



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY ARMOR SCHOOL
1 KARKER STREET, SUITE 6600
FORT BENNING, GEORGIA 31905-5000

ATZK-AR

27 September 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Armor School (USAARMS) Terms of Reference

1. References.

- a. AR 5-22, The Army Force Modernization Proponent System.
- b. AR 600-3, The Army Personnel Development System.
- c. AR 600-20, Army Command Policy.
- d. TRADOC Pam 350-70-16, Army Training and Education Proponents.
- e. MCoE Reg 10-10, MCoE Organizations and Functions.

2. Purpose: To establish terms of reference to enhance the capability of the U.S. Army Armor School to provide purpose, guidance, and direction for staff operations and its management procedures.

3. Mission. In accordance with AR 600-20, I will exercise my authority through the chain of command, and all commanders, command sergeants major, and staff directors have immediate and direct access to me at all times.

4. Chain of Command.

a. Relationships. The USAARMS Staff assists the Chief of Armor (CoAR) in carrying out his duties. The key leaders include the Command Sergeant Major (CSM), Deputy Commandant (DCOM), Director of the Office of the Chief of Armor (OCA), the Executive Officer (XO), the Commandant's Initiatives Group (CIG), the Aide-de-Camp (ADC), and the Executive Assistant. Each member is authorized to supervise the execution of all decisions, guidance, and policies; interpreting them for subordinates as appropriate.

b. Succession. The chain of command runs directly from the CoAR through the DCOM to the commanders of the major subordinate commands (MSCs) which includes 194th AR, 316th CAV, TCM-ABCT, and TCM-SFAB. In the CoAR's absence, the DCOM assumes command responsibilities of the Armor School as the acting commandant with oversight by the Commanding General (CG), Maneuver Center of Excellence.

5. Command Responsibilities.

a. Deputy Commanding General – Armor (DCG-A). Serves as the second in command, when senior to the DCG-I of the Maneuver Center of Excellence, in the absence of the Commanding General. Major functions and responsibilities:

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(1) Assumes command responsibilities of MCoE and Fort Benning in the absence of the CG.

(2) Advises the CG of any key funding issues, personnel issues, shortfalls or other concerns that potentially negatively impact the Armor School.

(3) Recommends MCoE internal moves of senior leaders (colonels, lieutenant colonels, select major positions, sergeants major, and command sergeants major).

(4) Exercises oversight of daily operations and long range planning for the MCoE.

(5) Focuses on the needs of the combined arms maneuver force and recommends changes to doctrine, organizational construct, training, leader development, materiel solutions, that affects combined arms leader development and training for soldiers assigned to ABCTs, SBCTs, and IBCTs; provides MCoE messaging to field commanders on subjects relating to proponency, manning, training, and equipping the combined arms maneuver force.

(6) Provides review, recommendations and approval for the development of Armor and Cavalry doctrine, training, and leader development, and establishes individual and collective standards of performance for Armor Soldiers and units at platoon and below.

(7) Provides support to garrison initiatives, to include USAARMS requirements for installation support.

(8) Provides guidance to Combined Arms Training Directorate (CATD) on Maneuver Captain Career Course (MCCC) course focus, follow-on functional courses to enable readiness at the individual and for the operating force.

(9) Responsible for developing agile and adaptive Soldiers and Leaders that are experts in ULO, Multi-Domain Operations (MDO), and Mobile Protected Firepower (MPF).

(10) Represents the MCoE at meetings, conferences and engagements with senior officials from: TRADOC organizations; Headquarters, Department of the Army (HQDA); Congressional Delegations; civilian organizations and other DOD services & agencies.

(11) Coordinates and assists in preparations that will represent CG participation in senior level forums, such as Fires, Aviation, Infantry and Armor Conferences, Congressional visits and meetings with defense, industry & civilian leaders.

(12) Participates in the selection of key civilian staff members under rating chain.

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(13) Executive member of the Funding and Contracting boards.

(14) Exercises command responsibilities for subordinate brigades. Serves as principal advisor in all command matters and is authorized to give orders, directions, and guidance, which have the same force and effect as those given by the CG.

(15) Counsels, mentors, and develops battalion commanders and mentors battalion CSMs with the USAARMS CSM.

(16) Furnishes subject matter expertise for developing materiel systems and system training support products.

(17) Provides guidance to ensure adequate personnel, funds, facilities, and other resources are provided in support of training requirements across all MCOE courses.

