



Organization, Mission, and Functions Manual

**U.S. ARMY RESERVE COMMAND
1401 Deshler Street SW
Fort McPherson, GA 30330-2000**

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Organization and Functions
Organization, Mission, and Functions Manual

History. This is the initial printing of USARC Reg 10-5.

Summary. This regulation documents the organizational structure and functions of the United States Army Reserve Command (USARC). It prescribes policies and procedures pertaining to the organization and functions of staff offices and the assignment of functions to those staff offices.

Applicability. This regulation applies to the USARC, Continental United States Armies (CONUSAs), Regional Support Commands (RSCs), Regional Support Groups (RSGs), and other direct supporting commands. Local reproduction is authorized. A link to this regulation and other Command publications is on the USARC INTRANET web site at "http://usarcintra".

Proponent and exception authority. The proponent of this regulation is the Directorate of U.S. Army Reserve (USAR) Force Programs (DIRFP). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

Supplementation. Supplementation of this regulation is prohibited without prior approval from Commander, U.S. Army Reserve Command, ATTN: DAAR-FD, 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

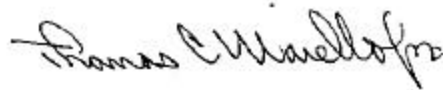
Interim changes. Interim changes to this regulation are not official unless authenticated by the Director, Army Reserve Information Systems Services (ISS). Users will destroy interim changes on their expiration date unless superseded or rescinded.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, U.S. Army Reserve Command, ATTN: DAAR-FD, 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

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Chapter 1 General

1-1. Purpose

This regulation documents the organizational structure and functions of United States Army Reserve Command (USARC). It prescribes policies and procedures pertaining to the organization and functions of staff offices and the assignment of functions to those staff offices.

1-2. References

Required and related publications and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations

Abbreviations used in this regulation are explained in the glossary.

1-4. Policy

a. This regulation prescribes the approved organizational structure, missions, and major functions for all staff elements of this Headquarters (HQ).

b. Office chiefs will not deviate from the organizational structure or cause realignment of functions prescribed herein without prior approval, in accordance with the procedures outlined in this regulation. The above should not be construed as a restriction to change, as flexibility is fundamental to good organization.

c. This regulation is the controlling document for the structure of the organization of this Headquarters. Tables of distribution and allowances (TDAs) and all other published media will conform to the organizational alignment and use titles and terms published in this document.

d. The Director, Force Programs (DIRFP) is responsible for—

(1) Reviewing, coordinating, and approving all changes to this regulation and making appropriate recommendations concerning those changes considered to be of such magnitude and scope as to require approval of the Chief of Staff (establishment or discontinuance of major staff offices, as well as divisions therein).

(2) Analyzing organizational structure and functional statements for conformity with established principles and compliance with prescribed policies and standards.

1-5. Guidance

a. The standard pattern for organizational elements of USARC Headquarters in descending order is directorate, division, branch, and section.

b. This regulation will not reflect elements below branch level. Approval is required for the establishment of proposed revisions to organizational elements. Changes will be processed in accordance with paragraph 1-6.

c. A division or branch will not be subdivided to show a single organizational element in the next descending order. If a division is subdivided, it must contain at least two organizational elements (branches).

d. The number of individuals reporting directly to the head of an organizational element should not exceed the number that can be effectively coordinated and controlled.

Each established organizational element should normally contain a minimum of five to eight persons in any element. The complexity of the function is the prime consideration.

e. Responsibilities assigned to a segment of an organization must be specific, clear-cut, and understandable.

1-6. Procedures for processing changes

Submit proposed changes to the organizational structure or the assignment of functions to this Headquarters (HQ), ATTN: DIRFP, for analysis, packaging, and final presentation to the Chief of Staff for approval. No changes will be made to organizational structure without prior Chief of Staff approval. The following must be provided:

a. Specific requirements or reasons for the proposed change.

b. Statements of the specific advantages to result from the change, addressing the following factors as appropriate:

(1) If a change will result in improved operations, clearly identify the functions or responsibilities transferred, eliminated, modified or newly assigned, and state the reasons(s) for the change.

(2) If there is a change in mission or staffing by directive from higher authority, cite such directive or authorization and attach a copy.

(3) If proposed change requires realignment of manpower requirements and authorizations within staff (or between staffs), provide an audit trail of realigned TDA positions and a copy of the currently published TDA.

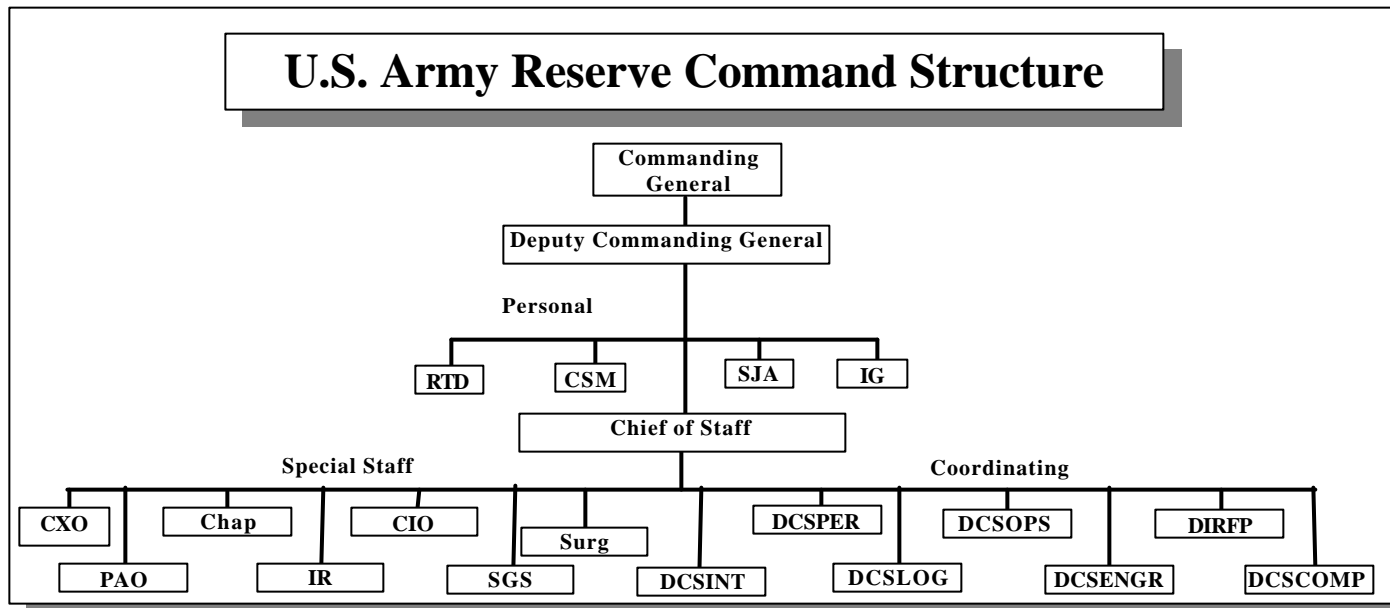
c. A statement indicating the effect of the proposed change on position grade structure and personnel impacts. The DIRFP office will coordinate civilian grade changes and personnel impacts with the ODCSPER. Prior informal coordination with the ODCSPER is encouraged.

d. A proposed organizational chart. On each block of the chart, indicate the number of officers, warrant officers, and enlisted personnel (Active Guard Reserve (AGR) and Active Component (AC) separately), and civilians performing the functions. Requirements may serve as a basis for meeting the numbers criteria of individuals outlined in paragraph 1-5d above. This paragraph specifies the numbers of individuals required to establish an organizational element, but will not be the source for determining authorized spaces.

e. Proposed functional statements for each organizational element affected by the revision. These will be used to update the function statement in this regulation. Coordinate the revision with all affected staff agencies before submission to the Manpower Division, ODCSFOR, indicating such coordination on the cover memo.

f. Any associated manpower change(s) on a DA Form(s) 2028, Recommended Changes to Publications and Blank Forms, as an enclosure to the memo. Any changes to allocated manpower spaces must remain within the identified manpower category; i.e., Off, WO, and Enl (AC), Civ, and AGR Off, AGR WO, AGR Enl.

Chapter 2
U.S. Army Reserve Command Structure and Mission



2-1. Command structure

The above chart depicts the command structure of the USARC.

2-2. Mission

The missions of the USARC are as follows:

- a. Command, control, support, and ensure wartime readiness of assigned USAR forces.
- b. Organize, train, and prepare USAR units for mobilization and commitment to a wartime theater of operations.
- c. Manage and spend all Operations and Maintenance, Army Reserve (OMAR), Reserve Personnel, Army (RPA), Military Construction Army Reserve (MCAR), and other appropriations for which requirements are justified as allocated by Headquarters, Department of the Army (HQDA) and OCAR.

d. Serve as the Executive Agent for USAR Information Mission Area disciplines of automation, records management, publication management, telecommunications, and audiovisual planning.

e. Mobilize USAR units.

(1) Presidential call-up or partial mobilization.

USARC prepares and cross-levels until transfer of command authority to CONUSAs in accordance with HQDA mobilization orders.

(2) Full or total mobilization:

(a) As above.

(b) USARC organizes, documents, and prepares additional units identified by U.S. Army Forces Command (FORSCOM) to fulfill combatant, command or service support requirements using remaining or residual USAR resources. On order, transfer command of units to CONUSA for training and validation for deployment.

Chapter 3

Command Group Operations and Functions

3-1. Commanding General responsibilities

The Commanding General—

a. Commands, controls, and supports assigned United States Army Reserve (USAR) forces in functional areas of personnel, logistics, force development, programming and budgeting, finance and accounting, information management, operations and training, aviation, engineer, intelligence, command historian, inspector general, chaplain, surgeon, staff judge advocate, safety, public affairs, internal review, recruiting, retention and audit compliance.

b. Organizes, trains, and prepares USAR units for mobilization and commitment to wartime theaters of operations.

c. Ensures maximum wartime and peacetime readiness of USAR forces.

d. Manages and spends all of the annual Operations and Maintenance, Army Reserve, and Reserve Personnel, Army funds allocated by Headquarters Department of the Army (HQDA).

e. Upon Presidential call-up or partial mobilization, prepares and cross-levels USAR units until transfer of command authority to Continental U.S. Armies (CONUSAs), and continues to prepare remainder of USAR force for possible call-up or mobilization.

f. Upon full or total mobilization, organizes, documents, and prepares units identified by U.S. Army Forces Command (FORSCOM) to fulfill combatant command or service support requirements. On order, transfers command of units to CONUSAs for training and validation for deployment.

g. Interprets policy and philosophy of the Commander, FORSCOM.

h. Provides guidance to the Deputy Commander for day-to-day operation of the USARC.

i. Participates in meetings and visits with FORSCOM, the CONUSAs, the Army Reserve Coordination Council, the Senior Army Reserve Commanders Association, Headquarters, DA (HQDA), and other Department of Defense (DOD) staff agencies.

j. Ensures the Management Control Process, the Army Safety, Internal Review and Audit Compliance Programs for the USARC are effective and meaningful.

k. Represents the USARC before military and civilian organizations and agencies at various levels of command and government to include speaking engagements. Assists with local community relations and represents USARC to foreign dignitaries.

l. Performs TDY and travel to USARC subordinate units, activities, and installations to carry out the guidance provided by the Commander, FORSCOM.

3-2. Functions and responsibilities

a. The Deputy Commanding General (DCG) will—

(1) Serve as deputy to the Commander for management of the following areas of support to RSCs: Personnel, logistics, force development, programming and budgeting, finance and accounting, information management, operations and training, aviation, engineer, intelligence, command historian, inspector general, chaplain, surgeon, staff judge advocate, public affairs, safety, internal review and audit compliance, recruiting and retention. Assist the Commander in carrying out United States Army Reserve (USAR) responsibilities.

(2) Interface with RSC commanders through scheduled and informal meetings, to include mentoring.

(3) Oversee the daily operation of USARC.

(4) Assist the Commander in accomplishing USARC missions through coordination meetings and visits with Forces Command, CONUSAs, the Army Reserve Coordination Council, the Senior Army Reserve Commanders Association, Headquarters Department of the Army, and other Department of Defense staff agencies.

(5) Provide command emphasis on the maintenance of equipment and safety programs.

(6) Develop and manages long-range plans for USARC's downtrace.

(7) Ensure maximum readiness of USAR forces.

