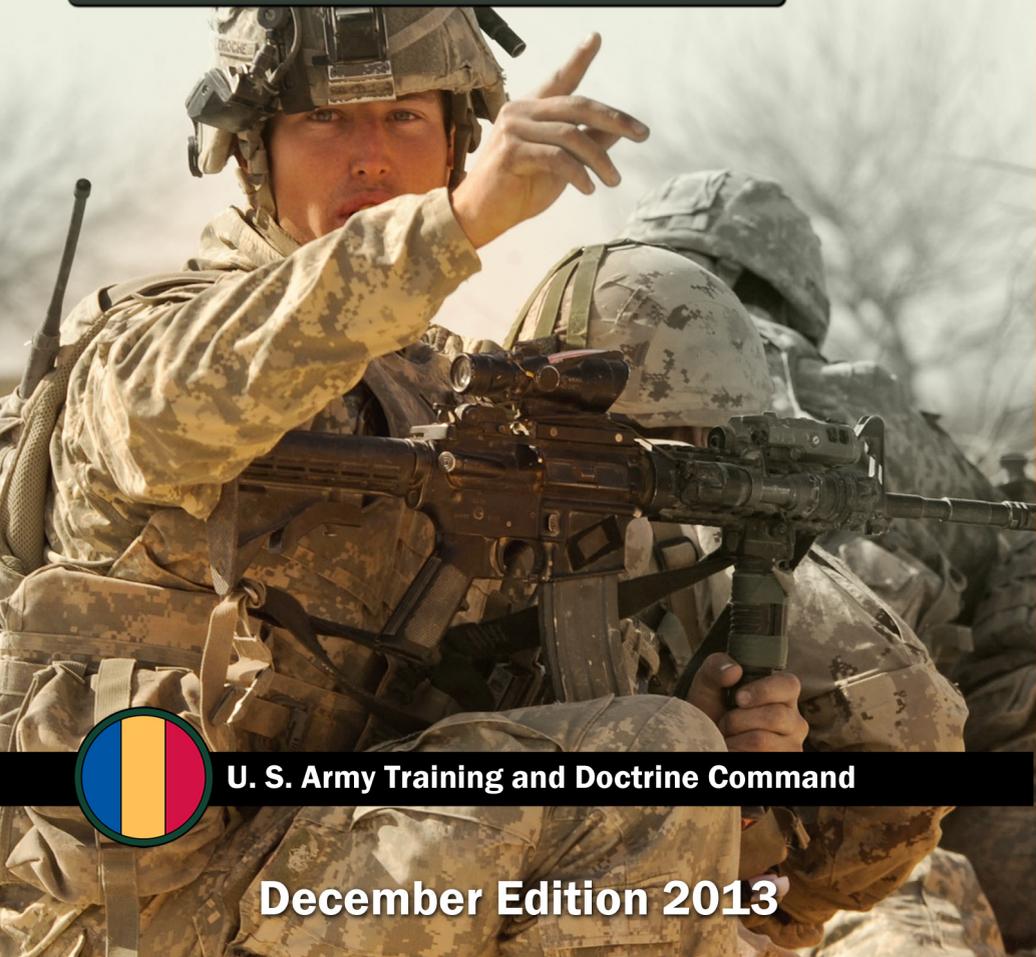


Senior Leader Communication Handbook



U. S. Army Training and Doctrine Command

December Edition 2013



TRADOC Leaders,

This quarterly edition of the Senior Leader Communication Handbook is intended to synchronize messaging across the command.

This handbook should help you understand Army and TRADOC positions on key initiatives. Additionally, the handbook provides a common communication operating picture within the political, defense and media realms.

Thanks for communicating in support of TRADOC and the US Army.

LTC Richard A. Stebbins
TRADOC Public Affairs Officer



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MEDIA ENGAGEMENT TECHNIQUES

- Know the key points you want to get across before you interview.
- Three to five messages are about right for any interview.
- Maintain messages on a 3x5 card for a quick “prep.”
- What is the headline you’d like to see? Emphasize that message.
- Try to tie every answer to one of your key messages.
- Practice “bridging” before an interview. “Bridging” means to acknowledge the question, then naturally shift to what you want to say. Some effective bridges:

That’s a very interesting point. But the real issue here, I think, is . . .
I understand what you’re asking. But what I’d like to emphasize is . . .
I’m not sure about that particular point, but what I can tell you is that . . .

Bridge example:

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

A: “That’s really a question for our nation’s leaders; what I will tell you is that here at TRADOC, we are capitalizing on the experience we’ve gained over the last 10 years of war. And what I’d like to emphasize is ...”

- Remember, the questions rarely appear in print. Only your answers appear. In other words, worry less about the question than the answer.
- Journalists don’t expect you to be able to answer all of their questions. But they are obliged by their editors to ask the hard questions.

STAY IN YOUR LANE: talk about things for which you are responsible and about which you have personal knowledge.

- If you can’t tell a reporter something, explain (still in planning, no decision).
- Avoid speculation. Predications always seem to go wrong.
- Limit your engagements to about 30 minutes, unless you planned and prepped well. After 30 minutes, questions will begin to stray.





Priorities





Priorities Crosswalk

TRADOC 	CSA 	SA 
Build a Lethal, Decisive Army <ul style="list-style-type: none">▪ Recruiting, Assessing, and Initial Military Training▪ Functional, MTT, and Training Assistance▪ Doctrine 2015	A Ready and Modern Army The Premier All Volunteer Army	2. Balance and Transition the Army 6. Tell the Army Story 7. Implement Army Total Force policy
Develop Innovative, Agile Leaders <ul style="list-style-type: none">▪ The Army Profession▪ Leader Development▪ Professional Education▪ Mission Command	Adaptive Army Leaders for a Complex World Soldiers Committed to Our Army Profession	1. Prevent Sexual Assault 3. Champion Soldier, Civilians, and Families 5. Ensure personal accountability on and off the battlefield
Create a Versatile, Tailorable Future Force <ul style="list-style-type: none">▪ Develop, evaluate, and integrate capabilities▪ Design innovative concepts for the future force▪ Build strategies that meet future demands	A Globally Responsive and Regionally Engaged Army	4. Bolster Army activities in the Asia-Pacific region 8. Prudently manage reset, modernization, research, and development 9. Strengthen information assurance and cyber security 10. Develop effective energy solutions



Secretary of the Army Priorities

Outlined below are my current top priorities for Fiscal Year 2014. While these do not represent all the strategic issues that I deal with, they are the most important areas where I will focus my time and effort this coming year.

1. Prevent Sexual Assault
2. Balance and Transition the Army
3. Champion Soldiers, Civilians and Families
4. Bolster Army activities in the Asia-Pacific region
5. Ensure personal accountability on and off the battlefield
6. Tell the Army Story
7. Implement Army Total Force policy
8. Prudently manage reset, modernization, research and development
9. Strengthen information assurance and cyber security
10. Develop effective energy solutions

1) Prevent Sexual Assault

Every day around the world, the overwhelming majority of Soldiers and Army Civilians honorably and capably meet the standards embodied in our Army Values. Offenses by a few, however, are abhorrent to the values for which we all stand, and erode the trust that has been the hallmark of our success. Sexual assault is a crime, and cannot be tolerated at any level. We have an obligation to do all we can to safeguard America's sons and daughters, as well as maintain trust between Soldiers, Civilians, Families and the Nation. The Army's leaders, at every level of the chain of command/supervision, will do this through prevention, education, investigation and, when appropriate, prosecution.

2) Balance and Transition the Army

The Army must change; this is a strategic and fiscal reality. Undoubtedly, we will soon face unexpected challenges, and declining budgets require that we generate sustained landpower in new ways. As the Army becomes smaller and will be allotted fewer resources, we must remain globally responsive and regionally engaged. This means that we will provide combatant commanders with versatile and trained forces for both on-going and contingency operations. That imperative remains constant even while we consider modifications to our structure, organization and processes. As we build a culture of innovation, our guiding principle must be keeping balance among readiness, end strength and modernization. Regardless of the size of our budget or force, we can achieve balance through a thoughtful and appropriate mix of manpower, training and equipment. We must skillfully transition Army capabilities such as maneuver, special operations, cyber, and



missile defense; this transition will affect both the operating and generating force. A smaller, well-equipped and highly trained force is better able to meet contingencies than a large force denied training, or modern equipment without the people necessary to use it. Our imperative is to avoid creating a hollow Army. We will gain some fidelity on our precise path forward as we continue the dialogue with OSD, the Joint Staff and the other services as part of the 2014 Quadrennial Defense Review (QDR) and follow-on actions, but the broad outlines of the next few years are clear: we must adapt.