(18) Provides guidance in the establishment and prioritization of requirements to manage maintenance, equipment, student billeting/housing, training facilities, training areas, and the procurement of additional resources to accomplish prescribed training across MCOE.

(19) Ensures the development, maintenance, and access to training strategies, programs, and doctrine-based instructional materials/resources (CATS, Standards in Training Commission, and STRAPS) for which he is the proponent.

(20) Reviews MCCC/MPCC branch specific course content and provides recommendations for content changes to course convening authority.

b. Commandant, USAARMS (Focus: Training and Education).

(1) The USAARMS Commandant is the convening authority for all courses with a Army Training Requirements and Resources System (ATRRS) proponent school code of 171. Serves as the TRADOC Training Proponent for all functional areas assigned in TRADOC PAM 350-70-16, Army Training and Education Proponents. As such, the Commandant acts as the approving authority for Armor Area of Concentration (AOC) and Career Management Field (CMF) 19 related training Programs of Instruction (POI) within the 194th Armored Brigade, 316th Cavalry Brigade, and the Noncommissioned Officer Academy's Armor Senior Leader Course (SLC) and Advanced Leader Course (ALC). Includes all Armor courses taught throughout the National Guard Regional Training Institutes (RTI).

(2) Exercises command responsibilities for 194th AR and 316th CAV brigades. Serves as principal advisor in all command matters and is authorized to give orders, directions, and guidance, which have the same force and effect as those given by the CG.

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(3) Establishes prioritization for manning and resourcing of all 171 POI courses and participates in funding and contracting boards that are responsible for updates to POIs through the TASS process.

(4) Serves as Course Convening Authority for all 171-proponent courses supporting the functional areas outlined in TRADOC Pam 350-70-16. Retains Course Convening Authority (CCA) for administrative action requiring additional retesting, recycle, or relief of a student for a 171-proponent course IAW AR 350-51. Any student referred to the CCA will be evaluated using the whole person concept IAW the CCA, dated 15 April 2004. The CCA retains approval authority for all adverse relief cases involving student dismissal. The CCA delegates all other authority for administrative action to the assigned executive agents (see MCoE 10-10, Para 15-8).

(5) Manages the eight lifecycle functions prescribed in AR 600-3 for the Armor branch and Career Management Fields.

(6) Manages student load in prioritization of follow-on training for Armor Soldiers.

(7) Oversees budget execution and personnel manning across the USAARMS. Advises the CG of any key funding issues, personnel issues, shortfalls or other concerns that potentially negatively impact the Armor School.

(8) Exercises oversight of daily operations and long range planning for the Armor School.

(9) Counsels, mentors, and develops brigade and battalion commanders and mentors brigade and battalion CSMs with USAARMS CSM.

(10) Furnishes subject matter expertise for developing materiel systems and system training support products.

(11) Ensures adequate personnel, funds, facilities, and other resources are provided in support of school training Requirements.

(12) Aids in the establishment and prioritization of requirements for procurement, maintenance, and operation of adequate housing, academic buildings, equipment, training areas, other authorized facilities and training support.

(13) Ensures the development, maintenance, and access to training strategies, programs, and doctrine-based instructional materials/resources (CATS, Standards in Training Commission, and STRAPS) for which the Commandant is the proponent.

(14) Develop individual proficiency training, which will result in the award of the appropriate military occupational identifiers.

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c. Chief of Armor (Focus: Leader Development and Personnel).

(1) The Chief of Armor performs duties as the CoAR IAW Army Regulation 5-22, the Army Proponent System, and Army Regulation 600-3, the Army Personnel Development System.

(2) Serves as the Armor branch proponent with primary responsibility for the execution of training, leader development, education, and personnel responsibilities for Armor branch; defines professional development models, career progression plans, training requirements, and approves training strategies to support the total Armor force; manages the eight lifecycle functions prescribed in AR 600-3 for the Armor Branch.

(3) Maintains proponency for Armor officer Skill Identifiers (SI), enlisted Special Qualification Identifiers (SQI), enlisted Additional Skill Identifiers (ASI), and Soldier Personnel Development Skill Identifiers (PDSI).

(4) Focuses on the needs of the Armor force and recommends changes to doctrine, organizational construct, training, leader development, materiel solutions, and promotion guidance that affect Armor Soldiers; provides MCoE/branch messaging to field commanders on subjects relating to proponency, manning, training, and equipping the Armor force; senior communicator with operations of the Armor force to update all of the above.