(8) Ensure the Management Control Process, the Army Safety, and Internal Review and Audit Compliance Programs for the USARC are effective and meaningful.

(9) Chair the USARC Construction Review Board.

(10) Oversee staff development and execution of approximately \$2 billion dollars of annual Operations and Maintenance, Army Reserve and Reserve Personnel, Army appropriations.

(11) Advise the Commander on all matters relative to the functioning of the staff and recommend appropriate changes to staff organization and procedures.

(12) Represent the Commander before military and civilian organizations and agencies at various levels of command and government to include speaking engagements.

(13) Assist with local community relations and represents the Commander to foreign dignitaries on various occasions.

(14) Perform TDY and travel to USARC subordinate units, activities, and installations to carry out the guidance provided by the Commander.

b. The Chief of Staff (CofS) will—

(1) Direct the activities of a staff of approximately 850 soldiers and Department of the Army civilians which support the Commander in the command and control over all Continental United States-based (less Special Operation Forces (SOF)) United States Army Reserve (USAR) forces (204,000) and Department of the Army civilians.

(2) With the approval of the Commander and Deputy Commander, provide command and policy guidance to subordinate commands in the following functional areas: Personnel, logistics, force development, programming and budgeting, finance and accounting, information management, operations and training, aviation, engineer, intelligence, command historian, inspector general, chaplain, surgeon, staff judge advocate, public affairs, safety, internal review, audit compliance, recruiting and retention.

(3) Supervise the unilateral functions of the Inspector General, Chaplain, Surgeon, Staff Judge Advocate, Public Affairs, and Internal Review and Audit Compliance.

(4) Supervise staff development and execution of approximately \$2 billion dollars of annual Operations and Maintenance, Army Reserve and Reserve Personnel, Army appropriations.

(5) Free the Commander and Deputy Commander from the day-to-day routine details of operating the Headquarters.

(6) Coordinate daily with the Continental Armies, Forces Command, Headquarters Department of the Army, Office of the Chief Army Reserve, installations, and RSC staffs.

(7) Formulate policies for the operation and functioning of the staff in accordance with the Commander's guidance.

(8) Advise the Commander and Deputy Commander on all matters relative to functioning of the staff and recommend appropriate changes to staff organization and procedures.

(9) Represent the Commander and Deputy Commander before military and civilian organizations and agencies at various levels of command and government to include speaking engagements.

(10) Assist with local community relations and represent the Commander and Deputy Commander to foreign dignitaries.

(11) Perform TDY and travel to USARC subordinate units, activities, and installations to carry out the guidance provided by the Commander and Deputy Commander.

(12) Ensure the Management Control Process, Army Safety, and Internal Review and Audit Compliance Programs for the USARC are effective and meaningful.

(13) Chair the USARC Program and Budget Advisory Committee.

(14) Assume leadership of USARC during the Commander's and Deputy Commander's absences.

c. The Command Executive Officer (CXO) will—

(1) Receive broad and general guidance from the Chief of Staff, the Deputy Commanding General, and the Commanding General.

(2) Serve as adviser to the USARC Chief of Staff, Deputy Commanding General, and Commanding general with responsibility to assist in the execution of all matters pertaining to the USARC and all subordinate commands.

(3) Provide executive oversight for command programs and functions.

(4) Review staff and command operations.

(5) Assume responsibility for the efficient and timely coordination of major staff actions and events.

(6) Hold frequent information briefings and meetings with senior flag officers from the military forces of foreign nations.

d. The Command Sergeant Major (CSM) will—

(1) Advise the Commander, Headquarters staff, and subordinate elements on all matters pertaining to enlisted personnel as the principal noncommissioned officer (NCO) of the Command.

(2) Maintain open channels of communication for NCOs and enlisted personnel.

(3) Serve as President or Senior NCO on NCO councils that affect the enlisted soldiers of the Command.

(4) Recommend appropriate change in policies, procedures, or regulations that affect the morale or welfare of the enlisted soldier.

(5) Chair NCO calls, Sergeants Major (SGM) calls, NCO conferences, and other enlisted assemblies to disseminate and receive information or to announce the Commander's policies.

(6) Ensure high standards of discipline, conduct, leadership, and supervisory techniques are maintained at the NCO level in the Command.

(7) Participate in Command ceremonies and social functions as the senior enlisted representative of the Command.

(8) Advise enlisted personnel on the proper means of access to the Commander, Inspector General or Equal Opportunity Councils, when appropriate.

(9) Represent the Commander on frequent visits to elements of the Command to inspect and report back on training progress and the conduct, appearance and morale of the enlisted soldiers.

e. The Secretary of the General Staff (SGS) will—

(1) Provide administrative control and tracking of Command Group correspondence.

(2) Assume responsibility for routing USARC correspondence to and from the Command Group.

(3) Advise staff on command policy and provide information to the Command Group.

(4) Serve as office of record for the Command Group.

(5) Maintain a suspense system of all internal Command Group actions and tasks.

(6) Manage general housekeeping functions of the Command Group.

(7) Provide budgetary planning, submission, and management for the Command Group and SGS operation.

(8) Provide policy guidance to USARC staff agencies and maintain the orderly flow of information between the Command Group and staff agencies.

(9) Receive broad and general guidance from the Chief of Staff, the Deputy Commanding General, and the Commanding General.

(10) Serve as primary assistant to the Chief of Staff, with responsibility to assist in the conduct of all matters pertaining to USARC and all subordinate commands.

(11) Share authority and accountability with the Chief of Staff for all programs and functions existing in the Command.

(12) Review staff and command operations.

(13) Assume responsibility for the efficient and timely coordination of major staff actions and events.

(14) Oversee the operation of the SGS Administration Office and Protocol Office.

(a) **The SGS Administration Office will—**

— Provide driver support to the CG, DCG, CofS, and VIPs.

— Manage the scheduling and provide vehicle support to the CG, DCG, CofS and the USAR Command dignitaries and visitors.

— Manage scheduling of the Command Conference Room and the visiting GO office.

— Set up the Command Conference Room for meetings and conferences.

— Order and manage the Command Group publications and blank forms.

— Coordinator between Company B and the Command Group.

— Pickup, assemble, and distribute the daily reading file.

— Act as Security Manager for the Command Group.

— Assist Protocol in ceremonies and functions.

— Maintain general housekeeping functions for the SGS.

— Assist Protocol in providing administrative support to visiting dignitaries.

— Provide administrative support for the Command Group.

— Ensure distribution is made appropriately within the Command Group.

— Manage the flow of correspondence between USARC directorates and the Command Group.

— Review correspondence for proper format, spelling, and grammar and work with USARC directorates to reduce administrative errors.

— Coordinate directorate action officers and serve as functional expert on USARC correspondence.

— Maintain the SGS automated tasker system.

Track the status of actions flowing into and out of the Command Group, keeping the incidents of "late taskers" to a minimum.

— Maintain an updated commander and chief of staff list of all Major Subordinate Commands (MSCs) for the USARC Command Group. Keep an updated copy printed for the Commander and the Commander's staff.

— Support the Command Group with required materials and supplies.

— Request required publications.

— Submit local purchase requests for the Command Group with the International Merchant's Purchase Authorization Card (IMPAC).

— Manage and maintain copier supplies and toners for the Command Group equipment.

— Maintain hand receipt for all Command Group property.

— Request and procure Training and Audiovisual Support Center (TASC) support for the Command Group

— Act as assistant key control officer.

— Maintain liaison with USARC supply POCs to ensure USARC policy is followed and provide support for special projects.

— Ensure that all morale support materials are available for the benefit and morale of FTS Personnel.

(b) **The SGS Protocol Office will—**

— Manage the USARC Protocol Program.

— Develop protocol policies for USARC.

— Serve as the action agency to coordinate and arrange visits to USARC of the Commanding General, brigadier generals and above and civilian members of the Senior Executive Service, DOD and DA staff, foreign officials regardless of rank, and other visitors designated by the Chief of Staff.

— Coordinate transportation requirements for VIP visits to USARC.

— Prepare and publish itineraries for visiting VIPs and coordinate with affected parties.

— Publish a VIP visitor roster.

— Coordinate on-post-Distinguished Visitors and Officer Quarters (DVOQ) lodging and off-post lodging for VIP visitors to the USARC.

— Coordinate and arrange social functions hosted by the Commanding General, Deputy Commanding General, and the Chief of Staff.

— Coordinate and arrange escort officer support of VIP visits to USARC.

— Coordinate and administer the Commander's awards and promotion ceremonies.

— Conduct special projects associated with conferences, meetings, and briefings hosted by the Command.

— Manage the Commander's .0012 Contingency Funds Program.

— Coordinate military retirement ceremonies.

— Coordinate functions held outside the Headquarters hosted by the Commander.

— Serves as the Commander's flags custodian.

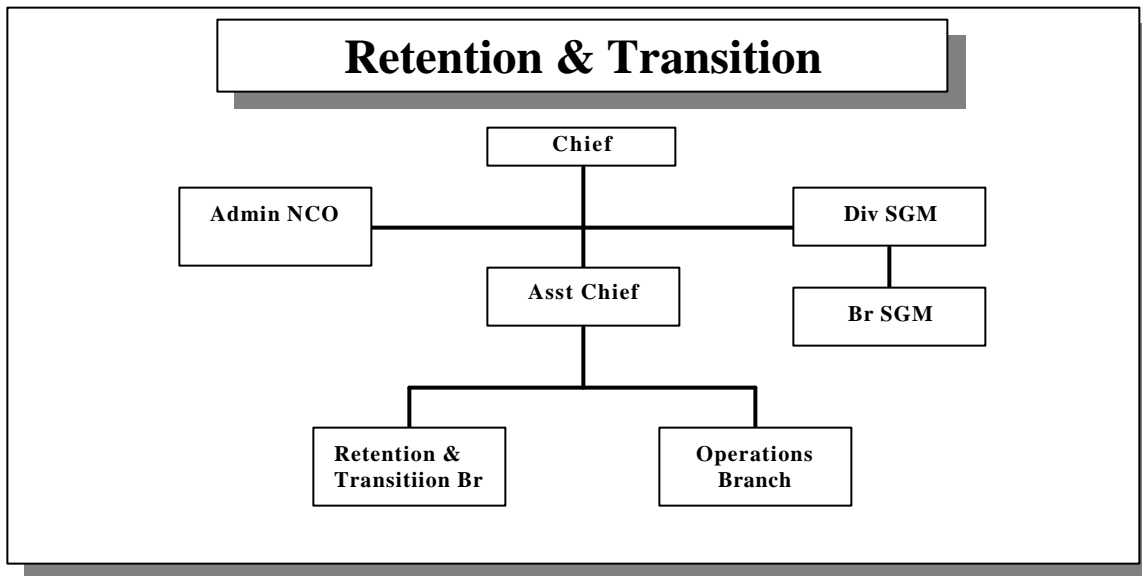
— Prepare and publish the Command weekly key events and visitors report.

— Prepare and publish the Command 18-Month Planning Calendar monthly.

— Coordinate and assist designated staff action agencies in preparation of visitors' itineraries.

— Prepare the welcome sign for VIPs visiting USARC.

Chapter 4
Retention and Transition Division (RTD)
Operations and Functions



4-1. Responsibilities

United States Army Reserve Command (USARC) Retention and Transition Division (RTD) is managed by the Chief, RTD. The Chief, RTD is the principal special staff officer for the USARC Commanding General on all matters concerning retention of human resources in the United States Army Reserves (USAR) troop program unit (TPU). The Chief, RTD will—

- a. Assist in manning the USAR force with quality soldiers.
- b. Have general staff responsibility for execution of retention and transition programs designed to minimize the effect of TPU operating strength losses from the Selective Reserves. This is accomplished by improving the quality of the Army Reserve through the retention of trained, qualified, and experienced enlisted soldiers.
- c. Execute USARC CG guidance designed to foster an environment that directly influences the number of new civilian and prior service life accessions required each year.
- d. Execute regulatory guidance to stabilize the TPU operating strength and increase personnel readiness within the USAR.
- e. When directed, execute processes that mission, solicit, identify and accession eligible soldiers for transition into selective reserve (SELRES) categories such as Warrant Officer, AGR recruiter and other SELRES personnel categories.
- f. Exercise primary responsibility for personnel retention standards relative to End Strength Objective (ESO).
- g. Coordinate with other USARC staff, USAR agencies such as OCAR, Army Reserve-Personnel Command (AR-PERSCOM), 7th ARCOM, 9th RSC, and USARCAPOC to

correct deficiencies noted in programs administered by those organizations that negatively effect retention.

h. Serve as the primary USAR point of contact (POC) for the PERSCOM-In-Service Transition Program.

i. Serve as Program Director and is responsible for planning, programming, budgeting, execution of USARC retention regulatory guidance, and evaluation of programs and functions for which OCAR/RTD is proponent.

