



# TRADOC Presentation to NCFA Institutional Sub-Committee Hearing



***16 July 2015***

As of 14 1200 JUL 15



# Agenda

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- Introduction *Mr. Paschal*
- One Army School System *Mr. Paschal*
- Army University *COL Harlan*
- Talent Management *COL Croft*
- Leader Development *COL Croft*
- Cyber Force Development *Mr. Paschal*



# One Army School System Overview



## Regional Training Site-Maintenance (RTS-M):

Both the ARNG and USAR have RTS-Ms that are accredited by TRADOC to conduct maintenance specific reclassification training, Professional Military Education, and functional training courses.

## What is OASS?

One Army School System is a set of processes to improve execution of The Army School System (TASS).

## ARNG Regional Training Institutes (RTI):

Conduct state required training and are accredited by TRADOC to conduct reclassification training, Professional Military Education, and functional training courses.

## What OASS does for the Army:

- Enables Soldiers to receive a standardized education
- Optimizes institutional training capacity
- Improves Program of Instruction (POI) development
- Establishes Multi-Component NCOAs
- Reduces TDY costs
- Integrates all components in the classroom
- Improves Army Readiness



## Multi-Component NCOA (WLC):

Fort Carson has the first multi-component Warrior Leader Course. The cadre and students come from all three components.

## USAR TASS Training Centers (TTC):

Accredited by TRADOC to conduct reclassification training, Professional Military Education, and functional training courses.

**We cannot afford excess school capacity and unfilled seats. The Army requires a school system responsive to the needs of the total force.**





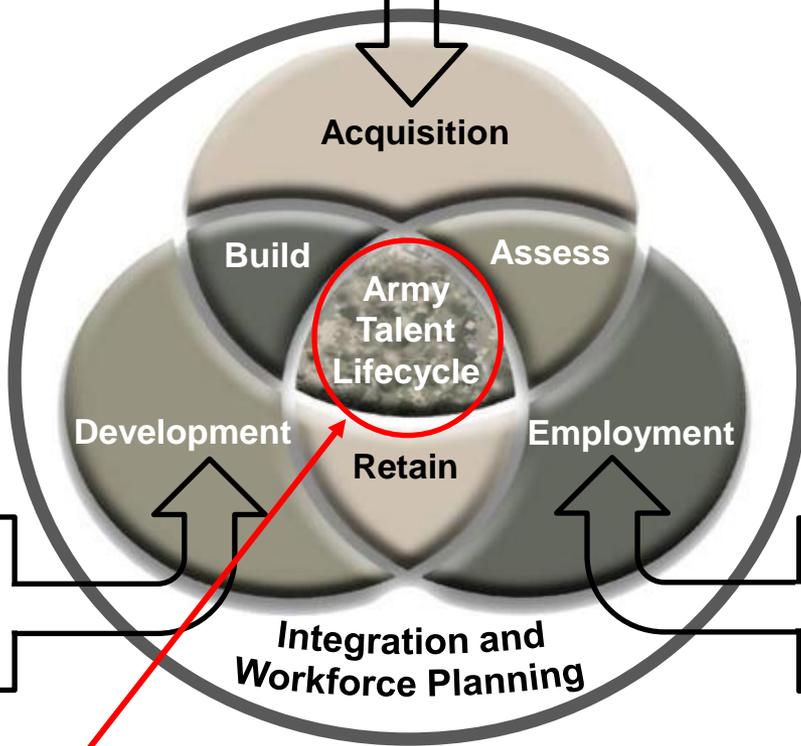
## THE ARMY UNIVERSITY

- Demonstrates the Army's [commitment to education](#) by increasing the academic rigor and priority of Professional Military Education
- Increases [the rate of innovation](#) across the educational enterprise in support of the AOC
- Creates a [common understanding of education](#) across the Total Army and empowers institutional agility through unity of effort and networked collaboration
- Promotes [partnering and networking](#) with civilian universities that expands and improves:
  - Research and Publishing
  - Faculty Development
  - Degree Opportunities
  - Curriculum Development
  - Grants
  - Faculty Exchanges
- [Enables Soldier professional development](#) with [credit hours](#) and [certifications](#)
- Fosters [synchronization](#) across all four cohorts (Officer / Enlisted / WO / CIV) in TRADOC
- [Optimizes internal resources](#) by eliminating redundancies
- Leverages prestige and resources of [external organizations](#)
- [Integrates education](#) across over 70 separate TRADOC (internal) schools consolidated under one university system and synchronizes over 100 additional TRADOC institutions

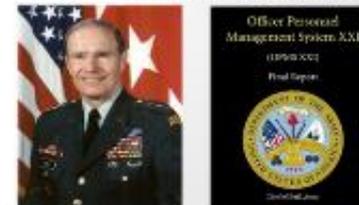




# Talent Management Task Force Model



## A Proven Model



In 1996 Army established OPMS XXI Task Force. Led by MG Ohle, lasted for one year, and reported to the CSA. Accomplished major change for officers:

- more time in BQ jobs
- reduced turbulence in units
- aligned authorizations to officer inventory.



