



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL
OFFICE OF THE COMMANDING GENERAL
455 MCNAIR AVENUE, SUITE 100
FORT SILL, OKLAHOMA 73505

ATZR-C

01 November 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: System Training Plan (STRAP) and NET/Leader Training Policy Memorandum, CG Policy Memo12-30.

1. References:

- a. Army Regulation 350-1, Army Training and Leader Development, 18 December 2009.
- b. Army Regulation 5-22, The Army Force Modernization Proponent System, 6 February 2009.
- c. Department of the Army Pamphlet 350-40, Army Modernization Training Planned for New and Displaced Equipment, 17 August 1989.
- d. TRADOC Regulation 350-70, Army Learning Policy and Systems, 6 December 2011.

2. Purpose: The purpose of this memorandum is to outline the policy and procedures for developing, approving, planning and executing new and modified equipment STRAPs and STRAP waivers and NET/Leader Training and Education in order to provide operational commanders with trained Soldiers and leaders on new equipment and capabilities. This policy is intended to conform to the responsibilities outlined in AR 5-22 which delineates the Branch Proponent as responsible for developing and executing "*training, leader development, education, and personnel responsibilities for his designated branch*" and the CG FCoE responsibility for STRAP approval as outlined in TRADOC Regulation 350-70." This regulation outlines the STRAP and NET/leader training responsibilities and actions required to meet those training and education responsibilities for new equipment and capabilities. This policy does not address the particulars of how the training is developed but rather outlines the process for approving training strategies and planning and executing those strategies. This regulation applies to STRAPs, STRAP modifications, STRAP Waivers and the execution of NET/Leader Training.

3. STRAP and STRAP Waiver Approval Process

- a. STRAP Approval Process Actions: The System Training Plan supports the program capability document that lays out the equipment training strategies and total training support requirements for the operational, institutional, and self-development training domains to include

NET and unit sustainment. TRADOC Regulation 350-70 identifies the Commanding General of the proponent TRADOC Center of Excellence as the approving authority. As the Training and Leader Development Proponent, the Commandants of the branch institutions provide guidance and strategy for the training process and provide initial approval of the STRAP.

b. New System Branch of DOTD, with support of the TCM Combat Developers, prepares an initial draft of the STRAP or STRAP waiver. DOTD conducts analysis of the requirements document for impacted MOS/AOCs and impacted school(s) with regard to training.

c. New System Branch develops a draft STRAP concept.

d. After the STRAP concept has been developed, an Integrated Product Team (IPT) (composed of New Systems Branch, the Commandant's Representative, the TCM training developer, and other stake holders as required) will meet monthly, or as required. This IPT reviews the draft STRAP and discusses the training concept with the goal of refining the STRAP concept to a point it can be presented to a Council of Colonel's and the Training, Education and Leader Development (TE&LD) Board for review, making recommendations and feedback to the IPT.

e. Once the TE&LD Board has reviewed the STRAP, it is finalized by DOTD and staffed across the FCoE for comments.

f. An FCoE G3 tasking is prepared by New System Branch for staffing of the STRAP and/or STRAP Waiver/Changes to:

- Director of Public Works (DPW)
- NETCOM
- 428th Field Artillery Brigade
- 30th Air Defense Artillery Brigade
- CDID
- Respective TRADOC Capability Manager
- Respective System Program Manager
- Field Artillery Proponency Office (FAPO) and Office of the Chief of the Air Defense Artillery (OCADA)
- Impacted sub-proponent School(s) (usually OMMS and/or MEMS)
- NCOA
- National Guard Branch Office
- DPTMS (Plans Br (Force Modernization), Training Div (Training Branch – Ammo), Range Br, Sec and Intel Div (Foreign Disclosure Office))

g. The following entities, internal to DOTD, will review the STRAP:

- Doctrine
- Individual Training
- Educational Technology
- Officer Development

- Enlisted Development
- DOTD Requirements Division (provides comments pertaining to: STRAC, Analysis, and Unit Training)
- NCOES Development
- Informational copies, with availability of input, provided to the Commandant's Offices, USMC Liaison, Garrison Command, and DOL

h. Comments will be received either via the STRAP Writing Tool (SWT) or by a completed DA Form 2028. The comments are adjudicated by DOTD internal staffing with guidance from the respective Commandant's office. Comments adjudicated within the SWT are automatically tracked by the SWT. Comments adjudicated using DA Form 2028 will be added as a referenced document to the STRAP in the SWT.

i. Submit for Peer Staffing in the SWT.

j. Adjudicate Peer Staffing comments in the SWT.

k. Submit for Army Wide Staffing of the STRAP to ATSC-STIDD (90 day process) over the Director, DOTD signature. See Figure 2-1.

l. When the STRAP is submitted for Army Wide Staffing, an information briefing will be presented to the TE&LD Council of Colonels (CoC) identifying the training strategy, target audience, Doctrine and Tactics Training, and resources required to execute the training strategy. This CoC should include the CDID Director.

m. Adjudicate comments in the SWT.