4-2. General and special staff relationship

The Retention and Transition Division is an Office of the Chief, Army Reserves Division located with its primary customer, the USARC, and operating as an agent of the customer. The force structure for the RTD is found under the United States Army Reserve Readiness Command TDA. The RTD, as an agent of USARC, executes responsibilities as outlined above. The OCAR RTD, however, exercises staff proponent for human resource issues directly related to retention of soldiers in the Selective Reserves. There is limited discussion of OCAR RTD responsibilities within this operations and functions (O&F) manual. As a special staff agent of the USARC, the RTD has an established directory structure, which is composed of a headquarters and two branches (Retention Transition branch and Operations Branch).

4-3. Assistant Chief, RTD responsibilities

The Assistant Chief, RTD assists the Chief, RTD with the management and administration of the USARC retention and transition programs. The Assistant Chief, RTD will—

a. Perform duties and responsibilities in the absence of the Chief, RTD.

b. Assist Chief, RTD with execution of established USARC retention goals and objectives. This includes research, development, execution of retention programs, and

assisting commanders in achieving retention goals (attrition reduction) and targets in the selected loss categories.

- c. Supervise RTD staff sections.
- d. Coordinate all RTD staff functions internally and externally.

Develop strategies and methods to retain quality TPU soldiers and contribute to personnel readiness and ESO.

- e. Resolve issues relating to retention and transition.
- f. Assist and validate Major Subordinate Command (MSC) Retention Plans.
- g. Supervise the RTD for effective management and administration of established retention goals and objectives.

4-4. Division Sergeant Major responsibilities

The Division Sergeant Major is the Senior USAR Retention and Transition NCO in the OCAR, Retention and Transition Division. The Division Sergeant Major will—

- a. Serve as the Senior Adviser for NCO and enlisted issues on USAR retention, reenlistment, and transition programs.
- b. Interface with the RTD Operations cell and Army Reserve Readiness Training Center (ARRTC) retention branch. Take responsibility for curriculum, program of instruction (POI), frequency, agenda development, coordination, and relevancy of retention issues. Coordinate with and advise Operations Branch on training requirements, boards, awards, recognition, policy and guidance.
- c. Participate in and represent the USAR at Department-level retention forums.
- d. Interface with Company B and specifically with the ISG. Monitor staff duty and related details. Monitor and inform RTD personnel on physical training, testing, and related requirements.
- e. Review Selected Reserve Incentive Program (SRIP) exceptions to policy and work all OCAR-related issues.
- f. Serve as a member on the USAR Retention NCO of the Year Board.
- g. Facilitate RTD NCO training.

4-5. Branch Sergeant Major responsibilities

The Branch Sergeant Major is the senior USAR Retention and Transition NCO in the OCAR, Retention and Transition Branch. The Branch Sergeant Major will—

- a. Monitor and work all human resource issues directly related to the field force, to include RTD/MSC Retention AGR positions. Interface with all the appropriate proponents at all levels.
- b. Validate, coordinate, and monitor field-related functions that have direct USARC retention initiatives. Coordinate times, locations, and content of briefings.
- c. Perform RSC/MSC unit validation visits and interface with the RSC retention SGM/MSC Senior NCO.
- d. Review all staff NCOERs.
- e. Monitor and perform quality control measures for PERSCOM USAR activities and initiatives.
- f. Review all RTB correspondences prior to release.

4-6. Administrative NCO responsibilities

The Administrative NCO provides direct support to the Headquarters and Chief RTD by efficiently managing the time of the Chief, providing information necessary for decision making, representing the division to a large number of groups and individuals, and managing the activities of the office. The Administrative NCO will—

- a. Manage the calendar of the Chief, RTD by controlling access to the Chief, screening and prioritizing with sensitivity and tact those individuals wishing to see the Chief, and scheduling and rescheduling appointments. Support the Retention and Transition Division with clerical, automation, logistical, and administrative requirements.
- b. Screen correspondence and inquiries, and then independently respond to or reroute these to other staff members, where appropriate.
- c. Coordinate the gathering of information from constituencies for the Chief's review, and generate needed materials for meetings outside of the immediate division.
- d. Ensure the preparedness of the Chief for meetings, events, and trips.
- e. Identify appropriate procedures to facilitate chosen courses of action.
- f. Advise the Chief and staff members about policies and procedures relevant to achieving particular desired outcomes, as well as who to consult in pursuing the outcomes.
- g. Track progress of current issues facing the Chief, from initial issue identification through final resolution.
- h. Serve as the Chief's liaison to other staff, offices, agencies, and individuals (both internal and external to the USARC).
- i. Identify and resolve problems affecting efficient office workflows.
- k. Serve as the Division's Historical Officer.

4-7. Retention and Transition Branch responsibilities

The Retention and Transition Branch assists TPUs with USAR retention and transition programs established to control losses and strength. It establishes goals and objectives to retain quality soldiers, enhances personnel readiness, and contributes to the end-strength objective.

- a. **The Retention and Transition Branch will—**
 - (1) Implement objectives to retain quality soldiers.
 - (2) Increase personnel readiness by executing sound retention strategies.
 - (3) Serve as Primary RTD staff coordinator on USAR retention management (attrition and retention).
 - (4) Approve and assist with development of Commander's Retention Plans.
 - (5) Monitor and track execution of Commander's Retention Plans.
 - (6) Assist the RSCs/MSCs with transition of soldiers from the Individual Ready Reserve (IRR) into the U.S. Army Reserve. Solicit Active Guard Reserve membership in Troop Program Units.
 - (7) Stabilize the force to meet the ESO.

- (8) Identify and minimize retention and transition distracters.
- (9) Monitor execution of SRIP and Montgomery GI Bill (MAGI).
- (10) Manage Retention Awards Program.
- (11) Conduct staff assistance validation visits.
- (12) Monitor compliance of TPUs with the Sponsorship Program.
- (13) Responsible for reviewing reenlistment contracts for accuracy and timely submission.
- (14) Monitor MGIB and contractual Standard Installation/Division Personnel System (SIDPERS) data input.
- (15) Monitor RSC/MSC ESGR program. Coordinate with the National Committee for Employer Support of the Guard and Reserve (NCESGR) on issues that relate to "Uniformed Services Employment and Reemployment Rights Act of 1994." Enforce implementation and compliance with provisions of USARC Regulation 140-6.

(16) Research congressional and exception to policy cases directly related to soldier incentives or benefits.

(17) Serve as member of USARC Organizational Inspection Program (OIP) team.

b. *The Warrant Officer Section will—*

- (1) Manage USAR Warrant Officer Program.
- (2) Assist units to identify potential applicants for warrant officer (WO).
- (3) Identify vacancies for fill.
- (4) Screen potential applicant's eligibility for entrance into the WO Program.
- (5) Process applications between applicants and proponent.
- (6) Screen and review packets for quality control in accordance with published guidance.
- (7) Monitor MSC mission accomplishment.
- (8) Provide guidance and policy for WO Transition Program.
- (9) Determine and distribute annual WO accession mission.

c. *The Army Medical Department (AMEDD) Section will—*

- (1) Serve as the USAR liaison for AMEDD Outsourcing Initiatives.
- (2) Identify AMEDD units that are strength-challenged and create, with the assistance of the units' support chain, a goal-directed process which will assist the units in meeting or exceeding its accession goals.
- (3) Formulate, within acceptable parameters, AMEDD initiatives that meet the requirements of OCAR, U. S. Army Recruiting Command (USAREC), and DA PERSCOM.
- (4) Upon implementation of AMEDD Initiatives, provide support and coordinate guidance in the streamlining of administrative and organizational functions between OCAR, USAREC and DA PERSCOM.

- (5) Establish an AMEDD TPU support program to assist civilian contract recruiters in the recruitment of qualified candidates.

4-8. Operations Branch responsibilities

The Operations Branch assists the Chief, Retention and Transition Division (RTD) with analysis, planning, programming and establishing policy of the United States Reserves (USAR) Retention Program. Significant duties include coordination and negotiation with OCAR, Army, and other DOD agencies as required. Special emphasis on analysis, forecasting and modeling to determine and establish effective and attainable retention goals, identify loss trends and improve personnel readiness. Other duties include programming and budgeting to ensure the USAR Retention Program is resourced for effective accomplishment of annual retention goals. The Operations Branch will—

a. Effect staff coordination with OCAR Personnel Division and COMPT to ensure RSC/MSC Retention personnel receive appropriate resources to execute retention training, Commander's Retention Plans, Warrant Officer Mission, In-Service Transfer Program, AMEDD Outsourcing Initiative, and AGR Recruiter Hire.

b. Track enlisted, and officer losses, identify loss trends, establish retention goals, and monitor retention rates.

c. Create and maintain Retention and Transition Division's website.

d. Evaluate recruiting and publicity items (RPI) and coordinate with advertising agencies (OCAR PAO, USARC PAO, USAREC and, HQDA publications) to ensure an accurate depiction of USAR.

e. Interface with appropriate agencies to determine retention-training requirements and establish training guidance.

f. Interpret, revise, implement and distribute retention guidance to retention personnel.

g. Collect, analyze, and present command personnel loss data.

h. Compute historical statistical data to determine retention and transition mission, project losses and attrition, reenlistment goals, statistical analysis to track trends, forecasting and modeling.

i. Maintain continuous personnel loss data.

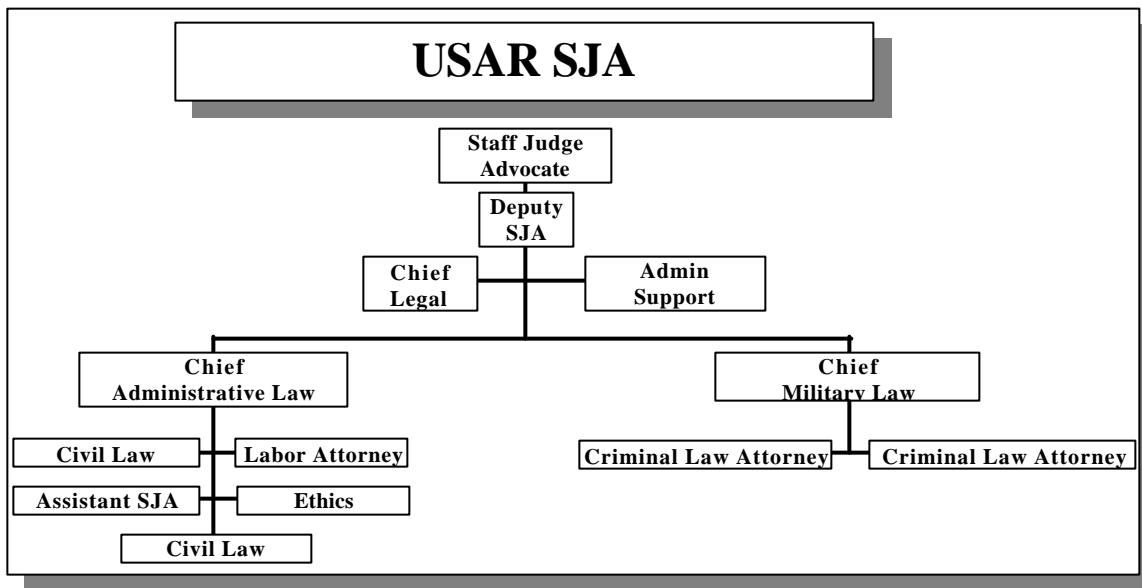
h. Coordinate with OCAR, AR-PERSCOM and Regional Support Command Education Services Specialist to develop guidance and revisions to Army Continuing Educational System.

i. Publish and distribute annual and long-range training activities to retention personnel.

j. Responsible for the plans, logistics, and annual execution of the Secretary of the Army Retention NCO of the Year Board, Retention Advisory Council and Annual USAR Retention Conference.

k. Coordinate with appropriate staff agencies on recommended changes to retention regulations and SRIP policy.