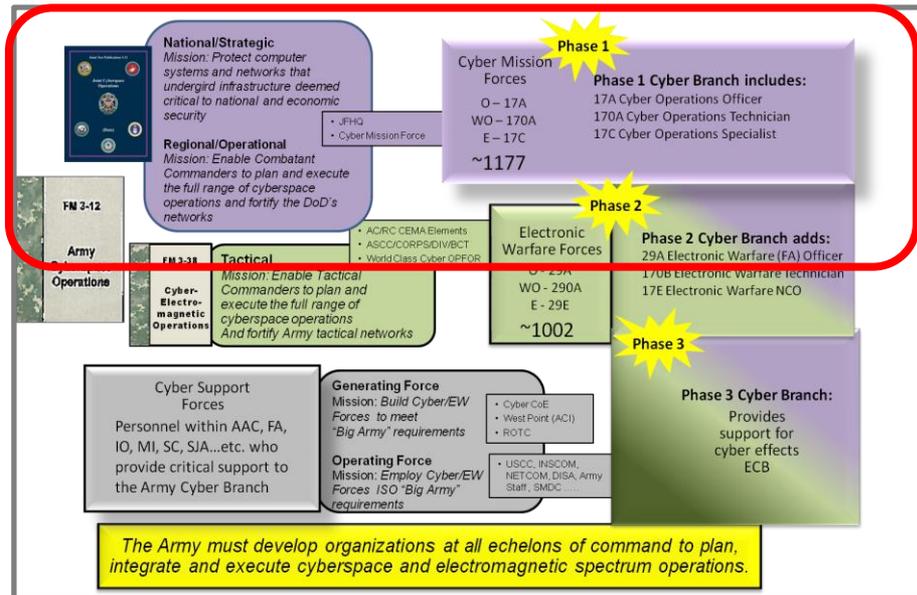
A Talent Management Task Force allows for transformative efforts by multiple organizations, which requires an effort:

- Empowered by the SA & CSA
- Reporting directly to the SA & CSA ICW M&RA / DA G1
- Led by MG and SES
- Driving lasting change over time





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## Big Ideas

- Build force capable of spanning offensive-defensive mission sets, tactical-strategic levels
- Develop Army leaders for the Joint (Cyber) Force
- Develop and manage talent differently

**Cyber Branch identity, culture, cohesion**

## Building the Branch

### Officers 17A

- Voluntary Transfer Incentive Programs I&II
- Fills to ~90% Phase I requirements (366/Cyber Mission Force)
- Commissioning 32 2LTs

### USMA-ROTC Initiatives

- USACC website, Branch Orientation, STEM scholarships

### Warrant Officers 170A

- Reclassification packet screening/selection Jun-Sep 15

### Enlisted Personnel 17C

- Capitalize on training experience of Cyber Mission Force personnel
- New accessions begin Oct 15

### Electronic Warfare

- CSCB/CTC Pilots inform CF29 and branch convergence

### Reserve / National Guard

- Compo 2&3 follow Compo1 model with 4 year transition
- ARNG PEC Cyber Common Technical Core pilot Jun15

### Civilian Cyber Personnel

- ASA M&RA / CIO/G6 currently leading collaborative Civilian Cyber Workforce OPTs

### Army Cyber School & Proponent

- Training to joint cyber standards & cyber work roles
- Positioned to lead/compete for joint resources



# BACK-UP



***National Commission on the Future of the Army***

***United States Army Training and Doctrine Command  
DCS G-3/5/7***



# Background



DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-3/5/7  
400 ARMY PENTAGON  
WASHINGTON, DC 20310-0400

DAMO-TRI

AUG 14 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: One Army School System (OASS) Implementation Guidance

## 1. References.

- a. 16-17 Dec 08 Training General Officer Steering Committee (TGOSC) meeting minutes, dated 12 Jan 09.
- b. AR 350-1, Army Training and Leader Development, 3 Aug 07.
- c. AR 350-10, Management of Army Individual Training Requirements and Resources, 14 Sep 09.
- d. Army Campaign Plan, 26 Jul 06.

2. Purpose. This memorandum provides guidance to implement the OASS concept of "centralized missioning" approved by the TGOSC on 17 Dec 08.

