

Department of the Army
Headquarters, United States Army Forces Command
1777 Hardee Avenue, SW.
Fort McPherson, Georgia 30330-1062
20 July 2000

*FORSCOM Regulation 350-4

Training
ARMY RELATIONSHIPS

Summary. This regulation prescribes policy, responsibilities, and implementation guidance for programs and initiatives that feature relationships between Active Component (AC) and Reserve Component (RC) units. It establishes relationships for AC/RC Associations, Mentorship, Army Teaming, integrated divisions, multiple-component units, and corps mission alignment; defines Training Support Twenty One (TS XXI) structures and functions; and outlines resource management processes that support these programs.

Applicability. This regulation applies to the AC, Army National Guard (ARNG) and U.S. Army Reserve (USAR), less Special Operations Forces (SOF). Guidance on AC/RC programs and relationships for SOF units is provided by U.S. Army Special Operations Command (USASOC)/ARNG Regulation 350-1. The ARNG and USAR are collectively referred to as the RC.

Suggested improvements. The proponent for this regulation is the Deputy Chief of Staff for Operations, Forces Command (FORSCOM). Users are invited to send comments and suggestions on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062.

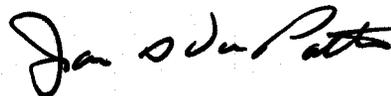
Distribution restrictions. Approved for public release; distribution unlimited.

Supplementation. Supplementation is prohibited without approval from Commander, FORSCOM,

ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062. Supplements to this regulation will not supersede, change, rescind, or duplicate higher level command policy. When an addition, change, or deletion is needed, the first consideration will be given to recommending a change to this regulation.

FOR THE COMMANDER:

Official: LAWSON W. MAGRUDER III
Lieutenant General, USA
Deputy Commanding General/
Chief of Staff



JAMES G. VAN PATTEN, JR.
Colonel, GS
Assistant Deputy Chief of Staff for
Command, Control, Communications
and Computers

DISTRIBUTION is intended for command levels A, B, C, D, and E.

Copies furnished:
HQDA (DAMO/DACR), NGB, HQ TRADOC, TRADOC installations, HSC, AMC, MDW, USAREUR & Seventh Army, USARPAC, USAISC, INSCOM, Eighth U.S. Army, Special Ops Cmd, HQ FORSCOM (AFCI-A) (record copy).

TABLE OF CONTENTS

Chapter 1 - Introduction	2	2-2. Director, Army National Guard (DARNG)	2
1-1. Purpose	2	2-3. The Chief, Army Reserve (CAR)	3
1-2. References	2	2-4. Commander, United States Army Forces Command (FORSCOM)	3
1-3. Explanation of Terms	2	2-5. Commanders, Wartime Gaining Commands	3
Chapter 2 - Responsibilities	2	2-6. Commanders, Major Army Commands (MACOM)	3
2-1. Headquarters, Department of the Army (HQDA), Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&R))	2		

*This regulation supersedes FORSCOM Regulation 350-4, dated 17 August 1998.

<p>2-8. Commander, Third United States Army (Third Army)/Army Central Command (ARCENT) 4</p> <p>2-9. Commanders, Numbered Armies in the Continental United States (CONUSA) 4</p> <p>2-10. Commander, United States Army Reserve Command (USARC) and The Adjutants General (TAGs) 4</p> <p>Chapter 3 - Policy and Procedure 5</p> <p>3-1. Overview 5</p> <p>3-2. Active Component (AC)/Reserve Component (RC) Association Program 6</p> <p>3-3. Mentorship 8</p> <p>3-4. Army Teaming 9</p> <p>3-5. Integrated Divisions 10</p> <p>3-6. Multiple-Component Units 10</p> <p>3-7. Dual Mission Units 10</p> <p>3-8. Training Support Twenty One (TS XXI) 11</p> <p>3-9. Training Evaluations 11</p>	<p>3-10. Mission Essential Task List (METL) Development 12</p> <p>3-11. Exercises 13</p> <p>3-12. Army National Guard Combat Readiness Reform Act (ANGCRRA) Requirements 13</p> <p>3-13. Corps Mission Alignment 15</p> <p>Chapter 4 – Funding 15</p> <p>4-1. General 15</p> <p>4-2. Funding Processes 15</p> <p>Appendix A - References 17</p> <p>Appendix B - Associations for Divisions and Brigades, FSP GO Commands, and Roundout Units (published separately)</p> <p>Appendix C - Associations for FSP (below GO Command) and LAD ≤30 (published separately)</p> <p>Glossary 18</p>
---	--

Chapter 1 - Introduction

1-1. Purpose

This regulation executes requirements for Commander, FORSCOM to act as HQDA executive and coordinating authority for the AC/RC Association Program and for Army Teaming. It also implements provisions of the Army National Guard Combat Readiness Reform Act (ANGCRRA) of 1992 regarding AC association requirements (Section 1131, Public Law 102-484, as amended) and AC to RC support requirements (Section 1119, Public Law 102-484, as amended). It defines responsibilities for management, support, and funding for AC/RC Associations, Mentorship, Army Teaming, integrated divisions, multiple-component units, corps mission alignment, and TS XXI structures.

1-2. References

Required and related publications are listed in Appendix A.

1-3. Explanation of Terms

Special terms used in this regulation are explained in the glossary.

Chapter 2 – Responsibilities

2-1. Headquarters, Department of the Army (HQDA), Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))
 The ASA (M&RA), in conjunction Deputy Chief of Staff for Operations and Plans (DCSOPS) establishes policy for AC/RC programs and relationships. The DCSOPS has overall responsibility for AC/RC programs and relationships and establishes implementing guidance.

2-2. Director, Army National Guard (DARNG)

a. Programs and budgets Operations and Maintenance, National Guard (OMNG) and National Guard Personnel, Army (NGPA) funds for ARNG units to conduct activities in support of programs and relationships addressed in this regulation.

b. Provides recommendations to FORSCOM concerning ARNG unit relationships.

c. Develops training policy, strategies, and programs for ARNG units in support of AC/RC programs and relationships.

d. Coordinates with The Adjutants General (TAGs) of each state for unit participation in training and exercises according to FORSCOM/ARNG/USAR Regulation 350-2.

2-3. The Chief, Army Reserve (CAR)

a. Programs and budgets Operations and Maintenance, Army Reserve (OMAR) and Reserve Personnel, Army (RPA) funds for USAR units to conduct activities in support of programs and relationships addressed in this regulation.

b. Provides recommendations to FORSCOM concerning USAR unit relationships.

2-4. Commander, United States Army Forces Command (FORSCOM)

a. Develops policy guidance relating to management, support, and funding for programs and initiatives that feature relationships between AC and RC units.

b. Acts as HQDA executive for implementation of the AC/RC Association Program and will:

(1) Establish program guidance according to HQDA policy.

(2) Develop criteria and priorities for unit associations and implement associations between AC and RC units, less units assigned to or under operational control of U.S. Army Special Operations Command, (USASOC), U.S. Army Pacific, and U.S. Army Europe.

(3) Program, budget, and distribute Operations and Maintenance Army (OMA) funding for AC support of associated RC units.

c. Implements AC/RC association requirements mandated by section 1131, ANCGRRA and provides HQDA reports relating to implementation for inclusion in the Army Posture Statement (APS), which is submitted to Congress annually. Requirements are at paragraph 3-12.

d. Acts as HQDA executive for implementation of Army Teaming and will:

(1) Establish overall program guidance, implement teaming relationships between specific AC and RC units, and provide oversight and management according to HQDA policy.

(2) Develop incremental funding requirements for use in the Program Objective Memorandum (POM) and capture actual incremental costs that will form the basis for programming.

e. Implements TS XXI in support of Section 1119, ANCGRRA according to paragraph 3-8 and serves as overall synchronizer for AC support to RC training.

2-5. Commanders, Wartime Gaining Commands

For units identified through WARTRACE, described in AR 11-30 and FORSCOM Regulation 11-30, to support Unified Commanders in Chief (CINCs)

approved Operations Plans (OPLANs), these commanders:

a. Provide wartime mission guidance according to AR 11-30.

b. Provide exercise and Overseas Deployment Training (ODT) opportunities. Participation will be mission essential task list (METL) focused, multi-echelon collective training. The primary deciding factor in selecting a unit for ODT is whether the event is equal to or better than a CONUS lane-training event conducted by TS XXI organizations described in paragraph 3-8.

c. Provide Training Assessment Model (TAM) evaluations of units conducting ODT according to AR 350-9 and FORSCOM Regulation 220-3.

2-6. Commanders, Major Army Commands (MACOM)

a. Implement FORSCOM guidance for Army Relationships.

b. Perform corps functions (paragraph 2-7) for units linked to the MACOM under the AC/RC Association Program.

c. As exception to paragraphs 3-2 and 3-3, U.S. Army Criminal Investigation Command (USACIDC) serves as AC associate/senior mentor for the following priority CID units: 307th MP Detachment, CID; 378th MP Detachment, CID; 321st MP Detachment, CID; 399th MP Detachment, CID; and 733d MP Detachment, CID.

d. As exception to paragraphs 3-8 and 3-9, USACIDC provides training support and evaluation for all CID units.

e. As exception to paragraph 3-10, USACIDC senior mentor approves METL for all RC CID units.

