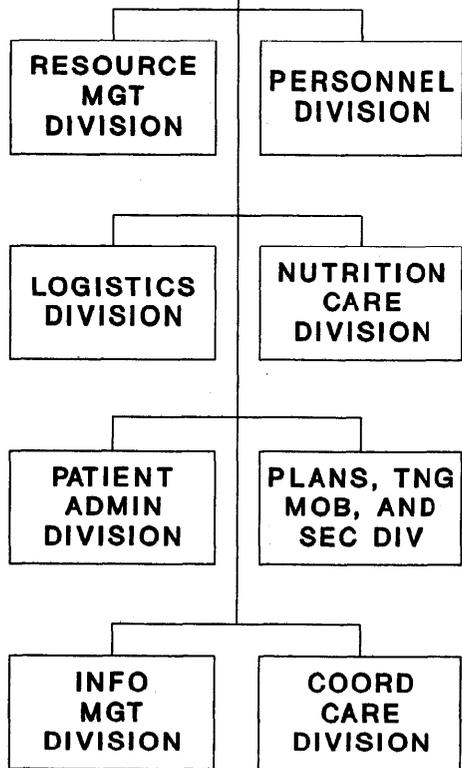
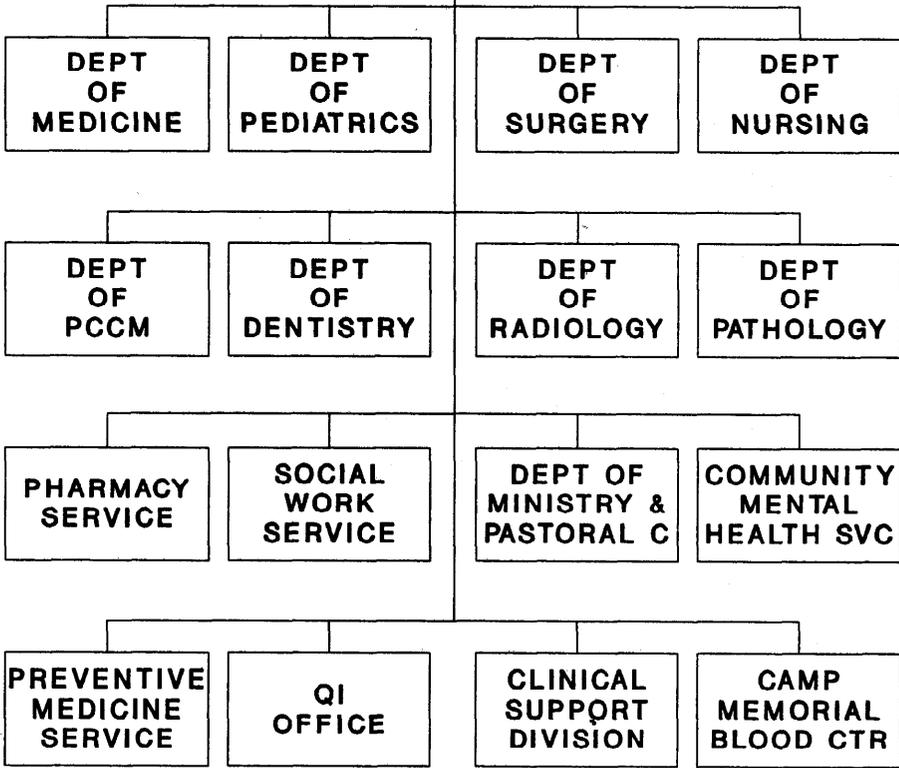


**DIRECTORATE OF HEALTH SERVICES**

**DEPUTY COMMANDER FOR CLINICAL SERVICES**

**DEPUTY COMMANDER FOR VET SERVICES**

**DEPUTY COMMANDER FOR ADMINISTRATION**



23-1

USARMC Reg 10-1 (20 Mar 92)

## CHAPTER 23

### DIRECTORATE OF HEALTH SERVICES

#### Section I. RESPONSIBILITIES

23-1. THE DIRECTOR OF HEALTH SERVICES (DHS) is also the Commander of the U.S. Army Medical Department Activity (MEDDAC) (see paragraph 31B), Fort Knox and is the Commanding General's principal staff officer concerning matters pertaining to the delivery of health care and environmental health services. The DHS is responsible for integrating the medical capabilities of assigned/attached FORSCOM/TRADOC/HSC units, consistent with those units' mission requirements and the constraints of available resources, into the overall Fort Knox and USAARMC medical support effort. The DHS serves as a member of the Installation Planning Board.

#### Section II. FUNCTIONS

23-2. DEPUTY COMMANDER FOR CLINICAL SERVICES. Provides medical care for over 120,000 beneficiaries in the three-state area consisting of: an Army hospital with a 500-bed capability at Fort Knox, KY; five Troop Medical Clinics; a 30-bed Army hospital at Fort Benjamin Harrison, IN; and three Occupational Health Clinics in KY and IN. Serves as Director of the Quality Assurance Program and Chairman of the Credentials, Risk Management, Pharmacy and Therapeutics, and numerous other hospital committees. Supervises and controls the clinical staff of the MEDDAC. Serves as Director of Medical Education and coordinates the clinical aspects of the hospital accreditation program. Supervises clinical matters concerning research, training, and the use of consultants. Represents and assists the Commander and assumes command when necessary.

23-3. DEPARTMENT OF MEDICINE. The mission of the Department of Medicine is to provide overall supervision and to assure efficient and high quality medical care in the areas of Internal Medicine, Allergy/Immunization, Dermatology, Neurology/EEG, Health Maintenance, Cardiology/EKG, Respiratory Therapy, and Reception Medical Processing (RMP). The department maintains medical responsibility for the Medical Intensive Care Unit and the Medicine Ward.

23-4. DEPARTMENT OF PEDIATRICS. The department consists of five areas: the Pediatric Clinic, Well Baby Clinic, Exceptional Family Member Program, Newborn Nursery, and the Pediatric Ward.

a. The Pediatric Clinic is equipped and staffed to manage acute and chronic medical problems of military dependents age birth to their 16th birthday. Minor surgical procedures, such as incision and drainage are also performed.

b. The Well Baby Clinic, staffed by a Pediatric Nurse Practitioner, sees children ages two weeks to 24 months for physical examinations, assessment of growth and development, evaluation of health status and determination of needed immunizations (according to age).

c. The Exceptional Family Member Program (EFMP) assists eligible family members of active duty or retired soldiers, DA civilians, Army National Guard, and U.S. Army Reservists with chronic medical problems (alcoholism, hearing impairment, physical handicap, depression, diabetes, psychiatric care) and special school services (speech, physical or occupational therapy). EFMP is responsible for mandatory overseas screening of families on levy for overseas assignments.

d. The Newborn Nursery is responsible for the inpatient neonates area until discharge from the hospital. The infant receives a complete examination, intravenous and photo-therapy, laboratory testing (Neonatal Screening), and circumcisions are performed when appropriate. Infants born at other hospitals, that have not reached proper discharge status (as in failure to thrive) are admitted until they reach proper weight. Follow-up visits with Community Health Nurse and/or Social Services are coordinated by this ward.

e. The Pediatric Ward is responsible for children with injury or illness requiring inpatient care, as well as social admissions. This service is limited due to the necessity for combining the Pediatric and Adult Medical Wards.

23-5. DEPARTMENT OF SURGERY. Provides diagnosis, care, treatment, and proper medical disposition for DOD beneficiaries at Ireland Army Community Hospital (IACH). The goal is to provide high quality medical, surgical, and anesthesia services that meet or exceed current recognized standards of practice. Surgical services include: General Surgery, Obstetrics-Gynecology, Ophthalmology, Oral-Maxillofacial Surgery, Orthopedics, Otorhinolaryngology, Podiatry, and Urology. Privileged members of the medical staff perform routine/elective surgery Monday through Friday from approximately 0700 to 1530. Operating Room staff and anesthesia personnel are available to handle emergency patients 24 hours per day. Rehabilitation services include Physical Therapy, Occupational Therapy, and Orthopedic Appliances. Each service has an outpatient clinic within the confines of the hospital.

23-6. DEPARTMENT OF NURSING. Provides safe, professionally sound nursing support to beneficiaries in a critically changing health care and resource environment.

23-7. DEPARTMENT OF PRIMARY CARE AND COMMUNITY MEDICINE. Provides diagnosis, care, and treatment of patients commensurate with the highest standards of quality patient care. Services will include troop medical care, emergency medical services, and support to outlying clinics.

23-8. DEPARTMENT OF DENTISTRY. a. General Dentistry. To courteously provide the active duty soldier assigned to DENTAC, MEDDAC, NCOA/DSS, and the Air Force with comprehensive quality dental care in the most efficient, cost effective manner. To strive to maximize the available resources to provide care for active duty members, retirees, and retiree family members on a space available basis as authorized.

b. ORAL AND MAXILLOFACIAL SURGERY. Practices the standard of care in the specialty of oral and maxillofacial surgery with inpatient and outpatient care, and supports the resident training program associated with IACH.

23-9. DEPARTMENT OF RADIOLOGY. Provides radiological services for the Fort Knox and surrounding military community on a 24-hour basis to include: Ultrasound, Nuclear Medicine, CAT Scan, Mammography, and Diagnostic Radiology.

23-10. DEPARTMENT OF PATHOLOGY. Provides clinical laboratory analysis in support of diagnostic care. Ensures that laboratory is operating in compliance with recognized accreditation and regulatory agencies. Provides quality laboratory services to the supporting community.

23-11. PHARMACY SERVICE. Provides outpatient medication and patient counseling to authorized beneficiaries through outpatient prescriptions from military and civilian prescribers. Provides unit dose and intravenous medication to all inpatients as well as discharge counseling and medication consultation services. Provides drug products and poison/overdose drug information services to physicians and staff of the hospital.

23-12. SOCIAL WORK SERVICE. Provides a hospital-based, comprehensive social services to patient/clients and their family on both an inpatient and outpatient basis. The purpose of these services is to minimize the impact of hospitalization, illness, disability, or psychological/social problems.

23-13. DEPARTMENT OF MINISTRY AND PASTORAL CARE. The IACH Chaplain is a member of the healing team providing meaningful ministry to the patients, staff, and Department of the Army civilians by promoting the development of religious principles, good morale and morality among members of the command and maintaining liaison with the Post Chaplain.

23-14. COMMUNITY MENTAL HEALTH SERVICE. Provides mental health consultation services for installation military personnel. Advises installation commanders (through MEDDAC) of morale, motivation, and leadership programs. Coordinates all installation mental health activities, including those involving military and civilian agencies. Evaluates and treats active duty referrals. Evaluates and treats family members and Department of the Army Civilians when workload permits.