## 3. Background.

a. The U.S. Army Training and Doctrine Command (TRADOC) was tasked by Headquarters, Department of the Army (HQDA), DCS G-3/5/7, to conduct a feasibility analysis of the concept of nesting all Army schools under a single command to improve efficiency and effectiveness. The purpose was to adapt the current school system to achieve economies of scale, align school missions to the right organization, ensure consistent standards, and improve resource management.

b. TRADOC led a team of Army stakeholders over a period of 12 months to complete the analysis. The key recommendation of the workgroup was that the Army adopts the concept of "centralized missioning" of the training load. Under this concept, HQDA will mission the training load, regardless of component, to where it is most efficient to execute throughout the OASS. HQDA will ensure that resources follow the load.

c. The Army will use the Training Coordination Council Workgroup (TCCW) in which all components are represented to crosswalk total Army institution training requirements against total Army institutional training capacity and provide this as a single package to the Structure Manning Decision Review (SMDR).

➤ 2007, TRADOC conducted a feasibility study to nest all Army training under one command. The study recommended the synchronization of the three Army component school systems to provide Soldiers the ability to attend the right class at the right time, regardless of component.

➤ Concept was approved by the TGOSC for implementation, Mar 09

➤ Implementation guidance signed by DCS G-3/5/7 (LTG Thurman), 14 Aug 09

➤ **The major objective of OASS is to adapt the current school system to achieve:**

- ✓ **Economies of scale**
- ✓ **Align school missions to the right organization**
- ✓ **Ensure consistent standards**
- ✓ **Improve resource management**

➤ 29-30 Jan 15 TRADOC OASS Symposium

- Attended by key stakeholders from ASA (M&RA), ARNG, USAR, HQDA and FORSCOM
- Purpose: Maintain momentum, discuss near and far term objectives, and ensure stakeholder buy-in

➤ 16 Mar 15 OASS Symposium Out-Brief to Ms. Wada and LTG Huggins

➤ 23 Apr 15 One Army Training Management Forum Charter Approved by DCG, TRADOC

Purpose:

- To identify, integrate, and coordinate the Total Army Institutional Training and Education mission across all components.
- To identify functional and technical responsibilities across The Army School System (TASS).
- To ensure the Total Army Institutional Training and Education mission is planned, programmed, and executed effectively and efficiently across all components.



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# FY15 11B ALC Proof of Principle training locations

Umatilla  
IN

**TOTAL SAVINGS**  
Dollars: \$351K in TDY  
Time: 6,251 Training Days

FIG  
IN, AR

FT Pickett  
IN

CP  
Robinson  
IN

FT Stewart  
IN

Waimanalo, HI  
IN

FT Richardson, AK  
IN

CP Swift  
IN

FY15 AA 11B ALC requirements trained at RC schools

Training Location	Soldiers Trained	TDY Cost (\$)	Class Length (days)	Training Days
Ft. Benning	329	\$685K	37 days/class	12,173 days
ARNG RTIs	329	\$334K	18 days/class	5,922 days