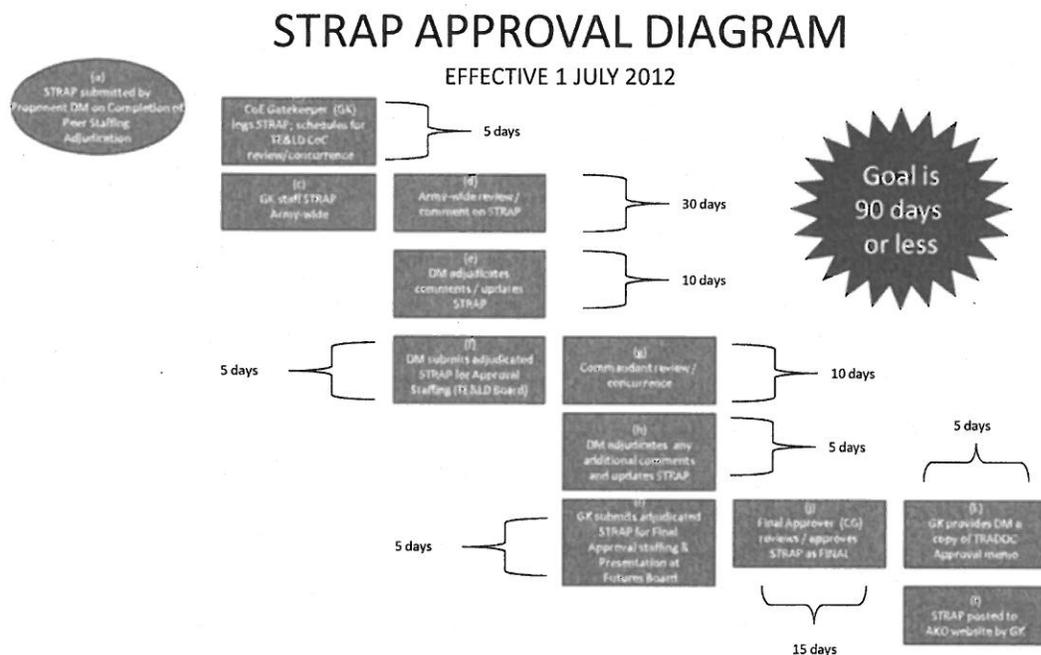
n. After the STRAP has been finalized and comments adjudicated, the final document is presented to the proponent Commandant for concurrence during the TE&LD Board.

o. Once the Commandant has concurred with the STRAP, DOTD, at the FCoE Futures Board or independently if time constrained, will brief and obtain CG approval of the STRAP.

p. DOTD will submit approved STRAP to FCoE CG for signature in accordance with TR 350-70.

q. Publish approved STRAP with DOTD, TRADOC Capability Managers, Commandants, and Project Managers.

4. STRAP Approval Diagram



DM=Document Manager
 GK=Gatekeeper
 TE&LD CoC= Training and Education & Leader Development Council of Colonels

Figure 4-1

5. NET/Leader Training Determination Process

a. NET/Leader Training Determination Process Actions: The following paragraphs address the process in determining requirements for NET/Leader Training and, if required, the type or delivery method of the training.

b. The New Systems Action Officer in DOTD will manage the process depicted in Figure 3-1 below. Reference/research material such as the Doctrine and Organization Test Support Package, JCIDS requirements document, engineering change proposal, or DOTMLPF change recommendation will be collected and be made available for analysis.

c. An IPT, chaired by DOTD, will be formed consisting of stakeholders from the training and combat development organizations. Participation from the Commandant Office will assist in framing guidance and developmental support up front. The work group will determine recommendations on what, if any, NET/leader training will be required to support new system fielding.

d. Analysis will be conducted using the documents collected, other training support products, guidance from the Commandant, and guidance from TRADOC regulations and pamphlets.