Chapter 5
Staff Judge Advocate (SJA)
Operations and Functions



5-1. Responsibilities of the SJA

The SJA is the primary legal adviser to the Commander and USARC staff for legal matters arising within the USARC. The SJA will—

- a. Exercise staff responsibility for provision of legal services and advice, legal training programs, legal preparation for mobilization, and standards of conduct.
- b. Supervise staff to ensure administration of military justice.
- c. Assist the Commander by providing legal review of USARC programs and activities.
- d. Identify legal problems and participate fully in determining legally acceptable decisions.
- e. Provide technical supervision, prepare command training policy guidance, recruit and use USAR judge advocate personnel and Judge Advocate General Service Organizations (JAGSOs) in accordance with Article 6a, Uniform Code of Military Justice (UCMJ).
- f. Make frequent technical visits to USAR JAGSOs and Judge Advocate (JA) sections, including RSC (ARCOM, GOCOM, functional RSC) SJA sections.
- g. Recommend to the Assistant TJAG (The Judge Advocate General), through FORSCOM SJA and Director, Guard and Reserve Affairs (GRA), appointment of senior USAR JAs as commanders of Military Law Centers, Military Judges for Military Judge detachments, and ARCOM/GOCOM SJAs.
- h. Recommend to the Director, GRA, through the FORSCOM SJA, the appointment of all other Judge Advocate General Service organization (JAGSO) detachment senior legal officers (Team Directors) and other

command/SJAs and the assignment of JAs to positions calling for next lower grade.

- i. Advise staff on matters of technical qualifications and training programs for USAR legal personnel; coordinate and monitor all matters pertaining to USAR JAs and JAGSO detachments.
- j. Serve as a member of Working Program Budget Advisory Committee (WPBAC) and Program Director for planning, programming, budgeting, execution, and evaluation of programs for which SJA is proponent.

5-2. Office of the SJA

The Chief, SJA acts as the primary legal adviser to Commander and staff in the full range of activities of the Command. In addition to those functions personally performed by the SJA (or the SJA's Deputy/Executive Officer), the SJA Office is further divided along following functional lines: Administration, administrative/civil law, military law, and USAR liaison functions. Each division has subject matter experts who assist the SJA in discharging responsibilities as attorney for the Command.

- a. The Chief, SJA is a member of the personal staff, provides advice concerning legality and propriety of actions and activities of the Command, and assists the Commander in discharging duties. The SJA has direct access to the Commander on military justice matters under the provisions of Article 6, UCMJ (10 U.S.C. 806). The SJA provides an entire gamut of legal services to the USARC staff and performs technical supervision of USAR JAs assigned to the USARC and subordinate commands. The SJA, or designated appointee, serves as "Field Law Library

Manager" in accordance with AR 27-1, paragraph 12-2d. The SJA performs liaison with TJAG and legal offices of other Reserve Component MACOMs (e.g., USAR Special Operations Command (USARSOC)) and the National Guard Bureau (NGB). The SJA develops and initiates legislative proposals; monitors and develops USARC positions on legislation affecting USAR programs.

b. Administration Support functions.

- (1) Provide, coordinate, and supervise internal administrative support and services for SJA office.
- (2) Responsible for various office programs, to include records management, reports control, security control, suggestions, telephone control, and safety and energy conservation.
- (3) Responsible for mail and document distribution, maintain action log, provide suspense reports on pending actions, review correspondence for quality control and maintain absence report.
- (4) Develop programs and budget plans for office activities, including office expansion, and assist in other program developments.
- (5) Prepare studies on administration, manpower management, and personnel.
- (6) Supervise legal administrator (550A) and enlisted (MOS 71D and 71E)-related training.
- (7) Coordinate training requirements for military and civilian personnel.

5-3. Administrative/Civil Law

a. General responsibilities and functions.

- (1) Provide legal interpretation of statutes and regulations as they affect functioning and command of HQ USARC and its subordinate commands.
- (2) Advise the Commander and staff on all matters involving domestic (including U.S. statutes, federal regulations, state and local law) and military law.
- (3) Review reports of investigating officers, including IG investigations and boards of officers, to determine legal sufficiency and make appropriate recommendations.
- (4) Provide ethics counselors to review financial reports required by 5 CFR 2634, Sub Part 1 and Ethics in Government Act of 1978, Public Law 95-521. Provide specific legal advice for standards of conduct. Resolve conflicts of interest.
- (5) Advise on requests for release of information under the Freedom of Information Act and Privacy Act.
- (6) Review draft publications (regulations, circulars, directives, etc.) for legal sufficiency.
- (7) Provide legal advice on Command and military personnel management.
- (8) Review reports of survey for legal sufficiency.
- (9) Give legal advice on matters involving security, intelligence, and espionage.
- (10) Provide legal advice for counterterrorism initiatives within the Command.
- (11) Write and edit technical publications and legal instructional materials.

b. Civil Law functions.

- (1) Advise Commander and staff on all matters involving domestic civil law (including U.S. statutes, federal regulations, state and local law) and military law.
- (2) Provide advice and assistance on fiscal law, policy, taxation, and entitlement to compensation.
- (3) Provide advice concerning use and disposal of real estate.
- (4) Review Congressional inquiries (except those relating to criminal law matters) and prepare and review replies.
- (5) Provide advice concerning, and prepare necessary correspondence for resolving complaints under Article 138, UCMJ.
- (6) Write and edit technical publications and legal instructional materials.

c. Environmental/Labor Law functions.

- (1) Serve as USARC Labor Counselor and Senior Labor Counselor for the Command.
- (2) Provide technical oversight and direction to labor law and civilian personnel law matters in USARC.
- (3) Advise on legal matters related to labor-management relations and other civilian personnel actions.
- (4) Provide legal advice and review of management initiatives and efficiency programs. Conduct research and give legal advice and opinions on interpreting and applying laws, regulations, and federal agency directives concerning environmental concerns.
- (5) Serve as Environmental Law Attorney for the Command. Provide technical oversight of environment legal services furnished by the Environmental Law Attorney at subordinate commands.

d. Litigation functions.

- (1) Monitor litigation against the government
- (2) Monitor litigation on behalf of the government.
- (3) Advise the Commander and USARC staff concerning litigation initiated against the Commander or other members of the Command for actions performed in an official capacity.

e. Contract Law functions.

- (1) Furnish legal advice on contract law matters.
- (2) Review and give legal opinions on contracts and other acquisition actions, and appropriateness and sufficiency of clauses, awards, deviations from regulations, indemnification, negotiations, modifications, and protests.
- (3) Review and give legal opinions on funding of government contracts, fiscal law questions, matters arising under 31 USC 1341 (commonly known as Anti-Deficiency Act), and other funding and fiscal statutes.
- (4) Determine the adequacy of contract legal advice and services in subordinate commands.
- (5) Provide legal review and assistance on aspects of Commercial Activities Program under OMB Cir A-76, DOD 4100.33-H, and AR 5-20.
- (6) Write and edit technical publications and legal instructional materials.

(7) Review Congressional inquiries and give legal advice on appropriateness of proposed replies.

(8) Give legal advice and aid on Public Affairs matters related to contract and fiscal matters.

5-4. Military Law

a. Military Law functions.

(1) Provide specific legal advice on adverse personnel actions against military personnel, including military personnel law. Included are administrative actions such as OER and NCOER appeals and commanders' inquiries, administrative elimination and other actions, to include actions under the provisions of Article 138, UCMJ.

(2) Provide advice to and resolve legal problems associated with administrative boards and investigations; provide legal adviser to such boards.

(3) Review, for legal sufficiency, proceedings of boards of officers and investigating officers concerning military personnel; administrative discharges and conscientious objector applications; and line of duty, collateral investigations, flying evaluation boards, etc.

(4) Review Congressional inquiries relating to military personnel law matters, prepare replies thereto, and review/provide legal advice on proposed replies prepared by other USARC staff elements.

(5) Write and edit technical publications and legal instruction materials.

b. Military Justice (Criminal Law) functions.

(1) Provide trial counsel for prosecuting UCMJ offences committed by soldiers assigned to HQ, USARC. Represent the Command through all phases of the courts martial proceedings, from preferable of charges up to and including trial.

(2) Assist subordinate commanders in administering military justice over assigned and attached units and personnel.

(3) Give legal advice and opinions on substance, procedure, and use of military and civilian criminal law.

(4) Monitor military justice actions in subordinate commands. Coordinate publication of necessary USARC and HQDA General Orders for exercise of courts-martial jurisdiction by subordinate USARC commands.

(5) Evaluate reports of investigation involving criminal conduct and prepare advice to the Commander and staff on disciplinary matters arising within the Command.

(6) Arrange for and coordinate transfer of actions on charges, court-martial records, and related actions between subordinate commands or other MACOMs.

(7) Prepare advice to the Commander on appeals from the denial of requests for individual defense counsel.

(8) Prepare advice to the Commander or designee on appeals submitted under Article 15, UCMJ.

(9) Prepare reports and special studies on criminal law and administration of military justice.

(10) Advise on disposition of offenders on military reservations (including USAR centers), including those not subject to the UCMJ, and prosecution of minor offenses before the United States Magistrate.

(11) Maintain liaison with the U.S. Army Trial Defense Service (TDS) and U.S. Army Trial Judiciary on staffing and operations to support expanded UCMJ authority over USAR personnel.

(12) Provide advice/recommendations regarding requests for discharge in accordance with AR 635-200, chap 10.

(13) Prepare pre- and post-trial reviews.

(14) Write and edit technical publications and legal instructional materials.

(15) Review Congressional inquiries and give legal advice on appropriateness of proposed replies.

5-5. Chief, Force Structure responsibilities

a. Planning.

(1) Provide the SJA with a detailed analysis of all proposed concepts, programs, and policies that affect the structure, equipment, and resources of USAR legal assets.

(2) Coordinate proposed actions, policies, programs and concepts with OTJAG, TJAGSA, FORSCOM Office of the Staff Judge Advocate (OSJA), and other higher and subordinate offices as required.

(3) Provide liaison with higher and subordinate legal offices for the development and implementation of new concepts and programs.

(4) Identify and recommend appropriate responses to problems and issues that have or may have an adverse impact on the USAR legal programs.

(5) Recommend and develop, as directed, strategic policies and programs that will improve the USAR legal program.

(6) Provide technical supervision and assistance to all subordinate Strategic Planning Cells.

(7) As directed, represent the SJA at conferences and meetings.

b. Training.

(1) In coordination with TJAGSA, develop appropriate training policies, programs, and materials for USAR JAs as required.

(2) In coordination with FORSCOM and U.S. Army Training and Doctrine Command (TRADOC), develop appropriate training policies, programs, and materials for USAR enlisted legal personnel as required.

(3) Provide technical supervision of USAR JA and enlisted legal personnel training.

(4) Provide advice on command and control matters related to training of USAR JAs and enlisted legal personnel. Assist CG USARC in preparing command training policy and guidance.

(5) Develop, implement, and technically supervise legal training policies, programs, and materials for USAR personnel.

c. Operations.

(1) Provide legal advice and assistance concerning domestic operations.

(2) Provide legal advice and assistance on command and control matters related to mobilization and international operations.

(3) Provide legal advice and assistance concerning USAR matters.

(4) Review legal service aspects of operational plans.

(5) Provide technical supervision and evaluation of premobilization legal counseling programs.

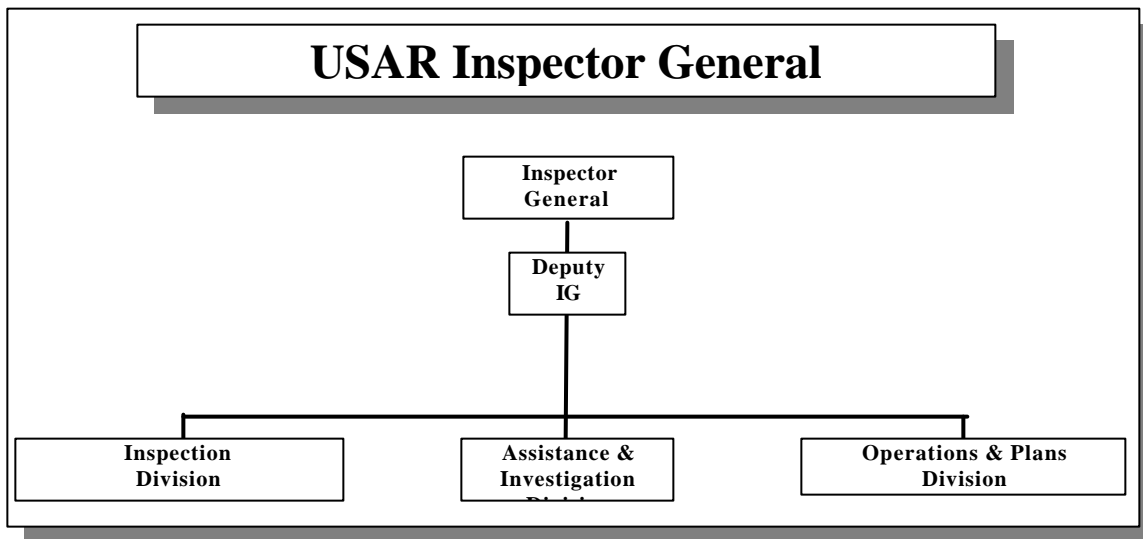
(6) Prepare recommendations concerning the appointment of Legal Support Office (LSO) commanders,

military judges, Legal Support Team (LST) directors, and SJAs.