3) Champion Soldiers, Civilians and Families

We have a fundamental obligation to take care of Soldiers, Civilians and Families. The depth, pace, and unpredictable nature of cuts to the Army budget have already had an adverse effect upon our Army family. Unfortunately, this condition is likely to continue into the immediate future, forcing more hard Secretary of the Army Top Priorities decisions about current operations, future readiness and even the well-being of those who serve. I am always mindful of the human costs of these choices. High suicide rates, incidents of domestic violence, substance abuse, sexual assaults, motorcycle and vehicular accidents and break downs in good order and discipline have a debilitating effect on the readiness of our force. Programs such as the Ready and Resilient Campaign provide a foundation to help Soldiers who struggle with these and other issues, and extend after the end of their active service and transition to civilian life. While we know the importance of these programs, fiscal reality requires us to eliminate redundant or poorly performing initiatives, allowing us to sustain those that have proven most beneficial to Soldiers and Families. Ultimately, resilience is also about improving the performance of our most valuable resource - Soldiers and their Families.

4) Bolster Army activities in the Asia-Pacific region

As America refocuses its attention on emerging partners and reaffirms our commitment to enduring allies in the Pacific Rim, the Army is building on its already strong Pacific presence in support of this strategy. Our opportunities to lead in this theater are natural given that 7 of the 10 largest armies in the world are located in the Asia-Pacific, and 21 of its 27 nations currently have an army officer serving as their chief of defense. Since the rebalance began, the Army has increased its presence and capability to project forces in the region through an expansion of exercises, the deployment of critical units, the regional alignment of further forces and the upgrade of U.S. Army Pacific to a four-star command. In all areas of the world, we will build partnerships and strengthen alliances with



other nations to ensure collective capability and build capacity, serving our common interests.

5) Ensure personal accountability on and off the battlefield

In today's environment, incidents on the battlefield and in garrison often have significant strategic implications for the Army, DOD and the Nation. There has been some progress in this area, from purging toxic leaders to taking responsibility for and fixing institutional failures, such as the reforms enacted at the Arlington National Cemetery. We must continue working to instill good order and discipline throughout our ranks, and, when appropriate, hold people accountable. When a Division Commander says that his biggest fear for Soldiers' safety wasn't sending them outside the wire in Afghanistan, but giving them a weekend pass in garrison, it's clear that there is important work to do. Holding ourselves and those we supervise accountable should not begin with an investigation, but rather, accountability should be an enduring principle reflecting shared Army values.

6) Tell the Army Story

The long-term health of the Army depends upon its relationship with the public it serves. One hazard of the All Volunteer Force, particularly as endstrength declines from its recent peak, is that fewer citizens will have a personal connection to our Soldiers. Combined with factors ranging from stationing decisions to recruitment, the Army risks further isolation from the public it is sworn to defend. As an institution, the Army must communicate clearly to maintain public support for its core function: providing prompt and sustained land power in support of national objectives and in defense of the homeland. As individual members of the profession, we must encourage Soldiers to tell their personal stories and enable them to share their experiences in the broader context of what we provide for the Nation.

7) Implement Army Total Force Policy

After more than twelve years of war, the Army's Total Force is better integrated than ever before. We Secretary of the Army Top Priorities must expand this integration, transitioning from wartime necessity to enduring principles. Per DOD guidance, we are organizing, training, manning and equipping our active and reserve components as an integrated operational force to provide predictable, recurring and sustainable capabilities. That integration will increasingly be manifested in new and innovative ways including: a single integrated personnel management and pay system that enables access to secure and reliable data regardless of component; a streamlined voluntary and involuntary call to active



duty of reserve component personnel and units; and a greater use of multi-component units and solutions.

8) Prudently manage reset, modernization, research and development

More than a decade of war has damaged or destroyed vast amounts of equipment and systems; fiscal austerity means we will not be able to adequately fund every program we may desire. Even after our combat involvement in Afghanistan is completed, the Army will require funding for three years to reset our equipment from the harsh demands of conflict. As we restore our current capabilities, we must also look to the future. The Army Equipment Modernization Strategy, published in March 2013, establishes a sound conceptual framework for how the Army will maintain comparative and competitive advantages over our adversaries, even while working with reduced funding. The task now is to prioritize programs and needs against resources, while maintaining adequate research and development capability, especially for science and technology.

9) Strengthen information assurance and cyber security

The Army is creating a Cyber Center of Excellence and refining command and control in the Army's cyber domain. We will continue to assure the availability, security and integrity of information and the systems that process, store and transmit information- not only to support the Soldier but also to support the national cyber mission. We rely on information technology more than ever, and recent well publicized examples of the unauthorized disclosure or theft of classified information have demonstrated the damage that can be caused to our national security. Everyone plays a role in cyber security, so a weakness or unnecessary risk allowed by one organization results in a risk assumed by all.

10) Develop effective energy solutions

One of the greatest expenses to our Army are the dollars and risk expended providing energy to the force. As such, in this period of reduced resources, energy efficiency is crucial to our success. We will continue with our initiatives to reduce our energy footprint and look for new ways to be even more efficient. A more efficient use of energy is not only about the budget, it's about national security. Energy efficiency will make us less dependent on foreign resources, while making Soldiers safer and more secure- lightening their loads through advanced portable power systems, lighter batteries, universal charging devices, water purifiers and smart grid technologies. The Assistant Secretary of the Army for Installations, Energy and Environment is constantly evaluating our ability to use renewable and alternative power sources. Energy efficiency is everyone's responsibility.



CSA Strategic Priorities

The Army's Strategic Vision

The All-Volunteer Army will remain the most highly trained and professional land force in the world. It is uniquely organized with the capability and capacity to provide expeditionary, decisive landpower to the Joint Force and ready to perform across the range of military operations to Prevent, Shape, and Win in support of Combatant Commanders to defend the Nation and its interests at home and abroad, both today and against emerging threats

CSA Strategic Priorities

• Adaptive Army Leaders for a Complex World

- Continue to foster the individual toughness, battlefield skill and fighting spirit that have always typified the American Soldier.
- Educate and develop all Soldiers and Civilians to grow the intellectual capacity to understand the complex contemporary security environment to better lead Army, Joint, Interagency, and Multinational task forces and teams.
- Evolve the Total Army (Active Army, the Army National Guard, and the US Army Reserve) school system to provide the right education and training to the right individuals at the right time while broadening joint and interagency school and exchange opportunities to assure a common knowledge of Unified Action partner capabilities.
- Retain tactical competence and technical proficiency while cultivating strategic perspective and leadership from senior NCO, to field grade, to general officer ranks. - Actively manage talent (assignments and education) to broaden leader experience and better align individual desires with Army requirements.
- Institute new evaluation and assessment tools that enable Army leaders to more clearly identify the best talent and encourage leaders to seek self improvement.

• A Globally Responsive and Regionally Engaged Army

A Globally Responsive Army:

- Downsize, transition, and then sustain a smaller, but ready and capable Total Army that provides Joint and Combined forces with expeditionary and enduring landpower for the range of military operations and features unique competen-



cies such as operational leadership, mobility, command and control, and theater logistics at all echelons.

- Rapidly deploy, fight, and win whenever and wherever our national interests are threatened.
- Maintain a responsive force posture and effective network of installations and capabilities at home and abroad to protect US interests and those of our Allies.
- Aggressively pursue improvements to deployment processes to eliminate institutional impediments and expedite movement of ready forces in response to Global Combatant Command requirements.
- Support the Joint Force with critical enablers such as aviation, intelligence, engineers, logistics, medical, signal, and special operations, both while enroute to, and operating within, expeditionary environments alongside Unified Action Partners.

A Regionally Engaged Army:

- Provide deployable and scalable regionally-focused Army forces task organized for direct support of Geographic and Functional Combatant Commands and Joint requirements.
- Shape and set theaters for regional commanders employing unique Total Army characteristics and capabilities to influence the security environment, build trust, develop relationships, and gain access through rotational forces, multilateral exercises, mil-to-mil engagements, coalition training, and other opportunities.
- Assure the readiness of forward deployed and rotational forces in support of the Defense Strategic Guidance.
- Deepen regional understanding in line with Regionally Aligned Forces by Soldiers, leaders, and units to sharpen tactical, operational and strategic planning and operations.
- Continue to improve Special Operations – Conventional Forces interdependence and integration in pursuit of a Prevent-Shape-Win strategy.

