTC	Combat Training Center
CTSSB	Critical Task and Site Selection Board
CW5	Chief Warrant Officer, W-5
DA	Department of the Army
DAIG	Department of the Army Inspector General
DCG	Deputy Commanding General
DCPS	Defense Civilian Payroll System
DCS	Deputy Chief of Staff
DCST	Deputy for Training
DDEAMC	Dwight David Eisenhower Army Medical Center
DES	Directorate of Emergency Services
DFAS	Defense Finance and Accounting Service
DFAS-IN	Defense Finance and Accounting Service-Indianapolis
DFMWR	Directorate of Family, Morale, Welfare, and Recreation
DGCPC	Direct Ground Combat Probability Coding
DHR	Directorate of Human Resources
DINFOS	Defense Information School
DISA	Defense Information Systems Agency
DL	Distributed Learning
DND	Department of National Defence of Canada

## USASIGCoE Reg 10-8

DOC	Directorate of Contracting
DOD	Department of Defense
DODFMR	Department of Defense Financial Management Regulation
DOT	Directorate of Training
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
DPTMS	Directorate of Plans, Training, Mobilization, and Security
DPW	Directorate of Public Works
DRU	Direct Reporting Unit(s)
DTF	Digital Training Facility
DTS	Defense Travel System
DUI	driving under the influence
EEEO	Equal Employment Opportunity Office
eMILPO	Electronic Military Personnel Office
EMSO	Electromagnetic Spectrum Operations
ENRMO	Environmental and Natural Resources Management Office
EO	Equal Opportunity
EPA	Environmental Protection Agency
EPMD	Enlisted Personnel Management Directorate
EPMS	Enlisted Personnel Management System
FA	Functional Area(s)
FAA	Functional Area Assessment
FAIR	Fund Allowance Incident Report
FCM	Fund Control Module
FDU	force design update
FG	Fort Gordon
FLIPL	Financial Liability Investigation of Property Loss
FMSWEB	Force Management System Web Site
FNA	Functional Needs Assessment
FORSCOM	Forces Command
FRAGO	Fragmentary Order
FRA LNO	French Liaison Officer
FRB	Force Requirements Branch
G-1	Assistant Chief of Staff, G-1 – Human Resources
G-2	Assistant Chief of Staff, G-2 – Intelligence
G-3	Assistant Chief of Staff, G-3 – Operations
G-33	Operations
G-35	Future Operations and Plans
G-37	Training Support
G-4	Assistant Chief of Staff, G-4 – Logistics
G-6	Assistant Chief of Staff, G-6 – Information Technology
G-8	Assistant Chief of Staff, G-8 – Resource Management
GA	Georgia
GBS	global broadcast services
GC	Garrison Commander
GCMCA	General Court Martial Convening Authority

GFEBs	General Fund Enterprise Business System
GNE	Global Network Enterprise
GPC	Government Purchase Card
GPS	Global Positioning System
GS	General Staff (when used with a number)
HHC	Headquarters and Headquarters Company
HHQ	Higher Headquarters
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HRC	Human Resources Command
IA	Information Assurance
IASO	Information Assurance Security Officer
IAW	in accordance with
IAWF	Information Assurance Work Force
ICD	initial capability document
IET	initial entry training
IG	Inspector General
IGAR	Inspector General Action Request
IM	Information Management
IMCOM	United States Army Installation Management Command
IMI	Interactive Multimedia Instruction
IMPAC	International Merchant Purchase Authorization Card
IMRL	Instructor Manpower Requirements List
IPBO	Installation Property Book Officers
IPR	in-progress review
IRAC	Internal Review and Audit Compliance
ISM	Installation Support Module
ISO	Installation Safety Office
IT	Information Technology
ITDLM	Institutional Training Directed Lodging and Meals
ITP	individual training plan
ITRO	Interservice Training Review Organization
JCIDS	Joint Capabilities Integration and Development System
JIIM	Joint, Interagency, Intergovernmental, and Multinational
JPAS	Joint Personnel Adjudication System
KM	Knowledge Management
LAN	local area network
LNO	liaison officer
LWN	LandWarNet
M2M	Military-to-Military
M&S	modeling and simulations
MANPRINT	Manpower and Personnel Integration
MAR2	MOS Administrative Retention Review
MARC	Manpower Authorization Requirements Criteria
MCA	military construction, Army
MCAR	military construction, Army Reserve

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MCP	Management Control Program
MCRC	management control review checklist
MEDCOM	Medical Command
MEP	Master Evaluation Plan
METL	Mission-Essential Task List
MFP	Materiel Fielding Plan
MICC	Mission Installation and Contracting Command
MOA	Memorandum of Agreement
MOCS	Military Occupational Classification and Structure
MOI	Memorandum of Instruction
MOS	Military Occupational Specialty
MOU	memorandum of understanding
MS-3	Manpower Staffing Standards
MTOE	Modified Table of Organization and Equipment
MTS	Master Training Schedule
MTT	Mobile Training Team
MWR	Morale, Welfare, and Recreation
N&S	Networks and Services
NATO	North Atlantic Treaty Organization
NCO	Noncommissioned Officer
NCOER	NCO Evaluation Report
NCOES	Noncommissioned Officer Education System
NCOIC	Noncommissioned Officer in Charge
NEC	Network Enterprise Center
NETOPS	Network Operations
NGB	National Guard Bureau
NIPR	Nonsecure Internet Protocol Router
NOSC	Network Operations and Security Center
NOY	NCO of the Year
NSA	National Security Agency
NSCCE	National Science Center for Communications and Electronics
O&O	operational and organization
OCONUS	outside continental United States
OCOS	Office Chief of Signal
OCSA	Office of the Chief of Staff, Army
OE	operational environment
OER	Officer Evaluation Report
OFS	Officer Foundation Standards
OGE	Office of Government Ethics
OILs	observations, insights, and lessons
OIP	Organizational Inspection Program
OMB	Office of Management and Budget
OPMD	Officer Personnel Management Directorate
OPMS	Officer Personnel Management System
OPORD	operation order
OPSEC	Operations Security

