



Headquarters  
Department of the Army  
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20 November 2023

**\*Army Regulation 350–10**

Effective 20 December 2023

## Training

# Management of Army Individual Training Requirements and Resources

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By Order of the Secretary of the Army:

RANDY A. GEORGE  
*General, United States Army  
Chief of Staff*

Official:

  
MARK F. AVERILL  
*Administrative Assistant to the  
Secretary of the Army*

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**History.** This publication is a major revision.

**Authorities.** This section contains no entries.

**Applicability.** This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. This regulation also applies to Department of Army civilian employees.

**Proponent and exception authority.** The proponent of this regulation is the Deputy Chief of Staff, G–1. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific requirements.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–1 (DAPE–MPT), 300 Army Pentagon, Washington, DC 20310–0300 or by email to [usarmy.pentagon.hqda-dcs-g-1.mbx.command-policy@army.mil](mailto:usarmy.pentagon.hqda-dcs-g-1.mbx.command-policy@army.mil).

**Committee management approval.** AR 15–39 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the Office of the Administrative Assistant to the Secretary of the Army, Special Programs Directorate at email [usarmy.pentagon.hqda-hsa.mbx.committee-management@army.mil](mailto:usarmy.pentagon.hqda-hsa.mbx.committee-management@army.mil). Further, if it is determined that an established “group” identified within this regulation later takes on the characteristics of a committee as found in AR 15–39, then the proponent will follow AR 15–39 requirements for establishing and continuing the group as a committee.

**Distribution.** This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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\*This regulation supersedes AR 350-10, dated 3 September 2009.

# ***SUMMARY of CHANGE***

AR 350–10

Management of Army Individual Training Requirements and Resources

This major revision, dated 20 November 2023—

- Adds records management requirements (para 1–5).
- Adds the Input to Training Management Council of Colonels (para 1–8).
- Updates the members and voting members of the Input to Training Management Council of Colonels and General Officer Steering Committee (para 1–8).
- Updates and adds responsibilities (chap 2).
- Expands the list of Army Training Requirements and Resources System modules and subsystems (para 3–2).
- Updates the Structure and Manning Decision Review process (para 3–7).
- Clarifies the Training Resources Arbitration Panel process and updates the panel members (para 3–8).
- Adds guidance on the Out-of-Cycle Training Resources Arbitration Panel process (para 3–11).
- Clarifies the Analysis of Change Cell process and changes the meeting frequency from ad hoc to annual (para 3–12).
- Adds new policy for student management (para 4–1).
- Adds internal control evaluation (app B).
- Makes administrative changes (throughout).

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## Chapter 1 Introduction

### 1–1. Purpose

This regulation prescribes Army policy and responsibilities for the input of individual institutional training for Army personnel requirements. It encompasses developing and managing individual institutional training requirements maintained in the Army Training Requirements and Resources System (ATRRS) and the Army policy and process that produces the Army Program for Individual Training (ARPRINT).

### 1–2. References, forms, and explanation of abbreviations

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA database located at <https://armypubs.army.mil/abca/>.

### 1–3. Associated publications

This section contains no entries.

### 1–4. Responsibilities

Responsibilities are listed in chapter 2.

### 1–5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule-Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

### 1–6. Objectives

The objectives of this regulation are to—

- a. Establish the ARPRINT.
- b. Formalize the use of the ARPRINT within—
  - (1) Army commands (ACOMs) and staff agencies.
  - (2) One Army School System (OASS) and Army training centers (ATCs).
  - (3) Army noncommissioned officer academies.
- c. Establish standard procedures for identifying and displaying individual institutional training programs, requirements, and resources and for reporting student inputs and outputs for resident institutional training, mobile training teams, and distributed learning (DL) (non-resident) training. Inputs are data pertaining to students or trainees who are enrolled for the first time in a course. Inputs do not include recycles. Recycles are students or trainees who are dropped from one class and enrolled in another class within the same course. A course is a formal program of instruction (POI) identified by an assigned course number. A class is a number iteration of a course for a given number of students or trainees.
- d. Ensure the Army's individual institutional training program requirements are developed and executed as part of the Department of Defense (DoD) planning, programing, budgeting, and execution process (see AR 1–1).
- e. Provide policy and guidance for the annual Structure and Manning Decision Review (SMDR).
- f. Establish standard procedures for scheduling classes in support of the ARPRINT.
- g. Ensure that students meet course prerequisites.
- h. Establish standard procedures to report, analyze, and manage training attrition and attrition from the Army while in a training status.
- i. Provide guidance and planning information for development of the mobilization (MOB) ARPRINT and for the transition to MOB training operations upon declaration of MOB.

### **1-7. Army Program for Individual Training**

a. The ARPRINT is the mission, planning, and resourcing document that identifies, by fiscal year (FY), projected individual training requirements and programs. The process for change of the ARPRINT is the Training Resources Arbitration Panel (TRAP) (see para 3-8) or the Analysis of Change Cell (AOCC) (see para 3-12).

b. Army organizations use the ARPRINT to manage institutional training for Army Soldiers and civilian employees (including proponent resident; Reserve Component (RC) institutional training; mobile training teams; non-resident, DL-delivered training; training provided by the sister Services; Inter-service Training Review Organization training; and e-learning and self-development training, to include Army contracted training through a vendor, computer-based instruction, and Army Correspondence Course Program sub-courses) through the ATRRS for Regular Army (RA), Army National Guard (ARNG), U.S. Army Reserve (USAR), and Army civilian employee users.

c. The ARPRINT documents institutional training that satisfies Army training requirements, to include individual training provided by DoD and non-DoD schools and training centers including:

- (1) Total Army School System (TASS) teaching institutions, which include U.S. Army Training and Doctrine Command (TRADOC) and other RA, ARNG, USAR schools and training centers.
- (2) Air University Noncommissioned Officer Academy.
- (3) Defense Language Institute (DLI) Foreign Language Center.
- (4) Defense Information School.
- (5) Defense Intelligence College.
- (6) DoD Computer Institute.
- (7) National Geospatial-Intelligence College.
- (8) Defense Acquisition University.
- (9) North Atlantic Treaty Organization (NATO) schools.
- (10) National Cryptologic School.
- (11) DL-delivered training offered by qualified schools and training centers.
- (12) All Army-approved schools and training centers.

### **1-8. Input to Training Management**

a. The Input to Training Management (ITM) Council of Colonels (COC) and General Officer Steering Committee (GOSC) is cochaired by the Deputy Chief of Staff (DCS), G-1, Director of Military Personnel Management and DCS, G-3/5/7, Director of Training, who are the approval authorities. The co-chairs convene meetings as needed to—

- (1) Recommend approval of the ARPRINT.
- (2) Recommend solutions for critical issues that affect the Army's institutional training mission.

b. The members of both the ITM COC and the ITM GOSC include—

- (1) DCS, G-1, Director of Military Personnel Management (cochair and voting member).
- (2) DCS, G-3/5/7, Director of Training (cochair and voting member).
- (3) DCS, G-3/5/7, Force Management Director.
- (4) DCS, G-3/5/7, Commander, Army Aviation Directorate.
- (5) DCS, G-8, Director, Program Analysis and Evaluation Directorate.
- (6) Deputy Assistant Secretary of the Army for Army Budget (voting member).
- (7) Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)).
- (8) Deputy Assistant Secretary of the Army for Cost and Economics.
- (9) Chief, National Guard Bureau (CNGB) (voting member).
- (10) Commanding General (CG), U.S. Army Reserve Command (USARC) (voting member).
- (11) CG, TRADOC (voting member).
- (12) CG, U.S. Army Materiel Command (AMC) (voting member).
- (13) CG, U.S. Army Human Resources Command (HRC).
- (14) DCS, G-9.

### **1-9. Policy**

a. Directors of Army Staff and commanders of ACOMs, Army service component commands (ASCCs), and direct reporting units (DRUs) will provide, as needed, specific guidelines required for adapting management of individual institutional training to their particular missions or functions.

b. Individual institutional training requirements will be developed and programmed based on—

(1) The latest personnel authorization documents (Personnel Management Authorization Document, Updated Authorization Document, or Notional Force).

(2) Army policies.

(3) Current personnel inventory.

(4) Projected gains and losses.

(5) Training attrition rates.

c. Individual institutional training requirements must meet the sustainable readiness model requirements. When determining individual institutional training requirements, input agencies will take into account their ability to fill required training seats.

d. All Army input agencies will fully leverage RC training institutions when requesting training seat requirements during the SMDR or changes to the ARPRINT-approved training program during a TRAP or AOCC.

## **Chapter 2 Responsibilities**

### **2-1. Chief of Staff of the Army**

The CSA, through the Commandant, U.S. Army War College, will—

a. Report accurate and timely information in ATRRS.

b. Post to ATRRS graduation data for members of the RA, ARNG, USAR, and Army civilian employees who attend Army training and graduation data for members of the RA, ARNG, USAR, and Army civilian employees who attend qualifying training provided by organizations other than the Army.

c. Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

### **2-2. Assistant Secretary of the Army (Financial Management and Comptroller)**

The ASA (FM&C), through the Deputy Assistant Secretary of the Army of Army Budget, will—

a. Participate in the SMDR, AOCC, and TRAP processes to determine funding strategy.

b. Designate ATRRS users as required to support related modules and tasks as prescribed in this regulation.

### **2-3. Chief, National Guard Bureau**

The CNGB will—

a. Develop initial military training (IMT) military occupational specialty (MOS), MOS training (reclassification), functional training, specialty skill identifier (SSI), Noncommissioned Officer Professional Development System (NCOPDS), and in-service training requirements for ARNG officer, warrant, enlisted, and civilian personnel per guidance from the DCS, G-1.

b. Manage ARNG IMT quotas.

c. Manage quotas allocated to the ARNG to ensure maximum seat fill.

d. Review ARNG input, graduate, and attrition data for courses attended by ARNG personnel.

e. Participate in the SMDR, AOCC, and TRAP processes and provide input as required.

f. Enter class schedules appropriately in ATRRS for ARNG schools in accordance with deadlines established by the Chief, Training Requirements Division. Ensure the proponents of ARNG schools provide guidance and class schedules as prescribed.

g. Add and manage entries in ATRRS for non-Army schools that offer courses that meet ARNG training requirements.

h. Post ARNG training requirements in the U.S. Air Force (USAF) and U.S. Navy (USN) training systems as required.

i. Ensure ARNG training managers post class schedules, input, and graduation data of all ARNG training for non-IMT in non-Army courses to ATRRS.

j. Manage quota allocation for all courses in ARNG schools.

k. Assign all ARNG-unique course numbers.

l. Approve all course administrative data (CAD) and POIs for all courses unique to ARNG schools.

m. Add, delete, or change (as appropriate) all courses in ATRRS for which the ARNG is the proponent.

n. Manage ARNG DL site information in ATRRS.

- o. Update and maintain all ARNG DL facility site information in ATRRS.
- p. Post all input and graduation data to ATRRS for members of the RA, ARNG, USAR, Army civilian employees, other DoD Military Departments, and Federal Government agencies attending training in ARNG schools and schools that ARNG has a commander who is in the grade of general officer or above, and for all ARNG personnel attending non-IMT courses in non-Army schools.
- q. Designate ATRRS users as required to support related modules and tasks as prescribed in this regulation.

#### **2-4. Deputy Chief of Staff, G-1**

The DCS, G-1 will—

- a. Maintain responsibility for the Army's military personnel system and manage the Army's personnel development system lifecycle (see AR 5-22 and AR 600-3).
- b. Advise and assist the ASA (M&RA) in the development of standards, criteria, and mandatory procedures for the annual ARPRINT and plan and supervise the execution of those standards, criteria, and mandatory procedures.
- c. Assist the ASA (M&RA) in the development of policies and procedures for human resources support, including the integration of personnel requirements into individual institutional training seat requirements for the RA, ARNG, USAR, and Army civilian employees for the following categories:
  - (1) IMT.
  - (2) MOS and transition training.
  - (3) Skill qualification identifier (SQI).
  - (4) Additional skill identifier (ASI) and skill identifier (SI).
  - (5) Noncommissioned officer education, including the Basic Leader Course, Advanced Leader Course (ALC), Senior Leader Course, Master Leader Course (MLC), Sergeants Major Course, Nominative Leader Course, and the Command Sergeant Major Courses.
  - (6) Officer education, including the Basic Officer Leader Course, Captains Career Course, Intermediate Level Education, Senior Service Colleges, Warrant Officer Advanced Course, Warrant Officer Intermediate Level Education, and Warrant Officer Senior Service Education.
  - (7) Officer and enlisted functional or transitional training.
  - (8) Professional military education (PME) and Joint PME.
  - (9) Civilian education.
- d. Review, analyze, and evaluate Army institutional training requirements for efficient implementation into ATRRS.
- e. Incorporate individual institutional training requirements identified and recommended by the Army Educational Requirements Board into the ARPRINT.
- f. Design and develop interfaces and document, program, and fund the operation and evaluation of ATRRS.
- g. Cochair, with the DCS, G-3/5/7, the ITM COC and ITM GOSC to recommend approval of the ARPRINT.
- h. Arbitrate, negotiate, and allocate available training seats based on the approved training program for IMT MOS and coordinate with the following when allocating training seats:
  - (1) CG, TRADOC.
  - (2) CNGB.
  - (3) CG, USARC.
  - (4) The Surgeon General (TSG).
  - (5) CG, U.S. Army Recruiting Command.
  - (6) Director, Defense Health Agency.
  - (7) Commander, Medical Department Center of Excellence.
  - (8) CG, U.S. Army Special Operations Command (USASOC).
  - (9) Director, National Geospatial-Intelligence College.
  - (10) Heads of other DoD Military Departments and Federal Government agencies with which the Army has training agreements.
  - (11) Heads of NATO and other non-DoD schools with which the Army has training agreements.
- i. Develop methodology for computing Army training attrition rates and provide Army training attrition rates (by delivery method, course, or MOS) to the CG, HRC (AHRC-PL); CNGB (ARNG-ZA); and CG, USARC. Develop methodology and conduct quarterly analysis of training show rates.