2-7. Commanders, Continental United States (CONUS)-based Corps

Corps commanders have primary responsibility for oversight and management of designated Army Relationships and will:

a. Provide FORSCOM recommendations for AC/RC associations.

b. Serve as senior mentor and assign peer mentors for associated RC units according to paragraphs 3-2 and 3-3. Corps Commanders have tasking authority over AC units within their area, less units assigned to USASOC or CONUSA, to support this requirement.

c. Provide training and exercise opportunities.

d. Ensure execution of mission essential task list (METL) approval process for associated Force Support Package (FSP) units at General Officer (GO) Command level, round out units, and enhanced

Separate Brigades (eSBs) according to paragraph 3-10.

- e. Ensure execution of AC commanders' ANGCRRA responsibilities for associated FSP GO commands, round out units, and eSBs according to paragraph 3-12.
- f. Provide FORSCOM input for APS according to paragraph 3-12.
- g. Perform wartime gaining command functions (paragraph 2-5) for units aligned to corps OPLANs.
- h. Exercise oversight for Army Teaming within the corps and provide periodic assessments of the program's effectiveness to Commander, FORSCOM.
- i. Ensure execution of corps mission alignment according to paragraph 3-13.
- j. As exception to paragraphs 3-2 and 3-3, I Corps serves as AC associate/senior mentor and retains responsibilities in this paragraph for the following corps base units: 311th CS COSCOM, HHC; 35th EN Brigade, HHC; I Corps Artillery, HHC; 66th AV Brigade, HHC; 142d SC Brigade, HHC; 326th FI Group, HHC; 464th CM Brigade, HHC; 82d HQ Detachment, RTOC; 177th MP Brigade, HHC; and 111th AD Brigade, HHC.

2-8. Commander, Third United States Army (Third Army)/Army Central Command (ARCENT)

- a. Perform wartime gaining command functions (paragraph 2-5) for units aligned to Third Army OPLANs.
- b. Perform corps functions (paragraph 2-7) for units linked to Third Army under the AC/RC Association Program.
- c. As exception to paragraphs 3-2 and 3-3, Third Army serves as AC associate/senior mentor for the following FSP units: 3d AG Personnel Command, HHC; 3d TC Movement Control Agency; 29th AV Air Traffic Services Group, HHC; 244th AV Brigade, HHC; 314th PA Press Camp Headquarters; and 336th FI Finance Command, HHC.
- d. Coordinate with USARC to ensure proper distribution of AC soldiers in support of TS XXI within the down trace.

2-9. Commanders, Numbered Armies in the Continental United States (CONUSA)

The CONUSA commanders have primary responsibility to synchronize/integrate training readiness, provide training assistance and evaluations for RC units within assigned geographic areas, and will:

- a. Coordinate TAM evaluation requirements with RC chains of command according to paragraph 3-9 and FORSCOM Regulation 220-3. Requirements

for TAM evaluators that cannot be supported are reported to FORSCOM for fill through the tasking process described in FORSCOM Regulation 350-12.

- b. Coordinate training assistance, evaluations, and support provided by TS XXI described in paragraph 3-8.
- c. Participate and assist in METL development process for FSP units that are not GO commands and other units aligned to OPLANs with latest arrival date of C+30 or less (LAD \leq 30) according to paragraph 3-10.
- d. Ensure execution of AC commanders' ANGCRRA responsibilities for FSP units that are not GO commands and LAD \leq 30 units according to paragraph 3-12.
- e. Provide FORSCOM input for APS according to paragraph 3-12.
- f. Provide AC units associated with eSBs input for assessment of training readiness for Combat Training Center (CTC) rotations.
- g. Provide AC units associated with FSP GO commands, round out units, and eSBs input regarding Section 1131, ANGCRRA requirements.
- h. Participate in yearly training plan (YTP) approval process according to paragraph 3-12 and ensure approved training is supported within resource capabilities.

2-10. Commander, United States Army Reserve Command (USARC) and The Adjutants General (TAGs)

Commander, USARC and TAGs are responsible for training and training management of assigned units and will:

- a. Provide command training policy guidance based on FORSCOM strategy.
- b. Ensure readiness of assigned forces.
- c. Allocate training resources according to force generation priorities.
- d. Approve METL for assigned units, except FSP GO commands and priority units in their peacetime chain, round out units, and eSBs according to paragraph 3-10.
- e. Approve YTP for assigned units, except FSP GO commands and units, round out units, eSBs, and LAD \leq 30 units according to paragraph 3-12.
- f. Participate in YTP approval processes for FSP GO commands and units, round out units, eSBs, and LAD \leq 30 units according to paragraph 3-12 and ensure approved training is resourced and supported.
- g. In addition, TAGs will:
 - (1) Command and control ARNG units under all pre-mobilization conditions.

(2) Schedule units to participate in training and exercises in support of training guidance and requirements established in FORSCOM/ARNG/USAR Regulation 350-2.

(3) Request changes to scheduled events from Director, Army National Guard, ATTN: NGB-ARO, 111 South George Mason Drive, Arlington, VA 22204-1382.

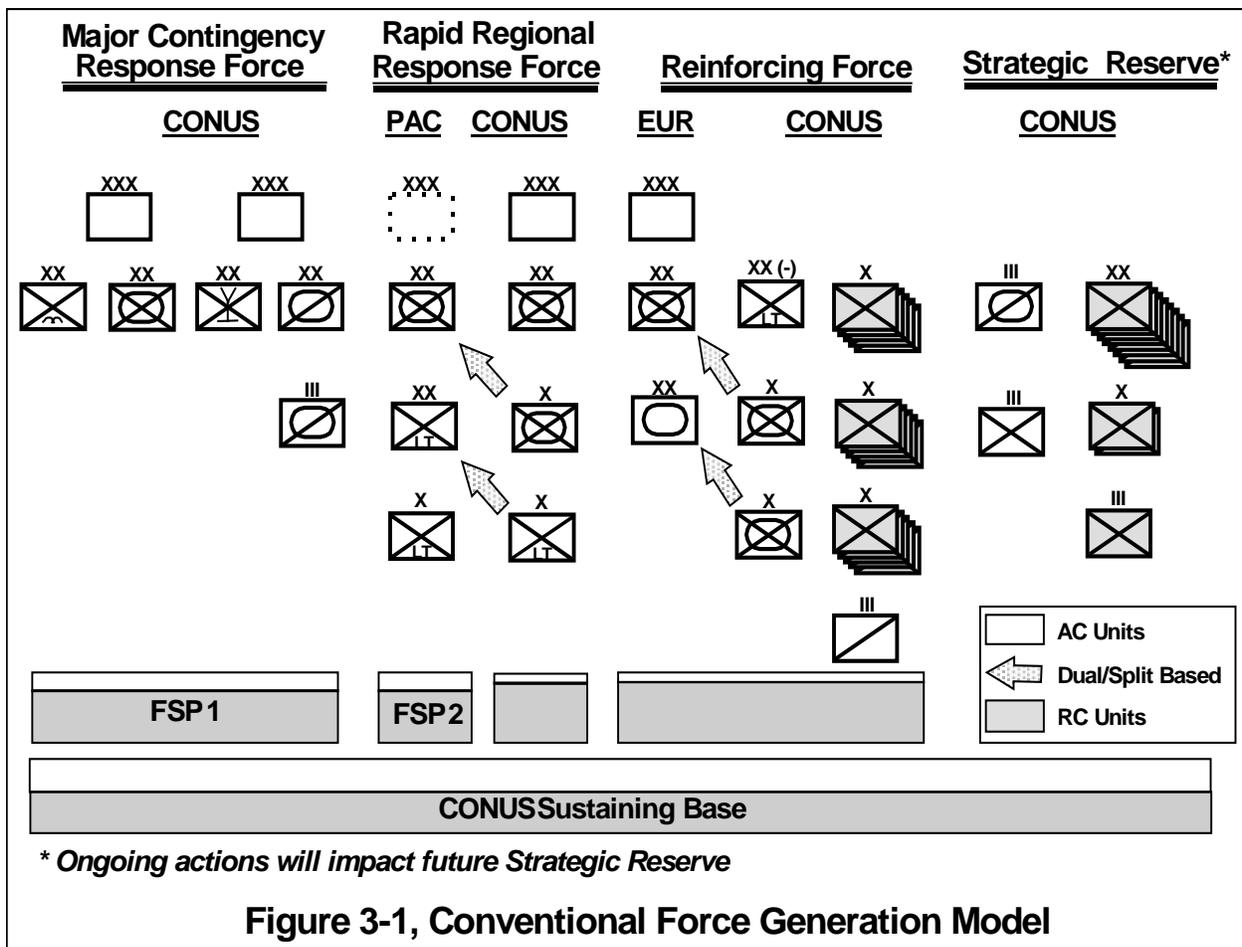
Chapter 3 - Policy and Procedure

3-1. Overview

a. Our national strategy requires a multi-mission capable force of AC and RC units trained to serve as an effective part of the joint and combined force within whatever timelines are set for the unit. Core requirements are to be capable of fighting and winning major theater wars (MTW) in two distant theaters in overlapping time frames. Smaller-scale

contingency (SSC) operations that encompass the full range of military operations short of MTW may be conducted to vindicate national interests.