(7) Provide recruiting assistance and review requests for initial appointments.

(8) Provide assistance and recommendations concerning the structuring, equipping, and resourcing of USAR legal assets.

Chapter 6
Inspector General (IG)
Operations and Functions



6-1. The USAR Inspector General (IG) responsibilities

The USAR IG is a personal staff officer responsible for advising the Commander on the overall welfare and state of discipline of the Command and providing a continuous assessment on the Command's operational and administrative effectiveness. The IG monitors the effectiveness of teaching and training, inspections, and investigations, and assistance within the Command.

a. As a confidential adviser to the Commander, the Inspector General (IG) conducts, and periodically reports on, investigations, inquiries, inspections, surveys, and studies required by law, regulation or as directed by higher authority. In addition, the IG office determines the discipline, efficiency, economy, morale, training, and readiness of the Headquarters and its subordinate units.

b. The IG office conducts inspections, surveys, and studies, as the Commander requires, and monitors corrective actions. The office monitors the effectiveness of IG functions in teaching and training, inspections, investigations, and assistance. When necessary, the IG provides assistance on an area basis to soldiers, DA civilians, family members, retiree, and other who seek help with problems related the U.S. Army.

c. The IG serves as the office of record, on the Secretary of the Army's behalf, for all IG records that originate at this Command. Periodically, the IG proposes programs of inspections to the Command and recommends additional inspections and investigations as may appear appropriate.

d. The IG provides recommendations to the USARC Command Group in order to eliminate shortcomings and violations of standards. The office sends problems that are not correctable at the local level through command or IG channels. It also receives, reviews, and process complaints, requests for assistance, or grievances from individuals

assigned to this Command, and ensures appropriate action is taken for each case.

e. Other functions include: provide staff assistance and guidance on IG-related matters; monitor subordinate command IG actions and initiatives; participate in the Program Budget Advisory Committee (PBAC) cycle; analyze data collected from inspections and Inspector General Action Requests (IGARs) and report trends to the USARC Command Group; provide oversight and review of the USARC's OIP; serve as proponent for USARC Inspection Policy in accordance with AR 1-201; and teach skills, provide information, and assess attitudes while assisting and investigating

6-2. Plans and Operations Division

The Chief, Plans and Operations, Information Management Officer, and Administration Officer are responsible for all matters concerning training, operations plans, and force development and modernization of the USARC IG. Training involves preparing and supervising the execution of IG training within the office. The Chief assists the IG in developing and training the office mission-essential task list, and determining the allocation and requirements of training resources.

a. Reviews and recommends approval or disapproval of all proposed changes to USARC IG TDAs. Also conducts reviews and provides recommendations on subordinate commands' TDA and table of organization and equipment (TOE), specific to IG missions and functions.

b. The USARC IG Information Management Officer (IMO) maintains the USARC Worldwide Inspector General Network (IGNET). The IGNET design supports IG data collection, analysis, communication, and administrative requirements. The IMO ensures all assigned IGs enter all require data from inspection findings and assistance cases

from the Inspector General Action Request System (IGARS) into the IGMET database. In addition, the IMO ensures the IG office transfers inspection findings and assistance cases, maintains a local database, and provides inputs to the DA database. The IMO also serves as subordinate command IG's primary POC for IGMET issues, findings, and assistance cases from the IGARS into the IGMET database. In addition, the IMO ensures the IG office transfers inspection findings and assistance cases, maintains a local database, and provides inputs to the DA database. The IMO also serves as subordinate command IG's primary POC for IGMET issues

c. The IMO ensures the IG Office and IG Crisis Action Team is properly supported and equipped with automation systems/equipment, as procured and managed by the USARC's Chief Information Officer (CIO) and the USAIGA's Information Resource Management Division.

d. The IMO reviews and recommends approval/disapproval of USARC subordinate command's M-day soldier nominations, extensions, and curtailments for detailed and assistant Inspector General positions. In addition, the IMO provides IG training programs for USARC MSC acting IGs.

e. The Administration Officer coordinates and provides administrative actions between all divisions within the IG Office, and with higher, lateral, and subordinate Joint and Service headquarters. Additional responsibilities include: Processing requests for release or amendment of IG records; processing requests for release of IG records under the Freedom of Information Act (FOIA) and Privacy Act; establishing and maintaining all publications required to support IG functions and missions; preparing USARC's submission for the Army's Semiannual Report to the Congress (SARC); reviewing internal management control programs to ensure the effective implementation of policies, standards, and requirements; maintains supplies and equipment necessary to support the functions and missions of the IG; serving as the IG's coordinator for the Management Control Process; and managing the execution of the IG's Command Operating Budget (COB).

6-3. Assistance and Investigations Division

The Chief, Assistance and Investigations Division is responsible for providing assistance on an area basis to soldiers, DA civilians, family members, retirees, and others who seek help with problems related to the U.S. Army and Army Reserve, while protecting confidentiality to the maximum extent possible. The A&I Division also conducts investigations and inquiries as directed by the USARC Commander or as prescribed by law or regulation, and provides a report of such investigations and inquiries to the directing authority.

a. The A&I Division provides guidance and assistance for conducting inquiries and investigations and processing requests for assistance to subordinate command IGs. Reviews reports prepared by subordinate command IG offices and serve as liaison between DOD, DA, FORSCOM and subordinate command IG officers, regarding IG functions and missions. Receives, reviews, and processes

IGARs, ensuring the implementation or follow-up of actions to resolve requests for assistance. Maintains suspense logs on DOD IG, USAIGA, FORSCOM IG, and USARC IG generated IGARs referred to subordinate commands.

b. The Division IG analyzes each complaint or allegation of impropriety to determine the potential for embarrassment of adverse impact on the Command. The IG also determines the adverse impact of the allegation, if substantiated, on public perception, command's effectiveness, efficiency, readiness, training, morale, or other similar factors. Other allegations include areas in which the media may have interest; complaints of sexual harassment; and reports of fraud, waste, and abuse.

c. The A&I Division may investigate or conduct IG inquiries into allegations pertaining to mismanagement, unethical behavior, misconduct, or violations of policy, regulation, or law.

d. Additional responsibilities include processing responses to Congress, allegations of soldier nonsupport to family members, DOD Hotline complaints, allegations of reprisal for whistleblowing, teaching and training; assessing attitudes while assisting and investigating; and providing a system for resolving problems of soldiers, family members, DA civilians, retirees.

6-4. Inspections Division

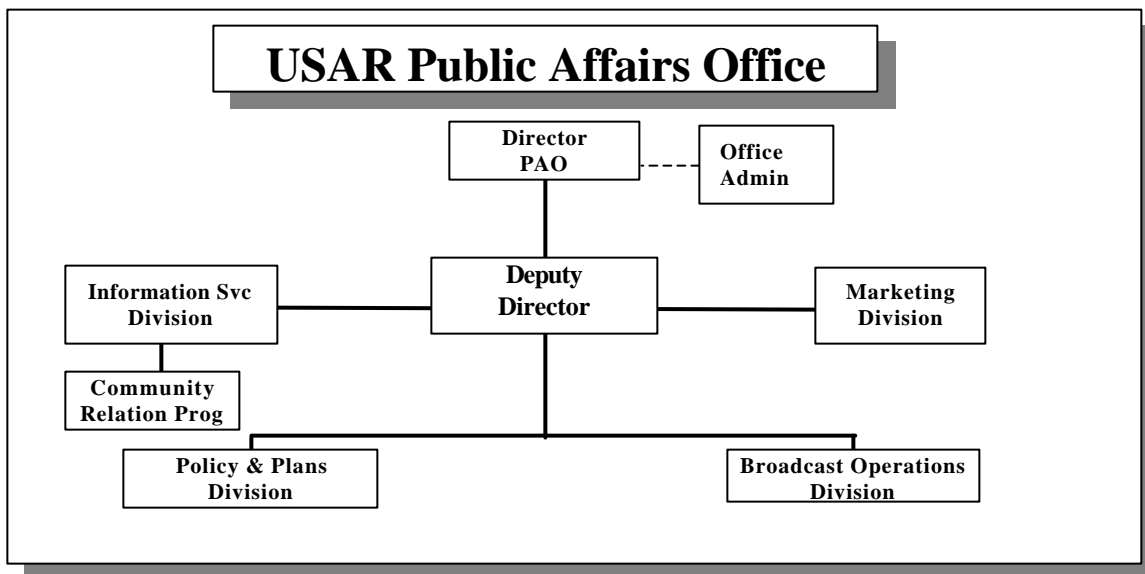
The Chief, Inspections Division conducts inspections directed by the USARC Commander, or as prescribed by law or regulation. Plans and conducts general, special, and follow-up inspections and assessments in all areas deemed appropriate by the USARC Commander. Concentrates on special systemic inspections that are narrow in scope, address problems that affect the majority of the Command, and have a significant effect on mission accomplishment.

a. The Chief, Inspections Division conducts a deliberate process to identify, evaluate, and prioritize potential inspections for inclusion in the IG inspection program. The division analyzes indicators of significant problems and plans inspections that will provide timely feedback and recommends appropriate corrections to appropriate decision makers.

b. The Inspections Division conducts inspections and reports inspection results to the directing authority, identifying root causes, recommending solutions, and identifying responsibility for implementation. Conducts USARC Commander directed follow-up of inspections to evaluate the adequacy and effectiveness of corrective action taken, and review the effectiveness of command follow-up systems.

c. In accordance with AR 381-10, the division provides intelligence oversight of intelligence activities and components within the Command. Teach Army policy, procedures, systems, and processes to help inspected activities improve operations and efficiency and accomplish command objectives.

Chapter 7
Public Affairs Office (PAO)
Operations and Functions



7-1. General PAO responsibilities

Advise the USARC Commander and staff on all Public Affairs (PA) matters and execute public affairs policies and procedures for the Command. Serve as a member of the WPBAC and the PBAC. Serve as Program Director for planning, programming, budgeting, execution, and evaluation of programs for which Public Affairs Office (PAO) is the proponent.

7-2. Director of Public Affairs

The Director of Public Affairs will—

- a. Advise the CG USARC on matters pertaining to USAR public affairs. Provide public affairs advice and counsel to USARC Commander and staff, and local, national and international information on trends, public issues and views on U.S. military policies and activities.
- b. Advise the CG USARC and staff, including PA officers and detachment commanders, on PA issues and programs.
- c. Evaluate, provide direction to and supervise the implementation and execution of the community relations, media relations and Command information programs. Provide guidance, support and assistance to subordinate commanders on public affairs activities.
- d. Evaluate, provide support, guidance and supervise the implementation and execution of USAR PA programs. Advise subordinate commands/activities on overall PA policies and conduct staff visits.
- e. Serve as official spokesman for CG USARC and USARC staff.
- f. Direct, supervise and coordinate the staff activities of the USARC PAO.

g. Responsible for the overall planning and implementation of the USARC PA plan.

h. Provide advice, assistance and resources in support of the DOD Counterdrug Program.