- j.* Assume principal Army Staff responsibility for training attrition management (see chap 5).
- k.* Manage Army accessions for—
  - (1) The U.S. Military Academy.
  - (2) Officer Candidate School.
  - (3) Army Reserve Officers' Training Corps.
- l.* Develop affordable training baseline levels for the individual institutional training requirements and resources processes that are consistent with end strength and force structure allowance levels.
- m.* Serve as the Headquarters, Department of the Army (HQDA) proponent for the SMDR, AOCC, and TRAP processes in support of HQDA principal officials with functional responsibility for individual institutional training requirements.
- n.* Cochair the SMDR, AOCC, and TRAP processes with the DCS, G-3/5/7.
- o.* In coordination with the DCS, G-3/5/7, advise and assist the ASA (M&RA) in the development of standards, criteria, and mandatory procedures for the annual SMDR and plan and supervise the execution of those standards, criteria, and mandatory procedures (see para 3-7i).
- p.* Provide to the CG, TRADOC the trained personnel shortfall on which the time phase-incremented MOB (MOB training base) output requirements are founded for development of FY MOB ARPRINT course input requirements.
- q.* Develop and present information on major training issues to the ITM COC and GOSC. Conduct in-progress reviews as required until a final recommendation is reached.
- r.* Manage the Total Army Centralized Individual Training Solicitation (TACITS), a subsystem of ATRRS.
- s.* Serve as HQDA ATRRS point of contact for training seat requirements, training seat allocations, reservations, and class scheduling for all Army personnel and personnel from the DoD, the other Armed Forces of the United States (Navy, Air Force, Marine Corps, Space Force, and Coast Guard), and Federal Government agencies attending training programs.
- t.* Assist the ASA (M&RA) in the development of policies and procedures for human resources support including for DL programs and attendance.
- u.* Receive requests from non-DoD agencies for attendance of their personnel in Army schools in the execution and budget years and consider these requests in the TRAP process.
- v.* Designate TRAP process managers (see para 3-8k).
- w.* Designate the CG, HRC to—
  - (1) Determine personnel requirements for RA peacetime and MOB and integrate personnel requirements into individual institutional training.
  - (2) Manage all USAR officer and warrant officer PME and all Active Guard Reserve and Individual Ready Reserve and Individual Mobilization Augmentee quotas.
  - (3) Manage IMT MOS training quotas for all inputs (RA, ARNG, and USAR) during peacetime and MOB as follows—
    - (a) Obtain class schedules from ATRRS for Army-taught training and IMT training taught by the other Armed Forces of the United States (Navy, Air Force, Marine Corps, Space Force, and Coast Guard).
    - (b) Load USAF and USN class seats in ATRRS for transfer to the Recruit Quota Enlistment System (REQUEST).
    - (c) Upon MOB, load class schedules and seats into ATRRS by the appropriate school within 72 hours and pass individual institutional training capacity data via ATRRS to the REQUEST MOB System.
    - (d) Support the seasonality of accessions reflected in the RA, ARNG, and USAR manpower programs to the greatest extent possible within the training schedule.
    - (e) During peacetime and MOB, manage and control Army execution year input for both officer and enlisted IMT courses.
    - (f) Ensure adjustments to allocated IMT seats are coordinated with the RA, USAR, U.S. Army Recruiting Command, ACOM, ASCC, and DRU commanders responsible for the training; CNGB; Chief, Training Requirements Division; and the Chief, Institutional Training Division.
    - (g) Post adjustments to all IMT seats used by other than Army non-prior service individuals to ATRRS.
    - (h) Ensure maximum use of available training seats in coordination with RA and USAR commanders, the CNGB, Army civilian employees, and other Army stakeholders.
- (4) Participate in the SMDR, AOCC, and TRAP processes and provide input as required (see para 3-7l).



- (5) Apply the DCS, G-3/5/7-approved methodology to compute RA resident NCOPDS requirements for the noncommissioned officer academies and OASS NCOPDS courses.
- (6) Manage and control quotas and inputs for all (non-IMT training) RA officer and enlisted skill producing training requirements (to include ASI, SQI, SI, functional, skill level 2 and above MOS courses, and officer courses) except those allocated to ACOMs, ASCCs, and DRUs for their management.
- (7) Determine, in coordination with ACOM, ASCC, and DRU commanders, all RA individual institutional training requirements that can be fulfilled with training courses offered by non-Army schools that meet RA individual institutional training requirements.
- (8) Ensure the posting of all RA individual institutional training requirements in the USAF and USN training systems.
- (9) Ensure the posting to ATRRS of class schedules, reservations, and training records graduation data of non-IMT training for Army personnel in non-Army courses.
- (10) Execute the annual TACITS and distribute a solicitation letter to all users annually of Army individual institutional training (conducted both by and for the Total Army), to include personnel of the other Armed Forces of the United States, Army civilian employees, and foreign military personnel. The solicitation will include at a minimum all courses and all modes of training listed in ATRRS.
- (11) Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.
- (12) Develop and display the trained personnel shortfall on which the time phase-incremented MOB (MOB training base) output requirements are founded.

## **2-5. Deputy Chief of Staff, G-3/5/7**

The DCS, G-3/5/7 will—

- a. Develop strategies and resource prioritization for Army training and the professional and leader development of military and civilian personnel.
- b. Cochair the SMDR (see para 3-7), AOCC, and TRAP processes (see para 3-8).
- c. Advise the ASA (M&RA) on U.S. Army War College and equivalent level training requirements in coordination with the CG, HRC; CNGB; and CG, USARC and submit the approved requirements to the Chief, Training Requirements Division.
- d. Advise the ASA (M&RA) on Intermediate Level Education training requirements and submit the approved requirements to the Chief, Training Requirements Division.
- e. Advise the ASA (M&RA) on training requirements for Army personnel at foreign service schools, in coordination with the CG, HRC; CNGB; and CG, USARC. Submit the approved individual institutional training requirements at foreign service schools to the Chief, Training Requirements Division.
- f. Advise the ASA (M&RA) on training requirements for the U.S. Army Sergeants Major Academy in coordination with the CG, HRC; CNGB; and CG, USARC and submit the approved requirements to the Chief, Training Requirements Division.
- g. Advise the ASA (M&RA) on individual institutional training requirements for Department of the Army (DA) Civilian Education System courses in coordination with the Assistant G-1 for Civilian Personnel and submit approved civilian individual institutional training requirements to the Chief, Training Requirements Division.
- h. Advise the ASA (M&RA) on Army military and civilian training and education programs and plan and supervise the execution of DL, individual institutional training, and resident training at military schools, including management of academic training records and training facilities.
- i. Assist in developing policies and plan, and supervise the execution of the Army's MOB process, including individual institutional training requirements for the MOB training base.
- j. Determine MOB training base capacity to sustain the force required for conflict scenarios associated with various strategic campaign plans. Evaluate MOB ARPRINT data (to include training capacity and potential resource constraints) to determine impact on the costs of expanding the training base during MOB.
- k. Develop affordable training baseline levels that will provide quality training and achieve Army readiness requirements.
- l. Prioritize training allocations during the year of execution, the budget year, and the program objective memorandum (POM) years for the RA, ARNG, USAR, and Army civilian employees.
- m. Assist in the development of Army training and leader development policy and develop strategies and resource prioritization for training and the professional and leader development of military and civilian personnel.

- n.* Develop methodology for use by HRC to compute the RA resident NCOPDS requirements for the noncommissioned officer academies and OASS NCOPDS courses.
- o.* In coordination with the DCS, G–1, advise and assist the ASA (M&RA) in the development of standards, criteria, and mandatory procedures for the annual SMDR and plan and supervise the execution of those standards, criteria, and mandatory procedures.
- p.* Cochair, with the DCS, G–1, the ITM COC and ITM GOSC to recommend approval of the ARPRINT.
- q.* Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

## **2–6. Deputy Chief of Staff, G–4**

The DCS, G–4 will—

- a.* Participate in the SMDR, AOCC, and TRAP processes as required to validate logistics requirements and identify potential constraints and provide input as required to support the Logistics Master Training Plan.
- b.* Provide advice on and assist in the development of policies and procedures for logistics-unique training programs for other than IMT.
- c.* Ensure resourcing to meet the Army’s individual institutional training mission requirements as defined in the ARPRINT.
- d.* Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

## **2–7. Deputy Chief of Staff, G–8**

The DCS, G–8 will—

- a.* Participate in the SMDR, AOCC, and TRAP processes as required to validate equipment constraints.
- b.* Participate in the TRAP process to validate changes to the ARPRINT-approved training program required to support year of execution readiness.
- c.* Ensure resourcing to meet the Army’s individual institutional training mission requirements as defined in the ARPRINT.
- d.* Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

## **2–8. Chief, Army Reserve**

The CAR, through the CG, USARC and in coordination with the Army Reserve Staff, will—

- a.* Assist in developing USAR IMT MOS training, MOS training (reclassification training), functional training, SSI, NCOPDS, and in-service requirements for USAR officer, warrant, enlisted, and civilian personnel and assist in developing policy and procedures for the development of the USAR in-service training requirements.
- b.* Manage USAR IMT quotas (delegated to the Army Reserve Staff).
- c.* Manage quotas allocated to the USAR to ensure maximum seat fill.
- d.* Review USAR input, graduate, and attrition data for courses attended by USAR personnel.
- e.* Participate in the SMDR, AOCC, and TRAP processes and provide input as required.
- f.* Enter class schedules appropriately in ATRRS for USAR schools in accordance with deadlines established by the Chief, Training Requirements Division. Ensure that USAR schools with a proponent who is in the grade of general officer or above provide guidance and class schedules as prescribed.
- g.* Add and manage entries in ATRRS for non-Army schools that meet USAR training requirements.
- h.* Post all USAR training requirements in the USAF and USN training systems as required.
- i.* Post all input and graduation data to ATRRS for members of the RA, ARNG, USAR, Army civilian employees, personnel of other Armed Forces of the United States and Federal Government agencies attending training in USAR schools and schools that USAR has a commander who is in the grade of general officer or above, and for all USAR personnel attending non-IMT courses in non-Army schools.
- j.* Manage quota allocation for all courses at USAR schools.
- k.* Assign all USAR-unique course numbers.
- l.* Approve all CAD and POIs for all courses unique to USAR schools.
- m.* Add, delete, or change (as appropriate) all courses in ATRRS for which the USAR is the proponent.

- n. Manage the USAR DL site information within ATRRS.
- o. Update and maintain all USAR DL facility site information in ATRRS.
- p. Input graduation data for all military and civilian personnel attending training at USAR schools into ATRRS.
- q. Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

### **2–9. Chief of Engineers**

The COE will advise the Secretary of the Army and CSA on the development of policy and procedures for the development of the Army engineer-unique individual institutional training programs for other than IMT and designate Army ATRRS users to support related modules and tasks as prescribed in this regulation.

### **2–10. The Surgeon General**

TSG will—

- a. Provide advice and assist with the development of policies and procedures for professional education and individual institutional training programs for officers, enlisted, and Army civilian employees of the Army Medical Department (AMEDD).
- b. Manage and control input to the AMEDD Long-Term Civilian Training Program and to the Professional Post Graduate Short Course Program.
- c. Provide technical advice and assistance for all security assistance training provided by the AMEDD, in accordance with AR 12–15.
- d. Designate Army ATRRS users as required to support ATRRS related modules and tasks as prescribed in this regulation.

### **2–11. The Judge Advocate General**

TJAG will establish Army professional legal individual institutional training requirements, consistent with American Bar Association standards, for officers, enlisted personnel (other than IMT), and Army civilian employees and designate Army ATRRS users to support related modules and tasks as prescribed in this regulation.