• A Ready and Modern Army

A Ready Army:

- Train and equip the Total Army to rapidly deploy, fight, sustain itself, and win against complex state and non-state threats in austere environments and rugged terrain (the expeditionary mindset).



- Ensure the right mix of operationally ready and responsive Total Army forces and capabilities to rapidly meet emergent Global Combatant Command requirements while maintaining an operational and strategic landpower reserve.
- Rebuild the Army's combined arms maneuver and wide area security capabilities employing our CTCs to challenge and certify Total Army formations in a comprehensive and realistic decisive action training environment.
- Conduct tough, realistic multi-echelon home station training utilizing our live, virtual, and constructive capabilities to efficiently and effectively assure individual, leader and unit competencies.
- Leverage multi-echelon Joint and Multinational command post exercises, staff rides, simulations, and MCTP-supported training events to produce regionally capable JFLCC and JTF headquarters.

A Modern Army:

- Prioritize Soldier-centered modernization and procurement of proven technologies so that Soldiers have the best weapons, equipment, and protection to accomplish every mission.
- Seek fundamental improvements to Soldier and unit system lethality, survivability, mobility, and network functionality to ensure that the American Soldier remains the most discriminately lethal force on the battlefield.
- Focus S&T investment to maximize the potential of emerging game-changing landpower technologies to counter emerging threats and to ensure that Army formations retain a decisive materiel edge and tactical overmatch across the range of military operations, to include missions such as cyber, space, CWMD, and WMD-Elimination.
- Ensure that Army units are prepared for new, emerging and evolving missions in areas such as space, cyberspace, missile defense, and countering weapons of mass destruction.

• Soldiers Committed to Our Army Profession

- Preserve the earned trust of the American people and their confidence in our Army.
- Enforce a professional environment across our Army, free of harassment, that promotes and respects the individual dignity of all Soldiers and Civilians, allowing them to realize their full potential.



- Renew the foundation of our Army's strength by daily living the Values of our Profession and exhibiting the character, competence and commitment that are hallmarks of an Army Professional.
- Build the comprehensive physical, mental, emotional, and spiritual resiliency of our Soldiers, Civilians and their Families to enable them to thrive personally and professionally.
- Serve as a Total Army: Soldiers, Civilians and Families of the Active Army, the Army National Guard, and the US Army Reserve who share the same professional ethic and commitment to the defense of our nation and way of life.
- Accentuate the military expertise, honorable service, esprit de corps, and professional stewardship that marks our Army's heritage as defender of our Nation in peace and war since 1775. The 187 Campaign Streamers that adorn the Army flag today are proud testimony to our Army's service.

•The Premier All Volunteer Army

- Honor the service and sacrifice of our Veterans, Retirees, Wounded Warriors and Families by preserving the highest possible quality of life, on our installations, and wherever Soldiers serve and live. Assist Soldiers transitioning out of Army service to return to civilian occupations successfully. "Once a Soldier, Always a Soldier."
- Support a level of Regular Military Compensation (RMC), retirement, and health care that assures the highest quality Soldiers and Civilians are recruited and incentivized to remain with the Army for a career in uniform, and a lifetime of service through retirement.
- Uphold the Army's responsibility to provide benefits and high quality services such as MWR, education assistance, exchanges, housing, dependent schools, commissaries, and child and youth programs, that are components of a professional force dedicated to the Army for the long term.

16 Oct 2013



OCA Priority

**AMERICA'S ARMY:
GLOBALLY RESPONSIVE,
REGIONALLY ENGAGED**

OCA Priorities

Army Campaign Outcomes

A Force that Provides Flexibility for National Security Decision Makers in Defense of the Nation, At Home & Abroad	Soldiers, Equipment, and Units Restored and Reconstituted for 21 st Century Operations	Trained and Ready Units Providing Depth and Versatility to the Joint Force	An All-Volunteer Force of High Quality, Soldiers, Civilians, and Leaders
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SA Top Priorities

CSA Strategic Priorities

CPA Focus

<ol style="list-style-type: none"> 1. Prevent Sexual Assault 2. Balance and Transition the Army 3. Champion Soldiers, Civilians and Families 4. Bolster Army activities in the Asia-Pacific region 5. Ensure personal accountability on and off the battlefield 6. Tell the Army Story 7. Implement Army Total Force policy 8. Prudently manage reset, modernization, research and development 9. Strengthen information assurance and cyber security 10. Develop effective energy solutions (Oct 2013) 	<ol style="list-style-type: none"> 1. Adaptive Army Leaders for a Complex World 2. A Globally Responsive and Regionally Engaged Army 3. A Ready and Modern Army 4. Soldiers Committed to Our Army Profession 5. The Premier All Volunteer Army (Oct 2013) 	<ol style="list-style-type: none"> 1. AUSA AAR 2—MOH Valor 24 3. OCPA Lines of Effort 4. Ready and Resilient – Sexual Assault/Suicide Prevention 5. Posture Statement 6. FY14/15 Army Readiness
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OCA Efforts

PLANS & STRAT •Ready & Resilient – SHARP/Suicide Prev •AUSA AAR •ARCYBER •RAP •LOE, MOE, MOP Development •Army Strategic Planning Guidance	COMREL •MOH •Veterans Day •Sporting Events	MRD •Budget/Force Structure •SHARPO •Ready & Resilient Campaign/Suicide Prevention	OSMD •Valor 24 •Veterans Day •Best Warrior Competition	EXCOM •EXCOM Workshops •Assessments	Exec Outreach •Army Navy participation •Executive Leader event execution •LW Breakfast schedule for 2014 •Army Fellows Org fly-ins	APAC •CSA Tasker: IO •Doctrine Review •DVI/Cops HQ Redesign •Career Path/DA PAM 606-3 •AR 369-1 RAR •IT Equipment Procurement Waiver •TWI Panels
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TRADOC CG Priorities

1. Leader Development

- a. *SHARP Requirements Implementation (G1/4)
- b. *Professional Military Education Revitalization (CAC)
- c. *Civilian Professional Development (CAC)

2. Design the Future Force

- a. *Strategic Landpower (ARCIC)
- b. *Soldier 2020 (G-3/5/7)
- c. Gender Neutral MOS Standards Testing (G-3/5/7)
- d. *Cyber COE and Doctrinal/Underpinning Assessment (CAC/ARCIC)
- e. *Future Army Analysis and Transition (ARCIC)
- f. *Echelon Above Brigade Command and Control (ARCIC)
- g. Tactical Wheel Vehicle Study (ARCIC/CASCOM)
- h. FY14/15 Campaign of Learning (ARCIC)
- i. Army 2020 Global Logistics Concept (CASCOM)
- j. Reconnaissance & Surveillance Brigade (ARCIC/MCoE)

3. Adapt TRADOC

- a. *Execute Institutional Education and Training Reforms Study (G-3/5/7)
- b. Rapid Infusion of Asymmetric Warfare Group/ Human Terrain System Observations/Lessons Learned (G-3/5/7)
- c. ARCIC Redesign (ARCIC)

4. Training and Education for the Future

- a. *Army Learning Model Phase II (G-3/5/7 /CAC)
- b. Civilian Credentialing ISO Soldier for Life (G-3/5/7)
- c. Standards in Initial Entry Training: Fitness & HT/WT – Required Resources (IMT CoE)
- d. Live, Virtual & Constructive-Integrated Training Environment Integrated Architecture (LVC-ITE/IA) and the Army Training Support System (TSS)

5. Concepts & Doctrine

- a. Cyber Operational /Institutional Unity of Effort (CAC)
- b. Doctrine 2015 Inculcation/FM Publication-Dec 2013 (CAC)
- c. Army Operating Concept Rewrite (ARCIC)

6. Army and Joint Training

- a. Adaptive Soldier & Leader Training & Education Phase II MTT (G3/5/7/AWG)
- b. Army Physical Readiness Test Redesign (IMT CoE)

7. Plans and Operations

- a. SHARP Campaign Plan (G1/4)
- b. Transition to the Army of 2020 (G-3/5/7)

8. Capabilities Development Process & Synch

- a. *Capabilities* Integration Evaluation (ARCIC)
- b. Develop Network Integration Evaluation Common Vision (ARCIC)
- c. *Network Capabilities Review* (ARCIC)

The CG priorities are used to help the staff, MSOs and CoEs focus their efforts.

* Areas to minimize risk associated with sequester. Organization in parentheses is lead for task.