23-15. PREVENTIVE MEDICINE SERVICE. Implements the disease prevention, health promotion, and environmental enhancement program for all personnel within the installation and Health Service Area (HSA). Promotes and maintains the fighting force at maximum effective strength and maintains the physical well-being of all personnel for which the Army is responsible. The mission objectives are accomplished by providing a comprehensive Preventive Medicine (PVNIMED) Program to include epidemiology and disease control, occupational health, community health nursing, medical entomology, and radiation protection.

23-16. QUALITY IMPROVEMENT OFFICE. Establishes policies and procedures concerning the coordination and administration of the Medical Treatment Facility (MTF), Quality Improvement (QI) Program. The QI staff coordinates hospital-wide monitoring and evaluation activities to ensure quality and appropriateness of care rendered to all beneficiaries. The QI staff prepares annual reports evaluating the objectives, effectiveness, and opportunities to improve care. The QI Coordinator works with the MTF's Staff Judge Advocate on medicolegal aspects relating to QI and risk management. Using the appropriate chain of command, the QI staff maintains liaison with the Quality Management Division, HQ Health Services Command (HSC) on specific activities.

23-17. CAMP MEMORIAL BLOOD CENTER. Operates a blood donor activity to collect, process and distribute up to 250 units of blood and components per day on a sustained basis during peacetime, and an expanded mission as specified in the HSC MOBPLAN during mobilization, and as specified in the Military Blood Program 2004 Plan. The blood center operates a frozen blood component laboratory and maintains an inventory of at least 2,500 units of frozen red cells, fresh frozen plasma, and cryoprecipitated AHF each. The general support area serviced includes Army, Air Force, and Navy installations in CONUS Hawaii, Alaska, Panama, and worldwide support through the Armed Services Whole Blood Processing Laboratory (ASWBPL), as directed by the Armed Services Blood Program Office.

23-18. CLINICAL SUPPORT DIVISION. Provides quality administrative management support to all clinical elements of the MEDDAC to include Army Health Clinics, Occupational Health clinics, and Troop Medical Clinics to meet customers' needs.

23-19. DEPUTY COMMANDER FOR ADMINISTRATION. Advises and assists the Commander on resource management administration. Performs overall planning, coordination, direction, supervision, and control of the divisions and other administrative elements. Prepares policy guidance directives. Evaluates resource utilization. Serves as the chairman of the program budget advisory committee. Coordinates the overall planning for the support, reception, and training of NG and USAR units and individuals. Monitors the administrative aspects of the HSC ambulatory patient care program. Serves as executive agent for the civilian-military contingency hospital system and the national disaster medical system in applicable Federal coordinating areas and/or where the MEDDAC is assigned as military liaison for either program.

23-20. RESOURCE MANAGEMENT DIVISION. Provides a variety of services pertaining to programming, budgeting, accounting, manpower management, review and analysis, management analysis, Commercial Activities (CA), Medical Expense and Performance Reporting System (MEPRS) and command management improvement programs.

23-21. PERSONNEL DIVISION. Provides prescribed personnel administration for military and civilian personnel of the command in liaison with the Fort Knox Civilian Personnel Office and the Military Personnel Center.

23-22. LOGISTICS DIVISION. Ensures the hospital receives continuous support in the procurement, management, and distribution of all required property and medical supplies, facilities maintenance, biomedical maintenance service, housekeeping, laundry services, and optical fabrication.

23-23. NUTRITION CARE DIVISION. Provides comprehensive nutritional care, including, as appropriate, special diets to patients and other personnel authorized to subsist in the hospital food service facilities, perform dietary counseling for patients, nutrition education for the military community, liaison with post food service, and applied research.

23-24. PATIENT ADMINISTRATION DIVISION. Provides patient administration services in support of the health care delivery program of medical treatment facilities. The division consists of Medical Records Administration Branch, Outpatient Medical Records Branch, Patient Accountability Branch, and Patient Affairs Branch.

a. The Medical Records Administration Branch provides medical record administration consultation for the management of all inpatient records. Coordinates medical statistical reporting and manages Standard Inpatient Data Record System to include review/analysis of output reports for trends. Provides guidance to the hospital staff on medical records and PAD aspects of JCAHO accreditation and participates in hospital-wide QA, risk management, and UM programs. Operates the Central Transcription Service.

b. The Outpatient Medical Records Branch manages Health Records (HREC) Outpatient Treatment Records (OTR), Occupational Health Record operations in the hospital and provides technical assistance in medical records management to outlying and off-post clinics in the HSA. Coordinates with MILPO on matters pertaining to HREC processing for incoming and departing members and periodic HREC inventories. Assists the MSAO in initiating outpatient care payment/reimbursement as appropriate. Is responsible for performing DEERS eligibility inquiries.

c. The Patient Accountability Branch is responsible for admission and disposition services. This includes maintaining inpatient accountability data and reports. Manages activities concerning receipt, evacuation, transfer, and referral of patients to and between MTFs. Operates the Hospital Treasurer's Office. Responsible for Third Party Collection Program and manages the Active Duty Hospitalization Pay Program.

d. The Patient Affairs Branch serves as the central office for administrative management of medical boards and coordinates TDRL examinations. Collects and submits vital statistics data for preparation of certificates for birth and death. Initiates Line of Duty (LOD) actions and coordinates follow-up. Provides administrative management of USAR/ARNG personnel requiring medical care and reports Third Part Liability (Medical Care Recovery Act) cases to the Recovery Judge Advocate.

23-25. PLANS, TRAINING, MOBILIZATION, AND SECURITY DIVISION. Provides primary staff responsibility and action to the commander and staff in the areas of contingency and mobilization planning, operational coordination within the hospital, and with installation and medical TOE unit staff. Provides centralized and individual training management and execution of the operations/physical/personnel security programs.

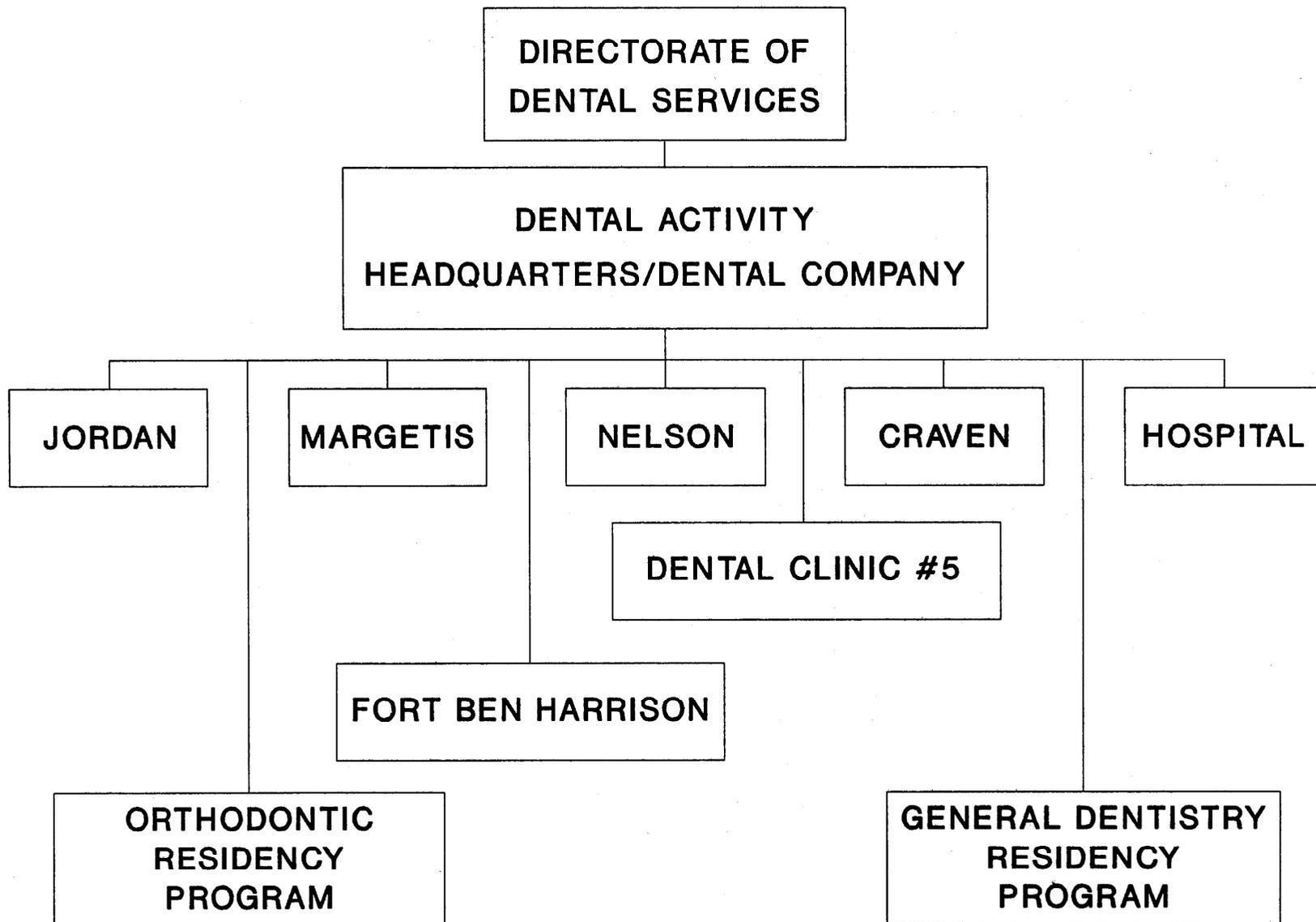
23-26. INFORMATION MANAGEMENT DIVISION. Consists of the Data Processing Center and the Administrative Support Services.

a. The Data Processing Center is responsible for providing automation and telecommunications support for the command, to include assistance to obtain computer systems, computer software, training on the Composite Health Care System, and training on microcomputer software. The center is the Telephone Control to include relocation or additional telephones, and scheduling of overseas calls.

b. Administrative Support Services provides services relating to records management, publishing and printing, and mail and distribution. This office coordinates printing of written media, publishes command publications, as well as provides assistance on issues concerning the Freedom of Information act and Privacy Act. Assistance in obtaining copier and micrographic equipment is directed through this office. Furthermore, questions relating to forms, correspondence procedures, and official mail can be directed to this office.

23-27. COORDINATED CARE DIVISION. Develops fiscally sound alternatives to standard CHAMPUS. Manages the facility's Supplemental Care Program; operates the Health Benefits Office, and coordinates and provides oversight to established alternative sources for health services.

23-28. DEPUTY COMMANDER FOR VETERINARY SERVICES. Provides veterinary service to the designated areas of responsibility which include Kentucky, Indiana, Michigan, Ohio and the western two-thirds of West Virginia. Those services include providing complete veterinary medical care to government-owned animals, limited outpatient services to privately-owned animals with the exception of K.I. Sawyer AFB which operates an extended clinic to privately-owned animals; food inspection activities to include a Meals Ready-to-Eat plant; and sanitary inspections of numerous military installations and commercial food processing establishments.