### **2–12. Chief of Chaplains**

The CCH will provide advice and assistance to ASA (M&RA) in developing policies and procedures for the development of RA and RC chaplain officer and enlisted individual institutional training requirements and designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

### **2–13. Commanding General, U.S. Army Forces Command**

The CG, FORSCOM will—

- a. Manage FORSCOM allocated military and civilian quotas to ensure maximum seat fill.
- b. Post input and output data to ATRRS for FORSCOM conducted courses.
- c. Provide oversight of FORSCOM troop schools.
- d. In coordination with CG, TRADOC, participate in the MOB ARPRINT development process to determine training capacity and potential resource constraints for FORSCOM courses and enter data into ATRRS as required.
- e. Manage mobilized and phase mobilized Soldier training while in Title 10, United States Code (10 USC) status.
- f. Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

### **2–14. Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC will—

- a. Assign all TRADOC course numbers.
- b. Approve all CAD and POIs for TRADOC courses.
- c. Add, delete, or change (as appropriate) all courses in ATRRS for which TRADOC is the proponent.
- d. Add, delete, or change (as appropriate) the DL hours of instruction and identify the method of delivery in ATRRS.

- e. Enter class schedules appropriately in ATRRS for TRADOC schools in accordance with deadlines established by the Chief, Training Requirements Division. Ensure that TRADOC schools with a proponent who is in the grade of general officer or above provide guidance and class schedules as prescribed.
- f. Manage quota allocation for all non-IMT training courses in TRADOC schools and DoD schools for which TRADOC has a proponent who is in the grade of general officer or above, to include quotas at other DoD Military Departments' schools that conduct Army training courses or train Army personnel.
- g. Post all input and graduation data to ATRRS for members of the RA, ARNG, USAR, Army civilian employees, personnel of other Armed Forces of the United States and Federal Government agencies attending training in TRADOC schools and schools that TRADOC has a commander who is in the grade of general officer or above, to include the schools of other Armed Forces of the United States that conduct Army training courses or train Army personnel.
- h. Participate in and provide input as required for the SMDR, AOCC, and TRAP processes.
- i. Provide training resource constraints to DCS, G-3/5/7 for review and analysis when TRAP actions close for component-level input.
- j. Coordinate and brief training resource constraints as required.
- k. Assist in development of ATRRS programs, displays, reports, files, and procedures related to MOB training.
- l. Act as the HQDA executive manager for development of the MOB ARPRINT.
- m. Convert the projected MOB training requirements produced by the Chief, Training Requirements Division into course input requirements and enter into ATRRS.
- n. Develop input requirements for all MOB courses for which the DCS, G-1 does not produce.
- o. Maintain MOB CAD and training path data in ATRRS.
- p. Plan and supervise the execution of mandatory procedures for the analysis of MOB ARPRINT training capability by which Army schools or ATCs conduct analysis and enter resulting data into ATRRS including MOB training capacity and resource constraints (files).
- q. Coordinate and supervise the annual MOB ARPRINT training capability analysis and ATRRS data entry by TRADOC schools and ATCs.
- r. Assist other ACOMs in MOB ARPRINT issue or constraint development.
- s. Assist in developing and managing security assistance training requirements.
- t. Update the course scope and prerequisites and school information in ATRRS for TRADOC schools, incorporating changes from notifications of future change, CAD, and POI submissions and information provided by schools, as appropriate.
- u. Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

## **2-15. Commanding General, U.S. Army Materiel Command**

The CG, AMC will—

- a. Ensure central issue facility resourcing to meet the Army's individual institutional training mission requirements as defined in the ARPRINT.
- b. Assign all AMC course numbers.
- c. Add, change, or delete (as appropriate) all courses in ATRRS for which AMC is the proponent.
- d. Enter class schedules appropriately in ATRRS for AMC schools in accordance with deadlines established by the Chief, Training Requirements Division. Ensure that AMC schools with a proponent who is in the grade of general officer or above provide guidance and class schedules as prescribed.
- e. Manage quota allocation for all training courses for which AMC has responsibility.
- f. Post all input and graduation data to ATRRS for members of the RA, ARNG, USAR, Army civilian employees, personnel of other Armed Forces of the United States and Federal Government agencies attending training in AMC schools and schools that AMC has a commander who is in the grade of general officer or above, and for all AMC personnel attending non-IMT courses in non-Army schools.
- g. Update the course scope and prerequisites and school information in ATRRS for AMC schools for which AMC has staff proponenty.
- h. Participate in the SMDR and TRAP processes and provide input as required.
- i. Receive requests from non-DoD agencies for attendance at AMC schools for those agencies not covered under TACITS.
- j. Provide facilities, equipment, and technical expertise and assistance as required to facilitate the Army's individual training mission.

- k. Through the Commander, U.S. Army Installation Management Command (IMCOM)—
  - (1) Participate in the SMDR, AOCC, and TRAP processes to validate installation infrastructure and installation services requirements and potential constraints.
  - (2) Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.

## **2–16. Commanding General, U.S. Army Special Operations Command**

The CG, USASOC, through the CG, U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS), will—

- a. Coordinate directly with the CG, TRADOC for all USAJFKSWCS course numbers.
- b. Approve all CAD and POIs for the USAJFKSWCS.
- c. Enter class schedules appropriately in ATRRS for USAJFKSWCS schools in accordance with deadlines established by the Chief, Training Requirements Division. Ensure that USAJFKSWCS schools with a proponent who is in the grade of general officer or above provide guidance and class schedules as prescribed.
- d. Manage quota allocation for all non-IMT training courses for which USAJFKSWCS has responsibility.
- e. Post all input and graduation data to ATRRS for members of the RA, ARNG, USAR, Army civilian employees, personnel other Armed Forces of the United States and Federal Government agencies attending training in USAJFKSWCS schools and schools that USAJFKSWCS has a commander who is in the grade of general officer or above.
- f. Participate in the SMDR, AOCC, and TRAP processes and provide input as required.
- g. Update the course scope and prerequisites and school information in ATRRS incorporating changes from notifications of future change, CAD, and POI submissions for USAJFKSWCS schools for which USAJFKSWCS has staff proponenty.
- h. In coordination with CG, TRADOC, participate in the MOB ARPRINT development process to determine training capacity and potential resource constraints for all USAJFKSWCS courses and enter data to ATRRS.
- i. Designate Army ATRRS users as required to support related modules and tasks as prescribed in this regulation.
- j. Report accurate and timely information in ATRRS.

## **2–17. Commanders of Army command, Army service component command, and direct reporting unit proponent school systems**

Commanders of ACOM, ASCC, and DRU proponent school systems will—

- a. Report accurate and timely information in ATRRS.
- b. Monitor the data provided by their subordinates.
- c. Enter class schedules appropriately in ATRRS for ACOM, ASCC, and DRU schools in accordance with deadlines established by the Chief, Training Requirements Division. Ensure that ACOM, ASCC, and DRU schools with a proponent who is in the grade of general officer or above provide guidance and class schedules as prescribed.
- d. Post all input and graduation data to ATRRS for members of the RA, ARNG, USAR, Army civilian employees, personnel of other Armed Forces of the United States and Federal Government agencies attending training in ACOM, ASCC, and DRU schools and schools that ACOMs, ASCCs, and DRUs have a commander who is in the grade of general officer or above and for all ACOM, ASCC, and DRU personnel attending non-IMT courses in non-Army schools.
- e. Enforce this regulation within the command.
- f. Designate Army ATRRS users to perform training management functions within ATRRS and associated modules.

## **2–18. Commanders of Army training commands and agencies**

In addition to other responsibilities prescribed in this regulation, commanders of Army training commands and agencies will—

- a. Program, budget, coordinate for, and conduct training.
- b. Monitor and ensure accuracy and timeliness of training attrition data input for courses of instruction.

- c. Recommend changes on selection criteria for MOS training to the Chief, Training Requirements Division.
- d. Designate ATRRS users to perform training management functions within ATRRS and associated modules.

### **2–19. Army course managers**

Army course managers will—

- a. Maintain and update Army course information and course data in ATRRS for all individual institutional training courses.
- b. Collaborate with the appropriate Army school Director of Training through the responsible training command and DCS, G–3/5/7 for approval to add new courses to ATRRS.

### **2–20. Army quota managers**

Army quota managers, also referred to as Army quota source managers, will—

- a. Manage Army individual institutional training seat quotas for their quota sources.
- b. Input school and training seat requests into ATRRS for their quota sources.
- c. Participate in the annual TACITS survey to determine individual institutional training requirements.
- d. Assist with the annual SMDR preparation.
- e. Use the formal TRAP process to request changes to their individual ARPRINT-approved training program.
- f. Recommend individual training courses appropriate to meet readiness goals and objectives.
- g. Research alternative methods of obtaining individual training and make recommendations based on the most cost efficient, effective, and best course of action.
- h. Perform statistical analysis on collected data and develop recommendations on individual institutional training requirements for the POM budget and execution years.
- i. Review ATRRS verification table 48 annually to ensure quota source manager's point of contact information is up to date.
- j. Verify training request justification and review for accuracy and completeness.
- k. Ensure maximum utilization of allocated training quotas and achieve not less than 95 percent quota fill rates.
- l. Manage subquota processes within their quota source.
- m. Use the Quota Management System (see para 4–2).

### **2–21. Army school managers**

Army school managers will—

- a. Manage courses offered at Army schools and institutions.
- b. Update routine ATRRS school code data to include the schools SH screen and ATRRS VR School Point of Contact table.
- c. Provide class and site information.
- d. Respond to TRAP requests.
- e. Participate in and comply with the TACITS information requirements (if RC institution) by school commander or commandant through the annual TACITS survey instructions.
- f. Monitor the Efficiency Performance Management Module for their school code to ensure it is not annotated on the ATRRS inputs and outputs deficiency report and ensure student inputs and outputs are in accordance with paragraph 4–1 a.
- g. Ensure class schedules are appropriately entered into ATRRS in accordance with this regulation.

### **2–22. Army student managers**

Army student managers will—

- a. Use the ATRRS student management portal to manage Army student applications; make reservations, cancellations, and substitutions; and modify Army student data.
- b. Coordinate with Army quota managers and assist with appropriate quota utilization management.

## **2–23. Management decision package managers**

Because the DCS, G–3/5/7 does not authorize changes to the ARPRINT without management decision package (MDEP) manager involvement, MDEP managers may support the SMDR and TRAP processes by—

- a. Participating in the SMDR and TRAP processes for those MDEPs associated with individual institutional training requirements or school operations.
- b. Participating in validating the training resources requirements (excluding temporary military manning) for the TASS that are required to support approved TRAP actions and requests.
- c. Assisting with annotating the appropriate MDEP within ATRRS for individual institutional training courses within their portfolio.

## **Chapter 3**

### **Army Training Requirements and Resources System**

#### **3–1. Army Training Requirements and Resources System introduction**

The Army's system of record for individual institutional training program management is ATRRS. ATRRS consists of a centralized training management database with computer internet access for Army training commands, ACOMs, ASCCs, DRUs, agencies, and training centers. Information on most individual institutional training courses taught by or for Army personnel is in the ATRRS database, including courses taught at resident training institutions and training taught by DL delivery. ATRRS—

- a. Supports the Army Training Strategy and Plan.
- b. Provides accurate and responsive information for input into reports and budgets submitted to DoD and Congress.
- c. Provides the capability to manage the Army's institutional training program for all courses of instruction taught by DoD, DA, NATO, and non-DoD school systems.
- d. Provides training management information to Army Staff agencies, training commands or agencies, and Army schools and training centers.
- e. Is operated according to policy stated in this regulation.
- f. Supports both the peacetime and MOB training mission as directed by the Training Directorate, DCS, G–3/5/7.
- g. Provides authoritative Army course, class, requirements, loads, and individual training data to the following external systems and applications:
  - (1) Active Army Strength Forecaster.
  - (2) Accession Module.
  - (3) Army Training Information System Interface Service.
  - (4) Army Career Tracker.
  - (5) Army Learning Management System.
  - (6) Army Stationing and Installation Plan.
  - (7) Basic Combat Training Module.
  - (8) Career Acquisition Personnel and Personnel and Position Management Information System.
  - (9) Defense Training Records.
  - (10) Dental Command – Corporate Dental System.
  - (11) U.S. Office of Personnel Management General Personnel Records.
  - (12) Defense Manpower Data Center – Verification of Military Experience and Training System.
  - (13) Department of the Navy, Director of Acquisition Career Management, Management Information System.
  - (14) Defense Security Assistance Management System.
  - (15) Enlisted Distribution Assignment System.
  - (16) Integrated Personnel and Pay System – Army.
  - (17) Joint Knowledge Online.
  - (18) Joint Services Transcript.
  - (19) REQUEST.
  - (20) Retention and Reclassification System.
  - (21) RC Automation System.
  - (22) Integrated Personnel and Pay System – Army.
  - (23) Reception Battalion automated Support System – Modified.

### **3–2. Army Training Requirements and Resources System modules and subsystems**

- a. ATRRS portals.
- b. ATRRS channels directory.
- c. Quota Management System.
- d. Mobilization Planning System (MPS).
- e. ATRRS Report Generator System (time sharing option).
- f. Schools course catalog.
- g. Student Trainee Management System-Enlisted (STRAMS–E).
- h. Army Automated Training Application Module.
- i. TACITS.
- j. ATRRS Funding Allocation Model.
- k. Efficiency Performance Management Module.
- l. Unit Automated Reservation System.
- m. ATRRS Internet Training Application System.
- n. Army strength training requirements model.
- o. Automated Requirements Model (used by ARNG and USAR).
- p. Civilian Human Resources Training Application System.
- q. Institutional Training Common Operational Picture.
- r. Letter of Acceptance Module.
- s. Student Management and Registrar Tool.
- t. ITM Management Tool.
- u. SMDR.