11 Sep 13





Congressional Outlook





Congressional Outlook:

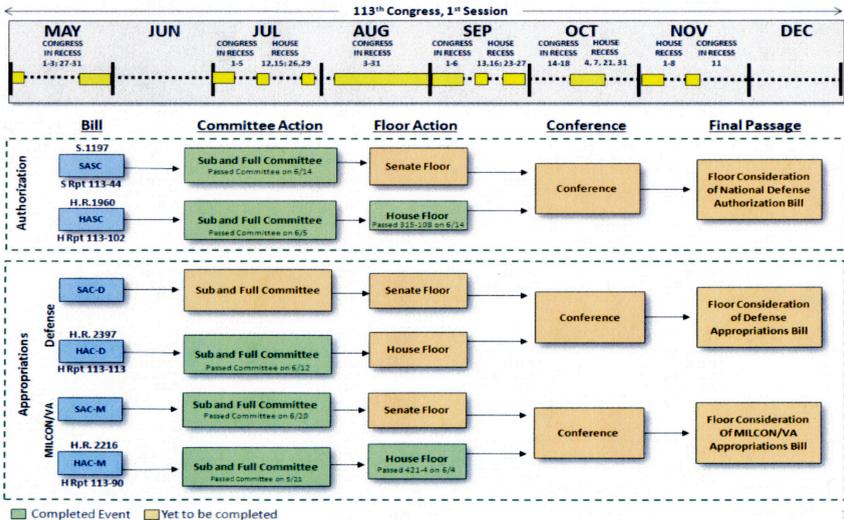
For the latest news and updates on congressional activities of interest to TRA-DOC, please visit our SharePoint site which is updated daily with the latest hearing schedules, announcements, legislative news and hearing summaries. We welcome the opportunity to assist you and your organization.

<https://cac.tkeportal.army.mil/sites/cao/default.aspx>

Upcoming Hearings of Interest and Mark-Ups Schedule:

- 17 Dec 13: HASC TAL field hearing at Ft. Rucker on Army Aviation. Witnesses: MG Kevin Mangum (CDR, US Army Aviation Center of Excellence/ Army Aviation Branch Chief), MG William Crosby (PEO Aviation), COL John Lindsay (Director, G3/5/7 Aviation), and COL Frank Tate (Director, G8 FDV).
- 113th 2nd Session Begins: 07 Jan 13
- CR expires: 15 Jan 14
- Next round of Sequestration Cuts Effective: 15 Jan 14

Review of FY14 Defense Bills







Beltway Atmospheric





Beltway Atmosphericics

2 December 2013



1. On 5 November, Secretary of Defense Chuck Hagel gave the keynote address at the Annual Global Security Forum at the Center for Strategic and International Studies. He made the following key points: 1) Strategy is especially relevant today, since the world is more complex than during the Cold War; 2) partisan fighting over the budget undermines strategy; 3) there is a “global political awakening” going on, realignment of interests are taking place; 4) NATO is more essential than ever; 5) while sustaining U.S. power, U.S. needs to recognize the limits of its power; 6) U.S. should not fall prey to hubris; 7) U.S. challenges are political, not military; 8) fear of future mistakes should not paralyze us; 9) U.S. needs a better effort to understand how the world sees it; 10) U.S. hard power is critical, but all elements of government need to work together; 11) we must employ soft power; 12) military force should always be an option of last resort; 13) sequestration is strategically unsound, and uncertainty precludes the ability to plan; 14) priorities for upcoming Quadrennial Defense Review include: institutional reform, re-evaluation of the military force planning construct, preparing for long term readiness challenges, protecting investments in emerging military technologies, balancing the force mix, and managing personnel and compensation costs.

2. The Quadrennial Defense Review (QDR) report is due to Congress the first week of February, 2014 along with the FY15 budget request. The report will include an update to the 2012 Defense Strategic Guidance.

3. Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall signed an acquisition decision memorandum authorizing the Armored Multi-Purpose Vehicle (AMPV) to move into the engineering and manufacturing development (EMD) phase. The AMPV program has a requirement of 2,907 vehicles to be built over 13 years at approximately \$1.8 million each. The Army will award a five-year EMD contract in May 2014 to one contractor who will manufacture 29 vehicles for government testing, followed by a three-year low-rate initial production contract beginning in 2020.

4. The Chief of Staff of the Army hosted the Unified Quest (UQ) Senior Leader Seminar at National Defense University on 20 November. Discussion focused on outcomes from the UQ Deep Future Wargame in September. Specific topics



included requirements for a more “expeditionary” Army that can quickly respond to contingencies; trade-offs between using military and commercial networks when forward-deployed; science and technology priorities; leadership and education; and Soldier performance enhancement.

5. The Defense One Summit occurred on 14 November. This event featured various national security leaders, to include the Secretary of Defense and other senior members of DoD; sitting members of congress; several flag officers (to include ARCIC Director LTG Keith Walker); and several others. Topics included when U.S. forces should intervene in a crisis; the U.S role in the Middle East; the relationship of intelligence to U.S. power; responding to cyber attacks with conventional means; and building a strong and agile national security architecture. LTG Walker discussed Army science and technology investment.

6. The Strategic Landpower Task Force (SLTF) will write a Strategic Landpower Concept to inform the use of land forces and possibly support the development of future capabilities. Publication date has not been established. The SLTF also continues to engage defense think tanks on its work.



Messaging/Talking Points





Department of the Army

Army Top Line Messages

1. People are Our Army

- The Army is the strength of the Nation. Soldiers are the strength of our Army.
- Our families are the strength of our Soldiers. We must sustain these bonds of trust.
- Our enduring priority is to preserve our high-quality All Volunteer Force – Active, Guard and Reserve.
- America's greatest generations are built on the strength of America's strongest citizens – U.S. Soldiers.

2. America's Force of Decisive Action

- The U.S. Army is the most decisive land force in the world. No matter the task, no matter the environment, no matter the difficulty– America's Army will always accomplish the mission.
- As America's decisive force, the Army provides our national security decision makers with greater flexibility in responding to national security challenges at home and abroad against both conventional and hybrid threats.
- Our Army is responsive, innovative, flexible, agile and lethal, providing versatility and depth to the Joint Force.
- As a member of the Joint Force and interagency team, the Army is responsive and effective for Combatant Commanders; provides training, equipment and logistical support to our sister services; and quickly integrates and synchronizes Army operations within larger joint, interagency and multinational efforts.
- To meet today's challenges and tomorrow's uncertain conflicts, we must field an Army that can rapidly dominate any operational environment and provide decisive results across a full range of missions to include: deterring and defeating aggression; providing humanitarian assistance; engaging with our allies while building partner capacity; facilitating strategic access to other armies; and supporting civil authorities at home and abroad.



- As we transition to a leaner, more agile Army we will shape a future force that has the capability and versatility to Prevent conflict; Shape the environment; and decisively Win our Nation's wars.
- America's Army is a globally recognized symbol of our national resolve and commitment. We are and will remain the best manned, best equipped, best trained, best led and most decisive land force in the world.

3. Meeting the Needs of the Nation

- As an Army, we share in the sacrifice of all Americans during this period of fiscal uncertainty and must shape the Army of 2020 with an understanding of both our national security obligations and the Fiscal constraints we all share.
- We will continue to be good stewards of the resources we're provided by developing the capabilities the Nation needs through prudent investment, modernization and transformation of the institutional Army.
- The Army profession is the Nation's preeminent leadership experience, developing the Nation's future leaders.



Training and Doctrine Command

CG QUOTATIONS

REGIONALLY ALIGNED FORCES:

You're never going to get it all right, but if I can get the first four brigades on the ground in any of these places who have an understanding of language and culture, we're not going to make the mistakes that we perhaps made in Iraq and Afghanistan in the opening phases of those wars. We have probably the most proficient counterinsurgency force that we've had in decades, and the first thing I think most of these youngsters would tell you — particularly those who have been through some of our Combat Training Center rotations — [is] that we are creating environments they would face in some of these countries that would require combined-arms maneuver. We've sort of specialized in a very narrow skill set these last 12 years and [we're] broadening that focus and those competencies and exercising those full range of problems that a leader is likely to see on future battlefields.

Interview with Defense News, October 21, 2013

SHAPING THE ARMY

We're going to focus on the skills to put steel on target, and maneuver, but the challenge, I think, is the sophistication to understand the environment which we're going to operate in. Just because you take away one set of capabilities from an enemy doesn't mean that they're going to capitulate. We've achieved a level of [cultural and historical] understanding in two areas of the world in which we've been fighting for the last 12 years, but we have to capture the methodologies by which we did that, and then prepare a force that if you were to go to Syria, if you were to go to Iran, if you were to go to Korea, [they could operate effectively]. It's really about regional alignment. It's about lining units up against parts of the world that we have to study.

