



From TRADOC System Managers to TRADOC Capability Managers: Creating an Organizational Focus

Carl Harris and John Robertson

"...institutional change is not merely about pinching pennies or pushing pens. And efficiencies are not simply about improving the bottom line. They're about doing things better, doing them smarter, and taking full advantage of the progress, technology, knowledge, and experience that we have available to us."

—The Honorable John McHugh, Secretary of the Army, Keynote Address, Association of the United States Army 2010 Annual Meeting and Exposition

FIGURE 1. TRADOC SYSTEM MANAGER OFFICES

To better integrate and synchronize the development and fielding of the Army's required capabilities, as well as to provide a more efficient and effective capability management process, the U.S. Army Training and Doctrine Command (TRADOC) recently changed its strategy for TRADOC Capability Manager (TCM) alignment to include TCMs that focus on organizations as well as other TCMs that will continue the traditional systems-based functional focus.

From Systems to Programs

In the early 1970s, TRADOC was established and assumed the training functions of the Continental Army Command and the combat developments mission of the Combat Developments Command, as part of a major reorganization of the Army command structure. In assuming those responsibilities, TRADOC became the focal point for formulating the need and requirements for new weapon and materiel systems, monitoring the development of those systems, and identifying the need to adjust training, personnel, and organizations to facilitate the integration of these new systems into Army units.

To fulfill its role in providing training excellence, guidance on fighting the country's wars, and insights about the organization and materiel necessary to support the Soldier on the battlefield, TRADOC needed to take a total systems approach to development. This approach spawned the establishment of the first TRADOC System Manager (TSM) offices in 1977 (see Figure 1). Each TSM consisted of a colonel with a small staff pulled from the TRADOC centers and schools.

The TSMs represented all major weapon and materiel systems in development and functioned with power and authority comparable to those of the program and project managers within the U.S. Army Materiel Command

<p>FORT BENNING</p> <ul style="list-style-type: none"> Black Hawk Fighting Vehicle System Improved Tow Vehicle 	<p>FORT HUACHUCA</p> <ul style="list-style-type: none"> Corps Tactical Electronic Warfare/Intelligence System Division Tactical Electronic Warfare/Intelligence System 	<p>FORT RUCKER</p> <ul style="list-style-type: none"> Attack Helicopter Advanced Scout Helicopter HELLFIRE
<p>FORT BLISS</p> <ul style="list-style-type: none"> Division Air Defense Gun Patriot Roland Stinger 	<p>FORT KNOX</p> <ul style="list-style-type: none"> Tank System Development 	<p>FORT SILL</p> <ul style="list-style-type: none"> Copperhead Firefinder General Support Rocket System M198 Towed Howitzer and associated systems Pershing II Missile Tactical Fire Direction System 8" Howitzer Systems
<p>FORT GORDON</p> <ul style="list-style-type: none"> Automatic Telephone Central Office Advanced Tactical Support System Single Channel Ground and Airborne Radio System Tactical Satellite Communications 	<p>FORT LEAVENWORTH</p> <ul style="list-style-type: none"> Positioning/Navigation Remotely Piloted Vehicle Smoke Stand-off Target Acquisition System Tactical Operating Systems 	

SOURCE: March 1977 brief to TRADOC CG

(AMC). They were given the job of integrating and synchronizing all the doctrine, training, leadership, organizations, and materiel activities associated with fielding weapon and materiel systems. The TSMs' charters were to facilitate the training, logistical support, and personnel functions needed to sustain the systems during fielding and beyond. They were designed to be the "energizers" of the larger TRADOC school staffs and not necessarily the "doers."

TSMs served as user advocates—the "voice" of the warfighter—and worked in complement with the system developers in AMC. They reported directly to their respective school commandants, and were chartered by and worked for the TRADOC Commanding General (CG) in defending the need for the systems.

The original intent was for each TSM office to be disestablished once the specific weapon or materiel system was fielded. However, the continuation of block improvements, the evolution of spiral developments, and the general requirement for continuous improvements to these systems required the TSMs to evolve beyond their original

purpose of addressing the life cycle of changing materiel programs and force design updates.