### **3–3. Reports**

ATRRS provides users the capability to perform statistical analysis by running defined and undefined, formatted and unformatted, reports online or in batch. ATRRS reports can be downloaded, printed, or viewed online. The following is a partial list of reports from ATRRS:

a. The ARPRINT report identifies projected individual training requirements and programs for Army personnel that are delivered through formal resident or DL instruction provided by the Army, other Armed Forces of the United States, DoD agencies, other Government agencies, and foreign military. The ARPRINT report—

(1) Is the authoritative data source for individual institutional training requirements and its functionality is a subapplication of ATRRS.

(2) Is the primary Army document showing valid institutional training requirements and the associated training program for formal resident and DL instruction based on Total Army personnel and manning requirements. A key product of the ARPRINT is the officer and enlisted training baselines. These baselines constitute the affordable levels of training years. Officer IMT training (including the Basic Officer Leadership Course and follow-on courses) is included within the designated baseline for each FY where accessions tend to be fixed and the size of the force is managed more through control of losses. Accession management controls the enlisted training baselines and force size; due to the wide fluctuations in IMT training volume this approach causes, IMT basic training, one station unit training (OSUT), and advanced individual training (AIT) are excluded from the specific baselines.

(3) Matches, as closely as possible, the training loads contained within appropriate program budget guidance.

(4) Is used by commanders and directors of Army school system to allocate resources.

(5) Serves as the basis for determining frequency of training (class schedules).

(6) Is the Army's mission and resourcing document for ACOMs, ASCCs, DRUs, Army training agencies, and Army schools. Training commanders will schedule enough classes to meet the approved training program published in the ARPRINT. The ARPRINT will serve as the basis for class schedules and as a baseline to update personnel requirements for the current and budget FYs.

(7) Provides all formal courses of instruction conducted by or for Army personnel and includes the training conducted by—

(a) TRADOC.

(b) USASOC.

(c) U.S. Army Corps of Engineers.

(d) U.S. Army Space and Missile Defense Command.



- (e) U.S. Army Acquisition Support Center.
- (f) ARNG.
- (g) USAR.
- (h) Defense Health Agency.
- (i) The Judge Advocate General's Legal Center and School.
- (j) U.S. Army War College.
- (k) Defense Information School.
- (l) DLI Foreign Language Center.
- (m) National Geospatial-Intelligence College.
- (n) DA Inspector General.
- (o) Other DoD Military Departments.
- (p) On-the-job training when officially recognized by DCS, G-3/5/7.
- (q) Other nonmilitary schools.
- (r) Foreign military.

b. The MOB ARPRINT is—

- (1) The primary planning document that provides individual institutional training requirements (by course, by week) for a 52-week period beginning with MOB.
  - (2) A time-phased plan for expansion, continuation, or phase out of training base courses upon MOB.
  - (3) Based on the Army trained personnel shortfall of fillers or replacements required to maintain a prescribed level of organization during post-MOB, as developed by HRC using the Mobilization Manpower Analysis System.
  - (4) Used to develop training base expansion plans, training strategies, and MOB resource constraint information and to facilitate transition to revised levels of training upon MOB.
- c. Army class schedule report.
  - d. Program element reports.
  - e. A course catalog with data displays on course scopes and course prerequisites.
  - f. Input and load reports.
  - g. Attrition reports.
  - h. Class schedule reports.
  - i. Class input and graduate update analysis reports.
  - j. Training program changes in the budget or execution years.
  - k. Man-years in training analysis reports.
  - l. Noncommissioned Officer Professional Development reports.
  - m. MOB reports.
  - n. Ad hoc reports.

### **3-4. Training baselines**

a. A training baseline is a target or recommended level of training expressed in man-years.

- (1) Baselines are designated for each component of the Army (RA, USAR, and ARNG) and for each subset (commissioned officer, warrant officer, and enlisted).
- (2) Baselines are built for each specific group and training type; they are not interchangeable among groups. Special attention should focus on RA student training (officer accession students, students permanently changing stations, and temporary duty (TDY) enroute students) because, in addition to comprising training cohorts' respective baselines, Soldiers in training also constitute a portion of the individuals' account, trainees, transients, holdees, and students (TTHS). As such, these personnel are not available for assignment to units. Fluctuations in their numbers may cause similar changes to the operating strength.
- (3) The inherent stability offered by the baseline concept, if adhered to, reduces the need for force structure or other training changes by helping to maintain an Army operating strength consistent with planning levels. Training while a student is in TDY and return status is not included in the individuals' account since that training attendance occurs while the Soldier is assigned to their current unit. Projected training seats must be designated by mode of attendance and training cannot readily be exchanged between modes without affecting the balance between TTHS and the operating strength.
- (4) Baselines are developed in the annual ARPRINT process and constitute fiscally and operationally constrained levels of training for enlisted, warrant officer, and commissioned officers.

(5) Baselines are a product of coordination among representatives from DCS, G-1 (DAPE-MP); DCS, G-3/5/7 (DAMO-FM); DCS, G-3/5/7 (DAMO-TR); DCS, G-3/5/7(DAMO-OD); and DCS, G-1 (DAPE-PR).

(6) Baselines are assessed during the SMDR and TRAP processes. From the SMDR perspective, the approved training program will not exceed training baselines without approval of the of the HQDA principal official with functional responsibility for the training requirement. However, if programmed training levels exceed established baselines during the execution or budget FY, the addition to the TTHS account must be forwarded to the next DCS, G-3/5/7 Force Structure Panel on POM build or to the out-of-cycle committee process for review, recommended solutions for the Secretary of the Army's approval, and assignment of a bill payer. The bill payer would ordinarily be either force structure or a reduction of other training.

(7) Training baselines will be developed for a 3-year period: execution year, budget year, and the first year of the POM.

(8) A review of training baseline projections will be accomplished through analysis of the TTHS forecasting system man-year projections. These projections include all student time, but the classroom time (training time) measured through the ATRRS database constitutes the bulk of student (or accession student) man-years. Increases in ATRRS non-unit training will ordinarily result in an increase in TTHS man-years.

b. Decreases in ATRRS (provided the decrease in seats is the result of reductions in training seats likely to have been filled) will ordinarily produce the opposite effect. The TTHS impact on the operating strength can also be monitored through ATRRS.

### **3-5. Development of training requirements**

The Army develops training requirements in accordance with the following:

a. *General requirements.* Individual institutional training requirements will be developed by quota managers for Army training commands and agencies and entered into the ATRRS database.

(1) ATRRS requirements are entered by the quota manager for the ACOM or agency responsible for developing those requirements. Institutional training requirements are integrated, reviewed, and recommended for validation through the SMDR, TRAP, or AOCC processes.

(2) The Chief, Training Requirements Division, in coordination with training commanders and directors, inputs the ARPRINT-approved training program in ATRRS after the SMDR and inputs all approved adjustments to the training program from the TRAP or AOCC processes.

b. *Enlisted requirements.* The IMT requirements developed by the CG, HRC; CG, USARC; and CNGB will be based on the approved manpower program identified by the Chief, Training Requirements Division. These training requirements will serve to update the ARPRINT. IMT training requirements are developed using the following automated models and are subject to verification by the Chief, Training Requirements Division—

(1) Army strength and training requirements model.

(2) Automated Requirements Model - Reserve (system used by the USAR).

(3) Automated Requirements Model - Guard (system used by the ARNG).

c. *Course structure changes.* The IMT course structure changes (length and AIT versus OSUT) will be verified by the training manager and sent to Chief, Training Requirements Division not later than 1 July of each year, prior to the SMDR.

d. *Validation of course numbers.* All course managers for Army training commands and training agencies will validate course numbers by FY within ATRRS not later than 1 June each year. Course number changes will be kept to a minimum and will be identified in the course change report and course number change report.

e. *Adding and deleting courses.* The latest addition or deletion of MOS, ASI, and area of concentration (AOC) courses will be based on the latest approved force file (Personnel Manning Authorization Document, Updated Authorization Document, or Notional Force). Course managers for Army training commands and agencies and Chief, Training Requirements Division will delete obsolete MOS, ASI, and AOC codes. Course managers for Army training commands and agencies will add new courses and delete obsolete courses not later than 1 June each year to the master course list in ATRRS.

f. *Notional courses.* Based on approval by the Chief, Institutional Training Division, the Chief, Training Requirements Division will notify the appropriate training command or training agency to add notional courses to ATRRS as necessary to reflect projected (undocumented) MOS restructure and force

modernization actions. The Chief, Training Requirements Division will add notional courses to ATRRS as required.

### **3-6. Solicitation of training requirements**

a. The solicitation of Army and non-Army personnel to attend training courses is accomplished via the TACITS subsystem of ATRRS.

b. The Chief, Training Requirements Division manages the Army's individual training solicitation process and is responsible for establishing TACITS submission guidance and supervising, executing, and soliciting inputs to the TACITS survey.

c. The Chief, Training Requirements Division will prepare, update, and place TACITS surveys on the ATRRS internet home page not later than March of each year. The ATRRS internet home page will be the primary means for conducting the individual training solicitation survey. This survey will include all courses attended by Army (RA, USAR, and ARNG) or non-Army personnel, military or civilian, regardless of the training provider.

### **3-7. Structure and Manning Decision Review process**

a. The SMDR process is a formal process used by HQDA principal officials to integrate Total Army manning requirements into individual institutional training. The DCS, G-1 in coordination with the DCS, G-3/5/7 conducts the SMDR process to integrate Total Army personnel requirements into institutional training, validate institutional training requirements, and reconcile those requirements to produce an affordable, acceptable, and executable training program. The deliverable from the SMDR process is the ARPRINT.

b. The DCS, G-1 in coordination with the DCS, G-3/5/7, conducts the SMDR process annually during September and October using an action officer working group that makes recommendations on programming training requirements through the ITM COC and ITM GOSC to HQDA principal officials for decision. Individual institutional training requirements recommended through this process must be approved by the HQDA principal official who has functional responsibility for the requirement.

c. Training requirements are initially established for the third POM year, validated for the second POM year (the primary focus of the SMDR), and fine-tuned for the first POM year.

d. Course managers of Army input agencies requesting institutional training seats above the validated requirement must submit a justification for the increase and an action plan for the institutional training seat utilization to the Chief, Training Requirements Division for consideration during the SMDR. The justification for the requested training seat requirements increase and accompanying action plan must be endorsed by an officer in the rank of colonel (O-6) or general schedule (GS) employee in the grade of GS-15 or higher.

e. The following timeframes apply to the SMDR:

(1) Quota managers of Army input agencies load training requirements on ATRRS approximately 30 days prior to the SMDR.

(2) Summary sheets will be available approximately 20 days prior to the SMDR.

(3) Heads of proponent schools will identify equipment, facility, and personnel constraints to the training commanders 15 days prior to the SMDR.

f. The ITM COC will conduct a review within 45 calendar days of SMDR adjournment and the ITM GOSC will recommend approval of the ARPRINT within 90 calendar days of SMDR adjournment.

g. The approved ARPRINT will be made available on ATRRS within 5 working days after HQDA principal official approval.

h. The Director of Military Personnel Management will—

(1) Serve as HQDA proponent for and cochair of the SMDR process in support of HQDA principal officials with functional responsibility for individual institutional training requirements.

(2) Conduct overall coordination for the SMDR, in coordination with the Director of Training.

(3) Publish the summary sheets.

(4) Conduct overall coordination for ITM COC and GOSC reviews of constrained programs.

(5) Display instructor values for each course in coordination with training commands and agencies.