b. The Army has prioritized combat forces according to expected deployment requirements in support of OPLANs and the need to be capable of responding to unforeseen crises. Based on current force structure and doctrine, FORSCOM designated echelons above division (EAD) and echelons above corps (EAC) combat support/combat service support (CS/CSS) forces required to support a five and one third combat division force. The Conventional Force Generation Model at Figure 3-1 represents the synchronization of The Army Plan, CINCs OPLANs, SSC requirements, and resource priority for conventional Army forces. Read from top to bottom and left to right, it depicts relative deployment priority and illustrates relationships between combat and CS/CSS forces. The model also recognizes the CONUS support base required to mobilize and deploy the force.



c. Units designated for FSP 1 form the CS/CSS for a Major Contingency Response Force consisting of four and one third divisions, EAD/EAC for one corps, and support elements to open one theater. Units designated for FSP 2 form the CS/CSS for one division of the Rapid Regional Response Force, which is the fifth division of the five and one third combat division force; the major subordinate commands for a second corps; remaining support elements for the initial theater; and essential elements to open a second theater. As the Army's primary source of CS/CSS, RC units are deeply imbedded in the FSP and are essential for execution of the strategy. Similarly, the ARNG eSBs are the Army's principal RC ground combat force with the role to reinforce, back-fill, or augment AC combat formations.

d. The Strategic Reserve lessens strategic risk and provides additional flexibility to the National Command Authority. The primary purpose of these forces is to ensure success in MTWs that prove to be more demanding or prolonged than anticipated. Forces in the Strategic Reserve could also be used to augment specialized forces performing civil support, help other units deploy, and support RC units during their postmobilization training. A number of ongoing initiatives will impact the Strategic Reserve; results to be addressed under separate cover.

e. The AC/RC integration initiatives and programs addressed in this regulation embody an oneness of purpose among the components that is essential in meeting the Army's operational demands of the 21st Century.

3-2. Active Component (AC)/Reserve Component (RC) Association Program

a. The AC/RC Association Program establishes formal linkages between select RC units and an AC modified table of organization and equipment (MTOE) unit or table of distribution and allowance (TDA) organization. This program implements AC association requirements for priority RC units according to Section 1131, ANGCRRRA. For purposes of ANGCRRRA, priority RC units are defined as ARNG eSBs and CS/CSS units of both the ARNG and USAR that are designated FSP, round out, and LAD ≤ 30 . The ARNG divisions are also assigned AC associations; however, this is not a mandated requirement. This framework complements the pooling/force projection concept and provides a basis for corps and division level training and exercise participation.

b. Training associations are based on geographic and functional factors within the areas shown at Figure 3-2. The RC units selected for AC

associations are linked with an AC unit within the corps or CONUSA geographic area where possible. The corps, CONUSA, Third Army, and Army Signal Command (ASC) provide oversight for designated AC/RC unit associations. Association criteria for the various categories of RC units are described below.

(1) The FSP GO commands are associated with a corps, Third Army, or ASC. The corps, Third Army and ASC commanders serve as senior mentor for these commands and assign comparable level commanders within their organizations as peer mentor, where appropriate. For purposes of METL development (paragraph 3-10) and ANGCRRRA requirements (paragraph 3-12), associations with FSP GO commands include lower level priority units (FSP and LAD ≤ 30) in the FSP GO commands' peacetime chain of command.

(2) The FSP units that are not GO commands and LAD ≤ 30 units, except priority units that are in FSP GO commands' peacetime chain of command, are associated with a training support brigade (TSB) designated by the CONUSA. The CONUSA ensure execution of AC commander's ANGCRRRA requirements for these units according to paragraph 3-12. Select FSP units below GO command level are associated with Third Army and USACIDC as stated in paragraphs 2-6 and 2-8.

(3) Units designated to round out/complete the organizational structure of AC divisions are associated with their parent division. These units (primarily attack helicopter battalions and rear area operations centers) are identified through the Army's Vertical Force Accounting System by having the same Troop Program Sequence Number as their parent division. The parent division commanders serve as senior mentor for round out units and assign commanders of comparable level divisional units as peer mentor, where appropriate.

(4) The eSBs are associated with AC divisions or installations for senior mentorship and with AC brigades for peer mentorship. Division and installation commanders serving as senior mentor assign specific brigades within the division or installation to serve as peer mentor for eSBs. Each AC brigade/eSB relationship is retained from year to year where possible.

(5) The eSBs assigned to integrated divisions are associated with that division. Division commanders serve as senior mentor and assistant division commanders serve as peer mentor according to paragraph 3-5.

(6) The ARNG divisions are associated with corps for senior mentorship and with AC divisions or installations for peer mentorship.

(7) Multiple-component units that are designated FSP or LAD ≤ 30 are assigned an AC associate according to their composition/component. For AC (flag) units, the unit commander is the AC associate for assigned RC elements. For RC (flag) units, the next higher-level AC headquarters is the AC associate.

(8) Units that comprise the I Corps base are associated with I Corps as stated in paragraph 2-7, whether in the above categories or not.

c. Some RC units are associated with AC units under the control of other MACOM. In this instance, the other MACOM perform corps functions (paragraph 2-7) for associated units. Forces Command coordinates associations with other MACOM on a case-by-case basis.

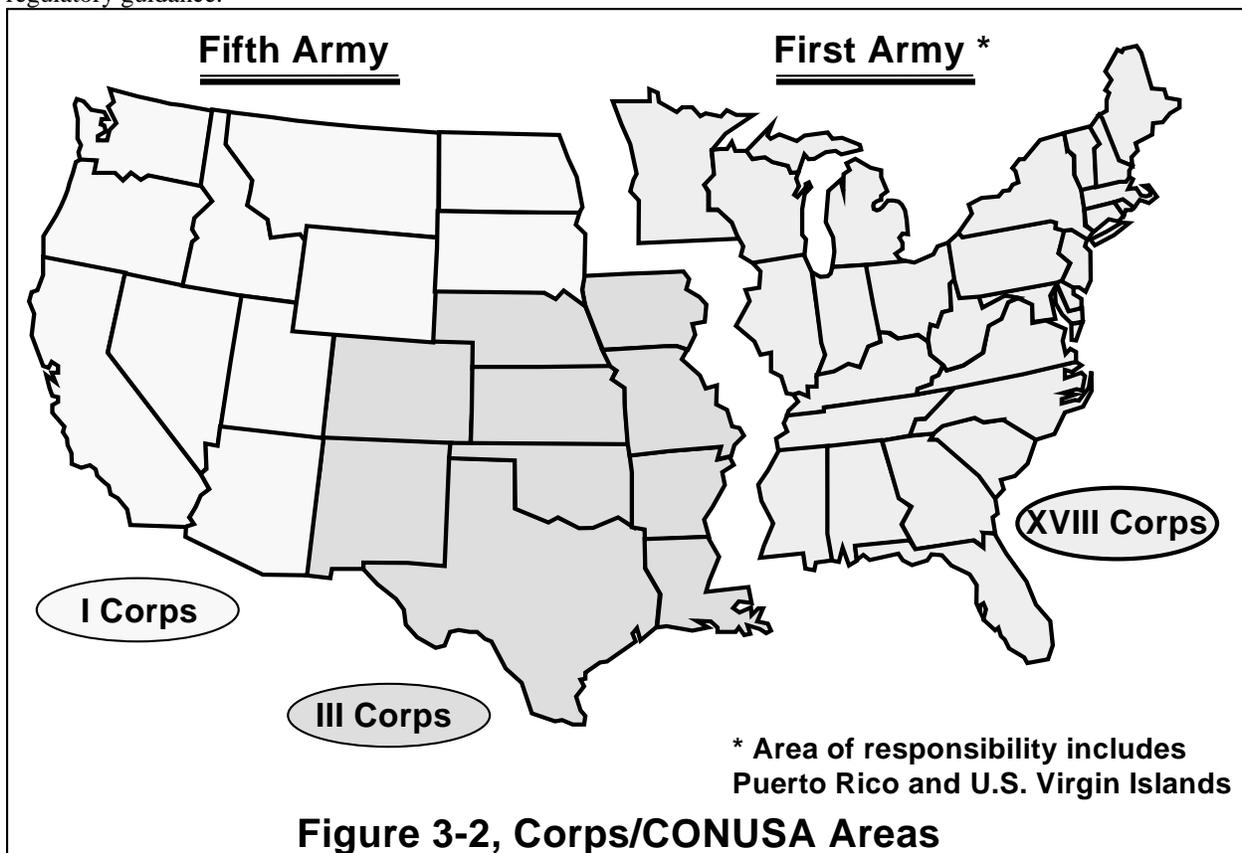
d. Units other than FSP units, round out units, LAD ≤ 30 units, eSBs, and ARNG divisions are not assigned an AC associate under this regulation. However, AC technical training assistance for specialized RC elements and units is not prohibited when conducted under the auspices of other regulatory guidance.

e. Figure 3-3 shows the categories of RC units that are assigned an AC associate, the organizational levels of designated AC associate units, and responsibilities for Section 1131, ANGCRRRA for affected RC units. The matrix also shows responsibilities for YTP, METL, and TAM evaluation for all categories of RC units.

f. Unit alignment within OPLANs is a consideration but is not the key determinate for developing AC/RC associations. Due to force projection priorities and requirements for some units to be aligned to two or more OPLANs, while other units are not aligned to any, specific OPLAN alignment is not particularly relevant in AC/RC associations.

g. Listings of AC/RC unit-training associations are published as appendices to this regulation, separated according to the RC units' level/category and AC responsibilities for support.