7-3. Policy and Plans Division

The Policy and Plans Division will—

- a. Provide advice, assistance and recommendations to the USARC staff and subordinate units concerning USARC public affairs matters. Monitor public affairs activities of USARC subordinate commands.
- b. Evaluate/coordinate material prepared by other staff agencies for PA implications.
- c. Monitor and review year-round activities of PA offices and detachments.
- d. Monitor Tiered Readiness Force Support Package Program alignment and training affiliations of the USARC Public Affairs Detachments (PADs) and coordinate with FORSCOM Directorate of Public Affairs (DPA) to resolve problems in the Tiered Readiness Force Support Package (TRFSP) Program.
- e. Represent the USARC on the DA PA Reserve Component Coordination Council.
- f. Oversee office automation system.
- g. Administer office security program.
- h. Maintain PA resource management, personnel and equipment budgets, and property book accountability.
- i. In conjunction with Full-Time Management Center (FTSMC), manage the AGR program for Career Management Field (CMF) 46, to include requirements, training and assignments.

j. Manage the USARC Civilian Public Affairs and Communications Media (PACM) Career Program in accordance with the policies of the DA and FORSCOM PACM Career Program. Provide training to Public Affairs interns in accordance with the PACM Career Program

k. Review and recommend action on requests for MOS Qualification (46Q/46R) & Functional Area Specialties 46A/46B for DCSPER.

l. Provide PA subject matter expert support for war planning and other exercise and contingency planning.

m. Develop PA plans for operational support of DOD/DA/FORSCOM/USARC special activities.

n. Support USARC as appropriate.

7-4. Information Services Division

The Information Services Division will manage the USARC Media Relations and Command Information (CI) programs.

a. Media Relations Program. The Information Services Division will—

(1) Plan, conduct and evaluate the media relations program of the CG/DCG USARC.

(2) Respond to inquiries from media representatives on matters pertaining to the USARC and subordinate units.

(3) Provide media relations assistance, resources and guidance to subordinate commands.

(4) Conduct a media-training program for senior subordinate commanders.

(5) Maintain liaison with news media representatives and provide assistance in coverage of newsworthy events.

(6) Prepare and produce print, still photo, and video news releases and feature articles of USARC activities for publication and use by civilian news media.

(7) Evaluate the effectiveness of the USARC and subordinate command media relations programs.

(8) Distribute news clips to the CG USARC and principal staff from newspaper and magazine sources. Monitor broadcast media coverage of USARC Command-wide activities and provide evaluation of that coverage.

(9) Review for accuracy, policy, and propriety all speeches and manuscripts for public release by USARC personnel on topics of national interest, military matters, and foreign policy.

(10) Provide media relations portion of the USARC PA Plan.

(11) Oversee development of USARC Unit PA Representative (UPAR) Program.

(12) Coordinate FOIA queries.

(13) Develop CI policy in coordination with policy and plans, implement CI policy, and ensure implementation by subordinate commands.

(14) Coordinate exchange of CI materials between appropriate commands.

(15) Prepare PA functional information releases, as necessary, for use by PAO and PAD commanders.

(16) Prepare CI portion of the USARC PA Plan.

(17) Manage USARC print/video media program, to include:

(a) Develop, produce and distribute CI news articles, video and feature stories throughout the Command.

(b) Execute a Command-wide newspaper program, to include critiques, publication policy (in accordance with AR 360-81), budget and publication expertise, and technical assistance visits to all subordinate commands publishing CI newspapers or magazines.

(c) Execute USARC Print Journalism Awards Program and select USARC entries for Keith L. Ware and Silver Anvil (DA/DOD) journalism competitions.

(d) Execute a Command-wide CI video program, to include critiques, copyright policy, budget and distribution expertise, and technical assistance visits to all subordinate commands.

(e) Execute the USARC Broadcast Journalism Awards Program and select USARC entries for Keith L. Ware and Silver Anvil (DA/DOD) journalism competitions.

(f) Prepare, produce, and present Command and VIP briefings.

(g) Maintain liaison with government agencies, other military organizations, commercial concerns and Command and staff agencies on pictorial, motion picture, and radio/television activities.

(h) Maintain photographic support program to provide still photography products in support of Public Information and CI programs.

b. Community Relations Program. The Information Services Division will—

(1) Manage USARC Community Relations Program to include:

(a) Develop community relations policy in coordination with policy and plans, implement community relations policy at USARC, and ensure compliance by subordinate commands.

(b) Maintain liaison with civilian patriotic, civic and service organizations.

(c) Evaluate and coordinate requests for participation in community relations events.

(d) Maintain local and national VIP data for community relations purposes.

(e) Approve or disapprove requests for aerial demonstrations for community relations purposes and coordinate USARC support of national events and requests for aircraft for community relations activities.

(f) Support special USARC/DA/DOD programs and events.

(g) Respond to civilian requests (except media queries) for information/material on the Army Reserve.

(h) Plan and conduct annual PA School for subordinate command PAO/PAD commanders.

(i) Manage public appearance program for USARC leadership.

(j). Administer Command Speakers Bureau in cooperation/coordination with the FORSCOM speakers program and arrange for representatives to speak to civic or service groups.

(k) Provide nominations for DOD Joint Civilian Orientation Conference (JCOC), Defense Advisory Committee on Women in the Service (DACOWITS), Army War College National Security Seminar and Regional Federal Executive Board through appropriate channels.

(2) Represent USARC in civilian advisory committee program.

(3) Prepare Community Relations portion of USARC PA Plan.

(4) Advise on and monitor programs involving subordinate units including:

(a) Provide policy guidance and coordinate with subordinate commands on groundbreaking, memorializing, and dedicating USAR centers.

(b) Support projects designed to improve Employer Support of Reserve, to include assistance to state employer support committees for special projects.

(c) Coordinate USAR involvement in special projects such as Armed Forces Day, Memorial Day and Veteran's Day, as well as various military organizations' anniversary celebrations and national conventions.

(d) Coordinate the USARC subordinate command bands program for Community Relations purposes.

7-5. Broadcast Operations Division

The Broadcast Operations Division will—

a. Manage and conduct USARC video production operations and assist with marketing of both staff and field-produced video products. Other functions include:

(1) Assisting the USARC PAO Chief of Plans & Professional Development with those aspects which impact on career development of Army Reserve broadcasters.

(2) Assisting in developing plans and annexes in support USARC PAO video/ broadcast operations.

(3) Providing professional development training to USARC broadcast unit personnel in support of operations and special mission.

(4) Responsibility for acquisition, production, and marketing/distribution of USARC video and broadcast products.

(5) Advising the Director, USARC Public Affairs on technologies, capabilities, and visual information equipment necessary for use by USARC Public Affairs units.

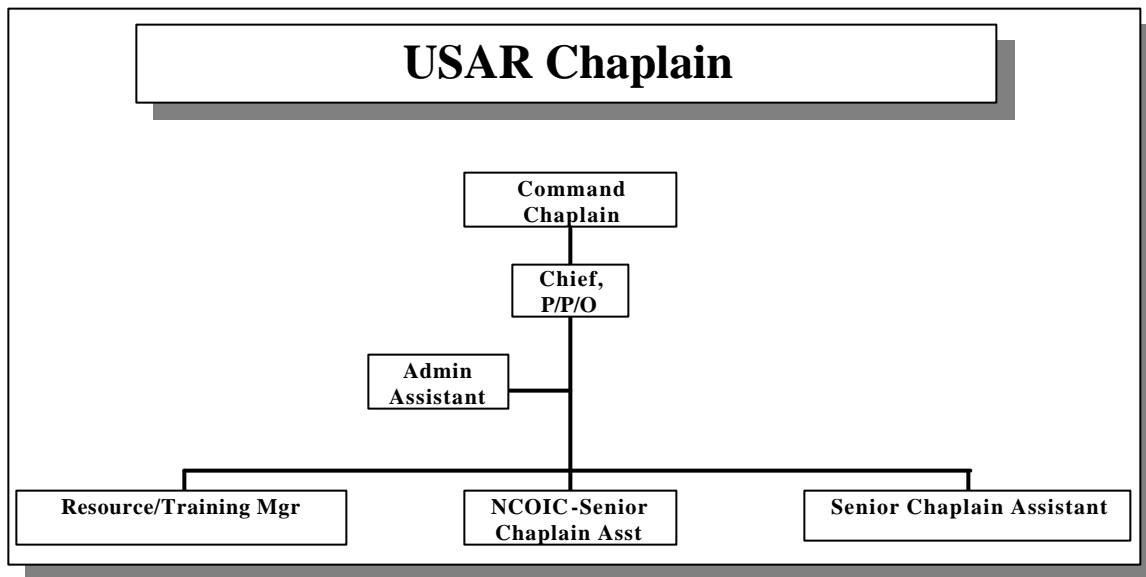
(6) Conducting and directing MOS-specific training with and for USARC soldiers and Public Affairs units.

(7) Operating and maintaining the USARC PAO broadcast and video production facility.

b. Providing video/broadcast operations support to other USARC Public Affairs programs, as directed.

Chapter 8

Chaplain Operations and Functions



8-1. Responsibilities

The USARC Staff Chaplain is the principal adviser to the Commander on the religious, moral, ethical and spiritual concerns of the Command. As a special staff officer, the USARC Chaplain will—

a. Serve on the personal staff of the Commander and administer the total Chaplain program within the USARC, to include resourcing the Unit Ministry Team (UMT) training, providing logistical support, coordinating technical training and UMT personnel assignments.

b. Serve as the Program Director for planning, programming, budgeting, executing and evaluating programs, functions and tasks for which the USARC Chaplain is proponent.

c. Provide pastoral care to members of the USARC HQ and conduct, coordinate, and oversee the Commander's religious support program.

d. Manage force development and ensure UMT requirements and authorizations are in consonance with current force development doctrine.

e. Coordinate the Chaplain, Chaplain candidate, and Chaplain Assistant recruitment mission for the USAR.

f. Implement the policies of the DA Chief of Chaplains as they pertain to the USAR.

g. Serve as a member of the Program Budget Advisory Committee and Affirmative Action Panel.

8-2. Functions

a. Provide professional assistance and advice to the Commander and staff on matters of religion, morals, ethics and morale.

b. Implement policies of the DA Office of the Chief of Chaplains and the FORSCOM Staff Chaplain.

c. Monitor and provide input for all personnel actions for all TPU USAR chaplains.

d. Monitor and manage resource allocations for UMTs through annually submitted and Commander approved Commander's Master Religious Program (CMRP).

e. Support USARC command and control (C2) functions for USAR TPUs.

f. Provide technical supervision of USAR TPU UMTs.

g. Identify force structure needs for religious support to USAR TPUs.

h. Establish UMT force structure requirements for the USAR to ensure UMT authorizations are current with Chief of Chaplain's force development doctrine.

i. Monitor and review chaplain endorsement and deployability status (Officer Basic and current denominational endorsement).

j. Monitor and review chaplain assistant deployability status (deployable military occupational specialist qualified (DMOSQ)).

k. Provide direct support and training guidance for the Unit Ministry Team within the Command to include, but not limited to, UMT professional development and sustainment training, mobilization, CAPSTONE trace, BOLD SHIFT, and integration of USAR/AC training at local installations.

l. Monitor and report readiness of USAR UMT to go to war.

m. Provide ministry and pastoral care to HQ, USARC soldiers, civilians, and families.

n. Establish policy and guidance for ministry to soldiers and families in the USAR.

o. Coordinate and monitor the Chaplain and Chaplain candidate, and Chaplain Assistant recruitment program for the USAR.

p. Ensure Internal Control Program requirements for USAR UMTs are accomplished.

q. Review management of nonappropriated chaplain's funds annually to ensure adequate and equitable support of all local chaplain-related activities and compliance with all nonappropriated fund (NAF) regulations (see AR 165-1, chap 16).

r. Emphasize and support the USARC's affirmative action policies and goals throughout the USAR.

s. Assist commanders and senior supervisory chaplains in the selection and assignment of qualified chaplains and chaplain assistants.

t. Assist the Commander and the Human Resources Division, DCSPER, in providing input on family support needs of USAR soldiers, civilians, and their families and ensure the USAR UMTs are providing Total Army Family Ministry within the USAR.