(6) Provide the billing document, in coordination with the Director of Training, to the other Armed Forces of the United States (Navy, Air Force, Marine Corps, Space Force, and Coast Guard) for the instructor requirements recommended during the SMDR process for quota courses.

i. The Director of Training will—

- (1) Cochair the SMDR process.
- (2) Assess the training resource bills provided by TRADOC, AMC, and other training commands and agencies to determine feasibility and supportability prior to the publication of the ARPRINT.
- (3) Provide the guidance for course growth related issues.
- (4) Provide the full-time representation during the SMDR event to recommend programs or alternatives to resolve shortfalls in support of proposed training requirements, to include the prioritization of training.
- (5) Coordinate with Army Staff, as appropriate, to resolve personnel, equipment, or facility issues identified during the SMDR process.
- (6) Provide the authority for ACOM commanders and heads of schools and ATCs to execute memorandums of agreement (MOAs) or memorandums of understanding (MOUs) and inter-service support agreements (ISSAs) relative to individual institutional training course support requirements.
- j.* Quota managers of requesting or input Army agencies will—
  - (1) Propose and maintain training requirements, including other Armed Forces of the United States and foreign national requirements, as appropriate.
  - (2) Enter training requirements into ATRRS.
  - (3) Designate SMDR participants and empower them to recommend programs as alternatives to resolve shortcomings in support of proposed training requirements.
  - (4) Ensure inclusion of current force modernization data as it impacts on arbitrated training requirement programs.
  - (5) Ensure loading of results from TACITS into ATRRS for use during the SMDR.
- k.* On behalf of DCS, G-1, the CG, HRC will—
  - (1) In coordination with appropriate ACOM commanders, propose and maintain all RA and USAR training requirements (except officer training requirements for AMEDD, CCH, and TJAG courses).
  - (2) Enter RA and USAR training requirements into ATRRS.
  - (3) Designate SMDR participants and empower them to recommend programs as alternatives to resolve shortcomings in support of proposed training requirements.
  - (4) Ensure inclusion of current force modernization data as it affects arbitrated training requirement programs.
  - (5) Ensure loading of results from TACITS into ATRRS for use during the SMDR.
- l.* The CNGB will—
  - (1) Generate, validate, and maintain all ARNG training requirements.
  - (2) Enter ARNG training requirements into the ATRRS system.
  - (3) Designate SMDR participants and empower them to recommend programs as alternatives to resolve shortcomings in support of training requirements.
- m.* The CG, USARC will—
  - (1) Propose and maintain USAR IMT training requirements.
  - (2) Input USAR IMT training requirements into ATRRS.
  - (3) Designate an SMDR participant and empower them to recommend programs as alternatives to resolve shortcomings in support of proposed training requirements.
- n.* The CG, TRADOC will—
  - (1) Input all course changes to ATRRS not later than 45 days prior to the SMDR start date to include approved class sizes, course lengths, and instructor contact hours. New courses not addressed in the TACITS process will not be considered during the SMDR.
  - (2) Verify all variable course data for each course (for example, instructor contact hours, course lengths, class size, course type, contract code, and Inter-service Training Review Organization code).
  - (3) Identify constraints on training caused by equipment, ammunition issues, or facility shortages that may constrain the Army's ability to train the load required to man the end strength or force structure.
  - (4) Direct equipment redistribution within TRADOC as required and monitor supply actions to obtain equipment.
  - (5) Identify, confirm, and prioritize Army projects initiated to support individual institutional training.
  - (6) Coordinate with the CG, U.S. Army Corps of Engineers and the CG, AMC on facilities issues in support of SMDR.
  - (7) Coordinate with DCS, G-3/5/7; DCS, G-4; and DCS, G-8 on equipment issues as appropriate during SMDR.
  - (8) Prioritize and submit to the CG, AMC requests for relocatable buildings and equipment with a copy furnished to the Director of Training.

- (9) Provide full-time participants during SMDR, to include Security Assistance Training Field Agency representation.
- (10) Validate temporary military manning resource bills.
- (11) Provide all resource data applicable to each course and provide guidance on coverage of appropriate FY resource bills via operational need statement or MDEP for TRADOC schools and training centers.
- (12) Provide a list of instructor requirements by course for all courses that have changed since the previous SMDR.
- (13) Provide temporary military manning resource requirements to the Chief, Training Requirements Division for all courses for which the CG, TRADOC is the proponent.
- (14) Develop MOAs, MOUs, and ISSAs with other Armed Forces of the United States and other ACOMs, as necessary, to execute the approved annual training programs developed through the SMDR. Provide copies of approved MOAs, MOUs, and ISSAs to the Chief, Training Requirements Division and the Chief, Institutional Training Division.
- (15) Update training paths in ATRRS.
- o. The CG, USAJFKSWCS will—
- (1) Provide input to ATRRS of all course changes 45 days prior to SMDR start date.
  - (2) Identify constraints on training caused by equipment or facility shortages.
  - (3) Provide full-time participants at SMDR during the timeframe scheduled for USAJFKSWCS courses.
  - (4) Develop MOAs, MOUs, and ISSAs with other Armed Forces of the United States, as necessary, to execute the approved annual training programs developed through the SMDR.
  - (5) Provide copies of approved MOAs, MOUs, and ISSAs to the Chief, Training Requirements Division and the Chief, Institutional Training Division.
- p. Commanders of all other Army schools and training centers will—
- (1) Provide input to ATRRS of all course changes not later than 45 days prior to SMDR start date.
  - (2) Confirm and prioritize military construction, Army projects designed or programmed to support training.
  - (3) Provide full-time participants at SMDR during timeframe scheduled for their courses.
  - (4) Provide all resource data applicable to each course and provide guidance on coverage of appropriate FY resource bills via modernization resource information submission MDEP.
  - (5) Coordinate with course proponents prior to the SMDR and represent those proponents during the SMDR. Coordination may be achieved during annual proponent reviews conducted by the schools.
  - (6) Develop MOAs, MOUs, and ISSAs with other Armed Forces of the United States, as necessary, to execute the approved annual training programs developed through the SMDR.
  - (7) Provide copies of approved MOAs, MOUs, and ISSAs to the Chief, Training Requirements Division and the Chief, Institutional Training Division.
- q. The commanders of proponent Army schools will—
- (1) Verify all USAF and USN courses for which they are the proponent.
  - (2) Verify any personnel constraints (the CP screen in ATRRS).
  - (3) Program required military construction, Army projects to eliminate facility constraints.
- r. Manning and associated institutional training requirements are verified based on prior-year use of specific training courses. Unless the input agency can show force structure changes and valid methods to improve show rates, training requirements requested may be reduced during the SMDR.
- (1) Training requirements for each course are then compared with available training resources. Overages and shortages of personnel (military by MOS, AOC, ASI, and SQI; civilian by grade), equipment, and facilities must be identified.
  - (2) Any course that lacks sufficient resources to train its full training requirement is termed “constrained.” Either additional training resources will be provided for each constrained course or the training program for that course will be adjusted (reduced).
  - (3) The result is a recommended training program. Upon completion of the SMDR process, briefings will be presented to the ITM COC and GOSC to recommend resolutions for issues where training courses are constrained.
  - (4) The final training program for a given FY is published in the ARPRINT. The ARPRINT is the basis for the development of class schedules. The ARPRINT indicates both the personnel requirements for institutional training and the programmed number of training seats so that constraints can be audited.

### **3–8. Training Resources Arbitration Panel process**

a. The TRAP process is a formal process used by HQDA principal officials to adjust ARPRINT-approved Total Army manning requirements integrated into individual institutional training during the budget and execution years. The Director of Military Personnel Management serves as HQDA proponent of the TRAP process. The Director of Military Personnel Management and Director of Training cochair the TRAP process and conduct TRAP process actions as needed throughout the year to improve Army manning and personnel readiness.

b. The TRAP action officer working group, through the ITM COC and ITM GOSC, advises HQDA principal officials on proposed changes to the ARPRINT-approved training program, recommends solutions for critical issues that affect the Army's institutional training mission, and recommends management options for associated resources (personnel, equipment, and facility costs) needed to execute the training seat requirements changes to the approved training program.

c. Primary reasons for opening a TRAP process action include—

(1) Legislation (that is, Congressional changes to Army end strength published in Base Realignment Commission law and the annual National Defense Authorization Act).

(2) Changes in recruiting success and accessions flows (that is, summer surge).

(3) Annual force structure changes (in and out-of-cycle) average over 20,000 per year.

(4) Army policy changes (that is, Structured Self-Development to Distributed Leader Course conversion, Select Train Educate Promote, MLC, 22-week OSUT transformation, and AIT platoon sergeant and drill sergeant).

(5) Army senior leaders' decisions to reshape the force (that is, Security Force Assistance Brigade activations, Cyber Operational Forces, Brigade Combat Team conversions, Multiple Launch Rocket System battalions, and Air Defense Artillery battalions).

(6) Other emerging requirements, including the introduction of new equipment and capabilities (that is, Gray Eagle, Cyber, and Space).

d. Training program adjustments made during the TRAP process directly impact Total Army personnel readiness, including the manning and distribution of Total Army forces, specifically related to MOS or AOC (personnel) readiness and Total Army end strength levels. TRAP requests can also be specific to commands or agencies.

e. The TRAP action officer working group, through the ITM COC and ITM GOSC, advises HQDA principal officials on how to manage individual institutional training requirements related to personnel (MOS or AOC) readiness, promotion requirements, and personnel training needs of the force and the flow of trainees and students through the institutional training base.

f. The TRAP process consists of two major components: one component deals with training offered through the RA and schools of the other Armed Forces of the United States and the second component deals with training offered through RC schools (Reserve Training Institutions (RTIs)).

g. During the TRAP process, RA and USAR personnel, Army civilian employees, other Army stakeholders, and the CNGB must provide written justification in ATRRS for all requested changes to the ARPRINT-approved training program, regardless of resource requirements.

h. The Director of Military Personnel Management and Director of Training conduct several formal TRAP process actions annually to adjust the ARPRINT-approved training program during the budget year and year of execution building and sustaining Army personnel readiness including—

(1) Initial Entry Training (001–013).

(2) Security Assistance Training Field Activity Aviation (014).

(3) Army Aviation (015–019).

(4) PME (020–024).

(5) Functional training (ASI, SQI, SI) (025–029).

(6) Out-of-cycle (as required) (030).

(7) AOCC (ITM GOSC decisions) (as required) (031–039).

(8) Warrant Officer Candidate School and Warrant Officer Basic Course (040/041/042).

(9) Officer Candidate School and Basic Officer Leader Course (054–058).

(10) Captains Career Course (059).

(11) DLI (060–069).

(12) RC (300–399).

(13) Civilian Education System (600–699).

*i.* All TRAP recommendations will be reviewed by an ITM COC or ITM GOSC. TRAP actions that do not require temporary military manning to execute will be presented to the ITM COC for recommendation to the Chief, Training Requirements Division and the Chief, Institutional Training Division. TRAP actions requiring temporary military manning to execute may be presented to the ITM GOSC for recommendation to the Director of Military Personnel Management and Director of Training. TRAP resource recommendations for other than military personnel may be presented to the HQDA Budget, Requirements and Programs committee as required.

*j.* Members of both the ITM COC and ITM GOSC include—

- (1) Director of Military Personnel Management (cochair and voting member).
- (2) Director of Plans and Resources.
- (3) Director of Training (cochair and voting member).
- (4) Commander, Army Aviation Directorate.
- (5) Force Management Director.
- (6) Deputy Assistant Secretary of the Army for Army Budget (voting member).
- (7) Director, Program Analysis and Evaluation Directorate.
- (8) ASA (M&RA).
- (9) Deputy Assistant Secretary of the Army for Cost and Economics.
- (10) DCS, G-9.
- (11) DA Inspector General.
- (12) CNGB (this is a delegable position).
- (13) CG, USARC.
- (14) CG, TRADOC.
- (15) CG, AMC.
- (16) CG, FORSCOM.
- (17) CG, HRC.
- (18) CG, U.S. Army Pacific.
- (19) CG, U.S. Army Europe and Africa.
- (20) CG, USASOC.
- (21) Commandant, The Judge Advocate General's Legal Center and School.
- (22) Commandant, Army Force Management School.

*k.* TRAP process actions are managed by the Chief, Training Requirements Division. TRAP program managers—

- (1) Manage the TRAP process and coordinate all actions with stakeholders.
  - (2) Arbitrate issues between stakeholders.
  - (3) Prepare and present TRAP actions to the ITM COC or ITM GOSC for review and recommendation.
- l.* A formal TRAP process action will conform to the following processes:

(1) Commanders and directors of requesting ACOMs and agencies initiate a TRAP request when changes to the ARPRINT-approved training program are required.

(2) Any requested training program changes should normally not include classes that are within 120 days from the date of the action officer TRAP meeting, unless the Chief, Training Requirements Division has approved an exception to this timeframe.

(3) Assign every TRAP action with a number in ATRRS, which begins the schedule of events or dates in the TRAP process. TRAP process actions are numbered and divided into course types or special requirements. The first TRAP date is the requested input due date.

(4) Commanders and directors of requesting ACOMs and agencies must place all their requested changes into ATRRS by the due date and must provide sufficient justification for their requested training program changes by training group and will include impact statements if changes are not approved.

(5) The Chief, Training Requirements Division will lock the TRAP process action at the requested input due when the suspense date shown in ATRRS is reached. No further increases or decreases to training programs will be accepted in that TRAP action, unless approved by the Chief, Training Requirements Division and the appropriate training command or agency. The DCS, G-1 will coordinate all TRAP actions with the appropriate HQDA staff.

(6) After the TRAP action is locked, the training commands provide resource analysis for manning requirements to the Chief, Training Requirements Division.

(7) The CG, TRADOC provides the DCS, G-1 with any potential manning requirements.

(8) The Chief, Institutional Training Division, and CG, AMC provide the per capita training costs using the training requirements model, cost estimating relationship models, and any other associated training resource requirements to the DCS, G-1 for inclusion in the TRAP action to be considered by the ITM COC or ITM GOSC.

(9) Additionally, the training command, ASCC, or DRU commander will provide to the Chief, Training Requirements Division a schedule that reflects when training resource requirements (funding, personnel, and equipment) must arrive at the training location to execute the changes to the training program if the TRAP action is approved. Training commanders will provide resource analysis on one-time costs (for example, contractors), class VII equipment requirements, and ammunition. Training commanders will coordinate with garrison or the CG, AMC to provide facility costs, dates of installation support costs, and other cost requirements.