e. An analysis report will be developed that supports a recommendation from the IPT to the Director, DOTD. On approval of the recommendation by the Director DOTD, a decision briefing will be prepared by the chair of the IPT for the Commandant and presented to a TE&LD Council of Colonels for approval.

f. The TE&LD Council of Colonels, composed of DOTD, CDID, 428th Field Artillery Brigade, 30th Air Defense Artillery Brigade, NCOA, FCoE G3, ARNG Representative, TCMs and the Assistant Commandants, will review the NET/Leader Training recommendations and approve recommendations to move forward for Commandants' approval.

g. The recommendations of the Council of Colonels will be presented to the Commandants at the TE&LD Board for decision and approval.

h. Once the Commandants decide the need for and type of NET/Leader Training, the New Systems Action Officer will coordinate for the development and inclusion of projected cost estimates in the requirements document and the System Training Plan associated with NET/Leader Training. The DOTD will designate responsibility for the development of the NET/Leader Training TSP, with documents to be approved by the Commandants before their delivery to the field.

6. NET/Leader Training Determination Process Flowchart

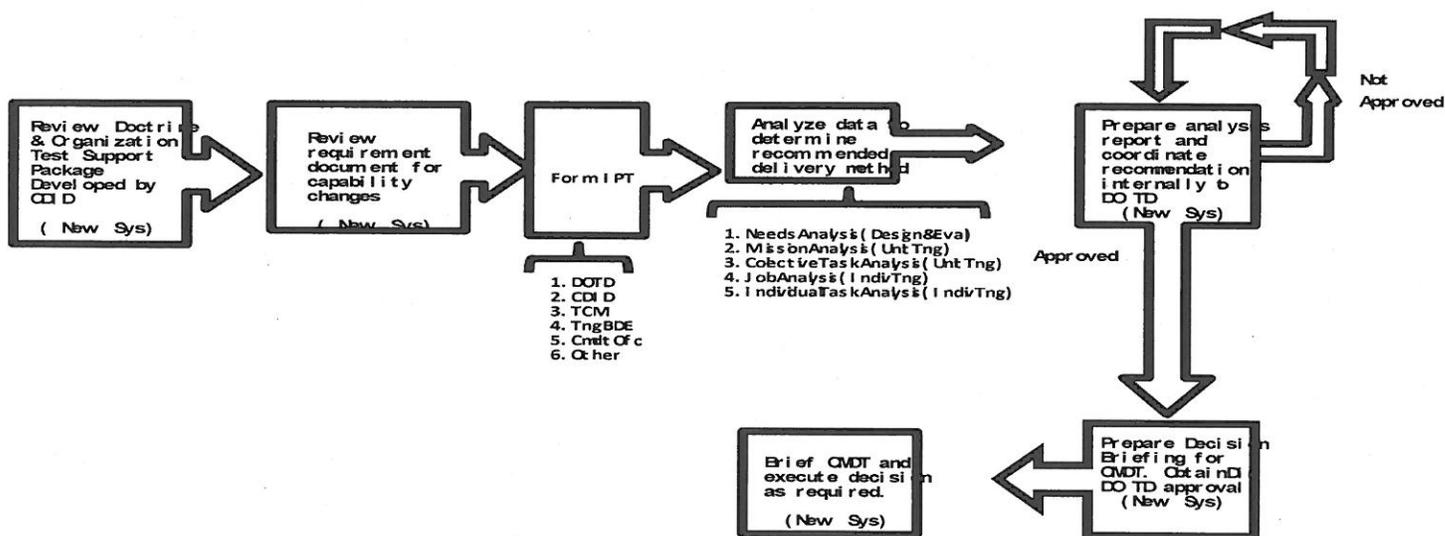


Figure 6-1

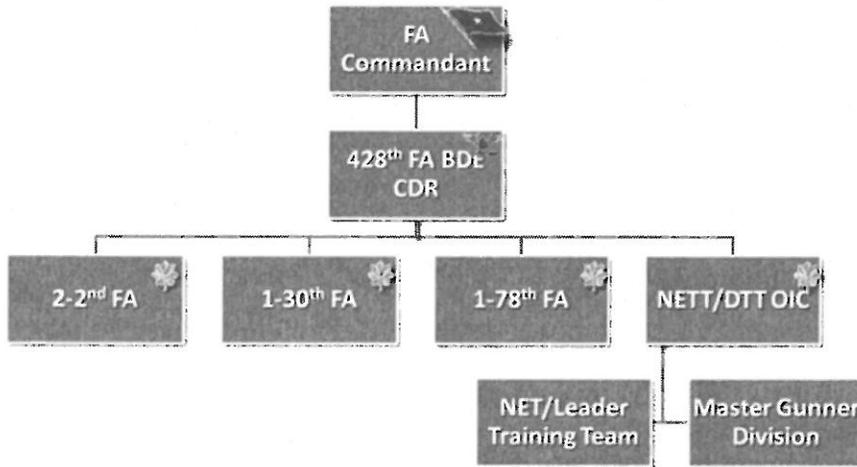
7. NET/Leader Training Team Organization, Responsibilities and Mission Approval Process

