

DEPARTMENT OF THE ARMY  
Headquarters, United States Army  
Training Center and Fort Jackson  
Fort Jackson, South Carolina 29207-5015

1 November 2024

**U.S. ARMY TRAINING CENTER  
FORCE STRUCTURE WORKING GROUP AND BOARD**

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**Summary.** This memorandum establishes responsibilities, composition, and administrative procedures of the U.S. Army Training Center (USATC) Force Structure Working Group and Board.

**Applicability.** This memorandum applies to all units reporting directly to this headquarters, to include directors, chiefs, and staff offices.

**References.**

- a. Army Regulation 71-32 (Force Development and Documentation Consolidated Policies).
- b. Department of Army Pamphlet 71-32 (Force Development and Documentation Consolidated Procedures).
- c. HQDA EXORD 203-18, (Directed Military Overstrength), 1 Nov 19.
- d. Army Regulation 570-4 (Manpower Management).
- e. Department of Army Pamphlet 61 1-21 (Military Occupational Classification and Structure).
- f. TRADOC Force Structure Board (FSB) Charter Business Rules.

**Suggested improvements.** The proponent for this memorandum is the G-8, Manpower, and Equipment Division. Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms).



DARYL O. HOOD  
Major General, U.S. Army  
Commanding

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**1.1. Purpose.** This memorandum establishes the USATC Force Structure Working Group (FSWG) and Force Structure Board (FSB) timelines, procedures, and guidelines in executing a comprehensive personnel and equipment review of the USATC Table of Distribution and Allowances (TDA) structure and authorizations in order to make changes consistent with directed Army, U.S. Army Training and Doctrine Command (TRADOC), U.S. Army Center for Initial Military Training (USACIMT), or program of instruction (POI) mission changes.

**1.2. Reoccurrence.** The USATC FSWG convenes during the months of February and July. The FSB convenes during March and September each fiscal year. On special occasions, the USATC FSWG and FSB can convene and vote electronically or hold special sessions outside the scheduled battle rhythm. See Appendix A for timeline and TDA cycle.

**1.3. Direction and Control.** The FSWG will be chaired by the Deputy Commanding Officer (DCO) facilitated by G-3 and the G-8, Manpower, and Equipment Division (MED). The FSB will be chaired by the Commanding General (CC), facilitated by the G-3 and G-8, MED.

**1.4. Board Membership and Structure.**

a. FSWG:

(1) Directors of coordinating and special staff (senior leader or designated representative who can make decisions on behalf of commanders or staff primaries)

(2) Deputy Chief of Staff (DCofS)

(3) Brigade Executive Officers

(4) Headquarters and Headquarters Battalion (HHBn) Executive Officer.

(5) Other personnel within units/activities may attend but will not have a role within the working group.

b. FSB:

(1) USATC CG

(2) USATC Deputy Commanding Officer (DCO)

(3) USATC Command Sergeant Major

(4) Chief of Staff (CofS)

(5) Brigade Commander

(6) HHBn Battalion Commander

(7) Coordinating and special staff representatives as directed by the CofS

### **1.5. Responsibilities.**

a. Units and staff representatives submit requests as required for TDA changes by the 1st day of each month to the G-8, MED. See Appendix B for TDA request change form. The request includes proposed changes to unit mission directed by USATC, USACIMT, or TRADOC, justification for change, identifying additional workload, and risk to force and risk to mission without the change, organizations will brief their request(s) during the FSWG.

b. G-8, MED.

(1) Collects TDA change requests and identifies any civilian vacancies for possible realignment.

(2) Staffs TDA change requests and civilian vacancies through the DCO, CofS, DCofS, G-1, and G-3 prior to the FSWG.

(3) Establishes board dates, time, and location, and sends invitations to board members. Provides all necessary documentation to execute the FSWG.

(4) Facilitates the FSWG and provides guidance on TRADOC and Headquarters Department of the Army (HQDA) manpower and equipment practices and guidelines.

(5) Coordinates with requesting activity on USATC FSB approved change management plan (CMP) to prepare necessary documents to submit to the TRADOC FSB for consideration.

(6) Maintains a listing of FSB approved TDA changes and identified manpower shortfalls. Provides a quarterly update to the FSWG on the status of requested change management plans submitted to TRADOC and HQDA for approval.

**c. USATC FSWG.**

(1) Reviews and discusses USATC's current missions and organizational structure. Identifies any possible realignment of functions.

(2) Reviews TDA CMPs and requests for civilian upgrades. Recommends adding, realign, upgrade, or delete personnel and equipment from the TDA for CG's decision during the USATC FSB.

(3) Validates resources are aligned to the directed mission and support strategic lines of effort.

(4) Identifies critical personnel shortfalls and provides possible solutions to cover mission gap, i.e., possible contract support.