Interview with Defense News, October 21, 2013

TALENT MANAGEMENT

We're in danger of losing an entire generation of exceptional young leaders if we don't figure out how to operationalize talent management. Two things to recognize: First is defining success in context of selfless service to the nation. For my year it was reaching LTC. We don't do this anymore and don't explicitly state it. Doing so would simplify the calculations in all career fields. The second, the root point, is to



figure out how to recognize unique talents and not treat everyone the same. People think that not treating everyone the same is unfair. We're so focused on growing everyone into battalion commanders that we don't give them the opportunity to do the things which they are very good doing. My experience is that many young officers are more interested in being recognized for their unique talents and happy to do what they are good at, and we should define success up front and openly regarding success and equity we'll be OK.

Leadership Development Forum, November 4, 2013

ALIGNING LEADER DEVELOPMENT WITH SCIENCE AND TECHNOLOGY

We're going to get our training and education to the point of need. We're going to focus not just on initial training, but on life-long learning. The Army is always accused of fighting its last war. We need to develop agile, innovative leaders through leader development and practical education so that we prepare for the next fight. We need to move away from PowerPoint classes to collaborative and experiential learning to stimulate critical thinking.

Discussion with Udacity and Georgia Tech, November 22, 2013

We need to clearly distinguish our thinking in terms of near, mid and far term. Many audiences have written off the deep future. We cannot afford to do that. It's not a series of simple modifications of what we currently have. We need to be both technology takers and makers; take now, make for the future. There are over 90 countries that can buy advanced items off the commercial shelves right now; we need to keep our technological overmatch. What keeps me awake at night is not thinking about breakthroughs that other nations are already working on. We need to focus and balance our portfolios accordingly.

Quarterly Futures Session, November 5, 2013

SHARP

We don't need to adapt the professionalism standards of other armies as they relate to gender integration and sexual harassment/sexual assault prevention. We are the moral standard bearers around the world. We simply need to live up to our own standards.

TRADOC poses a unique leadership challenge due to the large power disparity between the leaders and the led. It is not enough for leaders to say "He is a good



guy,” we have to be proactive, know our environments, and know our people. Predators take advantage of power gaps; we must know our gaps and move to fill them. Above all else we must protect the victims and help them after the fact. Our environments must be such that if an event does occur, our Soldiers are comfortable enough with the culture that they will step forward and not be silenced.

Army Education Advisory Committee Meeting, September 19, 2013

TRADOC IN THE ARMY OF THE FUTURE

The furlough was not the right answer, but I deeply appreciate the professionalism our Civilians showed during the process. The nation is facing tough financial decisions, and it doesn't look like the sequester will end. While TRADOC did not fare too badly in the first round of budget cuts, we must not engage in mindless across-the-board cuts in the future. We will look at all systems and not just cut the new people and programs; we won't just cut civilians or we won't just cut military. We will do the right things for our Soldiers and Civilians and for the nation.

Army Education Advisory Committee Meeting, September 19, 2013



TRADOC Topline Messages

Army of 2020 and Beyond

- The Army is reorganizing formations to provide our national security decision makers greater flexibility in how we defend our Nation and national interests.
- Regionally aligned, mission tailored forces are essential to meeting Joint Force Commanders' requirements.
- The foundation for success into the future is leader development that prepares leaders to operate with competence and confidence in the ambiguous and frequently-changing circumstances of the complex operational environment.

Army Profession

- This is America's Army - Our Profession: meeting the needs of the Nation, built on shared values, established standards, and mutual trust.
- The Army Profession sustains and strengthens the Nation's trust and confidence in America's Army.
- The five essential characteristics of our Army Profession – Military Expertise, Honorable Service, Esprit de Corps, Stewardship, all built on the foundation of Trust- strengthen the force through periods of transition, reinforce our identity, and provide the critical foundation for the Army.
- All members of the Army Profession must Stand Strong to reinforce Trust among Army professionals and with the American people, inspire Honorable Service, enhance Esprit de Corps, and strengthen Stewardship of the Army Profession.

Basic Officer Leader Development (BOLD) Transformation

- Basic Officer Leader Development (BOLD) Transformation is an evolution in recruiting, educating and training the Army's future officers to meet the expectations and requirements for the Army of 2020.
- BOLD Transformation of Cadet Command's leader development and education systems will allow Cadet Command to provide the Army with young officers who are stronger critical thinkers, more focused and better equipped professionally and personally to meet the demands of the 21st Century.
- BOLD Transformation is developing a more challenging and aggressive curric-



ulum for the classroom and Cadet Leader Training events. This includes consolidating its Senior ROTC summer training programs- The Leader's Training Course and Leader Development and Assessment Course -- at Fort Knox. The benefits of consolidation are many, but in terms of leader development, it enhances the training for Cadets and captures the experience of our Cadre in one location.

- BOLD Transformation will focus on precision recruiting of potential cadets based on Army requirements, with targeted scholarships for STEM (science, technology, engineering, and mathematics) majors and nurses. It will also target some scholarships to deserving students from urban areas, to ensure the Army's future leaders match the academic and geographic diversity of the nation, as well as other skill sets such as selected foreign languages.
- USACC is committed not only to recruiting quality cadets, but also to recruiting quality cadre to lead them. An assignment within Cadet Command should be recognized as professionally developing, personally rewarding, and career enhancing. USACC's efforts to secure the best and brightest to serve as our cadre and to reward those who execute this important mission successfully will be essential to the accomplishment of BOLD Transformation.

Doctrine 2015

- Represents a fundamental restructuring to create clear, concise, current, and accessible doctrine for the Army.
- Provides the Army a body of knowledge that serves as the foundation for the profession.
- Captures the essential lessons learned from more than a decade of war.
- Leverages a broader range of available collaborative technologies, including "wikis."
- Makes doctrine more accessible to Soldiers.

Human Domain

- Land forces operate among the population, in all types of terrains, across the range of military operations from combat to humanitarian assistance.
- Unlike other domains (Air, Sea, Space), the Land domain is defined by human interaction and the challenges of cultural and ideological differences.
- The Land domain is where we can change human behavior. The essential "platform" for the Land domain remains the Soldier.



- The complexity of the land domain requires leaders that are Strong enough to Win, Smart enough to Prevent, Influential enough to Shape – Adaptive Leaders Capable in Any Environment.

Leader Development

- Army Leadership and Leader Development are foundational to the Army's readiness.
- Leader development is the deliberate, continuous, and progressive process - founded in Army values – that grows Soldiers and Army Civilians into **competent, committed** professional leaders of **character**. Leader development is achieved through the career-long synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains.
- Leader Development is a shared responsibility among the institutional Army (education or training institution), the operational Army force (organization or unit) and the individual.
- Leaders train, educate, and provide experiences to progressively develop subordinate leaders to prevail in Unified Land Operations using Mission Command in a 21st Century security environment and to lead the Army Enterprise.

Leading Change

- TRADOC is leading the reorganization and the redesign of formations to provide our national security decision makers greater flexibility in how we defend our Nation.
- We are adapting and modernizing the force to ensure overmatch at the tactical level and to win decisively at the operational level. This will optimize the force for the future.
- We are changing our institutional practices and organizations to ensure we are fiscally responsible while effectively and efficiently generating combat power to support the Joint Force.
- The Agile Capabilities Lifecycle Process is designed to procure and integrate systems that meet and operational need or gap that demonstrate success in Soldier-led evaluations during the Network Integration Evaluation.
- We're bringing Soldiers, materiel developers and engineers together in a realistic operational environment to better.



Mission Command (Plans and Operations)

- Uses clear commander's intent to empower subordinates to exploit the initiative.
- Mission command is about getting everyone to understand the problem and the solution the same way so that, regardless of what happens, everyone is on the same wavelength with the commander's intent .
- Must be effective on the move; regardless of whether the forces are decentralized or the commander is in a fixed command post, in a helicopter, or in an armored vehicle.
- We must be able to communicate, build teams, and operate effectively with our joint, interagency, multinational, and other mission partners.
- We must be able to leverage information, the electromagnetic spectrum, space, and cyberspace to our advantage.