(1) Appendix B provides associations and mentor relationships for divisions, brigades, FSP GO commands, and round out units. Associations with



FSP GO commands include lower level priority units in the peacetime chain of command. Army Teaming

relationships between AC and ARNG divisions and

corps mission alignments are also shown in Appendix B.

(2) Appendix C provides associations for FSP and LAD ≤30 units below GO command level. The FSP and LAD ≤30 units that are in the peacetime chain of FSP GO commands are indicated. The AC associates for those units are the same as the GO commands (per Appendix B).

h. The appendices are published separately from the regulation because specific unit associations usually need revision more often than overall policy guidance. Updated appendices/association listings are normally published during the third quarter each

fiscal year, effective 1 October. Changes in an RC unit’s priority that may occur during the current year (e.g., inactivation is scheduled; unit is removed from the FSP; or LAD requirements change) will not impact planned/scheduled training support until the beginning of the following year.

i. Senior mentors designate peer mentors and the CONUSA designate TSBs for association as outlined above and provide to Commander, FORSCOM, ATTN: AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062. Specific requirements are identified by FORSCOM and tasked to the appropriate headquarters during the processes of developing and/or updating the training associations.

RC Unit Category/Composition	AC Associate	Section 1131, Title XI Support	YTP Approval	METL Approval	TAM Evaluation
FSP GO Commands*	Third Army, Corps, ASC**	AC Senior Mentor	AC Senior Mentor	AC Senior Mentor	CONUSA/TSB
Multi-compo, AC	Commander***	Commander	Commander	Commander	Commander****
Multi-compo, RC	Third Army, Corps, ASC	AC Senior Mentor	AC Senior Mentor	AC Senior Mentor	CONUSA/TSB
FSP & LAD ≤30 (except GO Cmds)	TSB	TSB	TSB	RC Chain of Cmd	CONUSA/TSB
Multi-compo, AC	Commander***	Commander	Commander	Commander	Commander****
Multi-compo, RC	TSB	TSB	TSB	RC Chain of Cmd	CONUSA/TSB
eSBs	AC Division**	AC Senior Mentor	AC Senior Mentor	AC Senior Mentor	CONUSA/TSB
Roundout (AC Divisions)	Parent AC Division**	AC Senior Mentor	AC Senior Mentor	AC Senior Mentor	CONUSA/TSB
ARNG Divisions	AC Corps**	N/A	RC Chain of Cmd	RC Chain of Cmd	CONUSA/TSB
Strategic Reserve Bdes	N/A	N/A	RC Chain of Cmd	RC Chain of Cmd	CONUSA/TSB
Other MTOE Units	N/A	N/A	RC Chain of Cmd	RC Chain of Cmd	CONUSA/TSB
Multi-compo, AC	N/A	N/A	AC Chain of Cmd	AC Chain of Cmd	Commander****
Multi-compo, RC	N/A	N/A	RC Chain of Cmd	RC Chain of Cmd	CONUSA/TSB
TDA Organizations	N/A	N/A	RC Chain of Cmd	RC Chain of Cmd	CONUSA/TSB

* Includes lower level priority units (FSP and LAD ≤30) in the FSP GO commands’ peacetime chain of command.
 ** AC associate serves as senior mentor and assigns peer mentors.
 *** Unit commander is AC associate for priority RC elements of AC (flag) multi-compo units.
 **** No TAM requirement for AC units. Unit commander may conduct TAM evaluation for assigned RC elements as desired.

Figure 3-3, Management Functions

3-3. Mentorship

a. The traditional role of AC (MTOE) associate units in RC training support has been impacted by the TS XXI initiative described in paragraph 3-8. Responsibilities for training assistance and TAM evaluation are now assigned to the CONUSA and TS XXI structures and the AC (MTOE) associate units’ role in RC training is to provide mentorship.

b. Mentorship centers on the sharing of professional experience and coaching and provides

an added dimension to the execution of legislative requirements for senior AC commanders to assist in RC training. Commanders at corps or division level (Lieutenant General and Major General) serve as senior mentor for FSP GO commands, round out units, eSBs, and ARNG divisions. Commanders at comparable rank and organizational levels serve as peer mentor for these units.

c. Senior mentors provide associated RC unit commanders an experienced and dedicated higher-level base for leadership and advice on training matters and perform assigned training management

functions. Senior mentorship may not be delegated. Senior mentors will:

(1) Execute AC commanders' responsibilities required by Section 1131, ANGCRRA for associated FSP GO commands (including priority units in FSP GO commands' peacetime chain), round out units, and eSBs according to paragraph 3-12. (Note: TSB execute these responsibilities for FSP units that are not GO commands and LAD ≤30 units, except priority units in FSP GO commands' peacetime chain.) Under this legislation, commanders of associated AC units are required to:

- (a) Approve training programs.
 - (b) Review readiness reports.
 - (c) Assess manpower, equipment, and training resources.
 - (d) Validate compatibility with AC.
- (2) Approve METL for FSP GO commands (including priority units in FSP GO commands' peacetime chain), round out units, and eSBs according to paragraph 3-10.
- (3) Provide opportunities for eSBs to participate in BCTP rotations with the AC associate.
- (4) Assess eSB proficiency for CTC rotations, with input from CONUSA, according to FORSCOM/ARNG/USAR Regulation 350-2.
- (5) Provide higher headquarters cell for eSBs Brigade Command and Battle Staff Training exercises.
- (6) Coordinate with CONUSA/servicing TSB for APS input regarding Section 1131, ANGCRRA requirements.
- (7) Designate specific AC commanders of like-sized and like-type units to serve as peer mentor for associated RC unit commanders.

d. Peer mentors provide associated RC unit commanders a horizontal source of information and experience in implementing training requirements, attaining goals, and resolving problems. Peer mentors will:

- (1) Provide advice and recommendations on training matters.
- (2) Execute functions as assigned by senior mentor.
- (3) Help assess eSB training proficiency for CTC rotations.

3-4. Army Teaming

a. The primary impetus for Army Teaming is to maximize contributions of the ARNG and USAR in execution of National Military Strategy and to replicate the cohesiveness of AC/RC unit relationships that existed with the Cold War era CAPSTONE alignments, but updated to reflect the demands and missions of a capabilities-based force.

Goal is to strengthen the Army's ability to respond across the full spectrum of military operations – from state/domestic to multinational/worldwide requirements.

b. Army Teaming pairs selected AC and RC units for mutual support of operational requirements. Teaming provides horizontal assistance in execution of each unit's mission, while recognizing the differences in missions of each component. Teamed units support each other in responding to operational demands and will establish and conduct, within resources, mutually supporting training requirements.

(1) Corps commanders exercise oversight of teaming conducted within their corps.

(2) As a cooperative effort, paired units' team their assets for rapid response to CINC's force generation requirements and federally declared domestic emergencies. Either unit could be supporting and either unit could be supported. The teaming concept is maximized by pairing similar type/level units that have different operational requirements. In principle, and within constraints of law, later deploying RC units assist earlier deploying AC units in responding to global crisis, and AC units assist RC units in responding to fires, earthquakes, and flooding, as well as homeland defense and consequence management efforts. The AC and RC units assist each other in responding to SSC operations.

(3) Teamed units keep their individual identity and mission but together provide the Army a broader base from which to choose in meeting the diverse challenges associated with our capabilities-based force. By looking at units in teamed pairs, the Army is better able to meet requirements across the full spectrum of military operations. Support between teamed units is typically provided in unit packages at "AA" level of organization but could be adjusted according to mission requirements.

(4) Teaming is conducted within existing laws, regulations, and policy. It acknowledges, but does not supplant other programs, responsibilities, or relationships.

c. Teamed units should train together, when practical, in events that leverage their operational support capabilities. As each teaming relationship is unique, the details of training arrangements are worked by teamed unit commanders.

(1) Teamed units coordinate calendars and seek training that provides mutual support and benefit to operational missions. Events should promote bonding between teamed units while fostering a better understanding of each other's mission.

(2) Teamed units typically co-participate in training exercises, send representatives to participate in each other's Battle Command Training Program, and exchange crews/teams for collective training events. The RC unit might participate in the AC unit's CTC rotations, while the AC unit might reciprocate by participating in the RC unit's AT periods or domestic response training.

(3) Army teaming does not connote specific training requirements or impact priorities for support. It is not a training support arrangement; teamed units train together as equal partners. The role of the CONUSA and TS XXI structures in providing RC training support and evaluation does not change.

d. Army Teaming has been implemented between four AC and four ARNG divisions as shown in Appendix B.