(10) The requesting commander or agency head submits constrained TRAP class VII equipment requirements to Chief, Institutional Training Division.

(11) The CG, HRC will provide requirements to the DCS, G-1; DCS, G-3/5/7; and CG, TRADOC.

(12) The CG, USARC provides reserve manning supportability analysis results to training commanders, who will pass the information to the Chief, Training Requirements Division and the Chief, Institutional Training Division.

(13) Training commanders will also analyze Army civilian employees and contractor capabilities and costs.

(14) The CG, AMC; DCS, G-8; and the Director of Training will provide their capability to support the adjustments to the ARPRINT-approved training requirements requested in the TRAP action.

(15) Training commanders will recost any unsupplied equipment for commercial off-the-shelf or commercial purchase.

(16) When all of the above analysis and assessments are complete, the DCS, G-1 may conduct an action officer TRAP meeting if required.

(17) After the action officer meeting, the Chief, Institutional Training Division and CG, AMC may rerun per capita costs.

(18) The Chief, Training Requirements Division will schedule and conduct the ITM COC to adjudicate the training program adjustments and resources required to execute the TRAP action. Directors of input agencies that have outstanding training program requirements will provide all necessary briefing materials to the Chief, Training Requirements Division not later than 2 days prior to the ITM COC meeting. These materials will include the reasons for the training program increase, current and projected training seat fill statistics, and the impacts if the Director of Military Personnel Management and Director of Training disapprove the requested training seat increases.

(19) The DCS, G-3/5/7, in coordination with the DCS, G-1, determines if training requirements will be at 100 percent or if they will be constrained in accordance with Army priorities. Costs may be rerun.

(20) The DCS, G-8 will brief TRAP equipment requirements to Army Requirements and Resourcing Board COC for information or recommendation for resourcing when there are equipment requirements that require redistribution of resources away from the operational force.

(21) The CG, HRC; CG, USARC; or CNGB assigns temporary military manning throughout the TRAP process required to execute the training program increases. This maximizes use of military manning and saves contract instructor costs. Should the temporary military manning requested in a TRAP action be disapproved, and contract instructors are not supported, then the CG, HRC; CG, USARC; or CNGB will reduce the number of training seats requested as appropriate.

(22) Following TRAP action approval, the Chief, Training Requirements Division will publish an executive change memorandum documenting all approved temporary military manning. This memorandum authorizes the CG, HRC; CG, USARC; or CNGB to redistribute temporary military manning.

(23) The CG, HRC; CG, USARC; or CNGB will identify and notify the Chief, Training Requirements Division and CG, TRADOC of all required temporary military manning by name, requisition identification, reporting date, and end date.

(24) Approved temporary military manning in support of ARPRINT-approved training program changes made in the budget or execution years are managed separately by the Chief, Military Structure and Plans Division and do not require changes to The Army Authorization Documents System documents.

(25) The CG, HRC; CG, USARC; or CNGB will fill the approved changes to manning levels using existing assigned military personnel tradeoffs within each training command or agency, as identified in the executive change memorandum, provided a tradeoff is available.



### **3-9. Reserve Training Institution-Training Resources Arbitration Panel process**

- a. The purpose of the RTI-TRAP process is to recommend changes to USAR and ARNG ARPRINT-approved training program during the budget and execution years.
- b. The HQDA RTI-TRAP manager directs and oversees the RTI-TRAP process. Participants include representatives from the USAR and ARNG.
- c. The HQDA RTI-TRAP manager will schedule RTI-TRAP process actions and meetings during the budget year with the goal of obtaining TRAP action approvals twice per year during May and August.
- d. The USAR RTI-TRAP manager and the CNGB may conduct numerous administrative RTI-TRAP process actions at their discretion to accommodate mission changes, which may occur at any time during the year.
- e. General timeline for RTI-TRAP actions 301 and 302 execution is as follows:
  - (1) RTI-TRAP open for input—2 weeks (minimum).
  - (2) School commandants review and address requested changes—2 weeks.
  - (3) RTI-TRAP managers school draft review—1 week.
  - (4) HQDA RTI-TRAP manager review and approval—2 weeks.
- f. The CNGB and CG, USARC will manage changes centrally for the second RTI-TRAP (TRAP 302). The time window for requesting changes to the ARPRINT-approved training program will be at the discretion of the CNGB and the CG, USARC. The RTI-TRAP process is mandatory for all Army stakeholders to ensure the timely processing of all training program change requests.
- g. Heads of Army agencies must post their requested training program changes on the due date announced in the ATRRS system message.
- h. Requested training program changes will exclude classes that start in the first quarter. The intent of this restriction is to ensure that the student will receive sufficient notification lead time to meet the class arrival date.
- i. School RTI-TRAP personnel will review changes and make adjustments to class schedules or RTI-TRAP school draft screen in ATRRS as appropriate. School RTI-TRAP personnel may also specify resource constraints or comment on why the requested changes to the ARPRINT-approved training program cannot be met.
- j. The CNGB and CG, USARC will review and evaluate requested changes and the ability to adjust class schedules to achieve the requested training program changes submitted by Army agencies. The CNGB and CG, USARC have the authority to modify and RTI-TRAP requested training program changes submitted by Army agencies and to ensure that requests accurately reflect their component's readiness requirements. The CNGB and the USAR RTI-TRAP manager also ensure that the RC schools have adequately analyzed the requested changes.
- k. Upon notification to the RTI-TRAP manager that all reviews and adjustments are complete, the training program changes approved by the Chief, Training Requirements Division and Chief, Institutional Training Division in the RTI-TRAP action are posted, class schedules are adjusted as required, and institutional training seat quotas are allocated on ATRRS. An ATRRS system message then announces completion of the RTI-TRAP action and specifies the next RTI-TRAP processing timeline.
- l. The first RTI-TRAP of the FY is conducted in conjunction with preparation for the upcoming SMDR. The HQDA RTI-TRAP manager schedules an RTI-TRAP action officer working group meeting with all stakeholders. When the HQDA RTI-TRAP manager is notified that the first RTI-TRAP has been coordinated and finalized on ATRRS, the RTI-TRAP is approved by the Chief, Training Requirements Division and Chief, Institutional Training Division and class schedules and quotas are distributed.
- m. After the final RTI-TRAP is conducted for the FY, any additional training program changes must be submitted through the CNGB or CG, HRC to the HQDA RTI-TRAP manager, who will consider an offline RTI-TRAP. All training program changes approved by the Chief, Training Requirements Division and Chief, Institutional Training Division are posted on ATRRS.

### **3-10. Department of the Army, Department of Defense, and Reserve Component School Training Resources and Arbitration Panel process**

- a. This establishes formal TRAP processes and procedures for DA and USAR schools and DoD schools for which the Secretary of the Army is the DoD Executive Agent to support the OASS. The TRAP process and procedures will be used those schools that teach similar courses, lead to equal qualification, and impact all components. The formal TRAP process will consider requests for changes to the

ARPRINT-approved training program impacting individual institutional training courses include PME and MOS reclassification and functional training.

b. The CNGB, requesting Army commanders, or heads of Army agencies will solicit individual training requirement adjustments in RA, ARNG, and USAR schools as appropriate. Courses at RC locations must be OASS compliant on the C9 screen in the ATRRS consideration for RA TRAP changes.

c. It is important that the requestor review the annual capacity and resourced capacity capabilities at RC training institutions (on the ATRRS C3, C9, or RA screens) prior to requesting training seats in a course at an RC training institution. Reviewing this information prior to soliciting seats at the RC school will likely diminish and mitigate requests disapproved because of the RC school's capacity.

d. The CG, HRC is authorized to directly coordinate with the DCS, G-3/5/7 as appropriate for questions about specific RC school training capacity; however, the CG, HRC will not directly coordinate with ARNG and USAR schools.

e. Upon completion of inputs, the Chief, Training Requirements Division will conduct an initial analysis of all requested changes to the ARPRINT-approved training program.

f. In coordination with the Chief, Training Requirements Division, the Chief, Institutional Training Division is cochair and approval authority for all formal TRAP processes actions for DA and USAR schools and DoD schools for which the Secretary of the Army is the DoD Executive Agent to adjust training seat requirements and allocate required resources to execute the approved changes.

g. After analysis, the Chief, Institutional Training Division will provide a resource supportability determination for all resource requirements other than temporary military manning to the Chief, Training Requirements Division.

h. School commandants respond on the ATRRS N-3 screen.

i. Requested training seat reductions (TRAP decreases to the training program) cannot be disapproved by the school.

*Note.* Exceptions will be analyzed by the Chief, Training Requirements Division and the Chief, Institutional Training Division on a case-by-case basis when requested by the appropriate training command or agency.

j. Heads of USAR training institutions are only authorized to accept increases to the ARPRINT-approved training seat requirements that can be conducted within their current resources.

k. USAR school commandants will include a comment in the "School/IMCOM" portion of the ATRRS QS screen remarks section, including the O-6 or GS-15 leader within their chain of command who approves their acceptance of the requested additional training seat requirements within their current resources.

l. Commandants of RA schools may accept training seat increases to the ARPRINT-approved training program and may submit requests for any additional resources required to execute the increases in accordance with current procedures for—

(1) Temporary military manning requests to the Chief, Training Requirements Division.

(2) All other resources requests to the Chief, Institutional Training Division.

m. School commandants may add classes on the ATRRS N4 screen if necessary to support the training seat requirements increases requested in the TRAP action.

n. The CG, TRADOC; CNGB; and CG, USAR will review their school commandants' responses.

o. The CG, TRADOC; CNGB; and CG, USARC will provide remarks in the "DSCPER/NGB/USAR" portion of the ATRRS QS screen, including the O-6 or GS-15 level leader within their command who concurs with their school commandants' acceptance of the increased training seat requirements within their components' current resources.

p. The CG, TRADOC will review TRADOC school commandants' TRAP responses, process the TRAP action in accordance with TRADOC standard operating procedures, and make comments as necessary in the "schools comment" portion of the ATRRS QS screen related remarks section.

q. Once the CG, TRADOC; CNGB; and CG, USARC complete their review and analysis, the Chief, Training Requirements Division may direct the primary RA training commander to coordinate a supportability working group meeting with the Chief, Institutional Training Division, CNGB, and the CG, USARC (depending on the USAR school) to review their responses to the increases requested to the ARPRINT-approved training requirements in the TRAP action.

r. Coordination authority is authorized between the CG, TRADOC; CNGB; and CG, USARC to discuss cross-component resource mitigation strategies. Examples of resourcing strategies that might be

discussed include temporary equipment loans, guest instructors, and so forth. This coordination could have positive effects on the RC's ability to support as many of the TRAP training seat requirements increases as possible. Coordination cannot include any transfers of RA, ARNG, or USAR personnel, Army funds. Under the provisions of this paragraph, direct coordination with RC schools is not authorized except by the CNGB and CG, USARC.

s. If applicable, the following should be initiated during this timeframe (in relation to any RC resources):

- (1) Cross-component resource agreements.
- (2) MOAs.
- (3) MOUs.

t. The Chief, Training Requirements Division will conduct an in-progress review with the Chief, Institutional Training Division; CG, TRADOC; CNGB; and CG, USARC after they have completed their reviews of their school commandants' responses and the recommendations of the supportability working group (if conducted or applicable). The purpose of the in-progress review will be to identify and action any requirements or resource-related issues. School commandants will analyze unacceptable requirements and give consideration to shifting any unacceptable training seat requirements to another school. This in-progress review will serve as the culmination of the supportability working group.

u. School commandants will have the opportunity to adjust their ATRRS N3 screens and update their internal documents if unsupported requests for training seats are shifted between the components.

### **3-11. Out-of-cycle Training Resources Arbitration Panel process**

a. The TRAP processes described in paragraphs 3-8, 3-9, and 3-10 are the Army's formal processes for capturing and submitting requests for training seat requirements changes to the ARPRINT-approved training program during the year of execution and budget years for all input agencies, including the RA, ARNG, USAR, and DoD schools for which the Secretary of the Army is the DoD Executive Agent. Changes to the ARPRINT can generate unprogrammed resource requirements, such as additional temporary military manning, base operations support (facilities, meals, and lodging), equipment and maintenance, ammunition, and funding that training commands and agencies may require from HQDA to execute the training program increases. The formal TRAP process is used to determine the overall priority, cost, and supportability of the requested training seat increases and to assist HQDA principal officials in determining whether to approve the unprogrammed training seat increases or to disapprove the TRAP requests and accept risks to Army readiness.

b. Out-of-cycle TRAP requests are permitted, but will not be used to circumvent the formal TRAP process. To the maximum extent possible, requesting commanders and heads of agencies will submit all requests for changes to the ARPRINT-approved training program using the formal TRAP processes outlined above.

(1) Requests made through the out-of-cycle TRAP process will only be considered by HQDA principal officials after requesting commanders and heads of Army agencies exhaust all other available options to achieve the training seat increases, such as internal reprioritization of existing training seat quotas; quota swaps among components, commands, and agencies; and maximizing the use of class wait lists.