a. Purpose: The PM is responsible for NET (Operator and Maintenance) training while the Branch Proponent is responsible for Leader training. The NET/Leader Training Team is organized to support the requirements of the new system/capability training strategy. The NET/Leader Training Team mission could consist of supporting efforts in several different areas. The NET/Leader Training Team can execute Commandant approved new equipment/capability training/education in support of new equipment/capability fielding or support an MTT to units receiving equipment it normally is not authorized (e.g. a M119 unit receiving M777s). Requests for Training or MTT support can come from several different sources. They can come formally from the operational force via FORSCOM and TRADOC to the FCoE G3, informally from the operational force to the TCMs or from the PM via the TCMs to support NET fieldings.

b. Air Defense Artillery: Due to the system size, cost, and complexity NET and Leader Training for the Air Defense Artillery is managed and handled by the PM office or 30th ADA Bde in coordination with the ADA Commandant's office.

c. Field Artillery: The PM manages NET training while the FCoE is responsible for Leader Training on doctrine and tactics changes as a result of new capabilities. The Field Artillery branch proponent in coordination with the FCoE staff will manage NET/Leader Training as follows.

d. Organization: The NET/Leader Training Team will be organized and co-located with the Master Gunner Division directly under the 428th Field Artillery Brigade Commander as part of the Brigade headquarters TDA structure. This co-location will facilitate training and education on new equipment and capabilities of both Master Gunner and NET/Leader Training Team instructors and allow for mutual support within a resource constrained environment in executing both Master Gunner and NET/Leader Training missions. The synergies gained by this co-location and mutual support in executing both missions will greatly benefit the training of the operational force, especially as new equipment and capabilities are fielded to the force. The intent is to staff the NET/Leader Training Team with an OIC and Deputy OIC (preferably a LTC and Major). The current NET/Leader Training Team TDA has one ARNG LTC and one MAJ billet and 27 TDA enlisted billets from the 13 CMF NCOs. The enlisted billets are resourced by TRADOC.



e. Funding: The NET/Leader Training Team will be resourced from a number of sources to include the supported unit, the PM office (via the TCM) or the FCoE depending on the origin of the support mission. For example in the case of an MTT, if an IBCT Field Artillery Battalion, which is normally equipped with a M119, is going to be fielded M777s the supported unit would pay the TDY costs for the NET/Leader Training team. NET support will be funded by the PM office. The NET/Leader Training Team OIC in coordination with 428th Field Artillery Brigade Commander and the TCMs will determine annual FCoE NET/Leader Training Team funding requirements to support new equipment/capability leader training/education plan and submit annual Unfinanced Resource Requirement for decision by the FCoE Commanding General. Funding from the PMs will be coordinated through the respective TCM and funding from operational force units will be coordinated through FCoE G3 and DRM.

8. Responsibilities:

a. TCMs (CDID): The TCMs are responsible for receiving requests for support, facilitating resourcing of those requests, and supporting NET/Leader Training mission with manpower, augmenting the NET/Leader Training as available. They work with the PM to ensure the NET TSPs are developed and delivered on time. TCMs will assist the NET/Leader Training OIC in developing annual UFRs for FCoE resourcing of NET/Leader Training Team missions not resourced from other sources. TCMs will act as the primary lead on supporting key leader engagements as part of NET/Leader Training.

b. NET/Leader Training OIC: The OIC receives requests (both formal and informal as outlined above), analyzes requests for supportability based on the available manpower and funding resources and whether the mission meets the approved training strategy and the