3-5. Integrated Divisions

a. The two integrated divisions (one light and one heavy) consist of an AC (MTOE) Headquarters and Headquarters Company (HHC), commanded by an AC Major General, and three eSBs. Composition of the integrated divisions is shown below.

(1) The 24th Infantry Division (Mechanized) is located at Fort Riley, KS with a forward element at Fort Jackson, SC. The 30th Infantry Brigade (Mechanized) (NCARNG), 48th Infantry Brigade (Mechanized) (GAARNG), and 218th Infantry Brigade (Mechanized) (SCARNG) are assigned to 24th Infantry Division.

(2) The 7th Infantry Division is located at Fort Carson, CO. The 39th Infantry Brigade (ARARNG), 41st Infantry Brigade (ORARNG), and the 45th Infantry Brigade (OKARNG) are assigned to 7th Infantry Division.

b. The division HHCs fulfill training and readiness oversight (TRO) roles toward assigned eSBs and are not deployable as currently organized. The eSBs will deploy independent of the divisions HHCs. Integrated divisions operate according to the following Mission Statement:

(1) The division conducts premobilization training to maintain properly trained and equipped units available for prompt mobilization for war, national emergency or as otherwise directed. The eSBs remain available and continue to conduct state missions as directed by appropriate authority.

(2) On order, the division mobilizes eSB at home station(s) as required, conducts eSB post-mobilization training, deploys eSBs to geographical CINCs for combat operations. The division headquarters will be prepared to accept and support the mobilization and training of other eSBs or

transition to a deployable division as determined by national command authority.

(3) The division will be prepared to transition to a designated alternative division structure.

c. The integrated divisions are the designated AC associates for purposes of Section 1131, ANGCRRRA for assigned eSBs according to paragraph 3-12. Division commanders serve as senior mentor and assistant division commanders serve as peer mentor according to paragraphs 3-2 and 3-3.

d. The CONUSA is the immediate higher headquarters for integrated divisions. The 24th Infantry Division (Mechanized) reports to First U.S. Army; the 7th Infantry Division reports to Fifth U.S. Army. This chain of command recognizes the importance of the divisions' TRO mission and the critical role of the CONUSA in training support.

3-6. Multiple-Component Units

a. Multiple-component units are established within HQDA policy as single integrated MTOE units, comprised of personnel from more than one Army component. The unit (flag) may be AC, ARNG, or USAR with elements from one or both of the other components. The intent is to integrate, to the maximum extent within regulatory and legal constraints, resources (manpower, equipment, and funding) from more than one component into a cohesive, fully capable Army unit.

b. Commanders of multiple-component units, regardless of component, are responsible for developing, conducting, and evaluating their unit's training. It is recognized that the various structuring and stationing possibilities, coupled with the relative priority of the RC elements involved, present unique challenges in carrying out these responsibilities and that existing models and processes may require modification to be effective.

c. Multiple-component units that are FSP and LAD ≤ 30 are assigned an AC associate according to paragraph 3-2; however, criteria for the AC associate are based on the units' composition.

(1) For AC (flag) units, the unit commander is the AC associate for assigned RC elements.

(2) For RC (flag) units, the next higher level AC headquarters is the AC associate.

d. Designation as multiple-component does not change training requirements, priorities, or responsibilities for support.

3-7. Dual Mission Units

a. Dual mission refers to units that have both a strategic reserve and wartime mission. These units may or may not fill AC organizational structures.

(An official definition for Dual Mission has not been approved.)

b. Dual mission units typically participate in training and planning events with the AC unit they support, with agreement of their strategic reserve higher headquarters.

c. Designation as dual mission does not change training requirements, priorities, or responsibilities for support. As the concept matures and unique requirements and processes are identified, guidance will be provided on a case-by-case basis and documented in future regulations.

3-8. Training Support Twenty One (TS XXI)

a. The Support to Organizational Training initiative, TS XXI, consolidated a number of separate AC training organizations into Training Support Brigades (TSB) under command of the CONUSA. In accordance with the ANGCRRRA, the foundation of TS XXI is providing synchronized, integrated, and effective training support to priority units to achieve pre-mobilization training goals, readiness levels, and reduce time required for post-mobilization training prior to operational deployment. For purposes of TS XXI support, priority units are defined as FSP, round out, LAD ≤ 30 , AH-64 and eSB. These units receive equal considerations regarding priorities for training support. Within capabilities, TS XXI support is provided to other RC units.

b. The TS XXI structures integrate TSBs and Divisions Exercise and their subordinate units into Training Support Divisions (TSDs) under the Operational Control of the CONUSA for training support. These specifically structured organizations, with clearly defined functions and responsibilities for both pre and post-mobilization training, are designed to provide focused and streamlined RC training support.

c. The TSBs serve as the single source provider of training support for RC Combat Arms and CS/CSS units within assigned geographic areas. The following functions are assigned to TSBs in support of TS XXI:

(1) Provide oversight, advice, training assistance, and evaluations relating to METL supporting tasks for RC units within assigned geographic areas. This includes lane training, branch and functional assistance, simulations and staff training, gunnery training support, and observer controller/trainer support for CTS rotations.

(2) Conduct TAM evaluations for units identified in paragraph 3-9, and for other units as tasked by the CONUSA.

(3) In coordination with the RC chain of command, assist in METL development process according to paragraph 3-10.

(4) Serve as AC associate and execute AC commanders' responsibilities required by Section 1131, ANGCRRRA for FSP units that are not GO commands and LAD ≤ 30 units (except priority units in FSP GO commands' peacetime chain) according to paragraph 3-12. This responsibility may not be delegated below brigade (colonel) level.

(5) Provide AC units associated with FSP GO commands (including priority units in FSP GO commands' peacetime chain), round out units, and eSBs input regarding Section 1131, ANGCRRRA requirements.

(6) Provide AC units associated with eSBs input for assessment of training readiness for CTC rotations.

(7) Provide command and control for training support battalions that support eSBs.

3-9. Training Evaluations

a. The CONUSA ensure TAM evaluations are conducted for all RC units stationed within their assigned geographic areas regardless of the Annual Training (AT) site, unless the unit is performing ODT. Criteria for evaluators, composition of evaluation teams, and frequencies of evaluations are in FORSCOM Regulation 220-3. While the CONUSA have overall responsibility for TAM evaluations and fill requirements through cross-leveling/tasking assigned organizations, coordination with other agencies, and by requesting assistance from FORSCOM, evaluations are normally conducted as follows:

(1) The FSP units, round out units, eSBs, LAD ≤ 30 units, AH-64 units and CONUS Sustaining Base units are evaluated annually by CONUSA assets.

(2) Units other than FSP units, round out units, eSBs, LAD ≤ 30 units, AH-64 units and CONUS Sustaining Base units are evaluated triennially by CONUSA assets within capabilities.

(3) Evaluation requirements for RC (flag) multiple-component units and RC elements of AC (flag) multiple-component units are the same as other RC units. Commanders of AC (flag) multiple-component units may conduct TAM evaluation for their RC elements. There is no TAM evaluation requirement for AC (flag) units or elements.

(4) If required, the CONUSA may coordinate with active federal installations for evaluation of units conducting AT on the installation and report evaluator shortfalls for fill through the tasking process according to paragraph 3-9b.

(5) Units performing ODT are evaluated by the OCONUS sponsor in accordance with AR 350-9.