Operational Environment (OE)

- The complex OE drives how the Army must develop leaders, concepts, doctrine, capabilities; and establishes the conditions for individual and collective training.
- Defining and delivering a relevant and robust representation of the OE complexities is central to meeting the challenges of today while preparing to meet the requirements of tomorrow.
- The increasing convergence of the land, cyber, and human domains- fueled by the surge in interconnectivity- increases the momentum of human interaction and creates a more complex and rapidly changing world.
- The complex environment is a living ecosystem of human actors that can be in conflict and is constantly evolving in response to stimuli ... producing a series of interlinked problems and issues that require strategic landpower in coordination with interagency capabilities to forge lasting positive outcomes.

Sexual Harassment/ Assault Response Prevention (SHARP) (CG Policy letter # 24, 11 Sep 13)

- Sexual harassment and sexual assault will not be tolerated in TRADOC. Commanders will implement measures and programs to prevent and respond to sexual harassment and sexual assault to enhance military readiness and reduce -with the goal to eliminate - sexual harassment and sexual assault from within our TRADOC formations. Commanders will promote and enforce an environment of dignity and respect where victims feel safe in reporting and



trust their leadership to take action. Leaders will hold personnel accountable who engage in sexual harassment or commit sexual assault

- Through education, discipline, and enforcement of standards, TRADOC will establish an environment free of sexual assault and sexual harassment where each individual on the TRADOC team is valued and protected. The following Army imperatives will guide us, and implementing them is our primary mission:
 - a. Prevent. Prevent potential offenders from committing sexual crimes, provide compassionate care for victims, and protect the rights and privacy of survivors.
 - b. Investigate. Thoroughly and professionally investigate allegations of sexual harassment/assault; take appropriate action.
 - c. Create a positive climate. Instill a positive climate and an environment of trust and respect in which every person can thrive and achieve their full potential.
 - d. Enforce accountability. Hold every individual, every unit and organization, and every commander appropriately accountable for their behavior, actions, and inactions.
 - e. Fully engaged chain of command. Leadership is centrally responsible and accountable for solving the problems of sexual harassment and sexual assault within our ranks and for restoring the trust of our Soldiers, Civilians, and Families.
- Leaders will establish and sustain an environment at all levels where Soldiers and Civilians can report incidents of sexual harassment or sexual assault without fear of harassment or reprisal. Every member of TRADOC must have the personal courage to intervene no matter the time or place, to act decisively in order to protect members of the TRADOC Family, and to be motivated by the Army values in order to be a constant force in the fight to eradicate sexual harassment and sexual assault.

Soldier 2020 (TRADOC PAO, 18 Sep 13) ***More Soldier 2020 facts are available upon request***

General Facts:

- TRADOC is one of several commands supporting the Army's plan to integrate women into previously closed occupations and units.
- TRADOC is leading two specific efforts supporting the elimination of the direct ground combat assignment rule:



1. A review and development of occupational physical requirements.
 2. A study of institutional and cultural factors affecting integration
- TRADOC CG Soldier 2020 guiding principles are:
 1. Employ a standards-based approach to ensure unit effectiveness.
 2. Ensure our men and women are postured for success
 - TRADOC key Soldier 2020 tasks are:
 1. Establish legally-sufficient accession standards for specific occupations
 2. Identify institutional and cultural issues that may affect integration, and develop strategies that address these issues.
 3. Assist in development and execution of policy and guidance.
 4. Assist in communicating the S2020 initiative to key audiences.

Facts related to TRADOC's institutional and cultural study:

- TRADOC Analysis Center (TRAC) is conducting a study of institutional and cultural factors associated with integration of women into previously-closed Military Occupational Specialties (MOS) and units.
- The study draws upon a review of existing literature, surveys, focus groups, interviews, and process mapping to identify potential factors affecting integration. TRAC is also engaging Soldiers and leaders throughout the Army to ensure that their perspectives are evaluated. This study was initiated in January 2013.
- The study has a dual focus - both institutional and operational. The analysis will study current policy, process, and procedures within the institutional Army that may pertain to integration. Concurrently, focus groups and interview sessions with operational unit leaders will identify factors important to the force. The study will then evaluate potential integration strategies.

Strategic Landpower

- Strategic landpower is the application of landpower towards achieving desired strategic outcomes across the range of military operations.
- Strategic landpower assures strategic success in peace and war; forces on land are uniquely positioned to understand, influence, and control the “human domain.”
- Successful strategies have a human objective to which elements of national power are directed.



- Landpower is essential to achieving the human objective because influence and control of human activity occurs on land.
- Strategic success or failure most often occurs within the land domain.
- The Army, Marine Corps, and Special Operations Forces significantly contribute to the activities central to influencing the “human domain” short of war .

21st Century Training (Training and Education for the Future)

- Commanders must take responsibility for managing unit training and developing their subordinate leaders.
- The Army is reinvigorating home station training capabilities as the foundation for unit and leader readiness.
- Home station capabilities and the Combat Training Centers will complement each other to provide combatant commanders with the best-trained units and leaders in the world.
- Training must be realistic, challenging, and engaging; it must prepare our units to conduct decisive action in complex operational environments.
- The Army is leveraging technology to enable delivery of training and education at the point of need.
- The Training Support System serves as the foundation of quality training and education. It provides commanders and commandants the ability to replicate the complexity of the OE in training to develop agile and adaptive leaders and versatile units to execute mission command in support of unified land operations.

US Army Recruiting Command (USAREC as of 4 Sep 13)

- Recruiting success continues in FY14, but the Army and the US still face challenges as we recruit the all-volunteer force, particularly for the US Army Reserve.
- Fewer than one in four of America’s youth aged 17-24 years old are fully qualified to enlist. Physical fitness problems, misconduct, and lack of a high school diploma continue to be disqualifiers for service in the United States Army.
- The Army seeks the best qualified to join the profession of arms, those with a genuine desire to serve.
- Public support to Soldiers remains strong.



- The Army seeks qualified, motivated Americans to step forward and serve in more than 100 medical specialties.
- The Army seeks adult advocates to support a youth's decision to join the Army.



FORSCOM

FORSCOM Themes and Messages (as of 9 Sep 13)

FORSCOM Mission

FORSCOM prepares conventional forces to provide a sustained flow of trained and ready land power to Combatant Commanders in defense of the Nation at home and abroad.



FORSCOM Vision

For the Army of 2020, FORSCOM provides enhanced land power gaining operational depth and versatility through a mix of fully integrated Active and Reserve Component forces operating in a Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment. Organizations will be expeditionary, campaign focused, and tailorable to provide Combatant Commanders the required capabilities to be decisive across the range of military operations.

FORSCOM Commander's Intent

- Prioritize resources against readiness, focus on mastering fundamentals, and ensure the safety and security of the force.
- Provide AC, ARNG, and USAR units that are properly manned, equipped, trained, and led by decisive, adaptive, and inspiring leaders.
- Deploy forces that are mission tailored, regionally aligned, and responsive to Combatant Commander needs.
- Embrace innovative training strategies for Decisive Action in a JIIM environment ... effectively integrate live, virtual and constructive capabilities.
- Develop disciplined, competent, and adaptive Leaders and Soldiers of character.
- Retain our best Officers, NCOs, Soldiers and Civilians ... focus on quality.
- Build ready and resilient Soldiers, Families and Civilians.
- Execute mission command through inclusive teamwork and collaborative information sharing while maintaining secure networks



FORSCOM Key Themes

- Focus on Core Competencies to Provide Enhanced Land Power – Expeditionary, Campaign-Focused and Adaptable; Attaining Maximum Operational Depth and Versatility.
- Execute evolving Army Force Generation, Maximizing Predictability and Total Force Integration, to Enable Success in the JIIM Environment.
- Strengthen Soldiers, Civilians and Families, across the Total Force.
- Meet Combatant Commanders Needs through Training, Readiness, and Leader Development inclusive of Mission Command competencies.
- Foster continued commitment to the Army Profession, a noble and selfless calling founded on the bedrock of trust.