## CHAPTER 24

### DIRECTORATE OF DENTAL SERVICES

#### Section I. RESPONSIBILITIES

24-1. The Director of Dental Services (DDS) is the Commanding General's principal staff officer on matters concerning the delivery of dental health care services, both clinically and in the Public Health Sector. The DDS is responsible for integrating the dental capabilities of assigned/attached FORSCOM/TRADOC units, consistent with those units' mission requirements, into the overall Fort Knox and USAARMC dental support effort. Serves as a member of the Installation Planning Board and the Single Fund Board of Directors (DPCA). The DDS also serves as Commander of U.S. Army Dental Activity (DENTAC), Fort Knox. (see Chapter 31C).

#### Section II. FUNCTIONS

24-2. The DDS: a. Provides or arranges for dental health care services authorized by AR 40-3 to all eligible personnel on a nonreimbursable basis.

b. Performs surveillance of the overall dental health of the command, and conducts investigations as needed.

c. Ensures the execution of measures for the prevention and control of oral disease.

d. Advises the installation commander on the oral health status of military personnel.

e. Coordinates with installation staff elements on the operation of the Oral Health Fitness Program.

f. Assists in the development of the dental portion of the installation mobilization plan.

g. Coordinates with installation staff elements on the training and use of the USAR dental units.

h. Advises the installation commander on the training and use of dental personnel in TOE units.

i. Provides the wartime guidance letter (CAPSTONE) for Quick Fix early mobilizing late deploying Reserve Component (RC) dental units to the installation commander and the RC unit concerned.

24-3. Dental Clinic. Dental care is provided to eligible personnel at the following clinics:

a. Craven Dental Clinic - provides orthodontic treatment and conducts orthodontic residency program (see paragraph 24-4 below).

b. Margetis Dental Clinic - provides prosthetic and pediatric dentistry and senior year of general dentistry program (see paragraph 24-5 below).

c. Nelson Dental Clinic - provides treatment for trainees and cadre personnel of the 1st Training Brigade, 4th Training Brigade and 194th Armored Brigade.

d. Dental Clinic 5 - provides exams and panoramic x-ray for new accessions to the Army.

e. Hospital Dental Clinic - provides oral surgery treatment and serves soldiers in MEDDAC, DENTAC, and NCOA/DSS plus Air Force personnel.

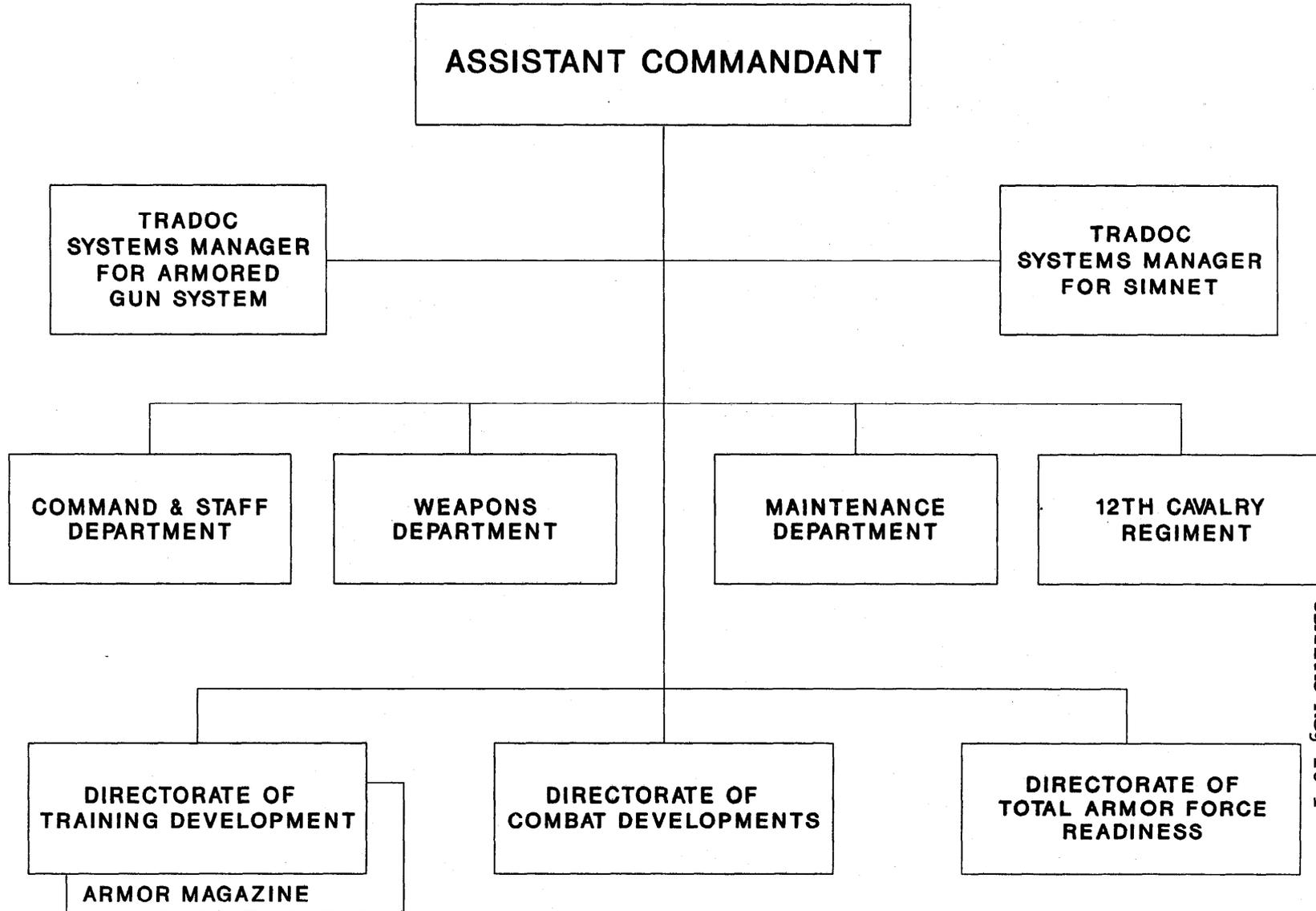
f. Jordan Dental Clinic - provides treatment to personnel of the 12th Cavalry, Law Enforcement Command, ROTC Region II, and miscellaneous units.

g. Fort Benjamin Harrison - provides treatment to soldiers stationed at Fort Benjamin Harrison.

24-4. ORTHODONTIC RESIDENCY PROGRAM. Conducts graduate residency training for selected dental officers in General Dentistry and Orthodontics.

24-5. GENERAL DENTISTRY RESIDENCY PROGRAM. Provides limited space available dental treatment to other than active duty personnel, mainly limited to teaching cases for residency programs.

# U.S. ARMY ARMOR SCHOOL



25A-1

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CHAPTER 25A

OFFICE OF THE ASSISTANT COMMANDANT

Section I. RESPONSIBILITIES

25A-1. To command and provide technical direction to the U.S. Army Armor School (USAARMS).

Section II. FUNCTIONS

25A-2. ASSISTANT COMMANDANT. a. Responsible to the Commandant for direction, control, and supervision of activities of the USAARMS. This responsibility includes training development, combat development, conduct of instruction, evaluation of training, and Armor proponency.

b. Formulates and implements policies as approved by the Commandant.

c. Provides technical direction and management of the application of educational technology to the total process of training development, execution, and evaluation.

d. Manages the Training Career Program, institutional accreditation, apprenticeship programs, and course accreditation by the American Council on Education.

e. Coordinates the administration of the Liaison/Exchange Officer Program which provides accredited representatives of the U.S. Air Force, U.S. Marine Corps, French Army, Army of the Federal Republic of Germany, Canadian Forces, Italian Army, and the British Army. These officers serve as official representatives and liaison officers to the USAARMS and as such act in an advisory capacity to all interested elements of the USAARMC and USAARMS and participate in instructional activities as appropriate.

f. Directs development and application of advances in training technology.

g. Serves as consultant to the Deputy Chief of Staff for Training, TRADOC.

25A-3. MESSAGE CENTER. a. Receives, routes, and distributes incoming correspondence; coordinates, reviews, and dispatches outgoing correspondence.

- b. Maintains suspense files on appropriate correspondence.
- c. Provides duplicating services.

25A-4. U.S. AIR FORCE REPRESENTATIVE. a. Is the accredited representative of the Commander, Air University, on Air Force matters with U.S. Army organizations at Fort Knox.

b. Prepares and presents resident instruction with emphasis on those areas of operation in which the U.S. Air Force provides direct or indirect support of the U.S. Army.

c. Supervises and prepares the administrative work pertaining to U.S. Air Force matters, effects liaison for requests from U.S. Air Force organizations for information regarding subjects taught at the USAARMS, and effects liaison with U.S. Air Force personnel and their family members needing assistance.

d. Serves as the Air Force Liaison Officer to the Commandant.

25A-5. U.S. MARINE CORPS REPRESENTATIVE. a. Is the accredited representative of the U.S. Marine Corps to USAARMS.

b. Prepares and presents resident instruction on organization and mission of the U.S. Marine Corps, amphibious operations, nuclear activities of the U.S. Navy and Marine Corps, and prepares correspondence course instruction for amphibious operations.

c. Supervises and prepares the administrative work pertaining to U.S. Marine Corps matters, effects liaison for requests from Marine Corps organizations for information regarding subjects taught at the USAARMS, and effects liaison with Marine Corps personnel and their family members needing assistance.

25A-6. FOREIGN LIAISON OFFICERS TO USAARMS. a. Serve as the accredited representatives of their respective governments; serve as the Liaison Officers to the USAARMS, and in an advisory capacity for all interested agencies.

b. Researches, prepares, presents, and participates in units of instruction.

c. Nations represented are France, Federal Republic of Germany, Canada, Great Britain, Australia, and Italy.

25A-7. ARMOR LIAISON TO GERMANY. a. Represents Commandant and staff of USAARMS to the Commandant and staff of German Armor/Mechanized Infantry/Armored Reconnaissance/Anti-Tank School in Munster and the German Army Officer School in Hannover.

b. Facilitates the exchange of information regarding the mutual U.S.-Germany advancement of tactical, doctrinal, training, and educational developments in the school's areas of interest. Assists in the coordination of projects, translation of documents, preparation and interpretation for U.S. visitors. Participates as U.S. representative in military and civilian social, ceremonial, and public events. Facilitates, as necessary, contacts between CINCUSAREUR and staff and the appropriate German agencies, commands, and units in the area.

25A-8. ARMOR LIAISON TO FRANCE. a. Represents Commandant and staff of USAARMS to the Commandant and staff of the French Armor School in Saumur.

b. Facilitates the exchange of information regarding the mutual U.S.-French advancement of tactical, doctrinal, training, and educational developments in the school's areas of interest. Assists in the coordination of projects, translation of documents, preparation and interpretation for U.S. visitors. Participates as U.S. representative in military and civilian social, ceremonial, and public events. Facilitates, as requested, contracts between U.S. Army elements in Europe and appropriate French agencies, commands, and units in the area.

