DEPARTMENT OF THE ARMY
WASHINGTON, DC 20310

SEP 7 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Knowledge Management (AKM) Guidance Memorandum Number 5 – Army Training Enterprise Integration (ATEI)

1. Today, the future is uncertain and presents many challenges. The emerging challenges manifest themselves as new adaptive threats that employ a mix of new and old tactics and technologies. These adaptive threats necessitate changes in how the Army trains. Training must now prepare the force to learn, improvise, and adapt to these constantly changing threats. To achieve this challenge DOD and the Army are Transforming Training (T2) to provide dynamic, capabilities-based training. The Army Knowledge Management (AKM) strategy and Net-Centric Enterprise Services enable training the force and generate the qualities of agility, adaptability and responsiveness to defeat any threat. AKM Memorandums 1-4 (which are still in effect) have identified the strategy for moving to a network-centric, knowledge-based Army; this memorandum builds on the AKM momentum and focuses on Army Training Enterprise Integration (ATEI).

2. The Training Vision for the Army is an integrated, digital and collaborative training environment designed to prepare the individual, leaders / leader teams, and units to employ military forces, understand the common operating picture (COP), and to engage and respond innovatively and decisively to the adversary. The Army will begin to develop and distribute knowledge via a dynamic, global-knowledge network called Battle Command Knowledge System (BCKS), with the purpose of providing immediate access to joint and service training and leader-development resources. The BCKS, a networked and embedded system, will enable capabilities (knowledge, skills and attributes) based on real Warfighter experiences to reduce the decision-making cycle time and limit or eliminate options for an adaptive adversary.

3. The Commanding General (CG), US Army Training and Doctrine Command (TRADOC) is designated as the Army Training Enterprise Integrator. He will establish an ATEI process within the Training and Leader General Officer Steering Committee (TLGOSC) consisting of General Officer representatives from the Army Secretariat and Staff, the Army National Guard, the United States Army Reserve, the Commander, Combined Arms Command, Deputy Chief of Staff for Operations and Training, and selected other organizations. The TLGOSC will be the principal governance body to provide strategic direction and guidance for transforming and standardizing Army training and leader-development business processes. Additional training and leader-development enterprise integration forums will be established, as necessary, to ensure integration and synchronization of requirements, resources and priorities.

4. The TRADOC Deputy CG for Combined Arms (CG, Combined Arms Center (CG CAC)) is designated as the Specified Proponent for BCKS and functions as the Deputy for Army Training Enterprise Integration (DATEI). The DATEI is responsible for the integration of the Army Training modernization initiatives through a collaborative matrix environment with functional requirements managers. Responsibilities include working closely with the Headquarters (HQDA), Office of the Deputy Chief of Staff (ODCS), G-3, Training Directorate to recommend priorities for validation of training and leader-development initiatives and to track the migration and retirement of legacy systems as new training capabilities are deployed. This should be accomplished in close coordination with HQDA CIO/G-6 to ensure alignment with the Army's network-centric and knowledge management strategy. It is critical that the Major Army Commands, Program Executive Officers, and program managers no longer pursue local, non-integrated training and leader-development modernization efforts outside the architecture, scope and vision articulated by the TLGOSC ATEI process. Training and leader development funding will be synchronized with the Army Training Enterprise Integration strategy.

5. Tremendous work has already been accomplished to develop, coordinate and implement an integrated training and leader-development blueprint in conjunction with the high-level architecture to support a network centric, knowledge-based force, now and into the future. The CIO/G-6 Army Architecture Integration Cell was established to manage, synchronize, and integrate all Army architecture efforts and will direct and facilitate the integration process. TRADOC is developing the Army-level processes and business systems for the training and leader development domains through the Army Training Information Architecture. When fully implemented, synchronization of all training initiatives will provide commanders and trainers common integrated and transformed business processes with a view of the entire Army Training System from the individual, team and unit to the training support base.

6. The Army's future is dependent upon the Transformation of Army Training and Leader Development. We will need your support as we collectively execute the challenges inherent in Army Training Enterprise Integration Transformation.

PETER J. SCHOOMAKER
General, United States Army
Chief of Staff

R. L. Brownlee
Acting Secretary of the Army

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