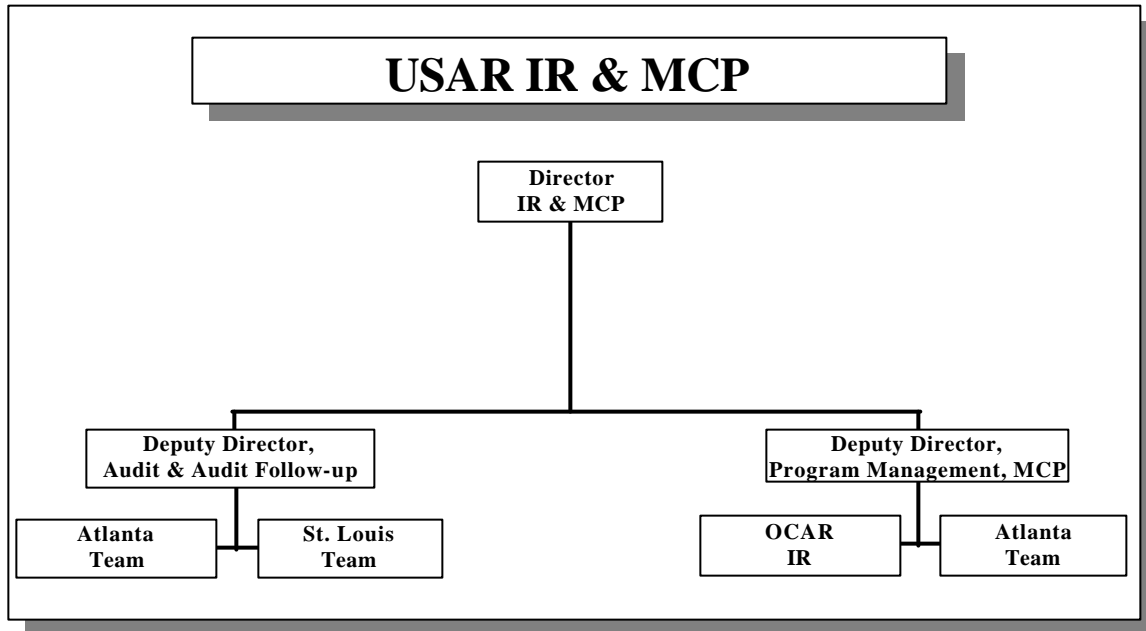
u. Monitor UMT training activities and schools conducted throughout the Total Army Chaplaincy to ensure the peculiar needs of the USAR UMT and USAR environment are addressed.

v. Ensure that USAR UMT training meets established standards through implementation and evaluation of results.

w. Evaluate all responsibilities and procedures to ensure the paradigm of Total Quality Management (TQM) is implemented.

Chapter 9

USAR Internal Review and Management Control Process (IR&MCP) Office Operations and Functions



9-1. Mission

The IR&MCP Office will—

- Provide Office, Chief, Army Reserve (OCAR), U.S. Army Reserve Command (USARC), and AR-PERSCOM with an independent and professional internal auditing capability that assists in accomplishing U.S. Army Reserve (USAR) missions and in safeguarding, accounting, and properly using the resources necessary for mission accomplishment.
- Serve as the USAR focal point for all auditors external to the USAR and facilitate the Command resolution and reply process.
- Conduct audit follow-up and track management actions to correct problems identified in internal and external audit reports.
- Evaluate subordinate commands' IR programs.
- Administer the Army's Management Control Process (MCP) for OCAR and USARC.

9-2. Office of the Director

The Director, IR&MCP will—

- Serve as the USAR principal adviser on all audit and USAR MCP matters.
- Advise the Chief, Army Reserve (CAR) and Commander, USARC of material weaknesses to consider for inclusion in their annual assurance statements (AAS).
- Direct, manage, and execute the USAR IR program as prescribed by appropriate regulations.
- Develop and promulgate USAR policy, plans, and procedures relating to IR&MCP.

e. Ensure, through direct or mutual support agreements, IR services are provided to USAR subordinate commands that do not have an IR office.

f. Keep the CAR, USARC and AR-PERSCOM Commander informed of all significant, sensitive, or potentially adverse audit findings and recommendations (FARs) from internal and external audit agencies.

g. Act as the principal assistant to the Comptroller Career Program Manager for the proper career development and training of professional USAR auditors.

h. Prepare and monitor the execution of the budget for the USAR IR&MCP Office.

i. Provide oversight for MSC IR&MCP Program.

9-3. Deputy Director for Liaison, Program Management, and Management Control Process

The Deputy Director for Liaison, Program Management, and MCP will—

- Act as the principal USAR official for liaison with external audit agencies, including the General Accounting Office (GAO); Inspector General, Department of Defense, Auditing (DODIG(AUD)); U.S. Army Audit Agency (USAAA); and FORSCOM; and CONUSA IRs.
- Monitor all actions related to external audits.
- Arrange entrance and exit conferences and in-process reviews (IPRs) between external auditors and command officials.
- Receive tentative findings and recommendations (TFARs), FARs, and draft and final audit reports pertaining to the USAR, and distribute to appropriate command officials for review and comments.

e. Review command comments to TFARs, FARs, and reports for accuracy, adequacy, and responsiveness; properly coordinate with responsible command officials; and meet assigned suspense dates.

f. Negotiate audit results between external auditors and command officials.

g. Provide liaison support to USAR commands that do not have their own IR office.

h. Identify MCP material weaknesses disclosed by external audits that should be considered for inclusion in the AAS.

i. Make command officials aware of audit reports addressed to other commands so they can take corrective actions if necessary.

j. Provide staff supervision and oversight over subordinate commands' IR&MCP programs.

k. Perform quality assurance and assistance (QA²) visits at subordinate commands to provide on-site assistance while simultaneously evaluating IR compliance with generally accepted governmental auditing standards, IR policies and procedures, and the MCP.

l. Monitor and track the training of USAR auditors to ensure compliance with Comptroller General auditing standards.

m. Develop USAR policy and procedures relating to liaison and QA² visits to subordinate commands.

n. Prepare the DOD Inspector General Semiannual Report to Congress (DD-IG(SA) 1717); Semiannual Follow-up Status Report (DD-IG(SA) 1574); and Annual Time Report (DD-IL (1740)).

o. Administer the Army's MCP, in accordance with AR 11-2, within OCAR and the USARC.

p. Advise the CAR and Commander, USARC on the status of the implementation and status of the Command's MCP.

q. Keep USAR commanders and managers informed on management control matters.

r. Identify requirements for management control training and provide that training.

s. Develop and publish management control process guidance to OCAR and Headquarters, USARC assessable unit managers, and MSC MCP administrators.

t. Prepare the CAR and Commander, USARC's annual assurance statement (AAS).

u. Track material weaknesses for which the OCAR and USARC are responsible until corrected.

v. Retain all required documentation in support of AAS's and the correction of material weaknesses.

w. Implement the MCP applicable to the HQ USAR IR&MCP Office.

x. Perform, in accordance with generally accepted governmental auditing standards, audits of functions or organizational entities at OCAR which have known or suspected problems; determine the nature and cause of the problems; and develop recommendations to resolve them.

y. Supervise and lead USAR IR&MCP personnel located at both USARC and OCAR.

9-4. Deputy Director for Audit and Audit Follow-up

The Deputy Director for Audit and Audit Follow-up will—

a. Develop and maintain an Audit Entity File to ensure that audit workload is properly identified and prioritized, audit staffing requirements are determined, and adequate audit coverage is provided to all functional elements.

b. Prepare and execute the USAR Annual IR Plan and measure accomplishment to ensure audit resources are effectively used.

c. Perform, in accordance with generally accepted governmental auditing standards, audits of functions or organizational entities within the USAR which have known or suspected problems; determine the nature and cause of the problems; and develop recommendations to resolve them.

d. Provide consulting and advisory services as required.

e. Evaluate management controls and the implementation of the MCP, as they pertain to the subject of the audit.

f. Identify MCP material weaknesses disclosed by internal audits that should be considered for inclusion in the AAS.

g. Maintain an audit follow-up system that tracks the implementation of corrective actions pertaining to agreed-to or sustained audit findings and recommendations and monetary benefits, until fully completed.

h. Perform follow-up to determine whether agreed-to/decided audit findings and recommendations have been translated into management actions that correct identified problems.

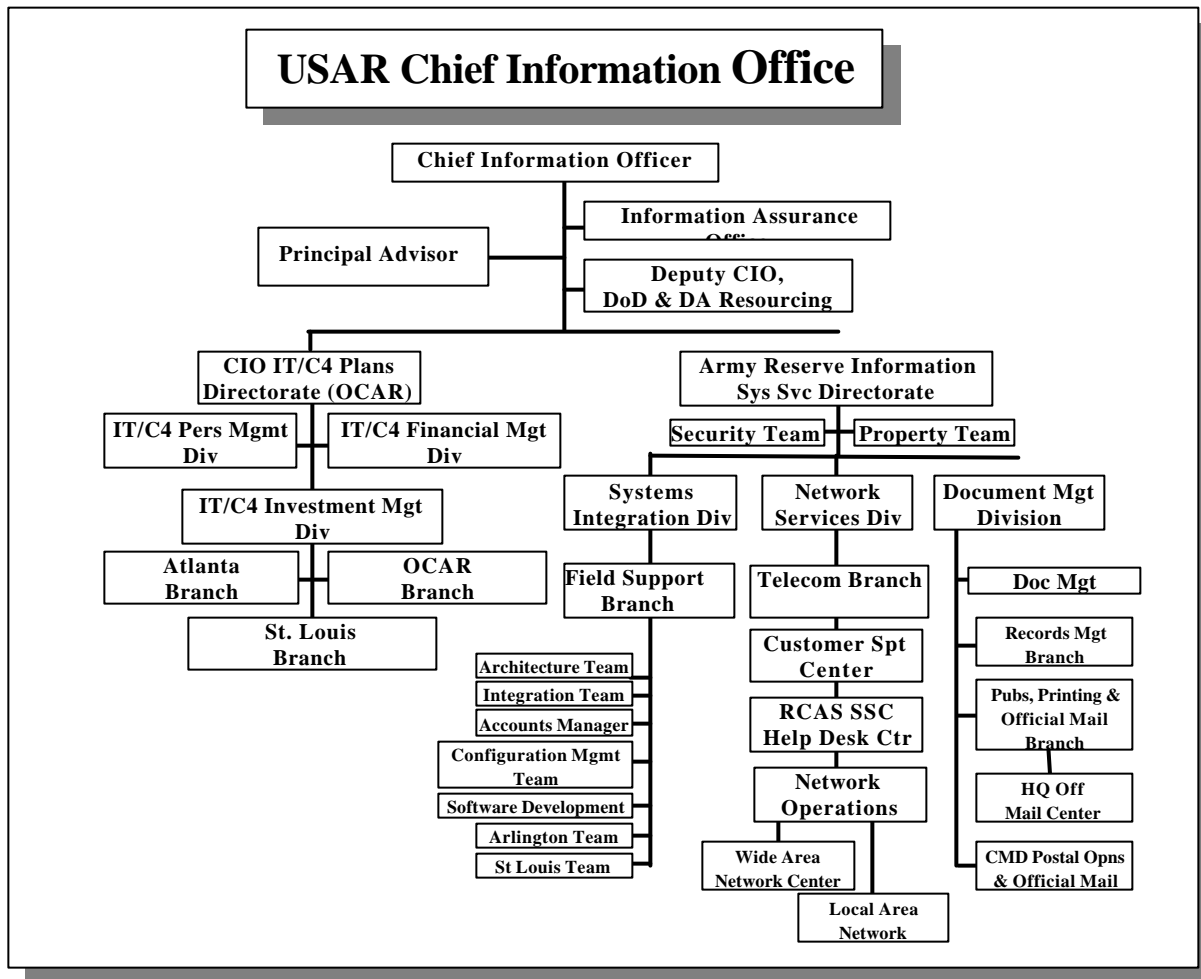
i. Provide audit and audit follow-up support to USAR commands that do not have their own IR office.

j. Develop USAR policy and procedures relating to audit and audit follow-up.

k. Monitor disinterested officer audits of nonappropriated fund instrumentalities (as required).

l. Supervise and lead USAR IR&MCP personnel located at both USARC and AR-PERSCOM.

Chapter 10
Chief Information Office (CIO)
Operations and Functions



Section I
General

10-1. Office of the CIO

The Chief Information Office, located in Arlington, Virginia, was established to implement Clinger-Cohen Act and Secretary of the Army initiatives. The CIO Program established the following:

- a. A single Army Reserve CIO command structure that combines three USAR Information Management organizations in the Office of the Chief, Army Reserve (OCAR), United States Army Reserve Command (USARC) and Army Reserve Personnel Command (ARPERSCOM) headquarters.
- b. A clear separation within the Army Reserve CIO command structure of service provisions and investment management roles.
- c. An organizational element chartered to maximize the tie between Information Technology (IT/C4) strategic planning process and readiness.