**TRADOC SYSTEM MANAGER  
FOR  
ARMORED GUN SYSTEM**

253-1

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CHAPTER 25B

TRADOC SYSTEM MANAGER FOR ARMORED GUN SYSTEM

Section I. RESPONSIBILITIES

25B-1. The TRADOC System Manager reporting to the Commanding General, TRADOC, through the Armor School Commandant, performs as the Army's centralized manager for all combat developments user activities associated with Abrams M1, M1A1, M1A2, and the Armored Gun Systems and has full line authority of the CG, TRADOC and Commandant, USAARMS.

Section II. FUNCTIONS

25B-2. The TSM: a. Provides intensive management beyond the scope of the normal management resources available to the proponent.

b. Will be a DA board-selected Colonel chartered by CG, TRADOC.

c. Assumes responsibility and authority from CG, TRADOC, through the proponent for total system management of the Abrams M1, M1A1, M1A2, and the Armored Gun System.

d. The TSM, in coordination with the DCSCDD, HQ TRADOC, has authority to task TRADOC activities outside of the control of the proponent.

**TRADOC SYSTEM MANAGER  
FOR COMBINED  
ARMS TACTICAL TRAINER**

CHAPTER 25C

TRADOC SYSTEM MANAGER FOR CATT

Section I. RESPONSIBILITIES

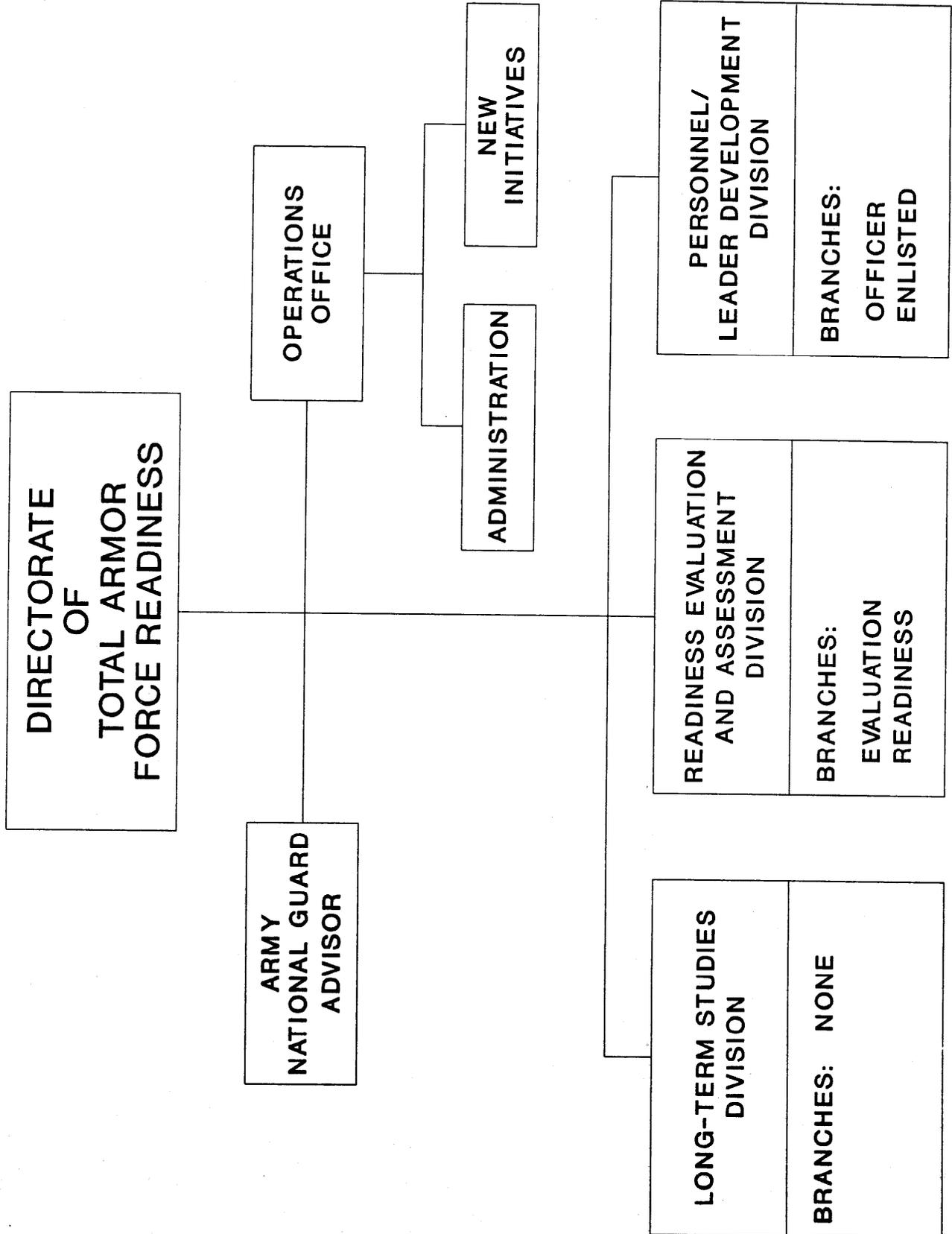
25C-1. Office of the TRADOC System Manager (TSM) for the Combined Arms Tactical Trainer (CATT), coordinates user requirements for the application of Simulator Networking (SIMNET) technology in both its combat developments and training applications. The TSM is responsible for user requirements, employment strategies, funding strategies, management planning and synchronization of technical aspects of the various applications. He coordinates programs among the combat and combat support schools, USAREUR, and FORSCOM.

Section II. FUNCTIONS

25C-2. The TSM: a. Manages the SIMNET-T program with its 11 sites worldwide.

b. Coordinated the CCITT, AVCATT, and ADCATT training system programs, collectively known as the Combined Arms Tactical Trainer (CATT).

c. Institutionalized the Combined Arms Test Bed (CATB) and established it as an integral part of the Army's CD/MD processes.



CHAPTER 25D

DIRECTOR OF TOTAL ARMOR FORCE READINESS

Section I. RESPONSIBILITIES

25D-1. The Director of Total Armor Force Readiness (DTAFR) serves as the Chief of Armor's staff officer for Total Armor Force (TAF) personnel proponent, readiness, quality control and standardization of Armor training matters. Enhances the warfighting capability of the TAF through actions directed by the Chief of Armor. Serves as point of contact (POC) for the Chief of Armor's communication with TAF commanders. Serves as a member of the Armor Council.

Section II. FUNCTIONS

25D-2. OFFICE OF THE DIRECTOR: a. Develops the TAF Long Range Plan.

b. Assists the USAARMC Commander in his role as Chief of Armor and TRADOC Executive Agent for Armor-related actions.

c. Acts as the focal point for TAF-related studies.

d. Assists the Chief of Armor in matters concerning management and modernization of the Armor Force.

e. Conducts the Armor Trainer Update.

f. Assigns study proponent to other USAARMC agencies and monitors progress.

g. Informs TAF commanders of evolving and/or emerging concepts and trends through mass media (i.e., Armor Magazine, Hot Loop).

h. Communicates with TAF commanders to assess current status of the TAF and provides feedback, to include recommended solutions.

25D-3. OPERATIONS OFFICE. a. Performs management and supervision of all administrative and logistical support activities performed by the administrative office.

b. Manages New Initiatives Team.

c. Performs internal task assignment, coordination, and quality control of completed projects.

25D-4. ADMINISTRATIVE OFFICE. a. Provides logistical and administrative support.

- b. Performs internal distribution and interface with installation distribution system.
- c. Maintains status on all incoming and outgoing actions.
- d. Maintains directorate library and publication accounts.
- e. Manages the DTAFR security programs.
- f. Manages the Internal Management Control Program.
- g. Analyzes information management requirements and identifies appropriate strategies, and prepares justification for programs.
- h. Plans, programs, and budgets resources (manpower and funding) to accomplish directorate mission and prepares DTAFR portion of USAARMS Command Operating Budget.
- i. Oversees Army Communities of Excellence program for director.

25D-5. NEW INITIATIVE TEAM. a. Monitors newly developing trends and issues and transcribes them into written and oral products.

b. Collects input, edits, and collates all directorate level briefings and provides the directorate-level assessment slides.

c. Performs coordination and setup of all directorate level briefings.

d. Conducts the design and implementation of an automated system that will maximize the limited assets of the directorate.

e. Performs procurement actions for all new ADP equipment necessary to support the directorate's expanding mission.

f. Performs the procurement actions for all new hardware and software to include the training of necessary personnel in its operation.

g. Is accountable for all organizational property.

25D-6. LONG-TERM STUDIES OFFICE. a. Plans, coordinates, directs, and supervises a wide variety of studies directed by DA, TRADOC, and the Chief of Armor.

(1) Conducts "quick" studies with resources available.

(2) Conducts and directs "special" studies by forming ad hoc study groups.

(3) Plans and supervises contracted study efforts.

(4) Coordinates and consults with other Army study organizations.

b. Provides Director, DTAFR, Assistant Commandant, USAARMS, and Chief of Armor/Commanding General, USAARMC, assessments and recommendations of issues effecting the TAF and/or the U.S. Army Armor Center and Fort Knox.

c. Conducts analytical examination of land combat, combined arms operations, and Armor's employment in the combined arms team.

d. Conducts long range planning for the TAF in support of the Planning, Programming, Budgeting, and Execution System.

e. Conducts visits to Armor units to collect and assess information on the TAF.

25D-7. PERSONNEL PROPONENCY. a. Administers the personnel proponent program in accordance with AR 600-3, by managing Enlisted Career Management Field 19 and Officer Branch Code 12.

b. Coordinates with HQDA, USAIPC, MACOMS, and integrating centers on Armor personnel matters.

c. Serves as the executive agent for the Armor Force Functional Review process with DA DCSPER.

d. Advises and assists TAF commanders, PERSCOM, NGB, and OCAR on TAF personnel matters (less individual personnel management decisions).

e. Advises and assists the Chief of Armor on U.S. Army Reserve (USAR) and Army National Guard (ARNG) personnel matters.

f. Evaluates the total personnel subsystem of the Armor Force for interaction with the logistics and training subsystems to ensure compatibility of planned and/or executed actions.

g. Represents the Chief of Armor at various MACOM and HQDA personnel meetings, conferences, or committees.

h. Provides the personnel issues for the Armor Functional Area Assessment.

i. Develops leadership and professional development policy for CMF 10 and BC 12 soldiers.

j. Determines effectiveness of personnel programs and recommends corrective measures to program designers.

k. Provides review of Armor Modernization Memorandum (AMM) and Force Modernization Master Plan (FMMP) to assess impact of force modernization on the personnel system.

l. Monitors Armor-related matters pertaining to doctrine, equipment, organization, personnel, logistics, and training.

m. Identifies personnel issues and initiatives for Armor.

n. Recommends personnel management policy changes to the DCSPER.

o. Prepares CMF 19 Target Audience Descriptions (TADs) for all Fort Knox Manpower Personnel Integration (MANPRINT) actions.

p. Provides a subject matter expert (SME) for the Fort Knox Structure Manning Decision Review (SMDR) process.

q. Manages the Armor and Cavalry Regimental Program within the U.S. Army Regimental System (USARS).

r. Analyzes impact of projected force structure changes on Armor Personnel System.