Commandant's intent for NET/Leader Training support. The OIC coordinates resourcing of missions with the TCMs, FCoE G3 and DRM as appropriate and briefs the 428th Field Artillery Brigade Commander and the Commandant on the missions. The NET/Leader Training Team and the Master Gunner division provide mutual manpower support in executing both NET/Leader Training and Master Gunner training missions. However, NET/Leader Training will remain the priority mission of the NET/Leader Training Team. The NET/Leader Training Team OIC, in coordination with the TCMs, FCoE G3 and DRM will annually submit 428th Field Artillery Brigade Commander and Commandant approved UFR for FCoE required NET/Training Team resourcing. The NET/Leader Training Team OIC is responsible for briefing the NET/Training Team training support plan to the Commandant during the weekly Commandant Huddle.

c. DOTD: DOTD is responsible for developing the TSP to support the NET/Leader Training Team missions. They are responsible for working with the TCMs and PMs to ensure that the NET TSPs are developed and delivered on time.

d. G3/5/7: G3/5/7 receives requests for support from the operational force via TRADOC. They assist with resourcing the NET/Leader Training Team missions and provide response to formal requests for NET/Leader Training Team training.

e. The Commandants: The Commandants provide initial approval of STRAPs, approves TSPs and NET/Leader Training plans, and set priorities and give mission guidance in execution of NET/Leader Training. They approve missions and deconflicts priorities as required.

9. NET/Leader Training Approval Process:

a. Formal Requests: Formal requests come from the operational force via TRADOC to the FCoE G3/5/7. These requests usually come in the form of MTTs to support operational units receiving equipment they usually are not authorized (e.g. a M119 unit receiving M777s). Requests will be coordinated with 428th Field Artillery Brigade, NET/Leader Training Team OIC and TCMs for supportability and formal response to TRADOC via FCoE G-3.

b. Informal Requests: Informal requests come from the operational force to the TCM. These requests usually come in the form of requests for additional support to a PMs NET fielding and the need for NET/Leader training. Response to these requests will be coordinated by the receiving TCM with 428th Field Artillery Brigade and NET/Leader Training OIC.

c. Approval Determination: Requests for support are reviewed and staffed with the NET/Leader Training Team OIC for supportability. If the mission meets the approved training strategy and plan and Commandant's guidance and intent it is then checked against existing troop-to-task list to see if the mission is supportable within existing manpower. Manpower resourcing is coordinated between the NET/Leader Training OIC, Master Gunner and the appropriate TCM. Mission support can be provided from NET/Leader Training Team, Master Gunner Division and/or TCM. If a resourcing conflict arises, NET/Leader Training Team OIC in coordination with 428th Field Artillery Brigade Commander and TCM, with input from the

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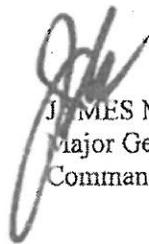
Assistant Commandant, will provide a recommendation for Commandant approval on mission priority and resourcing. Once it has been determined that a mission is supportable the NET/Leader Training Team OIC will coordinate funding with the appropriate TCM, supported unit or fund with internal resources as applicable. The support plan is briefed to the Commandant weekly at the Commandant's Huddle.

d. Key Leader Engagements: A critical element of the NET/Leader Training mission is the key leader engagement. Having a senior leader go to the unit to brief and discuss the capabilities a system brings is critical to the successful fielding of a new system. Key leader engagement will be coordinated between the NET/Leader Training Team OIC and appropriate TCM.

10. Training Materials: TSPs and Leader Development materials will be developed by DOTD and staffed with and approved by the respective Commandant prior to being delivered.

11. This Policy remains in effect until superseded.

12. The point of contact for this policy is Mr. Al Pace, the Deputy Commandant, USAFAS, at 442-2563.



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Appendix A:

A-1 Glossary:

AA: Active Army
ARNG: Army National Guard
CDID: Capabilities Development Integration Directorate
CoC: Council of Colonels
DOTD: Directorate of Training and Doctrine
DOL: Directorate of Logistics
DTT: Doctrine and Tactics Training
FCoE: Fires Center of Excellence
IPT: Integrated Project Team
JCIDS: Joint Capabilities Integration Development System
MTT: Mobile Training Team
NCOA: Noncommissioned Officers Academy
NET: New Equipment Training
OIC: Officer in Charge
OMMS: Ordnance Mechanical Maintenance School
OMEMS: Ordnance Munitions & Electronic Maintenance School
PM: Program/Project Manager
STRAP: System Training Plan
SWT: STRAP Writing Tool
TCM: TRADOC Capabilities Manager
TE&LD: Training Education and Leader Development
TDA: Table of Distribution and Allowances
TSP: Training Support Package
UFR: Unfunded Requirement