(5) Reviews each civilian vacancy for possible realignment to a critical personnel shortfall.

(6) Confirms or modifies military grade/military occupational specialty (MOS) personnel changes consistent with current statutory or Army regulatory guidance.

**d. USATC FSB.**

(1) Reviews FSWG recommendations for structural, civilian upgrade requests, TDA, and equipment changes.

(2) The CG approves, disapproves, or remands recommended changes to the FSWG for additional staffing.

**1.6. Review Civilian Vacancies Outside FSWG Window.**

a. As civilian employees within the unit identification code W6VEAA vacate positions, the command will conduct an analysis regarding if that position should be backfilled as documented on the TDA or could it be better used to address a more critical need.

b. Vacant position upgrades. When positions are vacated and it is determined that an upgrade is required, submit the TDA change request form to G-8, MED, upon first indication of the vacant position. This initiates funding availability determinations, routing, and staffing to the FSWG and FSB. Vacant positions are time sensitive and should not be held to review bi-annually.

c. The CofS will provide oversight of the review and/or upgrade of civilian positions.

d. All involved will ensure an expeditious conclusion, generally determined as approved recommendations 15 days after initial notification of the vacant position.

### **1.7. General Structure Guidelines.**

a. The training brigades are a standardized structure and CMP requests will not be accepted unless both training brigade commanders agree.

b. Due to ongoing grade plate reviews, MOS/grade changes require the losing and gaining proponent approval prior to submission to the TRADOC FSB for consideration. Grade structure is in accordance with Department of Army Pamphlet (PAM) 611-21(military occupational classification and structure). TRADOC and HQDA closely scrutinizes grade growth.

c. Changes to civilian positions due to a change in mission, duties, or functions require a new classified position description (PD). For TDA documented grade growth, an "off-set" (i.e., internal downgrade) of another position may be required to fund the upgrade. For USATC FSB approved civilian upgrades, encumbered positions will require a planned management action or accretion of duties packet to be submitted to the Civilian Human Resource Service Center (CHRSC). The CHRSC must then classify the position at the higher grade. If the new PD does not grade out at the higher grade, the CG may opt to exercise delegated classification authority.

d. Directed Military Over-hires (DMO) and Directed Civilian Over-hires (DCO).

(1) DMO and DCO requests will be submitted and briefed to the TRADOC FSB through TRADOC G-8. Upon TRADOC FSB approval, USATC will submit all required documentation for final processing.

(2) All DCOs must be revalidated by TRADOC (prior to termination) if they are required beyond the one-year approval period. Revalidation must include an internal resourcing strategy.

(3) After two years of DCO approval, the USATC must fund the position(s) internally or work with HQ TRADOC on a Total Army Analysis (TAA)/Program

Objective Memorandum (POM) resourcing strategy. Exceptions will be made on a case-by-case basis.

(4) DCOs are positions in excess of authorizations allocated to a particular work center used to satisfy short term, seasonal, emergency, and/or Army directed missions. DCOs will be used as a bridging strategy to an enduring resourcing solution for Army and TRADOC Senior Leader directives.

(5) Local term or temporary positions resourced "out of hide" are not considered TRADOC approved DCOs.

(6) DMOs must be submitted in accordance with HQDA EXORD 203-18.

(7) DMOs will only be approved by TRADOC and submitted to HQDA if there is an approved enduring resourcing solution (or in staffing with HQDA G-3/5/7), or if the associated mission, and the use of DMOs is directed by Army Senior Leaders.

e. Changes to Army National Guard or U.S. Army Reserve TDA positions, including title, MOS, grade, movement between para(s) and/or UICs are only approved by ARNGB or Office of the Chief Army Reserve.

f. Changes to specialty MOSs (Chaplain, SJA, IG, medical) are fenced and require TRADOC and branch approval.

g. The active component does not have a branch immaterial MOS for enlisted personnel. If the enlisted position can be filled with any MOS, a remark code of "AP" can be documented on the TDA.

h. The following are TRADOC manpower model earned positions: BCT brigade and battalion structure, drill sergeants, 120th Reception Battalion, committee group instructors, ammunition delivery, and direct support to training events. These positions are rarely used as bill payers and cannot be realigned or changed where position is earned on the TDA, unless the mission is linked to model functions.