25D-8. OFFICER BRANCH. a. Manages the eight life-cycle functions in AR 600-3 for BC-12 Armor officers.

b. Develops the Armor chapter of DA PAM 600-3 (Commissioned Officer Professional Development and Utilization).

c. Provides input to and/or attends centralized officer selection boards.

d. Oversees the Project Warrior Program.

e. Is the POC for the Chief of Armor Hour for Armor Officer Basic Course, Armor Officer Advanced Course (AOAC), and Officer Pre-Command Course (PCC).

f. Responsible for maintaining the Chief of Armor's "Report to the Force" briefings.

g. Coordinates approval of officers nominated by Armor Branch to fill Personnel Exchange Program (PEP)/liaison (LNO) positions (in OCONUS) and instructors at other TRADOC service schools (in CONUS).

h. Prepares the BC-12 Officer Professional Development Guide.

i. Recommends Year Group Functional Area designation percentages for BC-12 officers.

j. Monitors branch and functional area inventory.

k. Proponent for Expert/Combat Armor Badge.

l. Prepares, coordinates and submits changes to Standards of Grade Authorization (SGA) in AR 611-101.

m. Responsible for preparing selected Chief of Armor briefings to the field (USMA, USAWC).

25D-9. ENLISTED BRANCH. a. Manages the eight life cycle functions in AR 600-3, for CMF 19 Armor enlisted soldiers.

b. Presents a briefing to each DA centralized senior enlisted selection board.

c. Is the POC for the Chief of Armor Hour for the Advanced Non-Commissioned Officer Course (ANCO) and Master Gunner Course (MGC).

d. Attends the quarterly enlisted CMF 19 laydowns at PERSCOM to review the health of the Armor Branch.

e. Prepares the CMF 19 Enlisted Professional Development Guide.

f. Manages the Excellence in Armor (EIA) program.

g. Determines, evaluates, and justifies the annual Armor Soldier quality requirements as directed by TRADOC PAM 601-1.

h. Prepares, coordinates and submits changes to Standards of Grade Authorization (SGA) in AR 611-201.

i. Monitors CMF-19 MOS, ASI and SQI inventory and makes recommendations on changes to accessions and training loads.

25D-10. READINESS, EVALUATION, AND ASSESSMENT DIVISION. a. Provides quality assurance and standardization of Armor proponent training to ensure training meets the needs of the Armor Force.

b. Assesses shortcomings and problems associated with Armor Force Readiness and refers them to appropriate USAARMC/USAARMS activities or other Army agencies for resolution.

c. Provides feedback from internal and external evaluations of the subsystems of Armor to combat and training development, Personnel Proponency and Leader Development, Director, DTAFR, academic departments, other local training agencies and agencies within and without the Armor Center for appropriate action.

d. Provides recommendations to analyze, adjust, and standardize institutional training.

e. Provides coordination of visits to field units through the Branch Liaison Team (BLT) Program; serves as staff proponent to resolve issues.

f. Prepares, executes, and adjusts the TRADOC Master Evaluation Plan.

g. Monitors the development and maintenance of Armor training standards worldwide.

25D-11. EVALUATION BRANCH. a. Conducts continuous evaluation of the implementation of the Systems Approach to Training (SAT) process.

b. Evaluates resident training conducted at the USAARMS, the Armor Training Center, and Noncommissioned Officer Academy/Drill Sergeant School.

c. Evaluates test administration and documentation used in proponent training programs.

d. Evaluates nonresident training materials.

e. Develops evaluation plans for new training/products in coordination with the Directorate of Training and Development (DOTD).

f. Evaluates the Staff and Faculty Training Program.

g. Evaluates Armor proponent products that apply to training in active and reserve component units as well as USARF schools and their periodic training.

h. Participates with the TRADOC Accreditation Team in the accreditation of NCO academies.

i. Collects, analyzes, and evaluates training data on the Armor Force worldwide.

j. Provides coordination of visits to field units through the Branch Liaison Team Program (BLT); serves as staff proponent to resolve issues.

25D-12. READINESS BRANCH. a. Monitors the readiness of the TAF to identify, define, and solve problems which interfere with the warfighting capability of the force.

b. Provides quarterly Status of Resources and Training Systems (SORTS) brief to Chief of Armor.

c. Coordinates Armor training issues related to the Armor Safety Program, Subject Matter Expert (SME) Program, Center for Army Lessons Learned (CALL), and Manpower Personnel Integration (MANPRINT).

d. Determines the need and conducts analyses for fielded systems/subsystems through: Training Effectiveness Analysis (TEA); New Equipment Training Teams (NETT); and Displaced Equipment Training Teams (DETT).

e. Serves as USAARMC liaison for special projects.

f. Provides the USAARMC and School a POC for Armor service school instructors and exchange instructors assigned to foreign Armor Centers and Schools.

g. Maintains the Armor HOTLINE Program.

h. Serves as the staff proponent for standardization matters applicable to the Armor Force.

i. Participates in interservice course evaluations.

j. Coordinates USAARMC participation in major exercises and CTC rotations.

k. Manages TRADOC USARF Affiliation Program.

25D-13. TOTAL FORCE INTEGRATION DIVISION. a. Plans, coordinates, directs, and supervises all initiatives that involve the Total Armor Force, Active Component, Army National Guard (ARNG), and U. S. Army Reserve (USAR).

(1) Acts as the single voice for all armor matters that involve the total force.

(2) Coordinates and consults with other agencies.

(3) Supervises and directs all study initiatives and Task Forces for the Total Armor Force.

(4) Advises and assists the Chief of Armor on Active Component, ARNG, and USAR Armor Force issues.

b. Provides administrative support for Army National Guard Advisor/Force Integrator.

(1) Serves as the principal adviser to the Commanding General, Deputy Commanding General, and Director, DTAFR on all National Guard matters.

(2) Provides liaison between ARNG units/agencies and the Armor Center.

(3) Ensures that ARNG Armor Force Structure is represented accurately for the Armor/Cavalry studies and assessments.

(4) Serves as the training coordinator between NGB, ARNG Units/Regional Training Sites and the Armor Center.

(5) Ensures that table of organization and equipment (TOE) documents are developed with full consideration of ARNG requirements.

(6) Handles all issues pertaining to Force Integration/Modernization and Training of ARNG units.

(7) Participates in force design work for the future Armor/Cavalry Force with Combat Development personnel.

(8) Serves as task selection board member for review of all Reserve Component Programs of Instruction produced by Fort Knox.

(9) Serves as board member for all Reserve Component Officers requesting branch transfer to Armor or academic credit for course work from Fort Knox.

(10) Assists with issues concerning ARNG individuals and units training at the Armor Center.

(11) Performs other duties as assigned by the Director, DTAFR.

c. Provides administrative support for the U. S. Army Reserve Coordinator (USAR).

(1) Serves as the principle USAR policy coordinator to the Director, DTAFR on plans/programs and training concerning the USAR Armor Force.

(2) Establishes and maintains coordination with on-post activities (directorates, brigades, tenant organizations) as coordinator for USAR input for the Individual Mobilization Augmentation (IMA) program, Active Duty for Special Work (ADSW), individual Active Duty Training (ADT) and Annual Training (AT) for USAR Individual Ready Reserve (IRR) personnel.

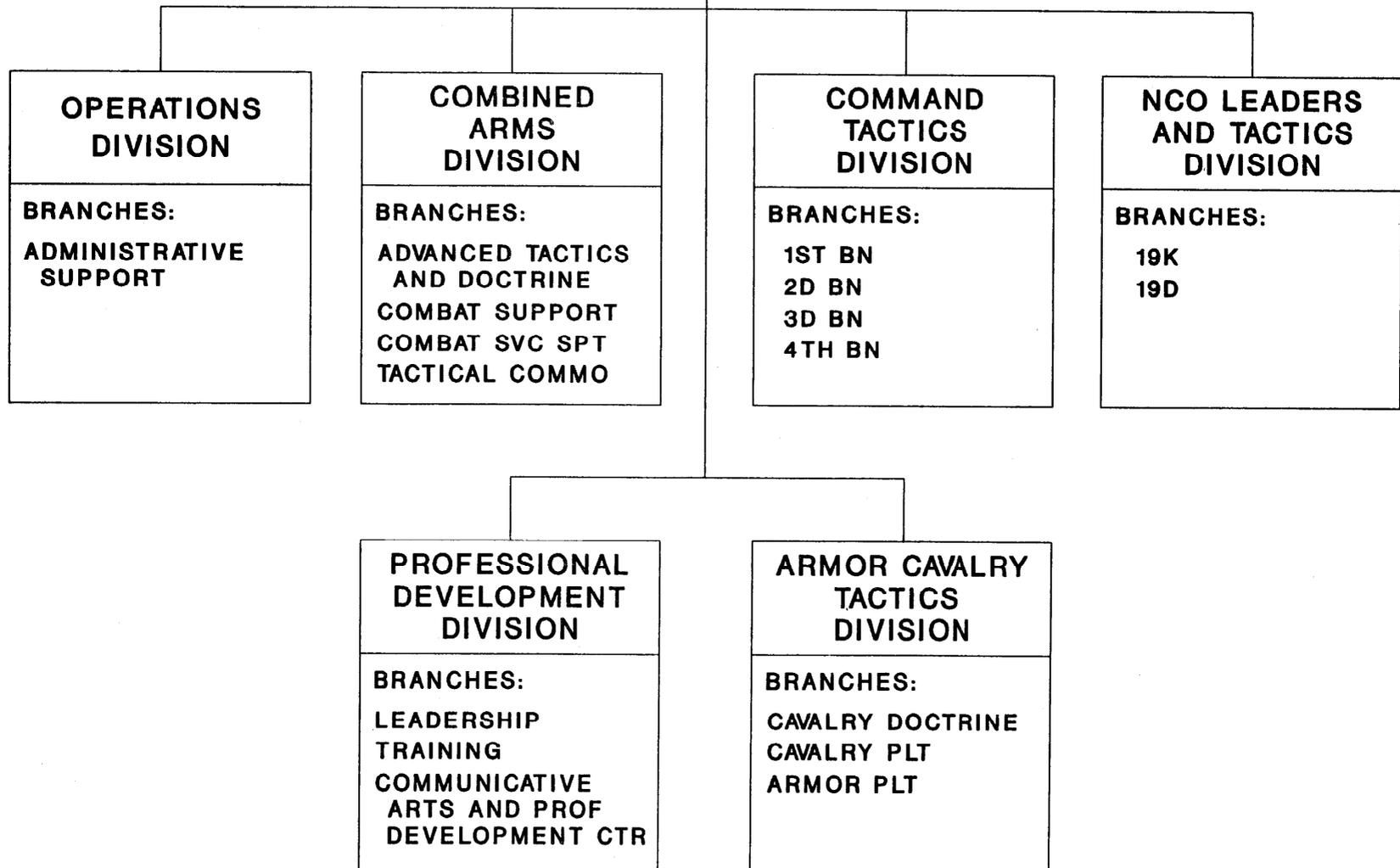
(3) Establishes and maintains coordination with MACOMs, CONUSA, MUSARC, and ARCOMs to facilitate open lines of communication.