(5) Responsible for continued and open dialog of Armor formations across the operational force.

(6) Provides direction and approval for the development of Armor and Cavalry doctrine, training, and leader development and establishes individual and collective standards of performance for Armor Soldiers and units at platoon and below.

(7) Provides messaging, nested with MCoE, to field commanders on subjects relating to proponency, manning, training, and equipping the Armor force.

(8) Develops agile and adaptive Soldiers and Leaders that are experts in ULO, MDO, and MPF.

(9) Reviews branch specific course content for instruction within MCCC and the Maneuver Pre-Command Course (MPCC).

(10) Provides slating guidance for future Armor battalion and brigade commanders through HQ TRADOC to Human Resources Command (HRC) Command Branch.

(11) Provides guidance/direction for former battalion commander assignments.

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(12) Assists in the recommendation and selection of future HRC officer and enlisted Armor Branch Chiefs, Combat Training Center (CTC) Team Chiefs (TF 07s), and Division G3s.

(13) Provides oversight on Majors assignments post CGSC/ILE or equivalent program.

6. USAARMS Key Leader Responsibilities.

a. Command Sergeant Major.

(1) Serves as the senior enlisted advisor to the Commandant for personnel matters related to USAARMS assignments.

(2) Advises the CoAR on instructor assignments, reception and integration, and certification of NCOs.

(3) Provides senior mentorship to resident course students as required.

(4) Serves as the appellate authority for the Henry Caro Non-Commissioned Officer Academy.

(5) Advises the CoAR on matters pertaining to course standards for leader development and functional courses within USAARMS.

(6) Reviews and provides recommendations for revision of all doctrine material that affects the Armor force.

(7) Serves as an advisor to the executing agents within USAARMS on Armor training and development.

(8) In support of Armor branch proponent the CSM serves as the principal advisor to the CoAR for the execution of training, leader development, education, and personnel.

(9) Advises the CoAR on the needs of the Armor force and recommends changes to doctrine, organizational construct, training, leader development, materiel solutions, and promotion guidance that effects Armor Soldiers.

(10) Advises the CoAR on the development of Armor training and leader development and provides input/feedback on individual and collective standards of performance for Armor Soldiers and units at platoon and below.

(11) Conducts periodic reviews of the standards for the EIA, making recommendations for changes or modifications when necessary.

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b. Deputy Commandant.

(1) Assigned command oversight of the US Army Armor School, Special Areas of Emphasis, events, and initiatives as designated by the CoAR. In this role, the DCOM is the command's direct responsible agent for forwarding these efforts and has tasking authority as required for their completion.

(2) Executive Member of the USAARMS funding and contracting boards.

(3) Participates in Command Group battle rhythm events.

(4) Serves as principal advisor in all command matters and is authorized to give orders, directions, and guidance, which have the same force and effect as those given by the CoAR.

(5) The CoAR appoints the DCOM as the Appellate Authority for adverse relief actions of students attending 171 resident training on Fort Benning.

(6) Oversees budget execution and personnel manning across the Armor School. Advises the CoAR of any key funding issues, personnel issues, shortfalls or other concerns that potentially negatively impact the Armor School.

(7) Plan, prepare, present annual budget requirements to MCoE CG, outlining USAARMS budget requirements.

(8) Using Training Development Capability (personnel, money, equip) process, and in conjunction with (Training Requirement Analysis System (TRAS) submissions, validates training resources received from the Institutional Training Resource Model (ITRM).

(9) Coordinates for adequate personnel, funds, facilities, and other resources are provided in support of Armor School training requirements.

c. Director, Office of the Chief of Armor.

(1) Serves as the proponent for the CoAR on all Army Regulation (AR) 600-3 personnel proponency actions, requirements, policies, and responsibilities relating to the Armor and Cavalry forces.

(2) Serves as the integrator for the CoAR on all AR 5-22 branch proponency actions, requirements, policies and responsibilities relating to Armor and Cavalry doctrine, training, organization and equipment.

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(3) Advises and assists the CoAR and all principal staff members in the coordination and integration of reserve component Armor and Cavalry concerns and issues; maintains oversight of training, equipment, materiel, and employment by review of unit training; and performs such tasks as may be required by the CoAR.

(4) Responsible for developing, monitoring, and assessing diversity actions for each of the eight personnel life- cycle management functions of their respective career fields.