FORSCOM Key Messages

CORE COMPETENCIES, OPERATIONAL DEPTH AND VERSATILITY

- Focus on fundamentals and principles
- Enforce command supply discipline, maintenance, contracting & training management
- Adapt training models to capitalize on lessons learned
- Manage talent with operational experience and demonstrated initiative in training environments
- Sustain the Army's now- common agility & initiative

FORCE GENERATION

- Man, equip, train, mobilize, deploy, sustain, transform and reconstitute forces, within a progressive readiness model
- Sustain an integrated Total Force training strategy
- Incorporate JIIM capabilities in training and preparation
- Revitalize predictable and realistic home station training

SOLDIER, CIVILIAN AND FAMILY CARE

- Simplify and improve Soldier, Civilian and Family care programs
- Complete implementation of the Comprehensive Soldier Fitness Program
- Sustain relationships between Army installations and local communities



- Partner to increase the number of Deployable Soldiers
- Build and retain a Resilient, Quality Force
- Support Total Transition of the Force

TRAINING, READINESS AND LEADER DEVELOPMENT

- Provide trained, ready and well-led units to meet Combatant Commander requirements
- Enhance home station training by expanding a Live- Virtual-Constructive and Gaming training model
- Support Total Force Leader Development Program to reflect both enduring tenets & lessons learned
- Enhance Mission
- Command at all echelons

THE ARMY PROFESSION

- Foster continued trust among FORSCOM Soldiers, Civilians, Families, and the American People
- Preserve Reserve Component operational experience and sustain resource investments
- Employ our resources wisely to preserve and strengthen readiness
- Sustain the Total Force approach to the Army Profession



Army Materiel Command

AMC Top Line Messages

- AMC's mission is to develop and deliver global readiness solutions to sustain Unified Land Operations, anytime, anywhere.
- Our vision is to be the premier provider of Army and Joint readiness to sustain the strength of the nation.
- Our top priority is providing the equipment and materiel the Joint Warfighter needs to accomplish the mission — anytime, anyplace in the world.
- From research and development to contracting, acquisition and manufacturing, from supply and distribution to sustainment and resale, AMC touches every phase of the materiel life cycle. AMC, as the Army's Lead Materiel Integrator (LMI), commands the global supply chain by delivering materiel readiness to our joint forces worldwide.
- If a Soldier eats it, shoots it, wears it, drives it, flies it, or communicates with it, our workforce produces and provides it.

Regionally Aligned, Globally Responsive

- AMC must remain engaged and responsive to our Combatant Commanders and shape our presence by strategically positioning and regionally realigning our personnel and equipment to provide optimal support.
- Commanders trust that when they see the AMC patch, they'll be provided the equipment, supplies and logistics support they need, when they need it, to execute their mission. AMC will meet the evolving needs of Combatant Commanders. Wherever the Warfighter goes, AMC provides.
- Army Sustainment Command's regionally-aligned Army Field Support Brigades serve as AMC's face to the Warfighter, providing invaluable support daily that COCOM and unit commanders have come to trust and rely on.
- Army Contracting Command has forces regionally aligned supporting every COCOM. ACC has more than 300 Soldiers and DACs deployed in support of more than 40 COCOM contracting operations around the world.
- Security Assistance Command's U.S. Army Security Assistance Training Management Organization (USSATMO), has 23 active security assistance training teams deployed to 23 countries around the world.



Workforce

- AMC's 67,000+ strong workforce is, in many cases, highly skilled and uniquely qualified one-of-a-kind 2nd and 3rd generation industrial artisans. No organization in the world can do what many of these men and women do.
- A highly skilled and educated workforce, 66 percent of the AMC permanent civilian positions are professional, technical, or administrative.
- 59 percent of AMC's white-collar personnel have a bachelor's degree, master's degree or PhD.
- 27 percent of AMC's workforce is wage-grade civilians - artisans on whose work our Joint Warfighters depend.
- The AMC team includes more than 13,000 scientists and engineers - an intellectual powerhouse working on leap-ahead technologies to provide the decisive edge.

Transition to Sustainment

- AMC rapidly developed, procured and fielded a variety of capabilities over the past 12 years of combat. As the Army draws down forces, more than 150 systems must transition from production to sustainment.
- Since the war began, we have reset more than 3 1/2 million pieces of equipment. We continue to support combat operations even while we transition to sustainment operations.
- AMC has taken proactive measures and made parallel adjustments – working on sustainment efficiencies to transition to home station training and optimizing our industrial capabilities. We must leverage lessons learned over the past decade of combat while we continue meeting the requirements of today and prepare for future.
- We are now able to look six months in the future and provide predictive readiness, which allows the Army to see readiness states for units and better plan for future operations.
- AMC has the only Contingency Contracting capability in the Department of Defense.
- Army Contracting Command processed more than 333K contracts in FY13 worth more than \$86 billion. ACC accounts for 69 percent of the Army's contract dollars, and \$1 in \$6 of all federal contract dollars.
- The Enhanced Army Global Logistics Enterprise (EAGLE) program standard-



izes Logistics Readiness Center contracts to get high-quality equipment into the hands of installations and units faster and at a competitive cost. EAGLE increases the Army's buying power and improves the supply chain across AMC.

- Public Private Partnerships allow us to deliver to our Warfighters the equipment they need, when they need it, at the most affordable price by leveraging the best of what industry and the Industrial Base has to offer.

Science and Technology (S&T)

- The AMC Science and Technology program develops, integrates and sustains unique science, technology and engineering solutions to ensure that Army and Joint forces have a competitive advantage.
- AMC plays a critical role in the research, design and development for every item a Soldier wears, eats, drives, flies, communicates with or operates on the battlefield.
- We must synchronize and align our investments in Science and Technology, Research and Development with the Army's top challenges to ensure we maintain the Army's technological advantage into the future.
- AMC manages a comprehensive Science and Technology portfolio averaging \$1.6 billion annually, representing about 75 percent of the Army's annual investment in Science and Technology.

Security Assistance and Foreign Military Sales (FMS)

- Security assistance and FMS shape the environment by sustaining strong relationships with other armies, building their capacity and facilitating COCOM Commander's strategic access.
- U.S. Army Security Assistance Command partners with more than 140 countries and conducts business at 119 locations worldwide. FY13 FMS was more than \$10 billion; FMS increased more than 400 percent since FY04.
- FMS keeps production bases warm and provides work to our organic depots and arsenals, maintaining critical





TRADOC Command Communication Program





How TRADOC Strategic Plan translates to TRADOC theme and Key Messages

TRADOC Strategic Plan
MO1: Develop Army Leaders and Imbue the Army Profession
1.1 Institutionalize and Operationalize the Army Profession
1.2 Implement the Army Leader Development Strategy and Coordinate LD Efforts
MO2: Support the Army and Joint Training
2.2 Enable training management/ product delivery
2.8 Ensure Continued Relevancy of Mission Command Training Program
2.12 Establish and Integrated Training Environment
MO3: Adapt Initial Military Training
3.1 Develop a standardized test that measures baseline Soldier physical readiness
3.2 Reestablish Master Fitness Trainer Course
3.4 Institutionalize Soldier Credentialing in the training base
3.5 Cadet Leader Development Transformation
3.6 Revise Height and Weight Fitness requirements Standards for BCTs
MO4: Design Training and Education (Learning) for the Future
4.1 Operationalize the Army Learning Model 2015
4.3 Develop Future Institutional Learning Delivery
MO5: Develop Concepts and Design the Army of the Future
5.1 Design the Army of 2020
5.2 Adapt Capabilities Development Process
MO6: Develop Doctrine
6.1 Implement the Army Doctrine 2015 Campaign
MO7: Adapt the Force
7.2 Implement OASS
7.6 Implement Operational Environment Enterprise
7.8 Implement Institutional Education and Training Reform report recommendations
7.31 Promote Force Readiness, Resiliency, Fitness and Wellness
7.38 TRADOC Civilian Personnel Readiness
7.43 Soldier 2020

Army of Preparation- Theme
We Shape the Army
5.1 Design the Army of 2020
Strategic Landpower
Cyber Center of Excellence
Network Integrated Evaluation
5.2 Adapt Capabilities Development Process
7.43 Soldier 2020
We Develop Adaptive Leaders, Soldiers and Civilians
1.1. Institutionalize and Operationalize the Army Profession
1.2 Implement the Army Leader Development Strategy and Coordinate LD Efforts
Sexual Harassment Assault Response Program (SHARP)
We Support Unit Training
2.2 Enable training management/ product delivery
2.8 Ensure Continued Relevancy of Mission Command Training Program
2.12 Establish and Integrated Training Environment
3.2 Reestablish Master Fitness Trainer Course
7.6 Implement Operational Environment Enterprise
We Recruit and Train Soldiers
3.1 Develop a standardized test that measures baseline Soldier physical readiness
3.4 Institutionalize Soldier Credentialing in the training base
3.5 Cadet Leader Development Transformation
3.6 Revise Height and Weight Fitness requirements Standards for BCTs
4.1 Operationalize the Army Learning Model 2015
4.3 Develop Future Institutional Learning Delivery
7.2 Implement OASS
7.8 Implement Institutional Education and Training Reform report recommendations
We Guide the Army through Doctrine
6.1 Implement the Army Doctrine 2015 Campaign