### **1.8. Change Submission Requirements and Criteria for Requests.**

Any approved TDA changes require a CMP consistent with the categories listed below:

a. CMP Category I (CAT I CMP) requirements will be presented to the TRADOC FSB by exception prior to submission to HQDA for approval and documentation. Category I issues consist of administrative changes and are used for requests that result in no programmatic adjustments. Examples of category I issues that will be presented to the board include, but are not limited to: civilian grade changes,

military grade changes, and military occupational specialty (MOS) changes. All grade growth must be offset with a dollar and structure bill-payer strategy. Any requested military occupational specialty or position code (POSCO) changes must be staffed with proponents for concurrence prior to TRADOC FSB consideration. Other administrative changes (i.e., paragraph/line changes or title changes) will be reviewed and approved by the TRADOC Manpower Force Analysis Division (MFDA) Director and forwarded to HQDA as appropriate.

b. Category II (CAT II CMP) requirements will be briefed to the TRADOC FSB by exception prior to submission to HQDA for approval and documentation. Category II issues involve realignments across command UIC(s), and between command UICs and include the repurposing of position functions. Most CAT II requirements will be brought to the TRADOC board for decision or situational awareness depending on their complexity. Other minor adjustments can be reviewed and approved by the TRADOC MFAD Director and forwarded to HQDA as appropriate.

c. Category III (CAT III CMP) approved by the USATC FSB will be briefed by the DCO to the TRADOC FSB. Category III issues involve requests for new manpower requirements due to new or increased mission. This submission category is used to request functional changes to existing structure and/or add new structure requirements and authorizations.

(1) CMP Category III requests that include an internal bill-payer strategy and establish new manpower requirements for missions not directly aligned with TRADOC Senior Leader or Army Senior Leader priorities will be reviewed and approved by the TRADOC board.

(2) CMP Category III requests for new manpower requirements that require resourcing through the TRADOC command checkbook or require further resourcing through the TAA/POM process will be reviewed by the board and approved by the executive duty to the commanding general (EDCG).

d. For actions approved by the USATC FSB, organizations/activities will assist the G-8, MED, in preparing required documentation. Submission of changes will be in the form of an endorsement memorandum outlining TDA changes. The memorandum will be signed by CofS/GS-15 and routed through CIMT for approval. Once the CIMT approved memorandum is received, G-8, MED inputs all required documentation in the TRADOC Change Request Package (CRP) Tool. The CRP tool staffs change package requests in real time throughout TRADOC. Upon completion of TRADOC staffing, the package is presented to the TRADOC FSB for approval/disapproval.

### **1.9. Operating Procedures.**

a. **Issues Review.** The USATC FSWG provides a holistic review of each TDA, or equipment CMP presented, including impacts to the command, and to the Army. The FSWG gathers facts and determines equities; prioritizes and makes recommendations to the USATC FSB for approval.

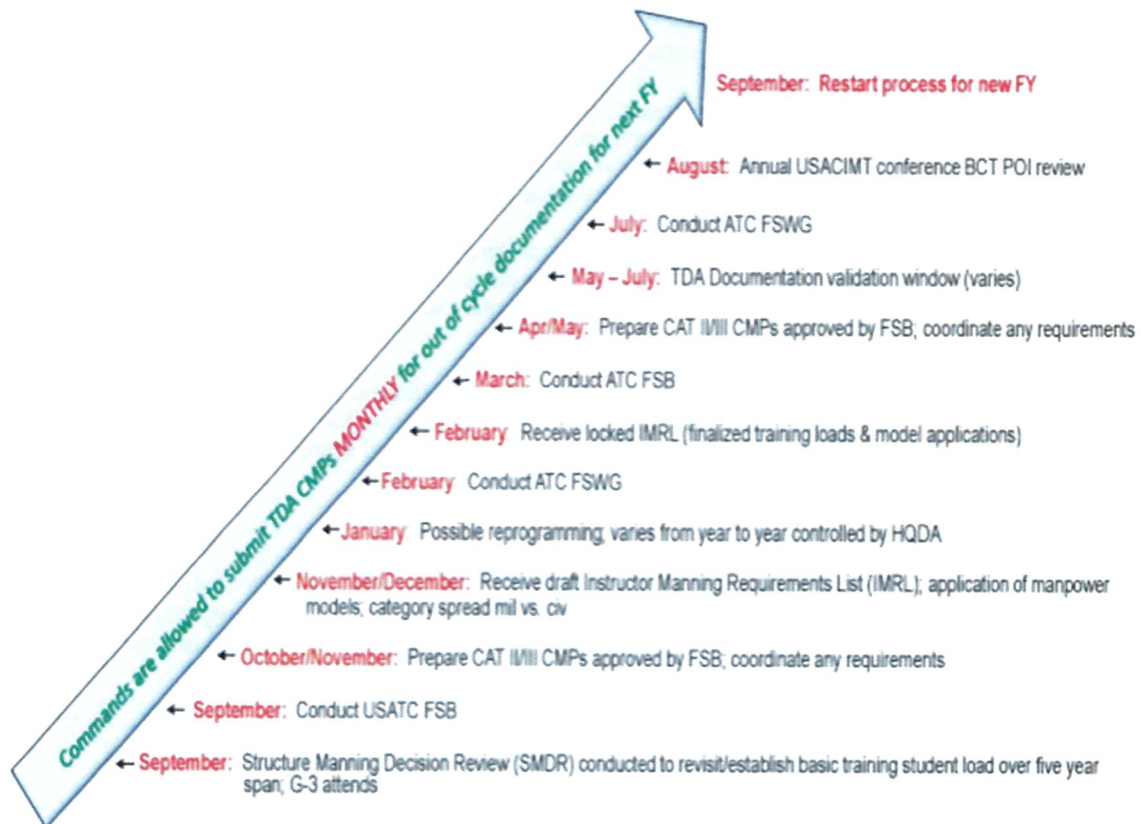
b. **Issue Resolution.** The FSWG resolves issues, or the requested item may not be forwarded to the FSB for decision. The USATC FSWG will defer issues until resolution is resolved. Final arbitration rests with the COS. USATC FSB submissions denied by the TRADOC FSB can be formally appealed, with justification, at the request of the CG. TRADOC G-8 will coordinate a follow-on session with the TRADOC Executive Deputy to the Commanding General (EDCG) for adjudication. The TRADOC FSB can defer issues until additional information is provided, elevate the issue to TRADOC senior leadership, and/or offer recommended solutions internal to the requesting organization, TRADOC, or Army.