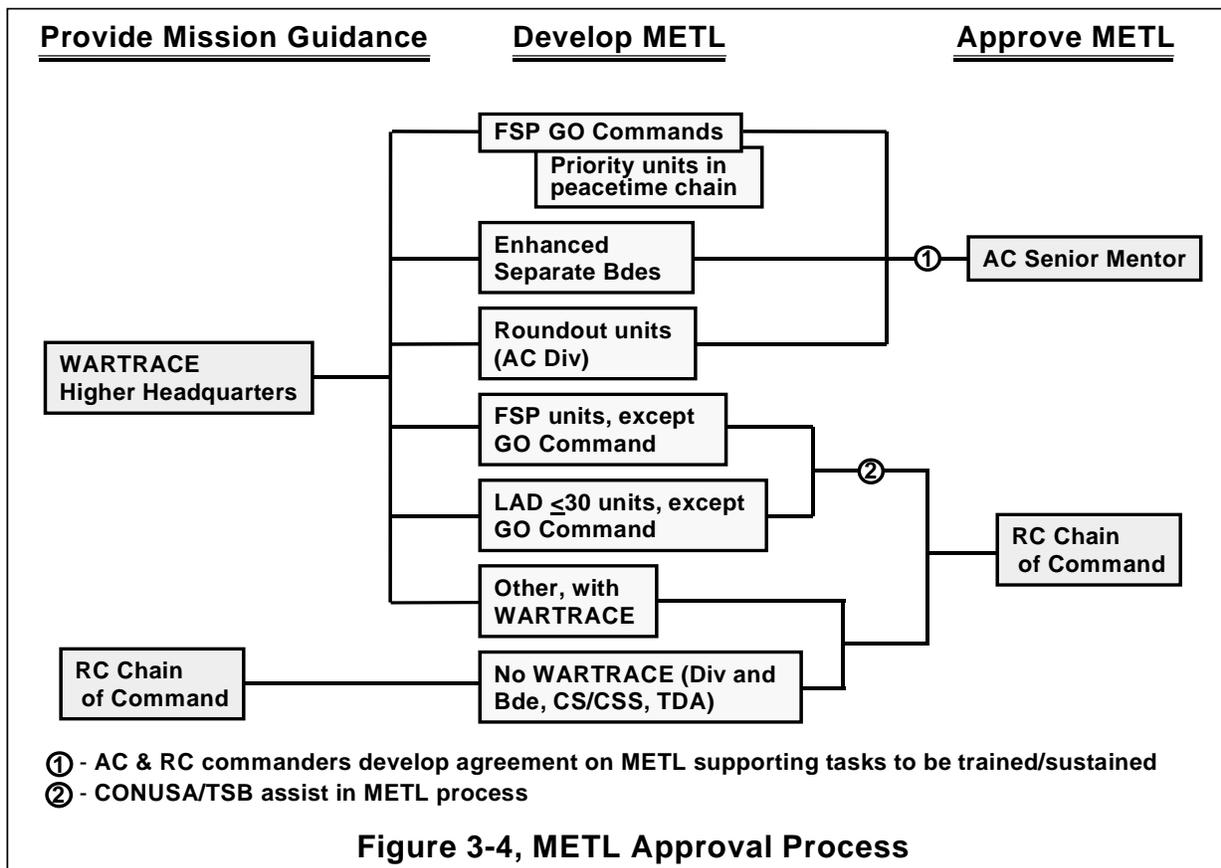
b. Overall relief of evaluator requirements, as established in FORSCOM Regulation 220-3, is not normally granted. However, requirements that cannot be supported may be reported to FORSCOM for fill through the normal tasking process. The CONUSA may send requests for evaluators on a case-by-case basis to Commander, FORSCOM, ATTN: AFOP-OCT, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062. The requests must be received NLT 110 days before the required start date and must include details prescribed by FORSCOM Regulation 350-12.

c. Active installations provide administrative and logistical support, according to FORSCOM Regulation 220-3, for evaluations being conducted on their installation and on semi-active federal and state-owned installations for which they are assigned responsibility under Army Regulation 5-9. This

3-10. Mission Essential Task List (METL) Development

a. All Army units and organizations develop METL. The OPLANs and external directives that relate to wartime missions are the primary elements in METL development. The TDA organizations and MTOE units not aligned with an OPLAN develop METL based on guidance provided by their chain of command. The METL is used to form the organization’s training program.

b. Mission guidance in support of OPLANs is initiated at the higher levels of command, e.g., corps or theater support command, and provided down through the WARTRACE chain. Commanders, both AC and RC, monitor the WARTRACE database and provide mission guidance to newly aligned subordinate units within 120 days of alignment change. Guidance for units not aligned with an OPLAN is provided by the peacetime chain of command and may be either critical training tasks or



applies equally to evaluators provided by that installation and evaluators coming from other installations. Where conflicts exist, AT and TAM evaluation support receives priority consideration over other routine activities.

operational activities in support of the higher headquarters METL.

c. Upon receipt of guidance, commanders analyze the mission and begin development of their unit’s METL. Unit commanders submit their METL to the appropriate headquarters within 120 days of

mission guidance receipt. As an adjunct, senior mentors and commanders of associated RC units develop agreement on METL supporting tasks to be trained and sustained each training year.

d. Senior mentors approve METL for FSP GO commands, round out units, and eSBs. The FSP GO commands include priority units that are in their peacetime chain of command in the METL process for senior mentor approval. Senior mentor approval of FSP GO command METL includes priority units in the FSP GO command peacetime chain. The peacetime chains of command approve METL for FSP units that are not GO commands, LAD \leq 30 units, ARNG divisions, strategic reserve brigades, and other assigned units (except FSP GO commands and priority units in their peacetime chain, round out units, and eSBs). Processes and roles of the various categories of units/headquarters involved are depicted Figure 3-4.

e. For units aligned to multiple OPLANs, METL is based on priority OPLAN alignment. The WARTRACE Program provides information on OPLAN alignments, including a Mission Priorities Report that identifies OPLAN alignment priorities. This information is on the Global Command and Control System (GCCS) database, which is available at TAG and USARC headquarters. Priorities for METL development coincide with OPLAN alignment priorities.

f. Regardless of which headquarters approves the METL, peacetime chains of command provide training policy and resources and ensure that all training (except state-required ARNG training) is directed at METL proficiency. The CONUSA structures provide training support at levels commensurate with the units' priority for support and available resources; and AC associate units (where assigned) execute mentorship functions according to paragraph 3-3.

3-11. Exercises

a. Exercises are designed to improve mission capability by training units and staffs as functional elements of the organizational level being exercised. Exercises should provide a challenge that builds upon the unit's capabilities with the aim of subsequent participation in more difficult and complex exercises. Peacetime chains of command assess the training needs of their units and ensure participation in exercises that provide a demanding mission related experience.

b. Integration of battle simulations is key to successful exercise play. This emphasizes current doctrine and the correct application of sound tactical principles, and allows command and staff

participation in multi-echelon training. The use of battle simulations is encouraged where consistent with the goals and objectives of the exercise. Training with simulations can offset problems associated with safety, environment, funding, and availability of participating units.

c. The OPLAN alignments and AC/RC associations provide the basis for exercise participation. For units listed on more than one OPLAN, the METL development priorities (see paragraph 3-10) also apply to exercise priorities. The RC units are encouraged to participate in exercises with their AC associate unit/corps, where assigned. With requirements for multi-mission capable units that can effectively respond to both MTW and SSC operations under any select headquarters, participation in exercises with AC associate units/corps supports the force projection strategy and replicates anticipated employment scenarios.

d. Exercise sponsors must articulate RC requirements and provide troop lists well in advance of the exercise to allow time for planning and resolution of civilian employer conflicts.

e. The above guidelines are not all inclusive. The peacetime chains of command determine exercise participation for their units, as particular circumstances require.

3-12. Army National Guard Combat Readiness Reform Act (ANGCRRA) Requirements

a. Section 1131 of the ANGCRRA, as amended, requires that ARNG ground combat maneuver brigades and CS/CSS units considered essential for execution of the national strategy be associated with an AC unit, and prescribes responsibilities for associated AC unit commanders. The RC units affected by this are ARNG eSBs and CS/CSS units of both the ARNG and USAR that are designated FSP, round out, and LAD \leq 30. The FSP GO commands, round out units, and eSBs are associated with AC (MTOE) units according to Appendix B. The FSP units that are not GO commands and LAD \leq 30 units are associated with TSBs according to Appendix C. These appendices are published separately.

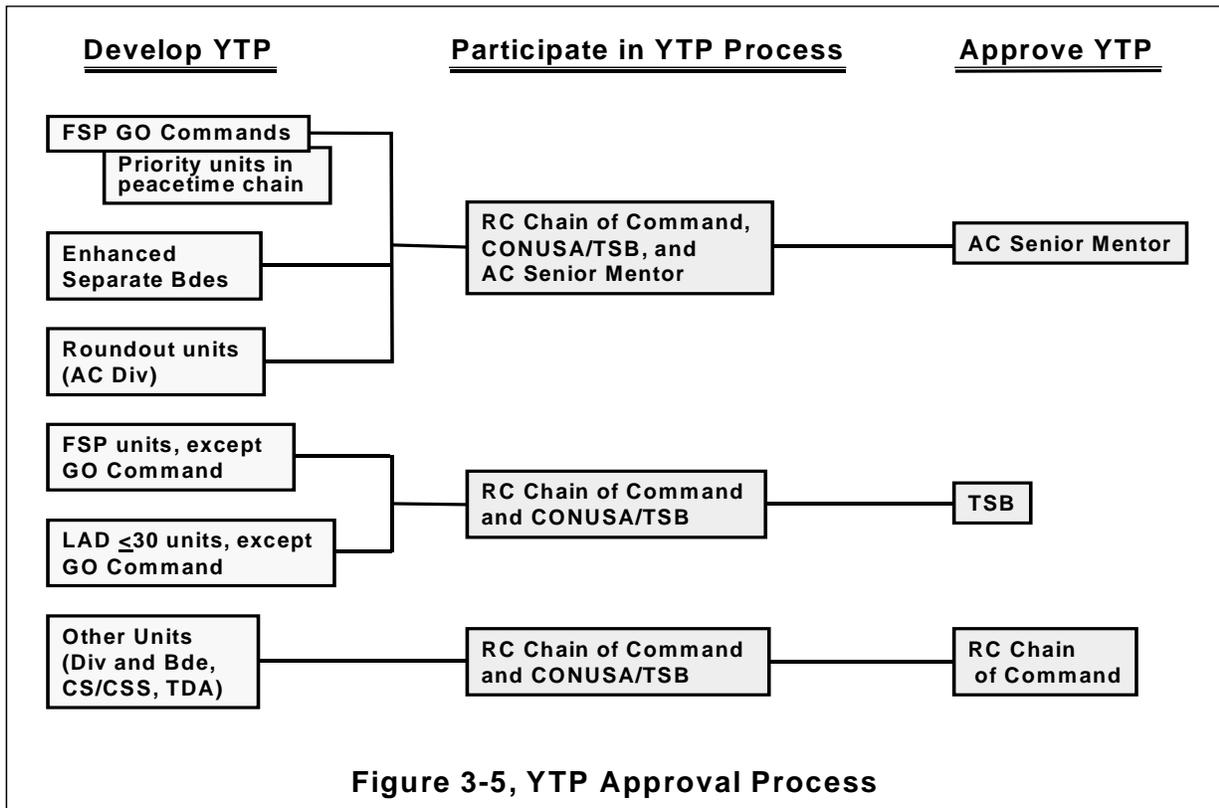
b. Information relating to implementation of Section 1131 ANGCRRA requirements is provided to Congress by the Secretary of the Army in an annual report known as the Army Posture Statement. The requirement for the ANGCRRA annual report to Congress is codified in chapter 1013 of Title 10, United States Code. The corps, Third Army, CONUSA, and ASC provide FORSCOM results of requirements in paragraphs 3-12c(3) and 3-12c(4) for associated units. This information is required by 31