(2) The out-of-cycle TRAP process cannot be used to make pure reduction changes to the training program during the year of execution. This intentional prohibition is required to allow HQDA principal officials to formally capture and document underutilized training program resources that could be used to offset other or future unprogrammed training program increases and resource requirements.

(3) Failure to submit requests for adjustments to the ARPRINT-approved training seat requirements in a timeframe sufficient to meet the formal TRAP process suspense dates is not an acceptable reason for submission of an out-of-cycle TRAP request.

(4) HQDA principal officials will not accept out-of-cycle TRAP requests for any training seat requirements in institutional training courses that are active in any formal TRAP process actions until the formal TRAP is approved and ATRRS is updated.

c. Requests for out-of-cycle TRAP process actions can be submitted to HQDA principal officials as an exception to policy in those cases where training seat requirement increases were not programmed during the SMDR or submitted in a formal TRAP request. The Chief, Training Requirements Division and the Chief, Institutional Training Division will evaluate requests for out-of-cycle TRAP actions on a case-by-case basis when requested based on the following criteria—

(1) A demonstrated critical or immediate need exists due to operational mission requirements or MOB involving short-notice deployments, requests for forces, senior leader decisions, or other emerging requirements.

(2) Small changes (generally five training seats or less). Larger changes may be considered; however, they are less likely to be approved by HQDA principal officials due to the impact on the training base and supporting commands (that is, AMC and IMCOM).

(3) Course start dates are within 45 to 120 days. Requests for out-of-cycle TRAP actions will not be considered by HQDA principal officials if the request is less than 45 days or more than 120 days from the requested start date of the earliest institutional training course in the TRAP request.

(4) Requests for training seat requirements increases can be approved within current ACOM resources.

d. Out-of-cycle TRAP requests will be submitted in memorandum format and must include an endorsement by an O-6 or GS-15 or higher leader in the chain of command and contain the information listed in paragraph 3-11e.

(1) Requests for out-of-cycle TRAP actions will be routed through the chain of command to the head of the appropriate Army agency for consideration and verification of the training seat requirements increases being requested.

(2) The CG, HRC; CNGB; and CG, USARC will forward the command or agency out-of-cycle TRAP request to the Chief, Institutional Training Division for a resource requirements review.

(3) If the Chief, Institutional Training Division concludes that there are available resources to support the out-of-cycle TRAP request or if no resources are required, then the Chief, Training Requirements Division will coordinate with the Chief, Institutional Training Division and approve the out-of-cycle TRAP request.

(4) If resources are not available, then the Chief, Institutional Training Division will return the request to the CG, HRC; CNGB; or CG, USARC without action.

e. Chief, Training Requirements Division will return, without action, all out-of-cycle TRAP requests that do not meet the criteria or requirements outlined in this paragraph. All out-of-cycle TRAP requests will include an endorsement by an O-6 or GS-15 or higher leader in the chain of command and the following information in the TRAP request memorandum with supporting documentation attached:

(1) *Justification.* Detail the critical and immediate nature of the new or emerging requirement and the readiness impact on the unit if the training seat increases in the request are not supported.

(2) *Requirement.* Provide the following information as it relates to the requested training seats:

(a) FY.

(b) School code.

(c) Course number.

(d) Course title.

(e) Phase.

(f) Total number of seats.

(g) Total number of seats by quota source or component code.

(h) Class number.

(i) Class start date (primary and alternate).

(j) Class end date (primary and alternate).

(k) Location of training.

(l) Point of contact (name, email, and phone number of the requestor). Mobile training team requests must include a training location point of contact.

(m) Quota source manager point of contact information.

(3) *Explanation.* Describe why this requirement was not included in the SMDR process or placed into a formal TRAP process action. The explanation must also include whether the requested training seat increases are a one-time or an enduring requirement. If enduring, describe the actions that have been taken or will be taken to ensure all future training requirements are identified, validated, and included in the SMDR process.

(4) *Supporting data.* Provide current and projected strength (personnel authorizations versus assigned) associated with the requested training.

f. Requesting commanders and heads of agencies must be prepared to fund all costs associated with out-of-cycle TRAP requests unless funding is otherwise provided for by HQDA. TDY funding for institutional training courses will generally not be available for unprogrammed training seat requirements

increases. The Chief, Institutional Training Division is responsible for reviewing and making a supportability determination for all out-of-cycle TRAP requests that potentially have TDY funding requirements.

g. Out-of-cycle TRAP requests will be referred to the Chief, Institutional Training Division for reprioritization assessment and determination if—

(1) The request cannot be supported due to the non-availability of existing training seat quotas.

(2) Training institution capacity limitations exist and there are waitlisted individuals for the course or class requested.

h. The supporting training commander or agency head will work with the Chief, Training Requirements Division to document all approved out-of-cycle TRAP process approved training program changes in ATRRS.

### **3–12. Analysis of Change Cell process**

a. The AOCC process makes recommendations through the Chief, Training Requirements Division and the Chief, Institutional Training Division to the Director of Military Personnel Management and Director of Training for decision. The purpose of the AOCC process is to recommend changes to the ARPRINT-approved training program based on the funding levels provided to the institutional training MDEPs in the budget year. The AOCC is a risk management process that addresses training program requirements in the budget that are more expansive than can be addressed in the TRAP process. The AOCC also makes recommendations to the Director of Military Personnel Management, Director of Training and DCS, G–3/5/7 to assist those leaders in exercising their roles in resolving critical issues in the institutional training portfolio. These issues include changes in training loads generated because of changes in force structure authorization documents, Army policies, current personnel inventory, projected gains and losses, training attrition rates, training strategies, and availability of resources.

b. The AOCC process is conducted annually.

c. The AOCC process is cochaired the Director of Military Personnel Management and Director of Training.

d. AOCC process members include the same members of the ITM COC and ITM GOSC.

### **3–13. Scheduling of classes**

a. Class schedules will be produced within the following timeframes:

(1) Not later than 1 July, develop class schedules for IMT MOS training schools for the upcoming budget year (for example, on 1 July 2023, schedules for FY25 are required).

(2) Enter schedules into the ATRRS database according to procedures described in the ATRRS portals help page (<https://www.atrrs.army.mil/>).

(3) Not later than 1 July, schools and activities without ATRRS access will submit class schedules to the appropriate training command unless otherwise designated.

(4) Submission of class schedules will be according to the guidance from the training command.

(5) The CG, TRADOC; CNGB; and CG, USARC will review the ATRRS database to determine the extent to which the programmed training seat requirements are being supported. The CG, TRADOC; CNGB; and CG, USARC will notify the Chief, Training Requirements Division of any institutional training schedule shortfall that affects Army training or operational unit missions.

(6) Not later than 15 July, the CG, TRADOC; CNGB; and CG, USARC will take appropriate action to resolve class schedule discrepancies.

(7) Not later than 15 July, the Chief, Training Requirements Division will provide the CG, HRC with class schedules for loading onto REQUEST. Later changes will be based on significant changes identified by the Chief, Training Requirements Division. Once loaded on REQUEST, reallocation of seats for Army and other Armed Forces of the United States cannot be accomplished without the approval of the Chief, Training Requirements Division.

b. Class schedules for all other institutional training not designated as IMT MOS training will be developed within 60 working days of final ARPRINT publication for availability for the upcoming budget year (for example, in the ARPRINT approved on 1 December 2023, the schedules for FY25 are required).

(1) Schedules will be entered into the ATRRS database.

(2) Commandants of schools and heads of activities without ATRRS access will submit class schedules to the CG, TRADOC; CNGB; and CG, USARC as appropriate.

(3) Submission of class schedules will be according to guidance from the training command.

c. The CG, TRADOC; CNGB; and CG, USARC will review the ATRRS database within 60 working days after ARPRINT publication to determine the extent to which the programmed training seat requirements are supported. The CG, TRADOC; CNGB; and CG, USARC will notify the Chief, Training Requirements Division of any schedule shortfalls that affect the Army's training or operational unit missions. The CG, TRADOC; CNGB; and CG, USARC will take action to resolve class schedule discrepancies within 75 working days of ARPRINT publication.

d. Schedules will not be built in excess of the ARPRINT-approved training program, excluding troop schools and non-resourced schools and non-resourced courses.

### **3-14. Inter-Service Training Review Organization**

The Inter-service Training Review Organization consists of boards and committees designed to facilitate some inter-Service training (see AR 351-9/OPNAVINST 1500.27G/AFI 36-2230(I)/MCO 1580.7E/COMDTINST 1580.1).

## **Chapter 4**

### **Army Training Requirements and Resources System Subsystems**

#### **4-1. Student management**

a. Users and managers will post inputs and outputs by name and to ATRRS not later than 2 working days after the report date or end date (or release from the course) of any institutional training class.

b. Users and managers will post input and graduate information for onsite (mobile training team) courses to ATRRS not later than 5 days after institutional training course completion unless prior coordination has been made with the Chief, Training Requirements Division.

c. Users and managers will post input and graduate information for RC courses to ATRRS not later than 7 days after course completion unless prior coordination has been made with the Chief, Training Requirements Division.

d. If a student fails to graduate, then the school commandant must post the appropriate output status code and reason for attrition to ATRRS.

e. The DCS, G-1 will provide ATRRS institutional training data to the enlisted, officer, and civilian personnel databases of record for the RA, ARNG, USAR, and DA Civilians.

#### **4-2. Quota Management System**

a. *Policy.* The Quota Management System is a subsystem of ATRRS used to support training execution management of all individual institutional training not designated as IMT. The Quota Management System provides an interactive means for entering, updating, and reviewing institutional training information in ATRRS.

(1) The Quota Management System is the ATRRS subsystem used to process and manage training quota exchanges among the RA, ARNG, and USAR. School commandants have 5 working days after a TRAP process action is approved to post changes to the appropriate institutional training course schedules in ATRRS.

(2) Users and managers will post all reservations to ATRRS not later than 45 days (30 days for DLI) prior to class report date or quotas will be made available to any quota agency on a first-come, first-served basis. For situations where actual names are not known 45 days in advance of the class start date (30 days for DLI), holds can be placed on quotas until names can be substituted. Holds not changed to valid names within 15 days prior to class start will be automatically dropped and those training seats will be available on a first-come, first-served basis to all input commands, agencies, and users.

(3) Schools and proponents will not directly solicit for course participants unless preauthorized by the training commander; head of the quota agency; the Chief, Training Requirements Division; and the Chief, Institutional Training Division.

(4) The responsibility for arranging quota exchanges lies with the individual quota managers and heads of agencies and with the training commander as the approval authority, unless precluded by course prerequisites or Army or school policy.

(5) Component no-show rates will be based on allocated quotas versus actual inputs.

(6) For institutional training courses where the student population is not HQDA-selected, vacancies created by no-shows in classes may be filled by commanders from the local installation or tenant

population only. Appropriate by-name information must be added to ATRRS for individuals programmed to fill the quotas. Soldiers must have valid orders.

*b. Process.* Users of the Quota Management System reservation system will adhere to the following basic policy. Following the SMDR, institutional training class schedules will be loaded into ATRRS by proponent school commandants. This includes class schedules for other Armed Forces of the United States schools. After training commander approval of class schedules, an automated procedure will be run (at the training commander's discretion) that fairly shares quotas among Army agencies based on their approved annual program.

(1) The training commander will then review, fine-tune, and adjust training seat quotas as needed.

(2) Reservations will be made by the heads of input agencies based on allocated quotas by entering name, grade, job series for Army civilian employees, gender, address, and quota source and component code for each attendee in most cases not later than 45 days (30 days for DLI) prior to the start date (reporting date) of any institutional training course.

(3) The proponent school commandant in conjunction with the CG, TRADOC; CNGB; or CG, USARC may determine whether to non-conduct a class if the number of reservations and waits do not at least equal the minimum class size. Training commanders must coordinate with the heads of training agencies prior to making a final decision to non-conduct a class. Heads of quota agencies may release or request quotas any time until 45 days (30 days for DLI) prior to the start (report) date of a class.

(4) The wait list function in ATRRS is designed to maximize institutional training seat quota utilization. Any quota not filled within 45 days (30 days for DLI) prior to a class start (report) date will be made available to any individual in a wait status by priority for that class on a first-come, first-served basis. Remaining quotas will then be made available to any input agency on a first-come, first-served basis. Individuals placed on the wait list will roll into a reservation at the 45-day "fair share" time window provided there are unused quotas available and the Quota Management System authorizes the transaction automatically. If there are no quotas available for an institutional training class, then when the class enters the "fair share" window, students may be removed from the wait list or they may remain on the wait list in anticipation of a class (training seat quota) cancellation.

*c. Automated order of merit list.* There is an order of merit list for ALC/combat support-combat service support, ALC, and MLC. On a quarterly basis, an extract of the enlisted master file is received that produces this prioritized order of merit list. The Quota Management System generates reservations for training based on priorities and training seat quotas that have been allocated by quota source.