 ARNG RTI



# OASS Achievements

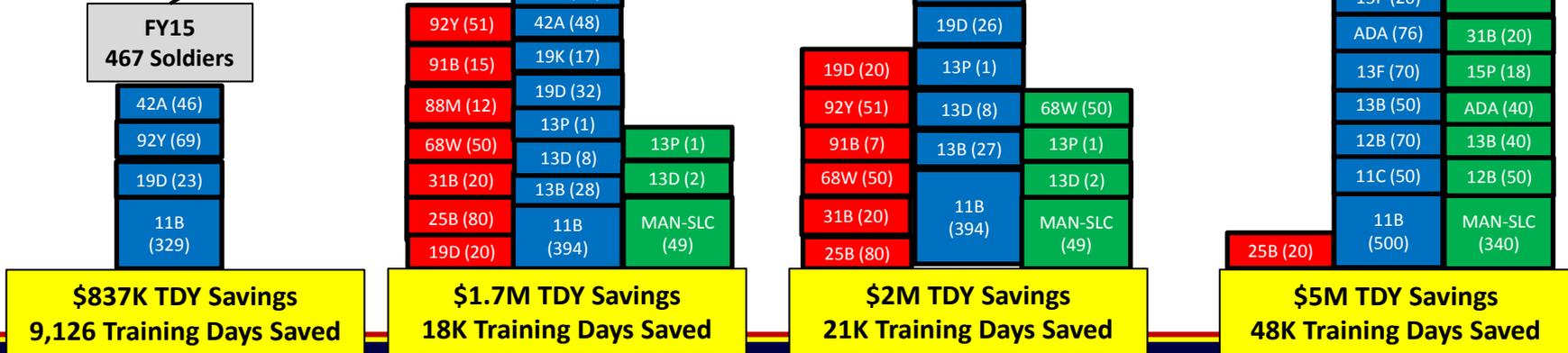


**500% increase in programming AC Soldiers to RC Schools since 2015**

**MOS-T**

**ALC**

**SLC**

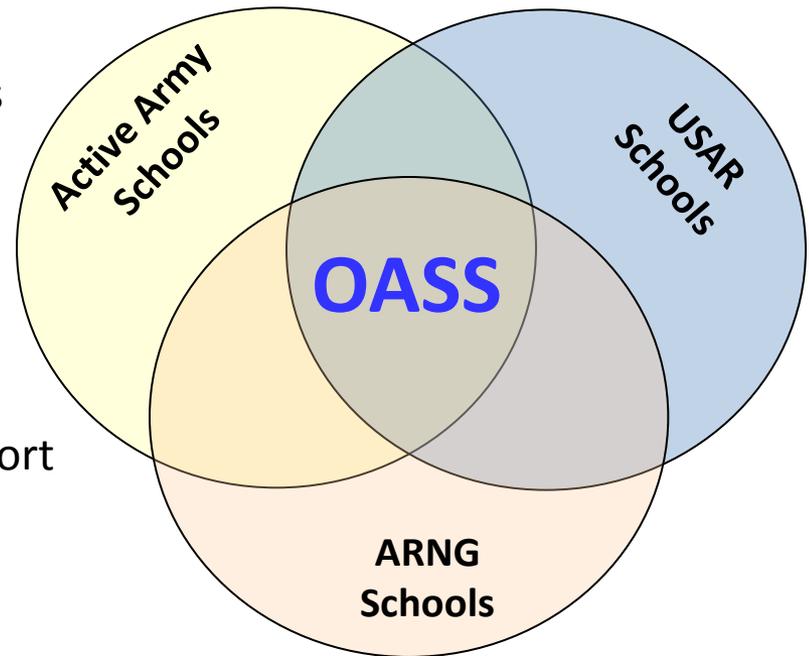




# OASS - Keys to Success



- Missioning
  - ✓ Analyze training capacity across the country to determine capability sets of each component
  - ✓ Conduct a regionalization study to identify any overlap, then optimize the training platform to remission the load to the best location regardless of component.
- Course Design, Content & Delivery
  - ✓ TRADOC validates all products compliant
  - ✓ Use of multiple delivery methods
  - ✓ Standardize POIs across components and support multiple delivery methods
  - ✓ Instructor Certification across all components
- Quality Assurance/Accreditation
  - ✓ Ensures all training institutions meet accreditation standards
  - ✓ TRADOC is the executive agent





# Way Ahead

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1. Leverage the Army Total Force Policy guidance to implement OASS.
2. Develop regionalization metrics to determine decision criteria for selecting the best locations to balance the training load across components.
3. Improve POI Equivalency across all components.
4. Leverage the capacity of The Army School System to train the Army's total requirement.
5. Continue to review policies, procedures, and authorities to improve the efficiency and effectiveness of the OASS with FOC FY19.



**AMERICA'S ARMY:**

**OUR PROFESSION – LIVING THE ARMY ETHIC**

**U.S. ARMY**



**Educating Leaders to Win in a Complex World**

***National Commission on the Future of the Army***

***16 July 2015***



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Future challenges...

Concept to meet these challenges...

Strategies to deliver concepts...

