



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-AC

04 OCT 16

MEMORANDUM FOR SEE DISTRIBUTION

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

1. References:
  - a. AR 5-22, dated 28 October 2015.
  - b. AR 600-3, dated 3 December 2014.
  - c. AR 600-200, dated 11 February 2009.
  - d. MCoE Reg 10-10, dated 26 May 2016.
  
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. Develop agile Leaders & Soldiers on core competencies of Combined Arms Maneuver (CAM) and Wide Area Security (WAS) operations, capable of closing with and destroying the enemy using fire, maneuver, and shock effect as part of an expeditionary and regionally aligned Army.
  
4. Chain of Command.
  - a. Relationships. The USAARMS Staff assists the 50<sup>th</sup> 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 Deputy Assistant Commandant Army National Guard (DAC ARNG), Executive Officer (XO), the Commandant's Initiatives Group (CIG), the Aide-de-Camp (ADC), and the Executive Assistant (EA). 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 194<sup>th</sup> AR and 316<sup>th</sup> CAV. 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 (MCoE).
  
5. Command Responsibilities.
  - a. Deputy Commanding General – Armor. Serves as the second in command, when senior to the Deputy Commanding General-Infantry of the MCoE, in the absence of the CG. 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, command sergeants major, and 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 all career management field (CMF) 19 soldiers assigned to brigade combat teams; 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 Command and Tactics Directorate on course focus for the Maneuver Captains Career Course (MCCC) and follow-on functional courses in order to enable individual readiness and increase capabilities within the operating force.
- (9) Responsible for developing agile and adaptive Soldiers and Leaders that are proficient in Combined Arms Maneuver, Wide Area Security, and Mobile Protected Firepower, setting a common foundation for the operational force to build upon.
- (10) Represents the MCoE at meetings, conferences and engagements with senior officials from: Training and Doctrine Command (TRADOC); Headquarters, Department of the Army; Congressional Delegations; civilian organizations and other Department of Defense services & agencies.
- (11) Coordinates and assists in preparations that will represent CG participation in senior leader forums, such as Fires, Aviation, Infantry and Armor Conferences, Congressional visits and meetings with defense, industry & civilian leaders.
- (12) Advisory to command group battle rhythm events.

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

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

(15) 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.

(16) Furnishes subject matter expert support 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) Reviews MCCC/ Maneuver Pre-Command Course (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 proponent code of 171B and serves as the TRADOC Training Proponent for all functional areas assigned in TRADOC PAM 350-70-16. As such, the Commandant is the approving authority for Armor area of concentration (AOC) and CMF 19 related training Program of Instruction (POI) within the 194<sup>th</sup> AR Brigade, 316<sup>th</sup> CAV Brigade, and the 199<sup>th</sup> IN Brigade's Armor Basic Officer Leadership Course (ABOLC), Senior Leader Course and Advanced Leader Course. Additionally included are the Army National Guard Regional Training Institutes.

(2) The USAARMS Commandant is the proponent for Armor AOC tasks, CMF 19 tasks, and the currency of skill identifiers, additional skill identifiers, special qualification identifiers, and personnel development skill identifiers producing qualifications.

(3) Exercises command responsibilities for 194<sup>th</sup> AR and 316<sup>th</sup> 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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(4) Establishes prioritization for manning and resourcing of all 171B POI courses and participates in funding and contracting boards that are responsible for updates to POIs through the Total Army School System (TASS) process.

(5) Serves as Course Convening Authority for all 171B - 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 171B - proponent course in accordance with (IAW) Army Regulation (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 (MCoE 10-10, Para 15-8).

(6) Manages the eight lifecycle functions prescribed in AR 600-3 and AR 5-22 for the Armor branch and CMF 19.

(7) Manages initial military training and professional military education student load in and prioritization of follow-on functional training for Armor Soldiers.

(8) 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.

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

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

(11) Furnishes subject matter expert support for developing materiel systems and system training support products.

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

(13) 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.

(14) Ensures the development, maintenance, and access to training strategies, programs, and doctrine-based instructional materials/resources {Combined Arms Training Strategy (CATS), Standards in Training Commission, and Systems Training Plan (STRAP)} for which the Commandant is the proponent.

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

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

(1) The USAARMS Commandant additionally performs duties as the CoAR IAW AR 5-22, the Army Proponent System, and AR 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 the Armor branch. Defines professional development models, career progression plans, and training requirements and approves training strategies to support the total Armor force.

(3) 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.

(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 proponentcy, manning, training, and equipping the Armor force; senior communicator with operations of the Armor force in order 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 proponentcy, manning, training, and equipping the Armor force.

(8) Responsible for developing agile and adaptive Soldiers and Leaders that are experts in Combined Arms Maneuver, Wide Areas Security, and Mobile Protected Firepower.

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

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(10) Provides slating guidance for future Armor battalion commanders.

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

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

(13) Provides oversight on Majors assignments post Command and General Staff College/ Intermediate Level Education or equivalent program.

6. USAARMS Key Leader Responsibilities.

a. Command Sergeant Major.

(1) Serves as the principle Senior Non-Commissioned Offer (NCO) and 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 NCO 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 principle 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.

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(11) Conducts periodic reviews of the standards for the Excellence in Armor program, making recommendations for changes or modifications when necessary.