c. **Issue Validation,** The USATC FSB serves as the decision-making body responsible for approving, disapproving, or remanding force structure issues as a result of USATC, USACIMT, or TRADOC command directed mission changes.



## APPENDIX A

### TDA TIMELINE - CYCLE



APPENDIX B  
TDA CHANGE REQUEST FORMAT



U.S. ARMY

CMP TITLE & CATEGORY



**Purpose:** Provide details on what this CMP seeks to achieve. What is the intent of this CMP?

**Discussion:** Provide details that TRADOC SL need to know regarding this action:  
How many personnel are being requested?  
Is there a change in Manpower mixture, e.g. Enlisted to officer, military to civilian, etc.?  
Is there a mitigation strategy if not approved?  
Is there a resourcing strategy?  
Who is directing this?

PLACE CHART FROM XWALK HERE

**Impact:** What is the impact to the organization/TRADOC/Army if not approved?

MFAD/BUDGET Recommendation:

APPROVED \_\_\_\_\_ HOLD \_\_\_\_\_ DISAPPROVED/RWOA: (REASON)\_\_\_\_\_

## APPENDIX C

### FSB Memorandum Example



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY TRAINING CENTER AND FORT JACKSON  
2400 JACKSON BOULEVARD  
FORT JACKSON SC 29207

ATZJ-CS (xxx-xxx)

MEMORANDUM THRU Commanding General, Center for Initial Military Training (CIMT),  
ATTN: G-8, Resource Management Division, 210 Dillion Circle, Fort Eustis, Virginia,  
23604

FOR Commanding General, Headquarters, United States Army Training and Doctrine  
Command (TRADOC), ATTN: G-8, Management Force Analysis Division (MFAD), 950  
Jefferson Avenue, Fort Eustis, Virginia, 23604

SUBJECT: U.S. Army Training Center (USATC) Command Management Plan for the  
TRADOC Force Structure Board

1. References:

- a. Army Regulation 570-4 (Manpower Management), 1 May 2024.
  - b. Department of the Army Pamphlet 71-32 (Force Development and Documentation Consolidated Procedures), 21 March 2019.
  - c. Headquarters, Training and Doctrine Command, Force Structure Board Charter, 14 July 2022.
2. Request TRADOC Force Structure Board review and approve the enclosed table of distribution and allowances (TDA) category two change management plan for the U.S. Army Training Center, Fort Jackson. This reorganization will result in the improvement of the overall efficiency and corrects imbalances of skill sets required to perform the USATC mission.

a. G-3, Current Operations. Upgrade one GS-0301-05, Tasking Specialist to a GS-0301-07, Training Support Tasking Analyst. This upgrade is necessary based on (please provide a summary of why this upgrade is necessary as well as any approvals of position description by the TRADOC G-1 and Civilian Human Resource Service Center

2. Impact. Please explain the impact if the position is not upgraded.

## APPENDIX C

### FSB Memorandum Example

ATZJ-CS (XXX-XXX)

SUBJECT: U.S. Army Training Center (USATC) Command Management Plan for the  
TRADOC Force Structure Board.

4. Point of Contact is, G-8, Director, Resource Management, commercial (xxx) xxx-xxxx,  
sam.smith.civ@army.mil.

JOE SNUFFY  
U.S. Army Training Center  
Deputy Chief of Staff, GS15

Enclosure