**Fundamental changes in...**

...Leader Development

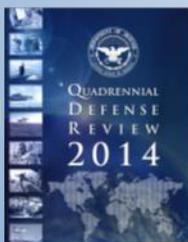
...Training

...Education

...Doctrine

...Talent Management

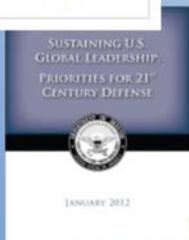
Quadrennial Defense Review



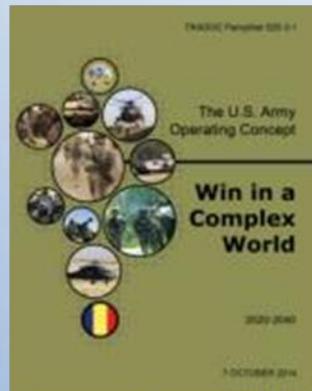
National Security Strategy



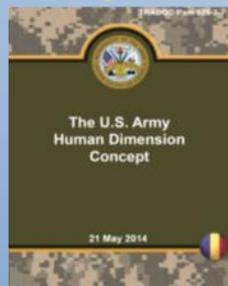
Defense Strategic Guidance



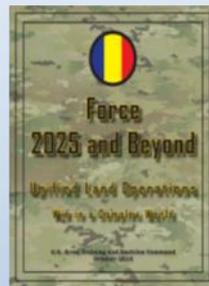
Army Strategic Planning Guidance



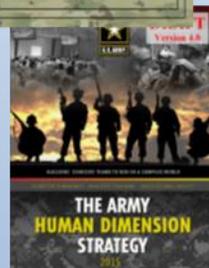
Army Operating Concept



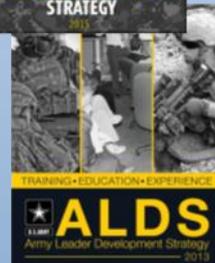
Army Human Dimension Concept



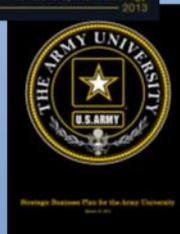
Force 2025 and Beyond



Army Human Dimension Strategy



Army Leader Development Strategy



Army University Strategic Business Plan



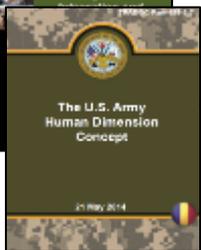
DoD Force of Future Memo



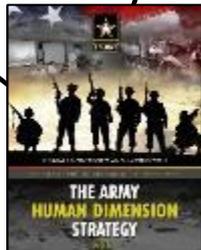
Army Strategic Thinking Guidance



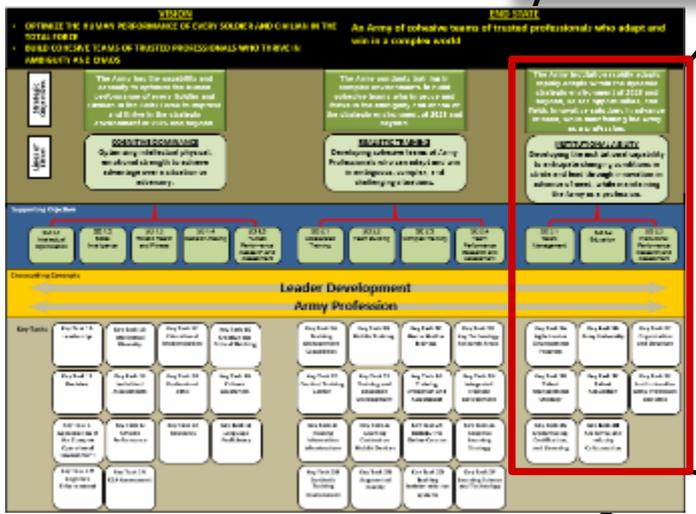
Force 2056 and Beyond



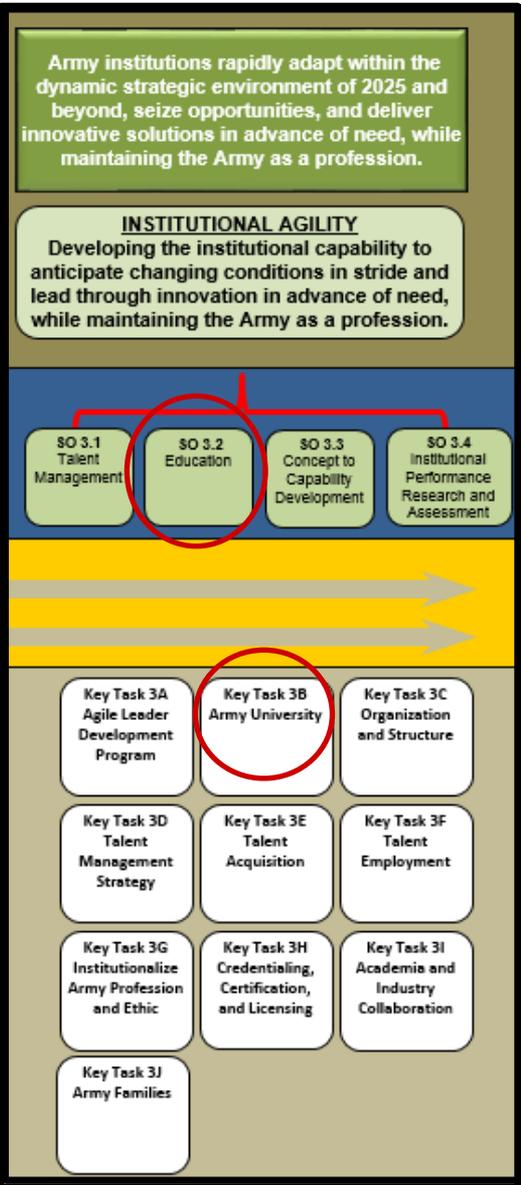
The U.S. Army Human Dimension Concept



THE ARMY HUMAN DIMENSION STRATEGY



AHDS Annex D



**TASK:**

Organize the **Army's education enterprise** into a **university structure** to promote **greater agility** and **increased academic rigor** across all professional military education programs.