(5) Takes the lead in defining developmental needs, refining requirements in the field, and providing assistance to improve all aspects of the Army's personnel management system.

(6) Maintains Armor heritage programs and liaison to organizations that promote Armor and Cavalry.

(7) Serves as the Armor branch liaison between HRC and all units on FBGA.

(8) Assists with follow on schools and assignments for all Armor branch Officers attending Officer Candidate School (OCS), Armor Basic Officer Leadership Course (ABOLC), and Maneuver Captains Career Course (MCCC) students.

(9) Supports Maneuver Pre-Command Course (MPCC) with current Armor Initiatives.

(10) Monitors implementation of the lieutenant Initial Military Training (IMT) and the captain MCCC follow-on functional training strategy.

(11) Promotes the Armor and FBGA assignment opportunities.

(12) Provides interface and liaison between all components of the Total Army to ensure that the current and proposed organizational design and resourcing programs are accomplished IAW applicable constitutional, statutory, and regulatory requirements.

(13) Provides direct support for planning, reviewing, revising, and creating POIs in support of 171 proponent functions.

(14) Conducts studies, performs analysis, and leads multifunctional teams in order to deliver actionable plans, information papers, point papers, position papers, and decision briefs germane to Armor School proponent courses.

(15) Plans and coordinates support operations and develops and maintains systems and procedures for operating the USAARMS efficiently.

(16) Represents the CoAR's position on all leader training and doctrine development matters pertaining to the Armor force.

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(17) Serves as the first line of interaction between TRADOC, MCoE, and training brigades in matters pertaining to Institutional Training.

(18) Resource Management System, USAARMS, POI Management, and Doctrine and Training Circular development.

(19) Provides Managerial oversight and validation of the annual TRADOC manpower TDA development.

(20) Drafts and publishes the Thunderbolt Blast newsletter that serves as an informational flow of Armor DOTLMPF initiatives.

(21) Reviews and provides input for the CoAR's civilian rating scheme.

d. Executive Officer.

(1) Manages the USAARMS Battle Rhythm and provides Managerial oversight and leadership to the USAARMS Management Staff.

(2) Provides managerial oversight and synchronization of the CoAR's battle rhythm events. Monitors CGs Calendar and coordinates with CG's XO to schedule events and office calls and to provide read ahead material.

(3) Reviews and Validates budget program monthly execution.

(4) Overseas the management of Armor School HQ elements official travel.

(5) Aligns CoAR's engagements to support Commanding General's priorities/initiatives.

(6) Coordinates and synchronizes events.

(a) For events occurring in the Benning Club, coordinates with the Benning Club Manager and Benning Club caterer. For Banquet Room events, work with the Director of MCOE Protocol. For other rooms within McGinnis-Wickam Hall (MWH), coordinate with G3.

(b) Coordinates with Director, MCoE PAO for publicity of Armor School events and website updates.

(c) Works with Director, MCoE Protocol for all senior leader events and Distinguished Visitor (DV) visits to the Armor School.

(d) Coordinates official ceremonies with MCoE G-3 event coordinator.

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(e) Coordinates with the MCoE Armor Curator for historical tours of the Armor macro- and micro-artifact collections located at the Tank Restoration Yard on Sand Hill, and the climate controlled storage facility in the lower floor of the National Infantry Museum. The Curator also manages the Armor Heritage displays located on the first floor of MWH.

(f) Provides inputs into the Chief of Staff's Visit Update meeting or the CEO Working group (which feeds the CoS Visit Update) through CPT Wallace, MCOE CG's CAG.

(7) Synchronizes the CoAR's initiatives into the annual command training guidance that outlines the instructional priorities of the Armor branch.

(8) Manages the USAARMS and Armor Magazine official social media pages on Facebook and Twitter, in coordination with MCoE PAO.

(9) Works with the IMCOM Garrison Operations Officer for all installation support requirements related to the Armor School.

(10) Works with the DPW Engineering Division Chief for the Armor Training Support Facility (TSF) and for the installation and repair of concrete pads used for Armor vehicle heritage displays throughout Fort Benning.

(11) Obtains legal reviews from OSJA attorneys Mr. Richard Gordon, Chief of the Administrative and Civil Law Division or Mr. Richard Parker, Contracts Attorney for the Admin and Civil Law Division.

(12) Oversees Armor School Knowledge Management (KM) on CAC-enabled websites such as MilSuite/MilBook.

(13) For MPCC events, coordinates with the CATD MPCC Coordinator.