Recognizing the increasing linkages and interdependencies between systems and the growing number of different systems being developed and fielded, TRADOC identified the need for a similar type of office to facilitate integration across TRADOC centers and schools. Hence, TRADOC Program Integration Offices (TPIOs) were established with the mission to serve as the TRADOC integrating agency for their assigned systems. The first of these, TPIO Deep Battle, was established in April 1988. Unlike the TSMs, which managed specific systems, the TPIOs managed the commonality and interoperability aspects and provided management and development oversight for proponent system-specific components, modules, or weapon systems.

Establishment and Evolution of TCMs

Eventually, rather than concentrating on a single system, TSMs gained responsibility for a family of materiel systems, or a group of closely related or interdependent materiel systems. TRADOC found

it advantageous to broaden the TSMs' focus to a functional or capability area versus retaining solely a system focus. In 2006, TRADOC decided to initiate the redesignation of TSMs as TRADOC Capability Managers (TCMs). Given their comparable integration roles and responsibilities, the TPIOs also were to be redesignated as TCMs (see Figure 2).

TCMs provide intensive, centralized, total capability management, and integration of all doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) considerations for a particular capability area or function. Capability areas normally include a class of capabilities, a family of materiel or system of systems, umbrella training capabilities consisting of systems or support programs, or, in some instances, a distinct organization.

TCMs traditionally have been focused and aligned based on weapon and

materiel systems responsibilities. However, the unit is the ultimate point where all elements of DOTMLPF must be integrated for a particular system to be successfully fielded, and where the various individual systems being fielded to the unit must ultimately work in consonance. Therefore, the Army Capabilities Integration Center (ARCIC) is leading a transition of several existing TCM offices from a systems focus to an organizational focus (see Figure 3).

This initiative follows a set of organization-based assessments and successful experiences implementing TCMs for the Stryker, Heavy, and Infantry Brigade Combat Teams (BCTs). TRADOC has learned by examining the impact of capability developments in an organizational context. TRADOC now leverages TCMs to better meet the Army's integration requirements by focusing across the organizations in the operational force.