*The Army is making a greater investment in our Soldiers through improved education that will increase competence, character, and commitment*

- Army University supports growth and development across a career of service in the Army.
- Army University develops agile, adaptive, and innovative leaders through increased academic rigor.
- Army University supports the Total Army with increased educational opportunity for Reserves and National Guard.
- Army University enhances the ability of Soldiers to integrate their military and civilian education receiving valid academic credit for their educational investment.
- As a Soldier for life, Army University improves a Soldier's ability to transition into quality employment opportunities after their service.



*Army Sergeant Julie Bytnar is the first enlisted service member to be accepted into a fully-funded graduate education program in Health Sciences.*

Pride in achievement through measurable goals





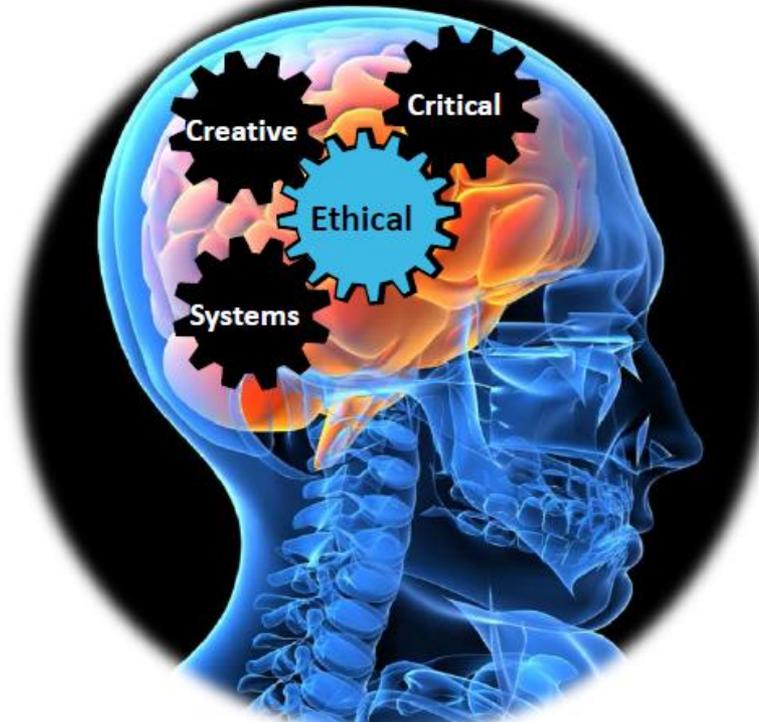
## **More relevant educational programs that bridge the gap between the operational force and academia**

- Army University will provide operational units with **leaders that can improve and thrive in chaos** and uncertainty
- Army University will increase the **rate of innovation** in military education to be more responsive to the needs of operational commanders
- Army University will increase foreign partnerships and regional studies, prioritized by ASCC, to **better prepare leaders to serve in regionally aligned forces (RAF)**
- Army University will develop an educational common operating picture (E-COP) to **enable shared understanding** across the Army
- Army University will better align student research with **the needs of the operational force**





## U.S. Army Combined Arms Center and Fort Leavenworth



**“The nation that will insist on drawing a broad line of demarcation between the fighting man and the thinking man is liable to find its fighting done by fools and its thinking done by cowards.”**

**— Lieutenant General Sir William F. Butler, 1907**



# Talent Management

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**COL Chris Croft**  
**Director, Center for Army Leadership**



# From Concept to Strategy



**Fundamental changes in...**

- ...Leader Development
- ...Training
- ...Education
- ...Doctrine
- ...Talent Management**