TRADOC Strategic Plan transitions to One Theme and 5 Communication messages



1st Quarter FY14 Communication Priorities

Command Communication Working Group Communication Focus 1st Quarter FY14

Quarterly Focus	HQ					ARCIC					CAC					USACC					IMT					TOTAL																			
	Soldier 2020					SHARP					Strategic Land Power					Design the Future Army					Army Profession						Doctrine 2018					Cadet Leader Development Transformation					Baseline Soldier Physical Readiness								
HQ and CFLs	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E					
TRADOC PAO																																													
Army Capabilities Integration Center																																													
Combined Arms Center																																													
Initial Military Training																																													
Cadet Command																																													
Non-TSP ST owners and COEs																																													
Asymmetric Warfare Group	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
Combined Arms Support Command																																													
Recruiting Command																																													
Aviation Center of Excellence																																													
Fires Center of Excellence																																													
Army Training Center																																													
Intelligence Center of Excellence																																													
Maneuver Center of Excellence																																													
Maneuver Support Center of Excellence																																													
Mission Command Center of Excellence																																													
Signal Center of Excellence																																													
Army War College																																													
ARCIC BMC																																													
DLI																																													
USASMA																																													
WHINSEC																																													
Quantitative Analysis																																													
Qualitative Analysis																																													
Cat A Baseline News Articles: Internal Article, New video, Accredited New article- published Cat B DA level publicity: ST AND TOI, TRADOC Now, Video- Pentagon channel, AFN, etc, Army.mil, front page placement, Early Bird, Army Social Media Placement Cat C Professional Engagements: Conference, Article in Professional journal, Think tank eng, GOSC presentation, Sr Leader's eng - Structured, Congressional eng Cat D Dissemination: Republish story in installation newspaper, CoE website, Daily News, Social media, Leader distribution system, PAG to all leaders Cat E Community Relations: local and regional engagements with community, business, academic leaders and general public SO: Cat A=4; Cat B=4; Cat C=2; Cat D=24(8/ month, 2 week) Quarterly COE: Cat A,B,C= Bonus recognition; Cat D= 24 Quarterly																																													

Template for reporting metrics each quarter



Communication Execution Matrix - 2nd Quarter Priorities Identified

TRADOC PAO	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Sexual Harrassment Assault Prevention Program (G3/5/7)	X	X	X		
Soldier 2020 (G35)	X	X	X		
7.2 Implement OASS (G3/5/7)					
7.6 Implement Operational Environment Enterprise (G2)					
7.8 Implement Institutional Education and Training Reform report recommendations (G3/5/7)					
CAC	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
1.1. Institutionalize and Operationalize the Army Profession (CAC)	X	X			
1.2 Implement the Army Leader Development Strategy and Coordinate LDE(CAC)				X	
2.1.2 Establish and Integrated Training Environment (CAC)			X		
2.2 Enable training management/ product delivery (CAC)			X		
2.8 Ensure Continued Relevancy of Mission Command Training Program (CAC)	X				X
4.1 Operationalize the Army Learning Model 2015 (CAC)				X	
4.3 Develop Future Institutional Learning Delivery (CAC)					X
6.1 Implement the Army Doctrine 2015 Campaign (CAC)		X			
Cyber Center of Excellence (CAC)					
IMT	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
3.1 Develop a standardized test that measures baseline Soldier physical readiness(IMT)		X	X		
3.2 Reestablish Master Fitness Trainer Course (IMT)	X				
3.4 Institutionalize Soldier Credentialing in the training base (IMT)					
3.6 Revise Height and Weight Fitness requirments Standards for BCTs (IMT)					
CC	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
3.5 Cadet Leader Development Transformation (IMT)		X			
ARCIC	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
5.2 Adapt Capabilities Development Process (ARCIC)					
5.1 Design the Army of 2020 (ARCIC)		X			
Strategic Landpower (ARCIC)	X	X	X		
NIE(ARCIC)			X		





TRADOC Overview





TRADOC Mission

Develop, educate and train Soldiers, civilians, and leaders; support unit training; and design, build and integrate a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army as America's Force of Decisive Action.

TRADOC Commander's Vision

Victory starts here – by recruiting, training, and educating the Army that fights today while leading the human and structural transitions which build an Army that understands, adapts to, and dominates future conflicts.

TRADOC Commander's Intent

PURPOSE: Strengthen America's Force of Decisive Action and provide the Nation an adaptable Army for an uncertain future.

KEY TASKS:

- Adapt the institutional Army to prepare the Army Force for the future
- Mentor agile and adaptive leaders for complex, uncertain, and changing environments
- Develop, evaluate, and integrate capabilities for the Joint Force Commander
- Design concepts for the force of the future, and develop doctrine to adapt to evolving conditions
- Train and educate Soldiers, leaders, and units through lifelong learning

ENDSTATE: The Army of 2020 and beyond is the best trained, equipped and educated land force in the world, organized with a versatile mix of adaptable units able to conduct decisive action to serve our Nation's interests.



Where and Who We Are

TRADOC is in every state and four territories in the union

- 1200+ Recruiting Centers
- 250 Colleges or Universities
- 37 Schools
- 12 major commands
- 15 Tenant installations
- 9 Centers of Excellence

Every major Army installation CONUS and OCONUS





TRADOC Scope of Responsibility

Develop and Integrate Capabilities

- Concept Development
- Requirements Determination
- Capabilities Integration



Army Capabilities Integration Center (ARCIC)

Prepare the Army to Dominate any Opponent

- Leader Development
- Lessons Learned
- Doctrine Development
- Training Development
- Functional Training
- Training Support



Combined Arms Center (CAC)



Recruiting Command (USAREC)



Cadet Command (USACC)

Key Tasks:

- Develop our military and civilian leaders
- Develop, evaluate, and integrate capabilities
- Design concepts and doctrine
- Train and educate Soldiers, leaders, and units

Conduct Initial Military Training

- Basic Training
- Advance Individual Training
- Basic Officer Leadership



Initial Military Training (IMT)



FY13 Student Load

ACTIVE	283,161
ARNG	100,441
USAR	55,783
JOINT CMD	4,266
USAF	9,627
USMC	15,873
USN	6,375
USCG	74
INTERNATIONAL	7,953
CIVILIAN	27,187
Total FY13	510,740

...Impacting more than the Army



TRADOC Organization



Doctrine - Training - Leadership:

- Combined Arms Center
- Army War College
- US Army Sergeants Major
- Academy
- Institute for NCO
- Professional Development



Personnel:

- U.S. Army Recruiting
- Command
- U.S. Army Cadet Command
- Initial Military Training
- Army Training Center
- 80th Training Command
- 108th Training Command



Force Modernization:

- Director Army Capabilities
- Integration Center
- Brigade Modernization
- Command
- TRADOC Analysis Center
- Asymmetric Warfare Group
- Army Aeronautical Services
- Agency



Centers of Excellence:

- CASCOM (Sustainment CoE)
- Mission Command CoE
- Intelligence CoE
- Maneuver CoE
- Fires CoE
- Maneuver Support CoE
- Signal CoE
- Aviation CoE



Build the Future Army

Build a Lethal, Decisive Army

- Recruiting, Assessing, and Initial Military Training
- Functional, MTT, and Training Assistance
- Professional Education for 21st Century Leaders



Build a Lethal, Decisive Army

Recruiting & Assessing...



first unit of assignment



Develop Adaptive, Agile Leaders

Develop Adaptive, Agile Leaders

- The Army Profession
- Leader Development
- Mission Command
- Doctrine 2015

Create a Versatile, Tailorable Future Force

- Develop, evaluate, and integrate capabilities
- Design innovative concepts for the future force
- Build strategies that meet future demands



Create a Versatile, Tailorable Future Force

Regionally Engaged



Globally Responsive

Recruit & Assess, conduct initial Soldierization up to the first unit of assignment inculcated in the Army Profession, lead by Adaptive and Agile leaders, Equipped and Organized to Win.



Summary

TRADOC shapes the Army by:

- Connecting ideas to our organizations through Leader Development, Training, and Equipping
- Strengthening the foundation of the Army Profession
- Developing agile and adaptive leaders for an uncertain future
- Modernizing our doctrine
- Revolutionizing learning throughout the Army
- Improving training, especially at Home Station

TRADOC Overview website:

<http://www.tradoc.army.mil/FrontPageContent/Docs/TRADOC%20COMMAND%20BRIEF.pdf>





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