October each year, for the previous fiscal year. It should be organized by state/command with each eSB addressed separately. Data relating to other units may be consolidated by component and branch. Forces Command provides this and a complete listing of AC/RC associations (along with other information outside the scope of this regulation) to HQDA for inclusion in the report.

c. Senior mentors execute associated AC commanders' responsibilities for FSP GO commands (including priority units in FSP GO commands' peacetime chain), round out units, and eSBs. The TSB commanders execute associated AC commanders' responsibilities for FSP units that are not GO commands and LAD ≤ 30 units (except priority units in FSP GO commands' peacetime chain). Specific requirements are for a brigade (colonel) level or higher AC commander to:

year start, but may require revision after completion of the AT period. The YTP/YTB addresses plans and objectives for IDT and AT in the upcoming year, including schools, leadership training, resource requirements, and support needed to execute plans. The peacetime chains of command and CONUSA/TSB/training support structures are involved in this process and ensure that approved training is resourced and supported.

(b) Senior mentors approve YTP for FSP GO commands round out units, and eSBs. The FSP GO commands include priority units that are in their peacetime chain of command in the YTP process for senior mentor approval. Senior mentor approval of FSP GO command YTP includes priority units in the FSP GO command peacetime chain. The TSBs approve YTPs for FSP units that are not GO commands and LAD ≤ 30 units, (except priority units



(1) Approve training programs.

(a) The RC unit commanders should seek TSB assistance in preparing their YTP, with the goal of formulating a suitable plan prior to submitting for formal approval. A yearly training brief (YTB) presented to the peacetime chain of command, CONUSA/ TSB, and senior mentor (where assigned) is the standard procedure to accomplish this. It is normally conducted 8 to 10 months before the fiscal

in FSP GO commands' peacetime chain). The peacetime chains of command approve YTP for other RC units. The peacetime chains of command and CONUSA/TSB are always included in the YTP process as shown in figure 3-5. Changes to previously approved YTPs are processed the same as the initial YTP.

(c) While a traditional YTB is the standard procedure for securing resources, support and

approval of the YTP, senior mentors and the TSB may coordinate/implement alternative procedures for associated lower level units. Regardless of how the YTP is presented, the peacetime chain of command and CONUSA/TSB must be involved in the approval process and all must agree to provide resources and support within established priorities.

(2) Review readiness report. The RC unit commanders provide their Unit Status Report to the associated senior mentor (where assigned) or the TSB. This entails accurate and objective assessment of manpower, equipment and training readiness IAW AR 220-1. Compliance Assessment Program, TAM evaluation, and other available indications of readiness should be used in preparation of reliable reports.

(3) Assess manpower, equipment, and training resource requirements. Senior mentors (where assigned) or TSBs execute this requirement through an independent overall assessment of the units' ability to complete postmobilization training requirements and successfully deploy within required timelines. The assessment will include training areas, maneuver areas, range requirements, and Training Aids, Devices, Simulations, and Simulators needed to attain mission proficiency. If the assessment identifies conditions that would significantly impact deployment timelines, and are not expected to be overcome by the unit within a reasonable period, recommendations regarding future assignment of priorities for the unit should be provided to the RC chain of command and appropriate corps or CONUSA. Corps and CONUSA include results of the assessment in APS input.

(4) Validate, not less than annually, compatibility of the unit with AC forces. The senior mentor (where assigned) or the TSB analyzes equipment compatibility, personnel, and training levels in ensuring RC units are capable of accomplishing wartime missions with their AC counterparts. If significant weaknesses exist that render the unit incompatible with AC forces for mission accomplishment, recommendations regarding future assignment of priorities for the unit should be provided to the RC chain of command and appropriate corps or CONUSA. Corps and CONUSA include results of the validation in APS input.

3-13. Corps Mission Alignment

a. The Army's mission requires the combined efforts of both the AC and RC to meet the diverse challenges associated with our capabilities-based force. While ARNG combat units are not all assigned a wartime mission, these units participate in the full

spectrum of operations conducted by AC formations and are an essential part of The Army. This is clearly evident in the sourcing of the Bosnia Stabilization Force mission - drawn from a mix of AC/RC units with some rotations commanded by ARNG divisions - and the planned use of ARNG eSBs to backfill and support MTW OPLANs as AC combat brigades undergo transformation and restructure.

b. The ARNG combat units are aligned to OPLANs according to Joint Strategic Capabilities Plan (JSCP) apportionment. The current JSCP apportions all eSBs; however, the ARNG divisions and strategic reserve brigades are not apportioned. In support of the need for a mission focus for units that are not apportioned, each ARNG combat unit is aligned with a designated AC corps. Specific alignments will be provided under separate cover.

c. Through corps mission alignment, the corps OPLAN provides wartime training focus for each ARNG combat unit. Unit alignments are guided by WARTRACE or AC/RC associations and Army Teaming, according to the RC unit category.

d. Corps commanders sponsor mission alignment of designated ARNG combat units. Training relationships with these units should be similar to that of other units (either AC or RC) that are aligned to corps OPLANs.

e. The sole purpose of corps mission alignment is to provide a wartime training focus and METL for ARNG combat units consistent with that of an AC corps. It does not change priorities, responsibilities, or relationships under other programs and is funded within existing resources.

Chapter 4 – Funding

4-1. General

The integration of AC, ARNG, and USAR units into the programs and initiatives addressed in this regulation creates environments that require multiple appropriations for support. In principle, each component budgets for their own requirements through normal funding processes and unit commanders manage the funds provided for their units. This chapter outlines resource management processes that support Army Relationships.

4-2. Funding Processes

a. AC/RC Associations/Mentorship.

(1) Designated OMA funding is the primary appropriation used to resource AC/RC associations. These funds are specifically identified (by Funding Authorization Document annotation) for AC unit support of Mentorship and are separate from the AC unit's OMA mission accounts. They are programmed

and executed in Management Decision Package (MDEP) TRCS, PE 121013. (The old MDEP was VTXI.) Unlike previous programs, these funds do not support AC training assistance/support and TAM evaluation, which is now provided by TS XXI structures described in paragraph 3-8. The following activities are supported by the AC/RC Association OMA account:

(a) Visits by AC associate to RC units to perform senior and peer mentorship functions according to paragraph 3-3.

(b) Incremental costs (POL, expendable supplies, and repair parts) incurred by the AC associate units in use of their equipment directly attributed to support of associated RC units (not to include fair wear or equipment depreciation).

(2) Commander, Forces Command, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 3030-1062 validates each installation's requirements and distributes funds to the senior mentor's installations for administration. Senior mentors administer or redistribute funds for peer mentors as appropriate. Initial OMA distribution and funding level adjustments are based on validated workloads and subject to funding availability. Unresourced requirements identified during the budget year will be processed through resource management channels.

b. Army Teaming.

(1) At present, there are no funds specifically identified for incremental costs associated with Teaming. Each component budgets for their requirements through normal processes within their own appropriations.

(2) Requirements for FY 00 and FY 01 are funded within existing resources. Out-year incremental funding requirements will be in the Program Objective Memorandum (POM).

(3) Corps captures actual incremental costs associated with Teaming and provide to FORSCOM on an annual basis. These consolidated data will form the basis for POM and future programming.

c. Integrated divisions.

(1) Funding policy and flow for integrated divisions follows traditional channels for AC and ARNG appropriations, but recognizes the role of division commanders in the budgeting and resourcing of assigned eSBs.

(2) Division HHCs at Fort Carson and Fort Riley and the division forward at Fort Jackson are resourced with OMA for travel, contracts, supplies/equipment, and base operations support in

the Training Resource Model. These funds flow from FORSCOM to the installations and are administered per normal budgeting procedures.

(3) The eSBs are resourced with NGPA for pay and allowances and travel, and OMNG for transportation, contracts, supplies/equipment, and OPTEMPO. These funds flow from NGB through normal channels to the State Area Command (STARC) then to the eSBs. The STARC provides a copy of the funding plan for each eSB to the division commander.