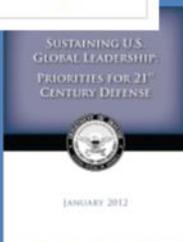
Quadrennial Defense Review



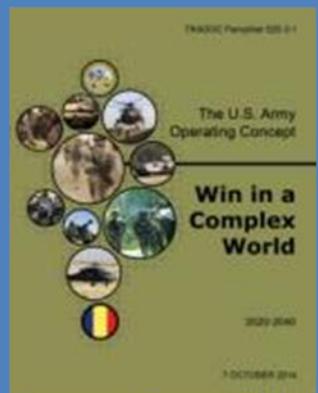
National Security Strategy



Defense Strategic Guidance



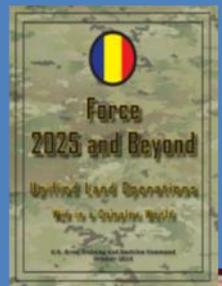
Army Strategic Planning Guidance



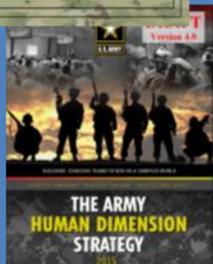
Army Operating Concept



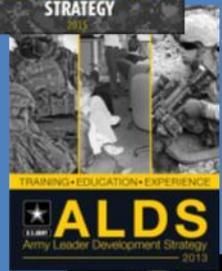
Army Human Dimension Concept



Force 2025 and Beyond



Army Human Dimension Strategy



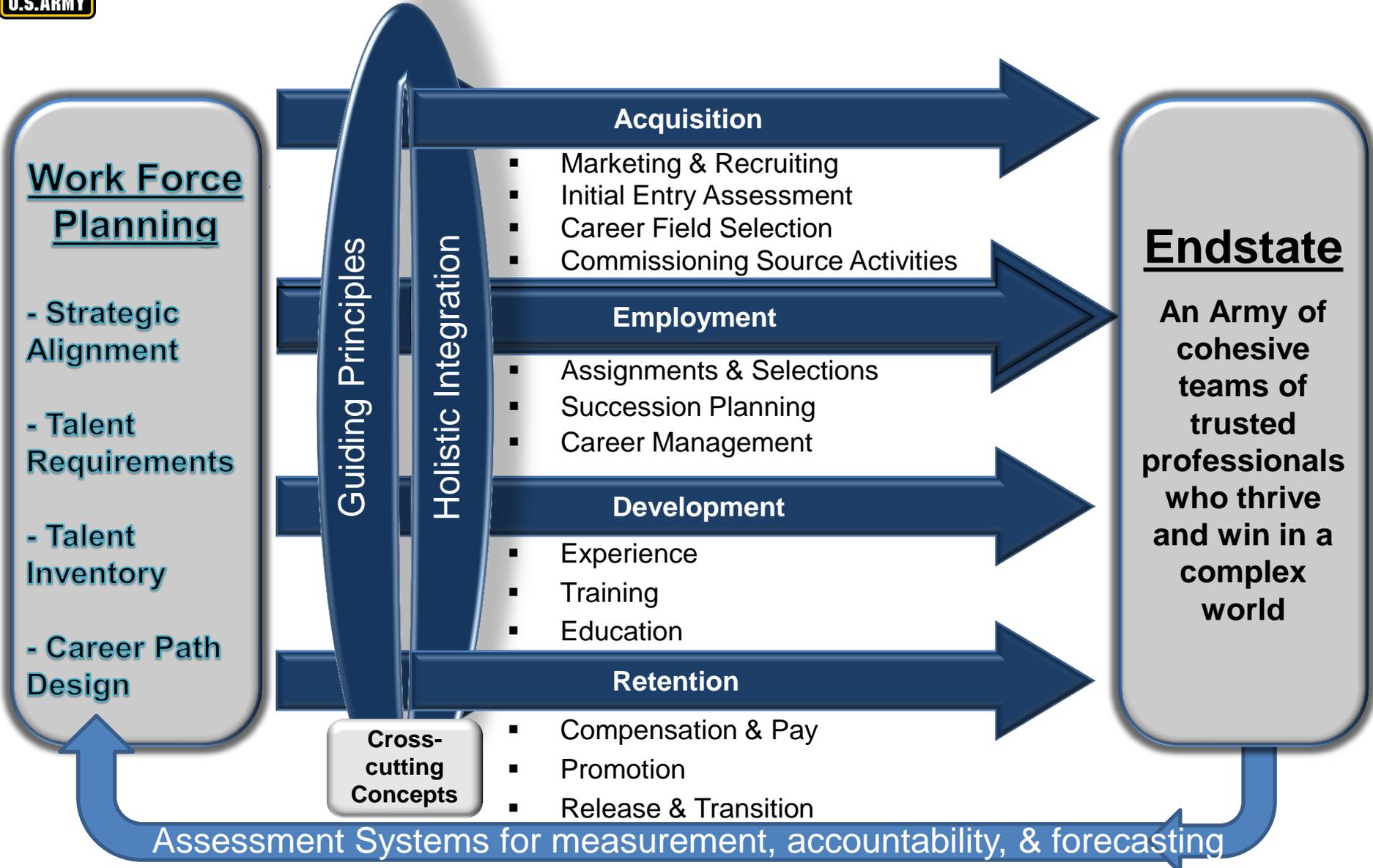
Army Leader Development Strategy



Army University Strategic Business Plan



# Proposed TM Framework



# Army Leader Development Program

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**COL Chris Croft**  
**Director, Center for Army Leadership**



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# From Concept to Strategy

Future challenges...

Concept to meet these challenges...

Strategies to deliver concepts...

Fundamental changes in...