(14) For vehicle logistics and maintenance issues, works with the Chief of DOTS and the MCoE G-4.

e. Chief, Commandant's Initiative Group.

(1) Serves as the lead for the CoAR on all Strategic initiatives and communication relating to USA Armored and Cavalry force, entities that support the mounted warfighter, adjacent Center of Excellence Commandant's offices, and allied country counterpart Armor Centers across the world.

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(2) Develops and implements the USAARMS Strategic Synchronization Plan that targets strategic communication, messaging, and vision to the operational forces, informing Commanders/Command Sergeant Majors, distinguished visitors visiting the MCOE, official visits with allied counterpart Armored Centers, and official visits to industry and acquisitions centers of gravity.

(3) Serves as the primary link between the MCOE Capabilities Development and Integration Directorate (CDID) for collaboration, coordination, and synchronization.

(4) Provides talking points for DV engagements and speeches to ensure continuous strategic messaging.

(5) Develops the Armor Strategic Plan that is nested with the MCoE CAMPLAN 2015.9-5.

(6) Provides the draft Commandant's Hatch and Gunner's Seat pages and provides thematic overview for issues of the Armor Magazine.

(7) Manages the Armor School's review of doctrinal publications.

(8) Communicates the CoAR's guidance, intent, and preferences as required to the staff.

(9) Attends all meetings and conferences (internal and external) to maintain understanding of topics and issues and to inform the CoAR's thinking.

(10) Attends all meetings, conferences, and select office calls to maintain a record or transcript of each event.

(11) Pay attention to things the CoAR is interested in, and those that have not, but need to come to the CoAR's attention.

(12) Assist the CoAR in preparing for senior-level forums, conferences, and other events through detailed note-taking and capturing of key takeaways.

(13) Shape the Commandant's long-range calendar and key leader engagements.

(14) Facilitate the development of the Commandant's intent, priorities, and initial guidance to subordinate commanders.

(15) Draft articles, the Armor School SITREP, and speeches.

f. Aide-de-Camp.

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(1) Assists the CoAR in all official duties to enable an effective command. Works exclusively for the CoAR.

(2) Plans, schedules, and coordinates meetings, briefings, addresses to the force, civic engagements, TDY, and official functions for the CoAR.

(3) Facilitates preparation for official engagements to include speech preparation, briefing production through the staff.

(4) Primary liaison for audio/visual setup, and meeting preparation led by the CoAR.

(5) Responsible for conducting route reconnaissance, ensuring timeline adherence, and managing transportation requirements. Supervises the CoAR's designated driver.

(6) Provides feedback to the Command Group on the CoAR's intent and initial planning efforts for emerging objectives and events.

(7) Coordinates with the Executive Assistant and Staff on the CoAR's TDY plans to ensure synchronization of transportation, lodging, and agenda.

(8) Coordinates all activities with the staff to ensure compliance with the law, policies, MCoE and Armor School objectives as well as appropriate etiquette for senior officers and foreign dignitaries.

(9) ICW the communications NCO, establish priorities for communications to support all operations.

(10) Keep a record of receipts and expenses to keep the Commandant's expenses separate from those of the Aide-de-Camp.

g. Executive Assistant.

(1) Serves as the primary assistant to CoAR responsible for managing daily activities, maintaining short and long range calendars and coordinating schedules with the Commanding General's office.

(2) Receives, reviews and controls correspondence and other official documents requiring the CoAR's review, action or signature. Composes responses for signature based on complete knowledge of the CoAR's views and desires and submits with incoming correspondence.

(3) Arranges travel and prepares detailed visit itineraries for the CoAR in coordination with the protocol staffs at visit destinations. Prepares and submits travel vouchers and reports from travel diary notes and maintains travel records.

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(4) Coordinates Commandant's attendance at conferences and meetings and assembles required executive summaries, briefings and report extracts.

(5) Assists in the preparation of background information used to support speaking engagements and composes drafts of introductions and opening remarks for various local civic and social events.

(6) Manages the Commandant and Senior Staff's OER/NCOER rating scheme.

(7) Assists with managing and synchronizing the USAARMS' key leader calendar and daily activities.

(8) Supports the Armor School's office and administrative processes in coordination with the Maneuver Center of Excellence (MCoE) staff.

TREAT 'EM ROUGH!

KEVIN D. ADMIRAL
Brigadier General, U.S. Army
Chief of Armor