(4) Assists the installation Adjutant General with execution of the Total Army Officer Retention Program. Serves as retention counselor and provides RC information briefings to all officers being released from active duty, prior to retirement on reserve obligations and opportunities. Provides OPD briefings to directorate/brigades/tenant organizations on request.

(5) Represent Reserve Component (RC) interests as member, Fort Knox Officer's Club Council.

(6) Performs other duties/functions as prescribed by Director, DTAFR.

**COMMAND AND STAFF  
DEPARTMENT**



25E-1

## CHAPTER 25E

### COMMAND AND STAFF DEPARTMENT

#### Section I. RESPONSIBILITIES

25E-1. Advises the Commandant and Assistant Commandant on Cavalry/Armor and related matters; conducts resident instruction in tasks necessary for the synchronization of all available assets to Cavalry and Armor officers and noncommissioned officers; produces well-trained, technically proficient, and highly-motivated soldiers for the Cavalry/Tank force; writes, reviews, and critiques doctrine, lessons, tests, and other training support materials; routinely reviews and evaluates instructional presentations to ensure completeness and effectiveness; assists other directorates in the development of effective and efficient resident/nonresident instruction and training support material; conducts or contributes to studies as required; develops and maintains vault files in support of instructional requirements; supervises the Army Writing Program, provides subject matter expertise (SME) in support of combat units and training development activities; assists DOTD in applying the systems approach to training in the areas of analysis and design; coordinates with other instructional departments and makes recommendations to the Commandant and Assistant Commandant, as required. Provides logistical support for Allied Liaison Officers. Is the Course manager for USAARMS on those courses listed in USAARMC Reg 350-2.

#### Section II. FUNCTIONS

25E-2. OFFICE OF THE DIRECTOR. a. Plans, directs, coordinates, and supervises activities of the department.

b. Advises the Commandant, Assistant Commandant, directorate staff, and other academic departments on matters pertaining to the department.

c. Directs and supervises activities of the department including:

(1) Department participation in design, development, and validation of Individual Training Plans (ITP), Soldier's Manuals (SM), Task Summaries, Military Qualification Standards (MQS), Programs of Instruction (POI), Army Training and Evaluation Program (ARTEP), Self Development Tests (SDT), Field Manuals (FM), Training Manuals (TM), and Training Circulars (TC).

(2) The development and incorporations of new doctrine into training programs and training literature for which the department is proponent.

(3) Coordination and resolution of issues in current doctrine, table of organization and equipment (TOE), enlisted personnel management system (EPMS), officer personnel management system (OPMS), and training in cavalry and tank related areas.

(4) Represents USAARMS by reviewing and commenting on applicable training development projects in those areas for which the department is responsible.

d. Course manager for courses listed in USAARMC Reg 350-2.

25E-3. OPERATIONS DIVISION. a. Serves as the department agency for matters pertaining to administration, personnel, logistics, management, scheduling, and instructional support. In addition, serves as principal assistant to the Director on matters pertaining to policy, regulations, and professional standards for the design and development of doctrine and training products, instructional media, and on matters pertaining to the installation contract and training requirements analysis system (TRAS).

b. Coordinates with instructional divisions and makes recommendations on operations, policies, and procedures.

c. Coordinates orientation briefings as directed.

d. Coordinates troop support, range, ammunition, and training area requirements.

e. Maintains the department schedule of classes, rehearsals, and faculty boards.

f. Manages the operational security for the department facilities.

g. Prepares department contingency plans.

h. Maintains file of Program of Instruction (POI) used by the department and coordinates changes.

i. Coordinates programmed and nonprogrammed platform manhours.

j. Manages the Department Internal Management Control Program.

k. Coordinates development of long-range product/project needs assessment.

l. Coordinates development and input on course administrative data (CAD), ITP, and ICTP.

m. Reviews scope statements in the department POIs for consistency with lesson plans.

n. Reviews and coordinates input on instructor contact hour (ICH).

o. Coordinates training effectiveness analysis.

p. Provides educational review and assists in the development of lesson plans, advance sheets, and test instruments.

q. Provides educational review and assists in the development of training products to support unit training (ETV, TEC, GTA).

r. Reviews, develops, or assists in the development of nonresident training program course material.

s. Reviews and comments on organization, operations, equipment, doctrine, training films, training literature, and studies.

t. Reviews evaluative feedback from DTAFR and other internal and external agencies and directs the revision of institutional training courses and materials.

u. Selects, produces, and revises ETV, motion picture, GTA, and other audiovisual training materials required to support institutional and extension training materials.

v. Assists in Phases I-V of the SAT for the institutional and extension training of command and staff, leadership, and other primarily soft-skill tasks for Active Army and RC.

w. Assists in Phases I-V of SAT for soft-skill tasks trained in exportable Armor proponent courses conducted in institutional settings outside the USAARMS.

x. Reviews, comments, prepares correspondence, studies, and similar documents generated within and outside the USAARMS concerning soft-skill training conducted as institutional or extension training.

y. Coordinates preparation and maintenance of POIs used by the department.

z. Reviews, coordinates, and monitors compliance with installation contract procedures.

aa. Coordinates development of the Army-wide Training Doctrine Literature Program (ATDLP).

bb. Provides educational review and assists in the development of training literature (MIPs).

cc. Provides input on standards of effective presentation for training and doctrinal products.

dd. Manages STANAG/QSTAGs for proponent publications.

(1) Reviews proponent publications to ensure STANAG/QSTAGs are properly implemented or referenced.

(2) Reviews proponent publications to ensure text complies with STANAG/QSTAGs.

(3) Receives and posts changes to STANAG/QSTAGs as they occur.

25E-4. ADMINISTRATIVE BRANCH. a. Provides administrative services support to include personnel, management programs, and records control.

b. Coordinates with instructional divisions and makes recommendations on administrative policies and procedures.

c. Acts as the department office of record and manager of records for administrative correspondence and files.

d. Operates and maintains the department mail and distribution center.

e. Maintains responsibility and accountability for department classified material.

f. Maintains the department reference library of administrative publications.

g. Maintains the department personnel section of the table of distribution and allowances (TDA), including the MOB TDA.

h. Administers department forms control program.

i. Coordinates internal management control functions.

j. Coordinates travel and prepares travel orders.

k. Manages telephone control.

l. Prepares personnel actions.

m. Coordinates awards program.

25E-5. SUPPORT BRANCH. a. Serves as principal assistant for matters pertaining to supply, maintenance, material serviceability, and classroom support.

b. Coordinates with instructional divisions and makes recommendations on supply and support policies and procedures.

- c. Supervises the maintenance of buildings and grounds, to include responsibility for the department self-help program.
- d. Coordinates department fire prevention and safety programs.
- e. Requisitions, stores, and issues supplies and equipment for the department.
- f. Prepares supply correspondence and reports of survey.
- g. Maintains inventory records and estimates stock requirements.
- h. Coordinates transportation support requirements.
- i. Maintains department supply records.
- j. Inspects and processes property submitted for repair or salvage.
- k. Maintains the department equipment section of the TDA.
- l. Administers the department resources conservation program.
- m. Responsible for maintenance and accountability of audiovisual equipment.
- n. Provides services support, to include training aids, publications, printing, and reproduction. Serves as POC for word processing requirements.
- o. Requests, stores, and issues department instructional materials.
- p. Key control and physical security custodian.

25E-6. COMBINED ARMS DIVISION. a. Serves as principal assistant to the Director for instruction and other matters pertaining to tactical operations at battalion and brigade levels, to include the integration of combat, combat support, and combat service support, electronic warfare, and tactical communication systems into tactical instruction. Course manager representative for Observer Controller, Separate Armor Brigade Refresher, and Armor Field Grade Refresher.

b. Supervises the operation and instruction of the Advanced Tactics, Combat Support, Tactical Communications, and Combat Service Support Branches.

c. Conducts computer-assisted map maneuver in coordination with other divisions.

d. Clears and approves lesson materials and instructors on specific blocks of instruction.

e. Monitors division instruction.

25E-7. ADVANCED TACTICS AND DOCTRINE BRANCH. a. Develops course materials and teaches tactical operations at battalion task force and brigade level, to include the integration of combat and combat service support and special weapons into tactical instructions. Develops the conditions and standards of individual and unit training tasks identified during analysis performed by DOTD.

b. Reviews and comments on organization, operations, equipment, doctrine, training films, literature, and studies as directed.

c. Writes, and provides (SME) input on, offense and defense operations for FMs, fire control (FC), Mission Training Plans (MTPs), Army Correspondence Course Program, doctrine, POI, and literature at battalion/brigade levels, and other projects.

d. Provides SME review of TOE, FM, MTP, POI, other publications and related doctrine projects, studies, and tactics, techniques, and procedures.

e. Participates in USAARMS and department review boards on units of instruction, examination material, and doctrine relative to offense and defense operations.

f. Maintains lesson plans and other support documents in vault files and visitor folders.

g. Provides input for analysis and design/development of MQS III materials.

h. Advises and assists the Director on design development, validation of collective training programs, documents, and media for Active Army and Reserve Components (RC).

i. Participates in design, development, and validation of ARTEP (MTP) documents.

j. As directed, conducts liaison and coordination of collective training development activities with other headquarters and participates in focused rotations at National Training Centers.

k. Participates on training evaluation teams to develop, review, and evaluate collective training materials and programs developed by outside agencies on Armor proponent organizations or equipment.

l. Provides mobile training teams to assist RC units, as requested, on doctrinal training at battalion and brigade level.

m. Provides input on selection, production, and revision of educational television (ETV), motion pictures, graphic training aids (GTA), and other audio visual training materials required to support institutional and extension training materials at battalion/brigade level.

n. Provides support to Director for all doctrinal conferences, General Officer workshops, etc.

o. Reviews, provides comments, prepares correspondence, and studies similar documents generated within and outside the USAARMS concerning soft-skill training conducted as institutional or extension training.

p. Performs academic counseling.

q. Teaches the employment of aviation assets in close coordination with Brigade and Division operations to AOAC and NCOA students.

r. Provides SME input on aviation deployment for proponent POI units, Army training and evaluation programs, Army training literature, SDT, FM, FC, ACCP, AAVP, SM, and other projects. Acts as USAARMC POC with Aviation School.