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 171B 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 AR 600-3 personnel proponenty 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 proponenty 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 principle 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 the eight life cycle management functions of their prospective 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) Responsible for developing, monitoring, and assessing diversity actions for each of the eight personnel life- cycle management functions of their respective career fields.

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

(8) Serves as the Armor branch liaison between Human Resources Command and all units on Fort Benning.

(9) Monitors implementation of the lieutenant initial military training strategy and provide assistance with follow on schools and assignments for all Armor branch Officers attending Officer Candidate School, ABOLC, and MCCC students.

(10) Supports MPCC with current Armor Initiatives.

(11) Promotes assignment opportunities within the Armor community and Fort Benning.

(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 171B 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.

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

(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 & Training Circular development.

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

d. Armor Deputy Assistant Commandant – Army National Guard.

(1) Serves as the AR DAC ARNG to the Armor School. Serve on the management staff of the USAARMS at the MCoE as principal ARNG AR representative.

(2) Responsible for the critical analysis and information coordination between active and reserve component maneuver force stakeholders. Conduct internal and external collaboration in order to synergize USAARMS efforts across the Total Army.

(3) Coordinate efforts with the various staffs at the MCoE as well as TRADOC, FORSCOM, ARNG and maneuver forces of the Army in support of national objectives.

(4) Interact with ARNG maneuver forces on behalf of the CoAR. Support all organizations that are required to interact with the CoAR that relate to his initiatives. Ensure products and outcomes are consistent with the CoAR's vision.

(5) Provides and synchronizes thematic overview of the Armor and Cavalry Magazine.

(6) Performs duties described as XO in the absence of an XO.

e. Executive Officer.

(1) Provides managerial oversight and leadership to the USAARMS Management Staff.

(2) Provides managerial oversight and synchronization of the CoAR's battle rhythm events.

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

(4) Reviews and Validates budget program monthly execution.

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- (5) Oversees the management of Armor School HQ elements official travel.
- (6) Drafts and publishes the Armor Newsletter (Thunderbolt Blast) to the armored force that serves as an informational flow of DOTLMPF initiatives occurring within the MCoE.
- (7) Coordinates and synchronizes events.
  - (a) For events occurring in the Benning Conference Center, coordinates with Club Manager or Club caterer. For Banquet Room events, work with MCoE Protocol. For other rooms in McGinnis-Wickham Hall (MWH), coordinate with G3.
  - (b) Coordinates with Public Affairs Officer (PAO) for events and works directly with MCoE PAO and/ or Fort Benning PAO.
  - (c) For Protocol support, works with Protocol Chief and MCoE Protocol Specialist.
  - (d) Coordinates ceremonies with G3 Ceremonies REP.
  - (e) Coordinates tours of the Restoration Shop (macro-artifact collection) or NIM (micro-artifact collection) with MCoE Museums. They also manage the Armor Heritage displays on the first floor of MWH, Building 4.
  - (f) Provides inputs into the Chief of Staff's (CoS) Visit Update meeting or the CEO working group (which feeds the CoS Visit Update) through MCoE CG's Commanders Action Group.
- (8) Synchronizes the CoAR's initiatives into the annual command training guidance that outlines the instructional priorities of the Armor branch.
- (9) For garrison issues, works with Garrison Operations Officer.
- (10) For United States Army Corps of Engineers issues (an example is memorial installation or TSF project) works with DPW Engineering Division Chief.
- (11) Obtains legal reviews from Office of the Staff Judge Advocate, Chief of the Administrative and Civil Law Division or Contracts Attorney for the Admin and Civil Law Division.
- (12) Oversees Armor School knowledge management through coordination with MCoE G3 Information manager.
- (13) For MPCC events, coordinates with CPT MCoE MPCC Coordinator.

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(15) For logistics and maintenance oriented issues, works with Directorate of Training Sustainment (DOTS), Director, Support Operations Officer, Support Operations Chief or DOTs Armor School LNO.

f. Chief, Commandant's Initiative Group.

(1) Serves as the proponent 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.

(2) Develops and implements the USAARMS Strategic Synchronization Plan that targets strategic communication, messaging, and vision to the operational forces, targeting 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) Manages the USAARMS Battle Rhythm and monitors CGs Calendar and coordinates with CG's XO to schedule events and office calls and to provide read ahead material.

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

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

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

(8) Provides Hatch article for the Armor and Cavalry Magazine and Thunderbolt blast.

(9) Manages the USAARMS Facebook webpage; MCoE Facebook is managed by MCoE PAO. SSG Caylor and Mr. Harmon have editor access. CIG and Mr. Turkatte have administrative access.

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

f. Aide-de-Camp.

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

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

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

(4) Main 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 guidance and input 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 travel 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.

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.

(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.

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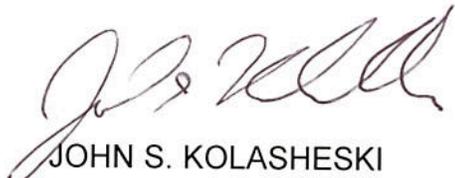
(7) Assists with managing and synchronizing the USAARMS' key leader calendar and daily activities.

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

TREAT 'EM ROUGH!

Encl

USAARMS Battle Rhythm



JOHN S. KOLASHESKI  
Brigadier General, US Army  
50<sup>th</sup> Chief of Armor

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