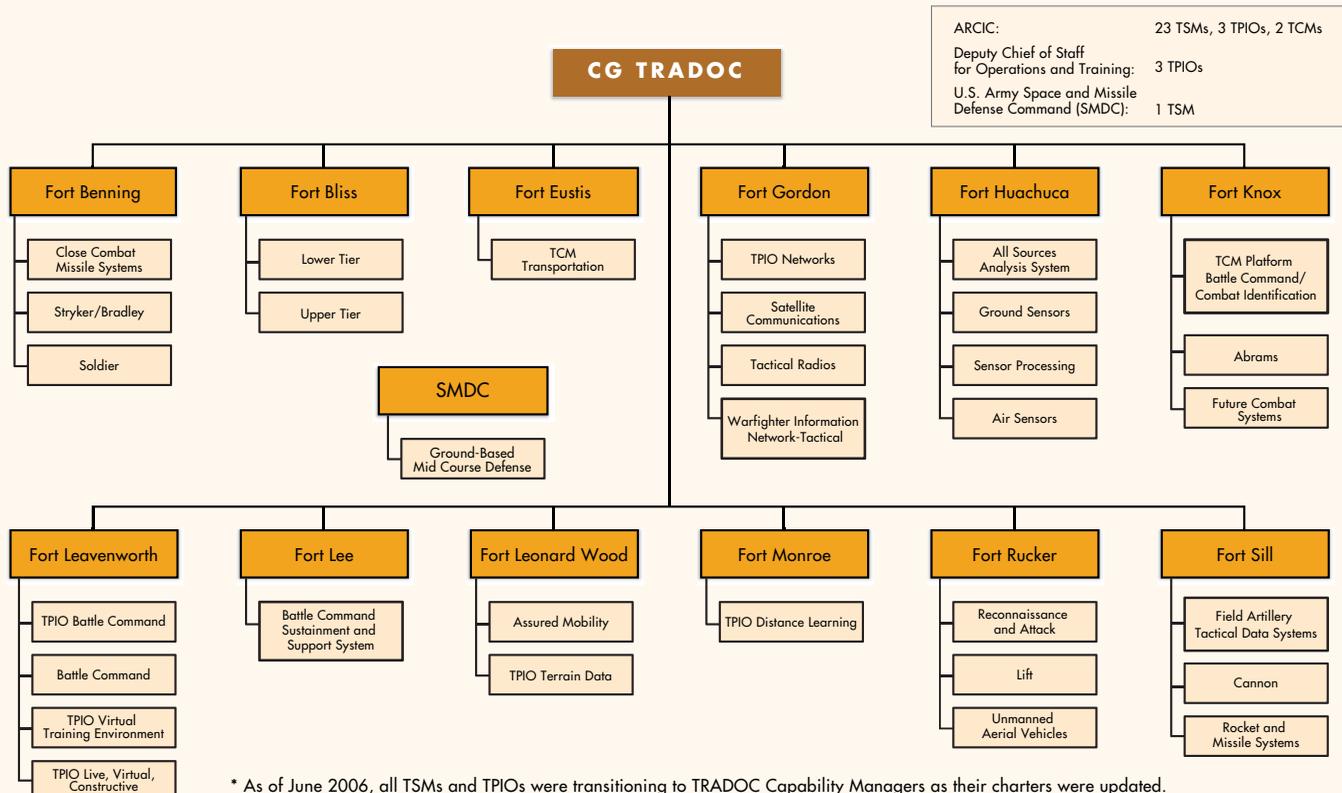
As part of the push for more TCMs with an organizational focus, TCM offices for the Air Defense Artillery Brigade, Army Air and Missile Defense Command, Battlefield Surveillance Brigade, and Maneuver Enhancement Brigade were formed in 2010. In early 2011, TCM offices for BCT Fires, Fires Brigade, and Fires Cell were established. TRADOC is realigning within existing resources as it continues to stand up these new TCM offices. A review is ongoing to decide whether to stand up one or more aviation organizational TCMs.

Organizational Roles

Organizational TCMs perform the following functions:

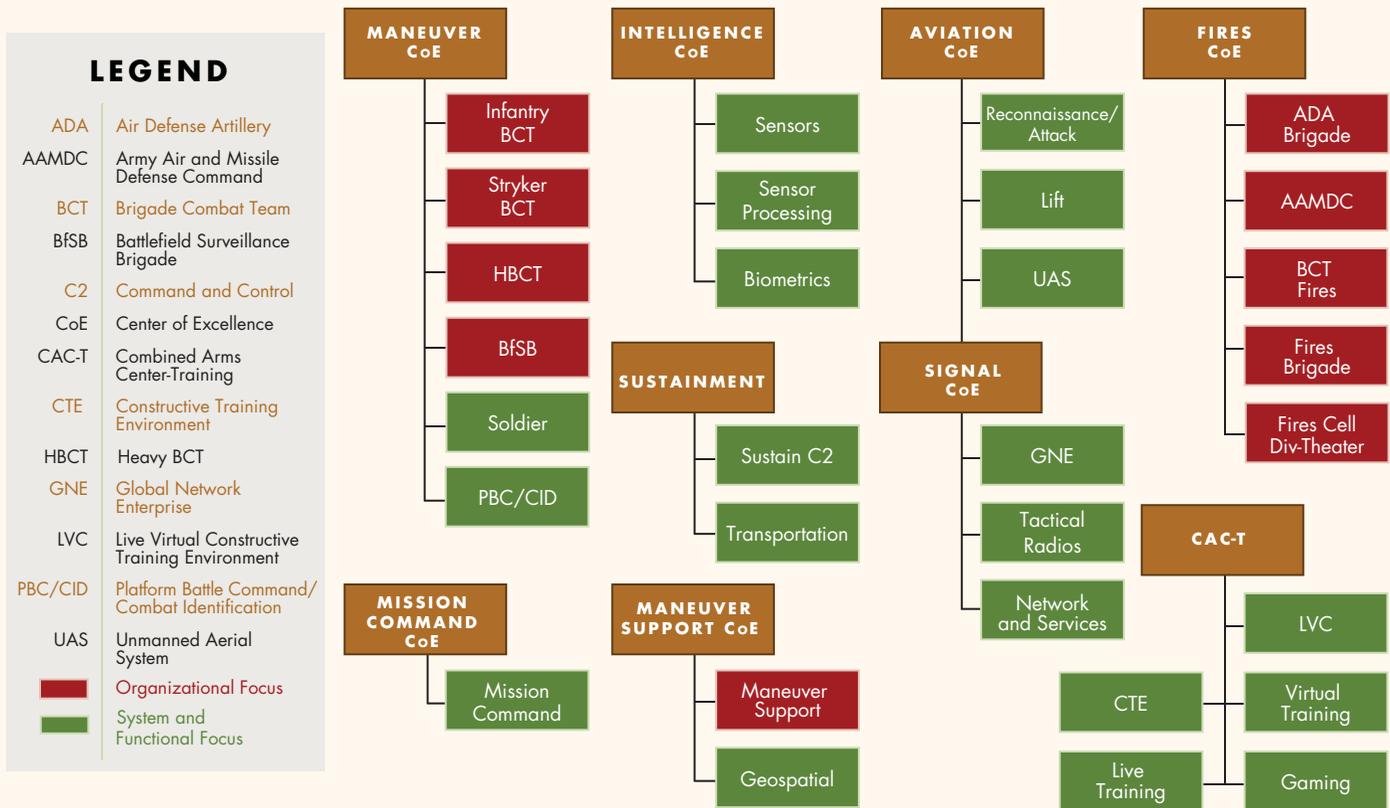
- Integrate requirements within their assigned organization across DOTMLPF
- Serve as the TRADOC point of contact for assessing DOTMLPF for their assigned organizations