25E-8. COMBAT SUPPORT BRANCH. a. Teaches employment of field artillery, air defense artillery, engineers, military intelligence, and NBC in support of platoon/company/team, troop, and battalion task force and brigade operations.

b. Provides SME input on field artillery, military intelligence, NBC, air defense artillery, and engineer deployment for proponent POI units, Army training and evaluation programs, Army training literature, SDT, FM, FC, ACCP, AAVP, SM, and other projects.

c. Maintains lesson plans and other supporting documents in vault files and visitor folders.

d. Acts as USAARMS POC with Field Artillery, Air Defense Artillery, Engineer, Chemical, Signal, and Intelligence Schools.

e. Provides input for analysis and design development of MQS II and III materials.

f. Coordinates and assembles non-Armor proponent tasks selected for testing.

g. Provides USAARMS participation in design, development, and validation of proponent ARTEP documents.

h. Provides input to Individual Collective Training Programs (ICTP) as well as review and input to non-Armor proponent programs.

i. Incorporates new doctrine and training performance measures as applicable.

j. As directed, conducts liaison and coordination of collective training development activities with other headquarters.

k. Reviews and comments on training media and nonproponent ARTEP documents.

l. Participates on training evaluation teams to develop, review, and evaluate collective training materials and programs developed by outside agencies on Armor proponent organizations or equipment.

m. Provides input on selection, production, and revision of EIV, motion pictures, GTA, and other audiovisual training materials required to support institutional and extension training materials.

n. Provides input for POI preparation for institutional and extension courses.

o. Reviews, provides comments, prepares correspondence, and studies similar documents generated within and outside the USAARMS concerning soft-skill training conducted as institutional or extension training.

25E-9. COMBAT SERVICE SUPPORT (CSS) BRANCH. a. Teaches employment of CSS as they pertain to operations of company teams or troops and battalion task forces/squadrons and brigade/regiments, teaches fundamentals of CSS to AOB and performs academic counseling.

b. Provides SME input on organization, employment of CSS for proponent POI units, ARTEP, Army training literature, SDT, FM, FC, TC, ACCP, AAVP, SM, and other projects.

c. Participates in USAARMS and department review boards on units of instruction, examination, material, and doctrine relative to organizations and CSS.

d. Maintains lesson plans and other supporting documents in vault files and visitor folders.

e. Provides input for analysis and design/development of MQS II and III materials. Develops, writes and reviews doctrine pertaining to all CSS support of the Combat Heavy Brigade, Battalion, and Company.

f. Incorporates new doctrine and training performance measures as applicable. Develops the conditions and standards for individual and unit training tasks identified during analysis performed by DOTD.

g. Coordinates the development, review, and revision of proponent ARTEP documents.

h. Reviews and comments on training media and nonproponent ARTEP documents.

i. Develops and designs exportable media for battalion/brigade collective training doctrine (how-to-train manuals and TC).

j. Participates on training evaluation teams to develop, review, and evaluate collective training materials and programs developed by outside agencies on Armor proponent organizations or equipment.

k. Monitors and reviews conceptual and doctrinal studies for near-, mid-, and long-range periods as they relate to battalion/brigade collective training.

l. Assists and advises the Director on matters pertaining to the ITP and POI supporting enlisted and officer educational systems, which result in the award of Armor proponent MOS, ASI, or SSI.

m. Performs Phases II and III of the SAT for the institutional and extension training of command, staff, leadership, and other primarily soft-skill tasks for Active Army and RC.

n. Reviews, provides comments, prepares correspondence, and studies similar documents generated within and outside the USAARMS concerning soft-skill training conducted as institutional or extension training.

25E-10. TACTICAL COMMUNICATIONS BRANCH. a. Presents communications-electronics instruction and performs academic counseling.

b. Develops and maintains lesson plans and other supporting documents in vault files and visitor folders.

c. Provides SME review and critique of doctrinal, technical, and informational communications-electronics (C-E) publications.

d. Maintains communication security account and Cryptographic Facility for USAARMS.

e. Performs operator and organizational maintenance on assigned C-E equipment.

f. Provides training facility for marine AIT communications training.

g. Acts as POC with Signal School.

h. Serves as the department POC for Automated Information System.

25E-11. COMMAND AND TACTICS DIVISION. a. Serves as principal to the Director for conducting instruction in all matters pertaining to company/team, battalion/task force and brigade level operations to include the integration of combat, combat support, and combat service support into tactical instruction for Regular Army, Army Reserve, National Guard and International Armor Officer Advanced Course students. Reviews all doctrine related to company, battalion, and brigade mechanized combined arms operations. Is the course manager representative for AOAC, AOAC-RC, USARF AOAC Phase I, IIB, and III.

b. Supervises the operation and instruction of the battalion/branches and performs academic counseling.

c. Assists in computer-assisted map maneuver.

d. Clears and approves lesson materials and instructors on specific blocks of instruction.

e. Monitors division instruction.

f. Develops, administers, and analyzes testing material.

g. Develops and provides all Command and Staff Department revisions for instructor lesson plans, performance tests, and knowledge tests for the AOAC.

h. Clears and approves all collective training exercises developed for use in AOAC, to include: Leader Reconnaissance and Quick Decision Exercises (QDX), Tactical Exercises Without Troops (TEWTs), Fire Coordination Exercises (FCXs), and Command Post Exercises (CPXs).

i. Approves all training requirement resources in support of collective exercises developed for the AOAC.

j. Develops, coordinates, standardizes, and implements a 100-day common training schedule for the AOAC.

k. Acts as the Command and Staff Department course director for every AOAC.

l. Provides review and supervision for the submission of Academic Efficiency Reports for AOAC students by tactical team leaders to ensure accuracy and propriety.

m. Provides coordination with Professional Development Division for the integration of Brown Bag Luncheons, Perryville Staff Ride, Nancy-Arracourt Battle Analysis, Armor Center history program, and leadership program into the AOAC.

n. Develops and supervises physical fitness program for AOAC students which includes the following goals:

(1) Individual improvement in physical fitness as measured in the APFT.

(2) Introduction of students to a variety of physical fitness programs, individual and team sports, and remedial fitness training.

(3) Individual confidence in developing and implementing a physical fitness program into a company/troop.

o. Develops and supervises the evaluation program for AOAC students, to include integration of subjective evaluations.

p. Provides newly identified doctrinal issues to Combined Arms Division for their review and possible incorporation into doctrinal manuals.

q. Maintains up-to-date knowledge of combat, combat support, and combat service support issues.

r. Advises and assists the Director in integrating computer assisted instruction into the AOAC.

s. Advises and assists the director in integrating computer programs for the conduct and operations of company through brigade tactical operations.

t. Incorporates latest doctrinal changes, provided by Combined Arms Division, into learning analysis worksheets, task analysis worksheets, test plans, and lesson plans as appropriate.

25E-12. 1ST/2D/3D/4TH BATTALIONS. a. Teach tactical operations at the brigade battalion, and company level, to include the integration of combat, combat support, and combat service support into tactical instruction and performs academic counseling.

b. Reviews and comments on organizations, operations, equipment, doctrine, training films, literature, and studies as directed.

c. Coordinates, schedules, and organizes class schedules for the 20-week AOAC. Coordinates large-group classrooms, SIMNET facilities, UCOFT training, collective exercises, transportation requirements, and other equipment needed in support of the AOAC.

d. Participates in USAARMS and department review boards, examination materiel, and doctrine related to combined arms mechanized offensive/defensive operations.

e. Incorporates new doctrine and training performance measures as applicable.

f. Review, coordinates, revises, and implements changes to lesson plans, student outlines, collective exercises, and test materiels as assigned.

g. Provides input to training management plans for institutional training courses.

h. Maintains lesson plans, training analysis worksheets, and revises as necessary for the course.

i. Develops, administers, and analyzes performance and knowledge examinations and supporting materiels.

j. Participates in course design and POI development.

k. Reviews evaluative feedback from the DTAFR and other internal and external agencies; evaluates and takes necessary action for course review/revision.

l. Provides SME input for Company/Team through Brigade operations.

m. Incorporates new doctrine and training performance measures as applicable.

25E-13. EXCHANGE OFFICER INSTRUCTORS. Exchange instructors from the United Kingdom and Australia are attached to Command and Tactics Division and assigned instructor duties to support the department.

25E-14. PROFESSIONAL DEVELOPMENT DIVISION. a. Serves as principal assistant to the Director for instruction and other matters pertaining to leadership, training, and communicative arts as they pertain to operations at company/team/troop, battalion/squadron, and brigade/regiment level. Provides professional development in the subject areas of leadership, military justice, Geneva and Hague Conventions, military history, effective oral and written communication, and training management.

b. Supervises the operations and instruction of the division and conducts historical research in support of instruction.

c. Clears and approves lesson materials and instructors on specific blocks of instruction.

d. Monitors division instruction.

- e. Develops, administers, and analyzes testing material.
- f. Develops instructional products to implement POIs.
- g. Participates in course design and POI development.
- h. Reviews and approves POI, changes to POI, advance sheets, lesson plans, and course materials developed by branch SME personnel.
- i. Reviews and comments on organization, operations, equipment, doctrine, training films, training literature, and studies as required.
- j. Provides SME input and review of Armor proponent FM, TC, FC, AAVP, ACCP, TEC, SDP, and SM/TG/JB.
- k. Is the Command and Staff Department's coordinator for PCC.
- l. Conducts the Senior Officer Warfighting Seminars, USAARMC Senior Officer Professional Development Program and the Abrams Lecture Series in Mobile Armor Warfare.

25E-15. LEADERSHIP BRANCH. a. Conducts leadership and professional development instruction for professional resident/nonresident courses in subjects such as Leadership, Military History, Military Justice, Law of Land Warfare, and Personnel Management.

- b. Provides SME input for POI and related instructional materials.
- c. Reviews documents and classes with Military History content. Coordinates USAARMC Military History Education Program and is coordinating agency with Combat Studies Institute and Chief of Military History.
- d. Maintains lesson plans and other supporting materials in vault files.
- e. Participates in development, review, and revision of collective training media.
- f. Provides input to Armor proponent FM, TC, and FC.
- g. Executes the following special projects on a quarterly/semiannual basis: Senior Officer Warfighting Seminars, USAARMC Senior Officer Professional Development Program, and the Abrams Lecture Series in Mobile Armor Warfare.