(4) The STARC provides NGPA execution data for assigned eSBs to division commanders to ensure accomplishment of objectives.

(5) Specific guidance on these processes is included in the AC/ARNG Integrated Division Implementation Plan.

d. Multiple-component units.

(1) Commanders of multiple-component units manage the funds required for the unit's organizational training and sustainment. Appropriation sponsors provide these funds for the unit commander to manage; however, by law these funds remain appropriation-specific and are executed accordingly. The units' higher command institute procedures and provide oversight to ensure proper accountability of all funds.

(2) Appropriation sponsors, in coordination with unit commanders and chains of command, program, budget, and manage the execution of all other funds (e.g., pay and allowances, professional military education, and base operations) required for their elements of multiple-component units.

e. Dual mission units. Funding implications have not yet been defined for dual mission units.

f. Training Support XXI

(1) Funding policy and flow for TS XXI follows traditional channels by appropriation and command. While TS XXI was funded in MDEP VTXI in FY 00, funding for FY 01 and outyears is in TRCS for all commands.

(2) The CONUSA provide OMA funding to the TSDs/TSBs/Training Support Battalions (TSBns), Field Training Groups, and Senior Army Advisors to accomplish the TSXXI mission.

(3) The USARC provides RPA funding, with CONUSA guidance, to the appropriate Regional Support Commands for pay and allowances and administrative requirements for the troop program unit soldiers assigned to TSDs/TSBs/TSBns.

Appendix A - References

AR-10-87	Major Army Commands in the Continental United States
AR 11-30	Army WARTRACE Program
AR 27-1	Judge Advocate Legal Services
AR 220-1	Unit Status Reporting
AR 350-9	Overseas Deployment Training
AR 350-28	Army Exercises
AR 350-41	Training in Units
FM 25-100	Training the Force
FM 25-101	Battle Focused Training Battalion Level and Lower
FORSCOM Reg 11-30	Army WARTRACE Program: Program Guidance
FORSCOM Reg 220-3	Reserve Component Training Assessment
FORSCOM/ARNG Reg 350-2	Reserve Component Training
FORSCOM Reg 350-5	Joint Training Exercises
FORSCOM Reg 350-12	Procedures for Tasking and Support from Active Component Installations and Units
FORSCOM Reg AR 27-1	Judge Advocate Training Association Program (JATAP)
HQDA Letter 220-98-1	Establishing Multiple-Component Modification Table of Organization and Equipment (MTOE) Units
Training Support XXI Implementation Plan	
AC/ARNG Integrated Division Memorandum of Agreement	

Glossary

AC/RC Association Program

Establishes formal training relationships between select AC and RC units under the oversight of corps, CONUSA, Third Army, ASC, or other MACOM. These relationships implement requirements of Section 1131, ANGCRRRA regarding AC associations for priority RC units (FSP, round out, LAD ≤30, and eSBs). Commanders at brigade (colonel) level or higher to execute the ANGCRRRA requirements. This program also establishes AC associations for ARNG divisions. The divisions, brigades, FSP GO Commands, and round out units, are associated with both a higher-level headquarters (senior mentor) and a unit of the same organizational level (peer mentor). The FSP and LAD ≤30 units below GO command level are associated with an AC headquarters at brigade level. Commander, FORSCOM acts as HQDA executive agent, provides policy guidance, and overall management for the AC/RC Association Program.

Army Teaming

Pairs select AC and RC units for mutual support of operational requirements. Teaming provides horizontal assistance in execution of each unit's mission, while recognizing the different mission of each unit. Teamed units support each other in responding to operational demands and will establish and conduct, within resources, mutually supporting training requirements. Commander, FORSCOM acts as HQDA executive and coordinating authority for Army Teaming.

Army National Guard Combat Readiness Reform Act (ANGCRRRA) of 1992 (Title XI, Public Law 102-484, as amended)

Mandates initiatives to improve ARNG readiness in the areas of personnel qualification and deployability enhancements; capability assessment; and compatibility of ARNG units with AC units. As amended by section 515 of the National Defense Authorization Act for Fiscal Year 1996 (Public Law 104-106, 110 Stat. 308), Section 1131 of the National Defense Authorization Act for Fiscal Year 1993 (Public Law 102-484, 106 Stat 2540), now requires that ground combat maneuver brigades of the ARNG and CS/CSS units of the Army Selected Reserve, that the Secretary of the Army determines are essential for execution of the National Military Strategy, be associated with an AC unit, at brigade

level or higher. Section 1131 also sets responsibilities for the AC commander. The ANGCRRRA Annual Report is codified in Chapter 1013 of Title 10, United States Code.

Corps Mission Alignment

The alignment of RC units under an AC corps for the purpose of achieving a wartime training focus. Unit alignment is guided by WARTRACE or AC associations and teaming, providing the RC units a wartime training focus and METL consistent with that of an AC corps.

Enhanced Separate Brigades (eSB)

Principal RC ground combat maneuver force. Will be organized, equipped, and sustained to be doctrinally employable, command and control compatible, and logistically supportable by any U.S. Army corps or division. The term "enhanced" refers to increased resource and manning priorities. Improved premobilization training strategies will ensure ability to deploy within prescribed timelines after mobilization. Primary federal mission is to serve as strategic hedge against the potential of two nearly simultaneous major theater wars.

Force Support Package (FSP)

A pre-designated set (or package) of doctrinally correct types of CS/CSS units tailored to support requirements of five and one third divisions, one complete corps, one corps planning headquarters, and one theater. Commander, FORSCOM serves as HQDA executive and coordinating authority for developing and maintaining the FSP.

Integrated Divisions

One heavy and one light division comprised of an AC headquarters and three eSBs each. Division commanders provide training readiness oversight and serve as AC associate/senior mentor for assigned eSBs. The division headquarters (lacking CS/CSS base) is not deployable in present configuration.

Latest Arrival Date (LAD)

A day, relative to C-Day (the unnamed day on which a deployment operation begins), that is specified by a plan as the latest date when a unit can arrive at the port of debarkation and support the concept of operations. As used in this regulation applies to units aligned to an OPLAN of either MTW and is a criteria for determining an RC unit's priority for

training support. This information is available in the GCCS database.

Mentorship

Provides dedicated AC relationships that center on the sharing of professional experience and coaching. Corps or division level AC commanders serve as senior mentors, providing a higher-level base for leadership and advice on training matters and execute specific training management functions. Senior mentors designate AC commanders of like-sized and like-type units to serve as peer mentors for associated RC unit commanders. Peer mentors provide a horizontal source of information and experience in implementing training requirements, attaining goals, and resolving problems.

Mission Essential Task List (METL)

A compilation of collective mission essential tasks that must be successfully performed if an organization is to accomplish its wartime mission. The METL is derived from wartime mission guidance and related directives, and is developed without consideration of resource availability, unit readiness levels, or the ability to train.

Multiple-Component Units

Units that are authorized personnel and/or equipment from more than one component on a single document. The unit (flag) may be AC, ARNG, or USAR with elements from one or both of the other components.

Peacetime Chain of Command

Ascending organizational levels up to the corps for AC units; the USARC for CONUS-based, USAR units except SOF units; USASOC for USAR SOF units; USAREUR for USAR units based in Europe; USARPAC for USAR units based in the Pacific; and specific TAGs for ARNG units. The peacetime commander is ultimately responsible for the training of assigned units, and must ensure that training programs and resources are geared toward improved proficiency in METL tasks.

Priority RC Units

The ARNG eSBs and CS/CSS units of both the ARNG and USAR that are designated FSP, round out (for AC divisions), and LAD ≤ 30 . These units are assigned AC associations according to Section 1131, ANGCRRA and receive first priority for TS XXI

training support. All AH-64 attack helicopter units receive first priority for TS XXI support, whether in the above categories or not. Other RC MTOE units are next in priority for TS XXI support.

Round out

The RC units that are designated to fill the organizational structure of AC divisions. Round out units are identified through VFAS as having the same TPSN as their parent division.

Time-Phased Forces Deployment Data (TPFDD)

An automated database projection of an OPLAN. It contains data on units to be deployed with desired priority sequence for their arrival at the port of debarkation, movement data, and transportation requirements. TPFDD is prepared in support of CINC's approved OPLANS and provides the basis for wartime planning.

Training Plan Approval

ANGCRRA requirement for AC commanders at brigade or higher level to approve training plans for affected RC units. Senior mentors execute for FSP GO commands, round out units and eSBs. The TSB execute for FSP units that are not GO commands and LAD ≤ 30 units. The peacetime chains of command approve training plans for other units.

Training Support Twenty One (TS XXI)

Establishes specifically structured organizations under the CONUSA with clearly defined responsibilities for pre and postmobilization RC training support. The TS XXI structures provide synchronized, integrated, and dedicated training support to high priority (FSP, round out, LAD ≤ 30 , and eSBs) and other RC units.

WARTRACE

The deliberate alignment of AC and RC units under a single commander for wartime planning to achieve national strategic goals. The wartime chains of command are identified through WARTRACE.

Wartime Chain of Command

Ascending organization from company level up to CINCs of unified commands that prepare OPLANS in response to Joint Chiefs of Staff requirements.