...Leader Development

...Training

...Education

...Doctrine

...Talent Management

Quadrennial Defense Review



National Security Strategy



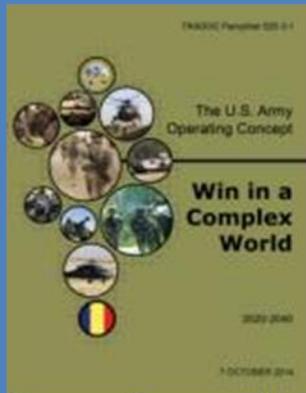
Defense Strategic Guidance



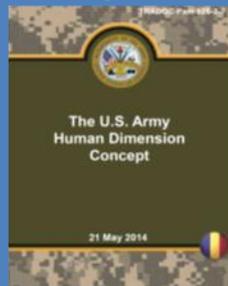
Army Strategic Planning Guidance



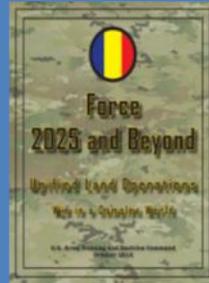
Army Operating Concept



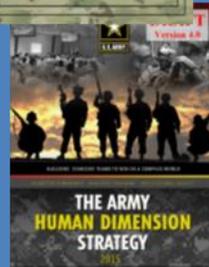
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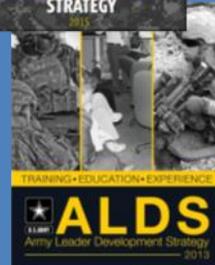
Force 2025 and Beyond



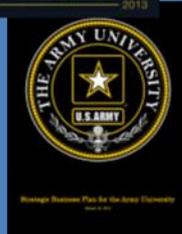
Army Human Dimension Strategy



Army Leader Development Strategy



Army University Strategic Business Plan





# Developing the Cyber Force

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**Mr. David Paschal**

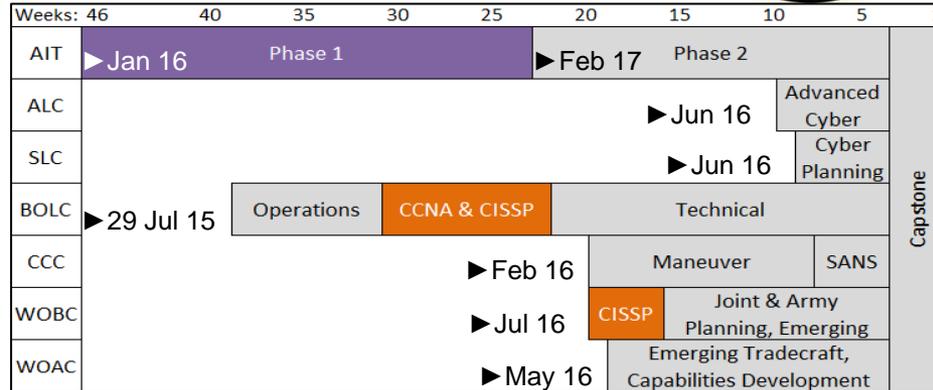
# Building the Branch



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## Officers 17A – BOLC Aug15, CCC Feb16

- Voluntary Transfer Incentive Programs I&II
  - > Drafts talent across Army, 2LT-COL
  - > VTIP I 143 officers, II in progress (fill to 90% (320))
  - > 1 Jun award 17X to all branch transfers
  - ~ 1 year to transition, move into 17A positions
- Commissioning 31 2LTs
  - > First 2 CY BOLCs Aug, Sep 15
  - > 2LT ACS opportunities (NPS, CMU, AFIT)
  - > Maneuver, Fires BOLC opportunities
  - > Branch Detail



## Warrant Officers 170A – WOAC May16

- Reclassification packet screening/selection Jun-Sep 15
- Capitalize on technical talent across CMF
- Attracting interest from joint service NCOs

## Enlisted Personnel 17C – AIT Jan16

- Capitalize on training experience of Cyber Mission Force personnel
- New accessions begin Oct 15 (re-contracted)
- Joint training strategy for Cyber Mission Force & cyber mission force workroles (offensive, defensive)
  - > Utilize Navy Joint Cyber Analysis Course as foundational for all 17C (PHI Pensacola, FL)
  - > PH2 training at Fort Gordon

## USMA-ROTC Initiatives – Jun15

- USACC Talent Management website
  - > CY Branch info now available online + mentor connect
- Summer Branch Orientation
  - > CY briefs & recruitment with new LTs, HRC, CY School
- STEM scholarships
  - > 60% all ROTC scholarships this FY
  - ~ 40 dedicated STEM with NSA/DHS Centers of Academic Excellence in Information Assurance and Cyber Operations & traditional military colleges next FY
- USMA-USACC Cyber Leader Development Program