25E-16. TRAINING BRANCH. a. Teaches the Army training system as it specifically applies to Armor to all levels from individual soldier skills to Brigade-level operations.

b. Provides SME input to training and doctrinal literature publications to include, but not limited to, SDT, ARTEP, GTA, FM, FC, TC, ACCP, AAVP, SM/JB/TG.

c. Maintains lesson plans and other supporting documents in vault files and visitor folders.

d. Advises and assists the Director on design, development, and validation of collective training programs, documents, and media for Active Army, RC, and IRR.

e. Participates in design, development, and validation of crew/squad and platoon/company/troop battle drills.

f. Reviews and comments on training media and nonproponent ARTEP documents.

g. Participates in the development and design of exportable materials for platoon/company/troop collective training doctrine (how-to-train manuals and TC).

h. Maintains files of all training/battle drills and training literature developed.

i. Provides input to training management plans for institutional and extension training courses.

25E-17. COMMUNICATIVE ARTS BRANCH and PROFESSIONAL DEVELOPMENT CENTER.

a. Instructs communicative skills in appropriate school courses.

b. Acts as single POC for communicative skills for the USAARMS.

c. Tailors the Army Style Guide to the installation and monitors its implementation.

d. Ensures diagnostic testing of students, staff and faculty, and remediation of those weaknesses in literacy skills.

e. Coordinates and monitors staff and faculty writing development.

f. Serves as mentor to SME writers to ensure compliance to new Army standards.

g. Coordinates with DOTD (Publications Division) to incorporate the Army Writing Standards in all publications.

h. Conducts writing workshops for the school and installation staff.

i. Operates the USAARMS Professional Development Center for use by students, Armor Center personnel (military and civilian), and family members.

25E-18. ARMOR/CAVALRY TACTICS DIVISION. a. Serves as principal assistant to the Director for instruction and other matters pertaining to cavalry and tank platoon tactical operations and the organic battalion level combat support of such operations as they relate to platoon sergeants/leaders, and performs academic counseling. Is the course manager representative for AOB, AOB-RC, Cavalry Leader, and Scout Platoon Leaders courses.

b. Supervises the operation and instruction of the Tank and Cavalry Platoon Branches.

c. Conducts instruction for PCC, AOB, AOB-RC, CLC, SPLC, and TCAAT.

d. Clears and approves lesson materials and instructions on specific blocks of instruction.

e. Monitors division instruction.

f. Develops, administers, and analyzes examination materials.

g. Develops instructional products to implement POI for institutions and extension courses.

h. Participates in course design and POI development.

i. Reviews and approves POI and changes to POI, advance sheets, lesson plans, and course material developed by branch SME personnel.

j. Provides input on organization, operations, equipment, doctrine, SDT, ARTEP, GIA, FM, FC, TC, ICIP, ACCP, ITP, AAVP, SM/JB/TG, training films, training literature, and studies.

k. Provides input on proponent Army training programs, and subject schedules for tank and Armored cavalry platoons.

l. Conducts mounted tactical training for AOB-RC, AOB, and TCAAT.

m. Provides input for design/development of MQS II materials.

n. Develops Armor proponent tasks selected for testing.

o. Acts on feedback data from USAARMC activities and outside agencies which affect preparation and/or revision of SM, TG, and JB.

p. Conducts development, review, and revision of collective training media.

g. Incorporates new doctrine and training performance measures as applicable.

r. Participates in design, development, and validation of crew/squad and platoon training/battle drills.

s. Conducts liaison and coordination of collective training development activities with other headquarters.

t. Coordinates the development, review, and revision of platoon level ARTEP documents and maintains a current audit trail file of ARTEP documents.

u. Reviews and comments on training media and nonproponent ARTEP documents at platoon level.

v. Participates on training evaluation teams to develop, review, and evaluate collective training materials/programs developed by outside agencies on Armor proponent organizations or equipment.

w. Reviews ARTEP documents to prepare supplemental drafts and test training publications (platoon level).

x. Provides input to proponent FM, TC, FC, ICTP, and ITP.

y. Coordinates the preparation, review, and revision of platoon training/battle drills.

z. Develops and designs exportable media for crew/platoon, collective training doctrine (how-to-train manuals and TC).

aa. As directed, coordinates with USAARMC directorates, USAARMS departments, and other schools/installations within TRADOC in development of crew/platoon battle/training drills and other applicable training literature and maintains file of literature developed.

bb. Assists and advises the director on matters pertaining to the ITPs and POIs supporting enlisted and officer educational systems which result in the award of the Armor proponent MOS, ASI, or SSI.

cc. Reviews evaluative feedback from the DTAFR and other internal and external agencies and directs the revision of institutional and extension training courses and materials as required.

dd. Reviews, provides comments, prepares correspondence, and studies similar documents generated within and outside the USAARMS concerning soft-skill training conducted as institutional or extension training.

25E-19. CAVALRY DOCTRINE BRANCH. a. Teaches reconnaissance and security operations as conducted by ground platoon troops, and squadrons (divisional and regimental) and performs academic counseling.

b. Teaches offense and defense operations as conducted by reconnaissance units and attack helicopter units.

c. Provides SME input on GIA, SDT, FM, FC, TC, ACCP, AAVP, SM/JB/TG, reconnaissance, security and attack helicopter matters, POI, ARTEP, Army training literature, and other projects.

d. Provides SME reviews and comments on TOE, FM, FC, TC, POI, and other publications and related projects and studies.

e. Maintains lesson plans and other supporting documents in vault files and visitor folders.

f. Provides Armor School participation in design, development, and validation of ARTEP documents.

g. Participates in design, development, review, revision, preparation, and validation of cavalry (reconnaissance) battle drills.

h. Coordinates the development, review, and revision of ARTEP documents.

i. Develops and designs exportable media for cavalry (reconnaissance) collective training doctrine (how-to-train manuals and TC).

j. Develops cavalry (reconnaissance) performance and training standards.

k. Provides input to training management plans for institutional and extension training courses/

25E-20. CAVALRY PLATOON BRANCH. a. Teaches armored cavalry organization, tactics, techniques, and equipment employment from the individual soldier through platoon level with concentration on platoon tactics and performs academic counseling.

b. Conducts reconnaissance/counter tactical training exercises from individual tank employment through platoon level.

c. Provides SME input.

d. Develops reconnaissance proponent tasks selected for testing.

e. Develops and prepares initial draft tests and verifies scoring templates for CMF 19 SDT products.

f. Prepares and coordinates development of Armor proponent, SM, TG, and JB.

g. Acts on feedback data from USAARMC activities and outside agencies which affect preparation and/or revision of SM, TG, and JB.

h. Incorporates new doctrine and training performance measures.

i. Participates in design, development, and validation of crew/squad and platoon training/battle drills.

25E-21. ARMOR PLATOON BRANCH. a. Teaches tank unit organizations, tactics, techniques, and equipment employment from tank crew through platoon with concentration on platoon tactics and performs academic counseling.

b. Conducts tank-mounted tactical training exercises from individual tank employment through platoon level.

c. Provides SME input.

d. Develops Armor proponent tasks selected for testing.

e. Incorporates new doctrine and training performance measures as applicable.

f. Provides input to Armor proponent FM, TC, and FC.

25E-22. NONCOMMISSIONED OFFICER LEADERSHIP AND TACTICS DIVISION. a. Serves as principal assistant to the Director for development, instruction, and other matters pertaining to CMF 19 ANCOB/ENCOB, and performs academic counseling. Is the course manager representative for ANCO 19K and 19D.

b. Supervises the operation and instruction of the 19K and 19D Branches.

c. Conducts instruction for ANCOB and ENCOB.

d. Clears lesson materials and instructions on specific blocks of instruction.

e. Monitors division instruction.

f. Develops, administers, and analyses examination materials.

g. Develops instructional products to implement POI for ANCOB/ENCOB.

h. Participates in course design and POI developments.

i. Reviews POI and changes to POI, Advance Sheets, Lesson Plans, and course material developed by branch SME personnel.

j. Reviews and provides input on organization, operations, equipment, doctrine, SDT, ARTEP, GIC, ICPT, ITP, FM, FC, TC, ACCP, STP, and training films, training literature, and studies.

k. Provides input on proponent Army training programs, and subject schedules for tank/scout platoons.

l. Conducts mounted tactical training for ANCOG and BNCOG with assistance from other divisions as required.

m. Develops Armor proponent tasks selected for testing.

n. Acts on feedback data from USAARMC activities and outside agencies which affect preparation and/or revision of STP.

o. Conducts development, review, and revision of collective training media.

p. Incorporates new doctrine and training performance measures as applicable.

q. Participates in design, development, and validation of platoon training/battle drills.

r. As directed, conducts liaison and coordination of collective training development activities with other headquarters.

s. Coordinates the development, review, and revision of platoon level ARTEP documents.

t. Reviews and comments on training media and proponent/nonproponent ARTEP documents at platoon level.

u. Participates on training evaluation teams to develop, review, and evaluate collective training materials/programs developed by outside agencies on Armor proponent organizations or equipment.

v. Reviews ARTEP documents.

w. Provides input to proponent FM, TC, FC, ICTP, and ITP.

x. Coordinates the preparation, review, and revision of platoon training/battle drills.

y. Coordinates with USAARMC directorates, USAARMS departments, and other schools/installations within TRADOC in development of crew/platoon battle/training drills and other applicable training literature, and maintains files of literature developed.

z. Assists and advises the director on matters pertaining to the ITPs and POIs supporting the Noncommissioned Officer Educational System which result in the award of the Armor proponent MOS or ASI.

aa. Reviews, evaluative feedback from the DTAFR and other internal and external agencies, and directs the revision of institutional and extension training courses and materials as required.

bb. Reviews, provides comments, prepares correspondence, and studies similar documents generated within and outside the USAARMS concerning soft-skill training conducted as institutional or extension training.

25E-23. 19K BRANCH. a. Teaches tank unit organizations, tactics, command and control, techniques, and equipment employment from tank platoon through company with concentration on platoon tactics, and performs academic counseling.

b. Conducts tank-mounted tactical training exercises from platoon through company level.

c. Provides SME input.

d. Develops Armor proponent tasks selected for testing.

e. Develops and prepares initial draft test items for CMF 19 SDT products.

f. Incorporates new doctrine and training performance measures as applicable.

g. Reviews and provides input to Armor proponent FM, ACCP, TEC, TC, and FC.

h. Provides Small Group Instructors for AANCO.

i. Conducts/monitors all testing of Armor AANCO.

25E-24. 19D BRANCH. a. Teaches Scout organizations, tactics, command and control, techniques, and equipment employment from Scout platoon through troop with concentration on the scout platoon employment, and performs academic counseling.

b. Conducts scout-mounted tactical training exercises from platoon through troop level.

c. Provides SME input.

- d. Develops Scout proponent tasks selected for testing.
- e. Develops and prepares initial draft test items for CMF 19D SDT products.
- f. Incorporates new doctrine and training performance measures as applicable.
- g. Provides input to Scout proponent FM, TC, ACC, TEC, and FC.
- h. Provides Small Group Instructors for Scout Advanced Noncommissioned Officer Course.
- i. Conducts all testing of Scout Advanced Noncommissioned Officer Course.