ORD	operational requirements document
OSJA	Office of the Staff Judge Advocate
OTIG	Office of the Inspector General
OTRR	Operational Test Readiness Review
PAL	Privatized Army Lodging
PAO	Public Affairs Office
PBAC	Program Budget Advisory Committee
PBG	Program Budget Guidance
PEP	Personnel Exchange Program
PERSCOM	Personnel Command
PM	Program Manager
PME	professional military education
POC	point of contact
POI	Program of Instruction
PPBE	Planning, Programming, Budgeting, and Execution
PW	Project Warrior
PWS	Performance Work Statement
QAO	Quality Assurance Office
QQPRI	Qualitative and Quantitative Personnel Requirements Information
RC	Reserve Component
RHN	Regional Hub Node
RHN-E	Regional Hub Node – Experimentation
RITMS	Residential Individual Training Management System
RMT	resource management tool
RNCOA	Regimental Noncommissioned Officer Academy
RPA	Request for Personnel Action
RSB	Regimental Signal Brigade
RTI	Regional Training Institution
RITMS	Resident Individual Training Management System
S-1	Personnel Staff Officer
S-2	Intelligence Staff Officer
S-3	Operations Staff Officer
S-4	Logistics Staff Officer
S-6	Signal Staff Officer
SAT	Systems Approach to Training
SATCOM	satellite communications
SC	Senior Commander
SCI	Sensitive Compartmented Information
SGLI	Servicemen’s Group Life Insurance
SGM	Sergeant Major
SHARP	Sexual Harassment/Assault Response and Prevention
SHF	super high frequency
SIPIR	Secret Internet Protocol Router
SJA	Staff Judge Advocate
SLC	Senior Leaders Course
SMDR	Structured Manning Decision Review

## USASIGCoE Reg 10-8

SME	Subject Matter Expert
SOAC	Signal Officer Advance Course
SOBC	Signal Officer Basic Course
SOFA	status-of-forces-agreement
SOP	Standard Operating Procedure
SOY	Soldier of the Year
SRI	Signaling Restructuring Imitative
SSC	Senior Service College
SSD	Senior Safety Director
STANFINS	Standard Finance System
STANREP	Standardization Representative
STEP	Strategic Tactical entry Point
STP	Soldier Training Publication
STRAP	System Training Plan
TAADS	The Army Authorization Document System
TADSS	Training Aids, Devices, Simulations, and Simulators
TASKORD	tasking order(s)
TASS	Total Army School System
TATS	Total Army Training System
TCG	Threat Coordinating Group
TCM	TRADOC Capability Manager
TCM GNE	TRADOC Capability Manger for Global Network Enterprise
TCM N&S	TRADOC Capability Manger for Network and Services
TCM TR	TRADOC Capability Manger for Tactical Radios
TD2	Training and Doctrine Development
TDA	Table of Distribution and Allowance
TDC	Training Development Capability
TDY	Temporary Duty
TEMP	Test and Evaluation Master Plan
TKE	TRADOC Knowledge Environment
TKMC	TRADOC Knowledge Management Council
TMOPS	TRADOC Mobilization and Operations Planning System
TO	task order
TOE	Table of Organization and Equipment
TOL	TRADOC On-Line
TR	Tactical Radio
TRAC	TRADOC Analysis Center
TRADOC	United States Army Training and Doctrine Command
TRAP	Training Resources Arbitration Panel
TRAS	Training Requirements Analysis System
TSP	Training Support Package
TSSR	Training Support Systems Review
TTHS	Trainees, Transients, Holdees, and Students
TTSB	Training Task Selection Board
TTSP	Threat Test Support Package
TWI	Training with Industry

UCMJ	Uniform Code of Military Justice
UFR	Unfinanced Requirement
UHF	ultra high frequency
UMR	unit manning report
URS	unit reference sheet
US	United States of America
USAFMSA	United States Army Forces Management Support Agency
USAG	United States Army Garrison
USAR	United States Army Reserve
USAREC	United States Army Recruiting Command
USASC&FG	United States Army Signal Center and Fort Gordon
USASCoE&FG	United States Army Signal Center of Excellence and Fort Gordon
USASIGCoE	United States Army Signal Center of Excellence
USASOC	United States Army Special Operations Command
USASSD	United States Army Signal School Detachment
USATC&FJ	United States Army Training Center and Fort Jackson
USERID	user identification
VCSA	Vice Chief of Staff, Army
VI	Visual Information
VIP	Very Important Person
VITA	Volunteer Income Tax Assistance
VTC	Video Teleconference
VTT	Video Teletraining
WAWF	Wide Area Workflow
WIAS	Worldwide Individual Augmentation System
WIN-T	Warfighter Information Network-Tactical
WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course
WOES	Warrant Officer Education System