#### **4-3. Mobilization Planning System**

*a.* The MPS is an ATRRS automated tool that provides a peacetime planning system for planning and forecasting MOB training seat requirements. The Chief, Training Requirements Division is the proponent for MPS and for planning the operation of ATRRS in support of MOB planning and during MOB.

*b.* MOB planning considers the requirements for trained personnel and the emergency surge capacity of the Army's training base.

*c.* MPS is used to conduct planning for MOB. The MPS programs student input required to meet MOB output requirements and uses MOB course class size and course length in computing throughput.

*d.* Development of MOB POIs for institutional training courses is the responsibility of the RA, ARNG, and USAR school commandants. Army school commandants and commanders of MOB training installations schedule course inputs in MPS according to current training capacity.

*e.* Upon MOB, MPS planning data becomes the basis for transition to post-MOB operations of the training base.

*f.* Courses terminate or convert to MOB POI according to criteria established by the Director of Training and new class schedules will be established in ATRRS to accommodate MOB output requirements.

*g.* The MOB operation of ATRRS will differ only slightly from peacetime operations.

*h.* The MOB ARPRINT—

(1) Establishes the MOB individual institutional training mission.

(2) Is the primary planning document and most important program generated by MPS.

(3) Time-phases the number of students to be scheduled for each course at each training site during MOB.

(4) Considers attrition and training time in the computation of required course inputs.

(5) Simulates production of the training base to produce trained personnel at required levels as early as possible after MOB by reconciling training capacity with training requirements. Training capacity and

resource constraints that affect training capacity are identified and documented in MPS for each course during the MOB ARPRINT training capacity analysis accomplished by proponent Army schools and ATCs.

(6) Reflects post-MOB training requirements based on an HQDA projection of Army trained personnel requirements by specialty and grade. The institutional training seat requirements represent the number of trained personnel, by MOS, required to meet the shortfall after all personnel assets have been depleted using grade and skill substitution criteria.

*i.* The CG, HRC will produce for the current year and the last year of each POM, the total time-phased post-MOB training base output requirements required to fill and sustain the total force over the first 180 days of MOB.

#### **4-4. Student Trainee Management System-Enlisted**

*a.* The STRAMS-E is a subsystem of ATRRS managed by the CG, HRC and provides trainers, student processors, and military personnel offices and divisions an automated tool with the capability to track and manage Soldiers by name from the time they first enter the Army up to and including their first duty assignment.

*b.* The STRAMS-E integrates the process of personnel and training management for IMT for the RA, ARNG, and USAR.

*c.* The purpose and function of STRAMS-E is to manage IMT for all components while Soldiers are in training. A Soldier's personnel and training information is captured from authoritative data sources and made available to the processing centers that collect and validate the Soldier's data. The Soldier's information is collected and validated to ensure all necessary training reservations are made in ATRRS so that Soldiers fulfill their enlistment commitment from accessioning, management through the training base, and assignment to their first duty assignment. STRAMS-E functionality allows HRC to issue the Soldier's first duty assignment. STRAMS-E provides additional personnel, administrative, and training data as may be needed.

*d.* STRAMS-E responsibilities are prescribed in AR 612-201.

*e.* The Chief, Training Requirements Division, as the Army's overall ATRRS system manager, provides hardware and software support.

*f.* The Chief, Training Requirements Division will advise and assist the ASA (M&RA) in developing specific policy for the use of ATRRS that includes provisions for non-STRAMS-E managed personnel who are attending IMT training. The Chief, Training Requirements Division also provides systematic analysis of ITM trends.

*g.* Processing centers provide data input to ATRRS as Soldiers process into basic training or OSUT and AIT with follow-on training. Any time an input transaction is made that changes a Soldier's IMT duty or training status, then a STRAMS-E update is generated (for example, holdover, recycle, discharge, inactive, and so forth).

*h.* The ATRRS automatically responds to the Soldier's status change transaction by canceling reservations, rescheduling for a later class, initiating trainee discharge, or reclassification. With each update, HRC is notified of the Soldier's updated status including the Soldier's end-of-training date and available-for-assignment date.

*i.* The CG, HRC, as the Army's STRAMS-E functional manager, monitors Soldiers' status, any status change submissions, and overall movement of Soldiers through the training base and makes adjustments as necessary.

*j.* The STRAMS-E update transactions automatically assist the CG, HRC to determine available-for-assignment date and to issue the Soldier's first duty assignment orders.

*k.* Training commanders will establish a process to review and validate compliance with established procedures for timely and accurate input of Soldier status transactions into ATRRS per the requirements specified in this paragraph.

## **Chapter 5 Training Attrition Management**

### **5-1. Training attrition management introduction**

*a.* Training attrition is the loss of students or trainees who enrolled in military institutional training courses and did not graduate. Training attrition rates are a function of actual input versus graduation data.



The training attrition rate is the percentage of students or trainees who enter a course and do not successfully complete the training (see figure 5–1 for the training attrition rate formula). The training attrition rate does not reflect the reason for attrition.

b. Input and graduation data are entered into the ATRRS by Army schools, training centers, and training commands and agencies.

c. The ATRRS computes attrition rates at MOS and course levels of detail by—

(1) Total course attrition for all Army institutional training courses of instruction (resident and DL). This historical course training attrition rate is used by managers at all levels to compute training loads, project course level training requirements, establish prerequisites, develop POIs, and compute resource requirements.

(2) Component and gender for enlisted IMT MOS producing courses.

(3) Historical input and graduation data. The historical input and graduation data in ATRRS allows components to project attrition rates at the class level for all institutional training.

d. This attrition rate information is entered and stored in the ATRRS at a level of detail that allows an attrition rate to be computed for all individual institutional training courses and is used by managers to project requirements at the class level of detail.

e. Army proponent school commandants and heads of training centers will ensure timely input of Soldier status and the input of attrition data.

f. Training attrition terms.

(1) *Course*. A formal POI identified by an assigned course number and title.

(2) *Class*. A number iteration of a course for a given number of students or trainees.

(3) *Inputs*. Students or trainees who are enrolled for the first time in a course.

(4) *Graduates*. Students or trainees who successfully complete a course.

(5) *Recycles*. Students or trainees are not counted as input in subsequent courses if dropped from one class and enrolled in another class within the same course.

(6) *Historical attrition rate*. A rate computed through the ATRRS using historical course input and graduate data.

(7) *Adjusted attrition rate*.

(a) Adjusted attrition rate that is the historical attrition rate adjusted by HQDA to account for future changes in POI, standards, prerequisites, and missing class input and graduate data.

(b) Adjusted attrition rate accounts for new courses for which there is no historical data.

## 5–2. Training attrition rate computation

a. Training attrition rates for courses other than basic training are computed within ATRRS based on a grouping of students or trainees who are enrolled in institutional training classes that have a scheduled completion date within a historical moving 12-month window. Using a full year of statistical data provides a large enough sample to be representative of the overall course trends and requirements and helps prevent attrition data from being skewed by seasonal fluctuations. Data collection is compared with the inputs in the same class.

b. The 12-month historical window is computed based on a four-quarter moving average. The attrition rate is based on the four-quarter average including the current quarter. Class statistics are grouped into quarter groups based on the scheduled completion date of the course. The graduates for the class are compared with the inputs in the same class. Therefore, second quarter attrition rates for FY23 would be based on classes ending in the last two quarters of FY22 and the first two quarters of FY23 (see figure 5–1 for the training attrition rate formula).

c. ATRRS computes and distributes adjusted course attrition rates for the RA to HRC on a quarterly basis for the CG, HRC's use in programming Soldiers and making budget projections. ATRRS-generated training attrition rates are incorporated into strength forecasting and modeling tools including the Army Strength Training Requirements Model. All commands and agencies can review individual institutional course and Soldier attrition rates in the reports generator on ATRRS.

d. As necessary, the Chief, Training Requirements Division, in coordination with training commanders and heads of agencies, reviews and adjusts training attrition rates to account for—

(1) Course management actions, such as changes to POIs or course prerequisites and standards.

(2) Estimating a projected attrition rate for a new course based on historical rates of other courses with similar prerequisites and standards.

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$$\text{Training Attrition Rate} = 1 - \left( \frac{\text{Graduates of classes ending 1 Apr 22 to 31 Mar 23}}{\text{Inputs of classes ending 1 Apr 22 to 31 Mar 23}} \right) \times 100\%$$

Figure 5–1. Training attrition rate formula

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### **5–3. Posting input and graduation data to the Army Training Requirements and Resources System**

The policies for posting input and graduate data are—

a. The CG, TRADOC; CNGB; CG, USARC; Army school commandants; and heads of ATCs that have ATRRS access are required to report course input and graduate data on all individual institutional training courses (resident and DL) managed on ATRRS.

b. School commandants without access to ATRRS will send a written report of course input and graduate data by component and gender to the CG, TRADOC; CNGB; CG, USARC; and CG, HRC as appropriate.

c. The CG, TRADOC; CNGB; CG, USARC; and CG, HRC will enter the data into ATRRS.

d. The CG, TRADOC; CNGB; CG, USARC; and CG, HRC will ensure that Army input and graduate data for other Service courses having Army input is posted to ATRRS.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

###### **AR 1–1**

Planning, Programming, Budgeting, and Execution (Cited in para 1–6*d*.)

###### **AR 11–2**

Managers' Internal Control Program (Cited in title page.)

###### **AR 600–3**

The Army Personnel Development System (Cited in para 2–4*a*.)

#### **Section II**

##### **Prescribed Forms**

This section contains no entries.

## Appendix B

### Internal Control Evaluation

#### B-1. Function

The function covered by this evaluation is management of the ATRRS.

#### B-2. Purpose

The purpose of this evaluation is to assist the DCS, G-1 in evaluating the key internal controls listed. It is intended as a guide and does not cover all controls.

#### B-3. Instructions

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, or other). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every 5 years. Certification that the evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

#### B-4. Test questions

- a. Are policy and procedure action officers identified and have they been trained (see chap 2)?
- b. Are additional duty managers assigned in writing by the command and on file?
- c. Do individual training requirements meet readiness requirements and are current policy requirements maintained in accordance with paragraphs 1-9b and 1-9c?
- d. Are formal TRAP memorandums on file with the O-6 or GS-15 approval authority (see para 3-11d)?
- e. Are annual proponent reviews conducted by the schools (see para 3-7p(5))?
- f. Are quota managers achieving 95 percent or greater fill rates (see para 2-20k)?
- g. Are training baseline projection reviews being accomplished (see para 3-4a(8))?

#### B-5. Supersession

Not applicable.

#### B-6. Comments

Help make this a better tool for evaluating internal controls. Submit comments to the DCS, G-1 (DAPE-MPT), 300 Army Pentagon, Washington, DC 20310-0300.

## **Glossary of Terms**

### **Annual capacity**

ATRRS data field used in the programming years during the SMDR. It is the highest quantity of students a TASS training institution can instruct in a course annually (by phase, if applicable) based on facilities and equipment.

### **Army command**

The highest level of command, designated by the Secretary of the Army, primarily responsible for generating Army forces and planning and executing 10 USC functions (see AR 10–87).

### **Army service component command**

An operational command responsible for recommendations to the Joint force commander on the allocation and employment of Army forces within a combatant command (see JP 1–02).

### **Army Training Requirements and Resources System**

The Army system of records used to collect and maintain individual institutional training records for members of the Army, Navy, Air Force, Marine Corps, Coast Guard, Reserve Officer Training Corps students, DoD civilian employees, and approved foreign military personnel attending a course of instruction conducted under the auspices of all Army and some DoD schools. ATRRS is the repository for training requirements, training programs, selected training cost data, and training personnel data, training CAD, and course schedules. ATRRS contains detailed class information on all courses taught and taken by Army personnel; produces reports and analyses; and can display selected data pertinent to training requirements, programs, inputs, graduates, loads, and associated information.

### **Budget year**

The fiscal year of the Government that starts on October 1 of the calendar year in which that session of Congress begins (see 2 USC 900).

### **Current year**

The FY that immediately precedes that budget year (see 2 USC 900).

### **Direct reporting unit**

An Army organization comprised of one or more units with institutional or operational support functions, designated by the Secretary of the Army, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to an HQDA principal and/or ACOM and operate under authorities established by the Secretary of the Army (see AR 10–87).

### **Distributed learning**

Learning content and systems, mediated with technology, that are accessed through a network or experienced via portable media (see DoDI 1322.26).

### **Institutional training**

Institutional training domain—the Army’s institutional training and education system, which primarily includes training base centers and schools that provide initial training and subsequent PME for Soldiers, military leaders, and Army Civilians (see AR 350–1).

### **No–show**

A person who has a reservation but does not show up for training or an allocated seat where no reservations are made.

### **Reclassification training**

Training intended to qualify an individual in a new MOS. Upon satisfactory completion of the training the new MOS will be awarded to the Soldier and designated as the primary MOS (see AR 350–1).

### **Resourced capacity**

ATRRS data field used in the budget and execution years.

### **Training attrition**

The loss of students or trainees who enrolled in military institutional training courses and did not graduate.

**Unit Automated Reservation System**

A module of ATRRS used to manage individual training seats or allocations that support Army Force Generation.

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