FIGURE 2. TSM/TPIO/TCM EVOLUTION*



* As of June 2006, all TSMs and TPIOs were transitioning to TRADOC Capability Managers as their charters were updated.

FIGURE 3. TRADOC CAPABILITY MANAGERS



- Provide organizational subject-matter expertise to various capabilities development forums
- Interact with operational units and warfighter forums on important issues to solicit their input
- Coordinate TRADOC products developed by the Centers of Excellence (CoEs) as they become available to enhance unit capabilities
- Influence TRADOC and Army Staff requirements, studies, actions, and other “good ideas” that affect assigned units
- Support Army Force Generation reset
 - ▶ Coordinate with brigade commanders, other TCMs, and program and project managers to facilitate the fielding or retrofit of new equipment or capabilities
 - ▶ Coordinate fielding of new doctrine, tactics, techniques, and procedures
 - ▶ Help unit commanders and program managers coordinate mobile training teams

- ▶ Represent the user, in many cases, in the materiel acquisition process for key organizational systems assigned to the respective TRADOC CoE, and work with other CoEs to coordinate capabilities for assigned organizations

Although much of the recent effort has been on creating TCM offices that focus on a specific organization, the need for some “functional” TCMs remains. Many capability solutions still transcend organizational boundaries. An example is the TCM for Tactical Radios; the scope of capabilities and responsibilities for this office includes all echelons of the force and is not specific to a unit type or organization.

Functional and organizational TCMs will coexist as the Army moves forward in developing capabilities. This new alignment will ensure better integration and synchronization of the Army’s

requirements, as well as a more efficient capability management process. TCMs will continue to collaborate with systems program and project managers to ensure that development, fielding, and sustainment are integrated across all aspects of DOTMLPF.

CARL HARRIS is a Materiel Requirements Analyst in the G-3/5/7, ARCIC, TRADOC. He has served as the TRADOC staff officer for the TSM/TPIO/TCM program for the past 15 years. He holds a B.S. in accounting from North Carolina Agricultural and Technical State University.

JOHN ROBERTSON is the Deputy Director, ARCIC (Forward), TRADOC. He holds a B.S. in statistics and computer science from the University of Georgia and an M.S. in operations research from Stanford University.