



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
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FORT MONROE, VIRGINIA 23651-1047

REPLY TO
ATTENTION OF

ATCG

16 February 2010

MEMORANDUM FOR General George W. Casey, Jr., Chief of Staff, U.S. Army, 200
Army Pentagon, Room 3E672, Washington, DC 20310-0200

SUBJECT: Erosion of TRADOC's Core Competencies and Functions

1. TRADOC's ability to successfully perform its core competencies and functions is increasingly at risk. Although this is difficult to measure mathematically, our capability to perform these functions has eroded since September 2001. Decrease in our capability stems from complicated manning issues which may not be readily evident without a full understanding of all details. Our core competencies and the functions that make up each competency are very much interdependent; thus, measuring a manning shortfall pertaining to one particular function can have impacts across all.
2. Since September 2001, TRADOC has decreased military authorizations by 7,300 and DA civilian authorizations by 4,500, while our average daily workload requirement has steadily climbed. To mitigate the drain on our manpower, TRADOC has employed over 9,000 contractors resulting in a "De-Greening" of our force and has relied heavily on ADOS and retiree-recall to maintain minimum levels of manning to meet Soldier training requirements. We are very thankful to have benefited from these programs and overseas contingency operations (OCO) funding to pay for contractors, but even so, recognize these mitigation strategies only go so far. The longer we go undermanned in our TRADOC formations, the greater the risk to TRADOC and the entire Army.
3. Inside the numbers, our particular concerns are within the officer ranks--primarily in the grades of captain and major. Drilling down deeper illuminates that our shortages in these grades is really an issue of experience. These are officers whom the Operational Army needs greatly as well. Their experience level is of extreme importance to our command because it gives them the field-tested knowledge and credibility to teach, coach, and mentor the officers following behind them. Additionally, we rely on their recent combat experience and lessons learned for application in our force and combat development related functions to help build the future Army.
4. We understand the training of Soldiers is our primary mission and over time we have continued to complete this mission even as it has expanded, while taking risks in our other core competencies and functions. Stated another way, maintaining AAC and IMT units at 90 percent puts other organizations within TRADOC at 60 percent of leader manning. We are behind in integrating lessons learned, developing training, and updating doctrine. We are also undermanned in our efforts to design the future Army.

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All are interrelated and over time the prioritization of our military manning to instructor positions at the expense of many other core functions has created growing backlogs.

5. The examples below provide some numerical evidence that support this position.

- a. Only 30 percent of ILE instructors are military.
- b. CASCOM currently has only 48 out of 181 multi-functional logistician captains and majors.
- c. The NTC is short 100 captains and JRTC is only filled to 45 percent Key Developmental (KD) Qualified captains and majors. BCTP has only 30 of 145 KD majors.
- d. Sixty-eight percent of Intelligence School resident courses are taught by contractors.
- e. Aviation CoE is short 103 Instructor Pilots which prevents 478 Flight School XXI students from receiving training this year.
- f. Exportable Training Center (ETC) delayed, 12 functional courses eliminated, and 28 other functional courses reduced in FY09 alone.
- g. TRADOC is over 900 training development product work years behind. With a 63 percent fill rate for captain and major training developers, it is currently not possible to decrease this backlog.
- h. Over 450 hours of doctrine development product work years behind.
- i. FFID at 38 percent for majors and 37 percent for captains.
- j. There are currently 18 first lieutenants filling company command positions in Basic Combat Training units.
- k. TRADOC has senior NCOs filling battalion S-3 positions in Basic Combat Training units due to officer shortages.
- l. ROTC leader-to-led ratios now exceed 1:45 in 5 of the 6 largest programs (Citadel, Texas A&M, etc.) in the country. In some cases, the ratio is as high as 1:76.

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m. TRADOC Headquarters is mitigating a 39 percent military fill with contractors, ADOS, and retiree recalls.

6. We understand there are no easy solutions and manning priorities will always support the Operational Army first and foremost, but there is risk to lower manning levels within TRADOC. We may be approaching a tipping point which we believe can be further delayed if we take the following actions:

a. Continue ADOS-AC funding to man 380 critical military positions.

b. Continue retiree-recall.

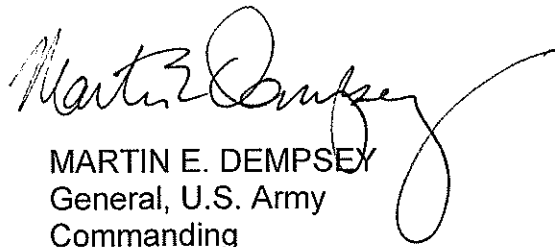
c. Continue OCO funding.

d. Fully resource all TRAPs.

e. Stabilize WIAS taskings. We currently have 170 officers on long-term WIAS taskings.

f. At a minimum, maintain officer fill rate at 75 percent.

7. We are continuing mission, but I want to ensure senior Army leadership has situational understanding of where we are taking risk.



MARTIN E. DEMPSEY
General, U.S. Army
Commanding

CF:
VCSA