- d. The assignment of senior military officers in the organization to key IT/C4 strategic plans-related roles.
- e. The assignment of senior civilian leadership to service provision roles.
- f. The creation of Army Reserve level Information Systems leads for each major function.

10-2. Elements of the CIO

The CIO is geographically dispersed in three locations: HQ USARC element (Fort McPherson); ARPERSCOM element (St. Louis, MO); and CIO (Arlington, VA). It is composed of the following:

- a. Office of the CIO, the CIO SGM, and Principal Adviser.
- b. Office of the Deputy CIO, DOD & DA Resourcing.
- c. Associate CIO, IT/C4 Plans, Programs, & Financial Management Directorate.
- d. Information Assurance Office.
- e. Director, Army Reserve Information Systems Services Directorate.

10-3. Responsibilities of the CIO

The Chief Information Officer serves as the principal adviser to the CG, OCAR on information resources and information systems management. Having information resources management as the primary duty, the Chief Information Officer will design and implement a process for maximizing the value, as well as assessing and managing the risks of Information technology acquisitions in the following areas:

a. Capital Planning and Investment Control. The Chief Information Officer will—

- (1) Provide for the selection of information technology investments made by the executive agency, and the management and evaluation of the results of such investments.
- (2) Assure integration with the processes for making budget, financial, and program management decisions within the organization.
- (3) Establish minimum criteria to be applied in considering whether to undertake a particular investment in information systems, including criteria related to the quantitatively expressed projected net risk-adjusted return on investment and specific quantitative and qualitative criteria for comparing and prioritizing alternative information systems investment projects.
- (4) Identify information systems investments that would result in shared benefits or costs for other organizational elements.
- (5) Identify, for a proposed investment, quantifiable measures for determining the net benefits and risks of the investments.

(6) Provide the means for senior management personnel of the organization to obtain timely information regarding the progress of an investment in an information system. This includes a system of milestones for measuring progress, on an independently verifiable basis, in terms of cost, capability of the system to meet specified requirements, timeliness, and quality.

b. Performance and Results-Based Management. The Chief Information Officer will—

- (1) Establish goals for improving the efficiency and effectiveness of agency operations and, as appropriate, the delivery of services to the public through the effective use of information technology.
- (2) Analyze the missions of the agency and, based on the analysis, revise the agency's mission-related and administrative processes, as appropriate, before making significant investments in information technology that is to be used in support of the performance of those missions.
- (3) Prepare an annual budget report on information technology, to be included in the organization's budget submission to Congress, describing the progress in achieving the goals.
- (4) Ensure that performance measures are prescribed for information technology investments and that they measure how well the information technology supports programs.

(5) Where comparable processes and organizations in the public or private sectors exist, quantitatively benchmark agency process performance against such processes in terms of cost, speed, productivity, and quality of outputs and outcomes.

(6) Ensure that the information security policies, procedures, and practices are adequate.

c. Acquisition of Information Technology. The Chief Information Officer will—

- (1) Acquire information technology as authorized by law.
- (2) Enter into a contract that provides for multi-agency acquisition of information technology in accordance with guidance issued by the Director, OMB.
- (3) Enter into a multi-agency contract (if the Director, OMB finds that it would be advantageous for the Federal Government to do so) to procure commercial information technology items. This contract would require each executive agency covered by the contract, to either procure the items under that contract or to justify alternative procurement of the items.

10-4. The Agency Chief Information Officer

The Agency Chief Information Officer will—

- a. Provide advice and other assistance to the CG, OCAR and other senior management personnel to ensure that information technology is acquired and information resources are managed in a manner that implements the policies and procedures of the organization and the priorities established by the Secretary of the Army.
- b. Develop, maintain, and facilitate the implementation of a sound and integrated information technology architecture.
- c. Promote the effective and efficient design and operation of all major information resources management processes, including improvements to work processes.
- d. Monitor the performance of information technology programs of the agency, evaluate the performance of those programs on the basis of the applicable performance measurements, and advise the CG, OCAR regarding whether to continue, modify, or terminate a program or project.
- e. Annually, as part of the strategic planning and performance evaluation process required by the Government Performance and Results Act of 1993—
 - (1) Assess the requirements established for agency personnel regarding knowledge and skill in information resources management and the adequacy of such requirements for facilitating the achievement of the performance goals established for information resources management.
 - (2) Assess the extent to which the positions and personnel at the executive level and lower level management positions and personnel meet those requirements.
 - (3) Develop strategies and specific plans for hiring, training, and professional development.

(4) Report to the CG, OCAR on the progress made in improving information resource management capability.

f. In consultation with the Chief Financial Officer—

(1) Ensure that the accounting, financial, and asset management systems and other information systems are designed, developed, maintained, and used effectively to provide financial or program performance data for financial statements.

(2) Ensure that financial and related program performance data are provided on a reliable consistent and timely basis to financial management systems.

(3) Ensure that financial statements support assessments and revisions of mission-related processes, administrative processes and performance measurement of investments made by the agency in information systems.

g. Identify, in the strategic information resources management plan, any major information technology acquisition program, or any phase or increment of such a program, that has significantly deviated from the cost, performance, or schedule goals established for the program.

h. Use funds available for oversight, acquisition, and procurement of information technology to support jointly, with other executive agencies, the activities of interagency groups that are established to advise the Director, OMB in carrying out responsibilities.

i. Use modular contracting, to the maximum extent practicable, for an acquisition of a major system of information technology.

j. Assist in the conduct and participate in any pilot programs testing alternative approaches for acquisition of information technology authorized by the Administrator for Federal Procurement Policy.

k. Identify excess and surplus computer equipment and maintain an inventory of all computer equipment under control of the CIO.

10-5. Deputy CIO for DOD/DA Resourcing and Year 2000 (Y2K) Project Office

The Deputy CIO is the principal military adviser to the Chief Information Officer and the USAR senior leadership relating to architectural development, acquisition, financial and personnel management Information Technology (IT/C4), disciplines of automation, telecommunication, and software. The Deputy CIO will—

a. Oversee the internal activities of the CIO as they set IT policy and standards for the USAR.

b. Advise USAR decision makers on IT/C4 strategic directions; assist in the formulation of long-range plans and budget formulation and defend its execution.

c. Serve as the principal interface with other DOD, DA and other Services on IT/C4 development issues to enhance the IT capabilities of the USAR.

d. Promote the capabilities of the USAR CIO.

e. Provide advice on all issues related to Y2K.

f. Oversee the USAR Y2K Project Management Office that is responsible for ensuring the USAR hardware and software components are capable of supporting the

operational mission before, during, and after the transition to the new millennium.

g. Manage all USAR Software compliance certifications, track the USAR hardware Y2K compliance status, and facilitate the development of system and functional contingency plans in the event of failures.

h. Plan, coordinate, and execute network Y2K testing to minimize detectable deficiencies.

i. Develop a consequence management plan, mitigates risks, inform and educate USAR users on the Y2K issues.

j. Justify Information Management funding during the program objective memorandum (POM) and budget for OMAR, Operation and Maintenance, Army (OMA), MCAR, and Operation and Maintenance, Army (OPA). Develop Y2K supplemental dollars submission and identify specific financial needs of IT/C4 at the Command level.

k. Coordinate CIO priorities, requirements, and development associated with the Planning, Programming, Budgeting, and Execution System (PPBES). Ensure effective programming and budgeting among USAR ADP, office automation, communications, and information management support for both the sustaining and strategic bases across each Program Evaluation Group for equipping, installation, manning, organizing, sustaining, and training.

l. Serve as the senior CIO representative in the Senior Program Budget Advisory Council (SPBAC) and account for the CIO procurement funding during the budget year; participate in the formulation of United States Army Reserve Information Technology (USAR IT) investment strategies, decisions, and priorities.

10-6. Principal Adviser to the CIO

The Principal Adviser to the CIO serves as external consultant adviser on all strategic and operational matters relating to the implementation of Government Performance Requirements Act (GPRA) and Clinger-Cohen Act in the Army Reserve.

10-7. The CIO Sergeant Major

The CIO Sergeant Major is the principal enlisted adviser to the Chief Information Officer who is responsible for carrying out policies and standards on the performance, training, appearance, and conduct of enlisted personnel. The CIO Sergeant Major will—

a. Serve as liaison between the CIO Office and B company, United States Army Garrison, Ft. McPherson, GA for military personnel matters affecting members of the CIO.

b. Administer the CIO Noncommissioned Officer Development Program (NCO DP) through written directives and use of the NCO support channel.

c. Manage the CIO physical fitness program as the CIO Master Fitness Trainer. Provides information to soldiers on available support such as the Army Community Services. Reviews officer and enlisted evaluations for compliance with regulatory guidance, manages internal duty rosters and military rating scheme, and ensures the Morale, Health, and Welfare of the soldier through a sound mentoring and monitoring program.

d. Serve as member of the CIO Personnel Management team member. Assist with the design of the CIO force structure, identification and procurement of manpower for the CIO, coordination and delivery of requests for personnel actions to the DCSFOR and ensuring that CIO required staffing levels are met, and TDA structure issues are resolved.

e. Ensure CIO ceremonies are accomplished according to ARs, Protocol, and Etiquette.

f. Maintain sponsorship and orientation programs for all assigned and attached military personnel.

Section II

IT/C4 Plans, Programs, and Financial Management Directorate

10-8. The IT/C4 Plans, Programs, and Financial Management Directorate

a. The office of the Associate CIO and XO for IT/C4 Plans Directorate is located in Arlington, Virginia and has responsibility for external IT planning for the Army Reserve, as well as the internal planning process for the CIO structure. The directorate is also responsible for: IT/C4 strategic directions; long-range planning; budget formulation and execution; National Account Management; Telecommunications Fund Management; cross organization or cross function coordination on issues affecting the CIO; coordination and development of functional Y2K IT baseline and contingency; General Officer Steering Council/Council of Colonels (GSC/COC) support; results management; readiness modeling; architecture (operational, system, technical); IT/C4 skills/personnel management; CIO CPO-related personnel actions; and IT/C4 acquisition management.

b. Within the USARC Headquarters at Fort McPherson, GA the directorate consists of personnel from the Financial Management Division (Division Chief located in Arlington, VA), the Personnel Management Division (Division Chief located in St. Louis) and the Investment Management Division with one of its three branches located at the USARC HQ. The structure below shows the staff elements of the directorate that are located at the HQ USARC only.

10-9. The IT/C4 Personnel Management Division

The office of the Division Chief is at ARPERSCOM HQ, St. Louis, MO. Functions performed at HQ USARC are as follows:

a. Collaborates with CIO SGM for CIO HQ USARC officer and enlisted training plans, and civilian Individual Development Plans (IDPs).

b. Exercises site-specific staff supervision of the Equal Opportunity (EO) Program and Consideration of Others for the CIO HQ USARC staff and forwards to higher headquarters.

c. Monitors the civilian awards program (site-specific) to ensure recommendations for awards are prepared in time for review by the HQ USARC Awards Board.

d. Ensure supervisors of civilian personnel (HQ USARC CIO) process SFs 52 (Request for Personnel Action), appraisals, within-grade increases (WGI), and awards.

e. Monitors internal CIO status regarding civilian personnel assigned, including name and grade, vacancies and projected losses/gains.

f. Supervises civilian hire lag and provides data for special manpower staff studies.

g. Conducts review and analysis of internal Manpower Change Requests as reflected in documentation submitted by staff directors. This analysis is based on performance data, mission impact, and application of staffing standards. Manages force development, structuring and stationing actions pertaining to the internal CIO TDA and develops and executes internal manpower policies, plans, programs, and procedures for the CIO.

h. Participates in special internal manpower management studies affecting command resources in the IM. Reviews and analyzes recommendations and provides internal manpower statistical data as required.

i. Reviews, evaluates, and recommends approval of requests for permanent and temporary over hire within the CIO.

10-10. The IT/C4 Financial Management Division

The CIO IT/C4 Financial Management Division's personnel are comprised of Operating Agency (OA) 23 - HQ OCAR and AR-PERSCOM; OA 24 - USARC; OA82 - United State Army Pacific (USARPAC); and OA 89 - U.S. Army Europe (USAREUR). The office of the Financial Management Division Chief is located in Arlington, Virginia. The Division Chief advises USAR decision-makers and provides overall planning, programming, execution and resources accountability in support of IT/C4 for the USAR. Financial management also encompasses financial reporting, POM development, IT investments, program analysis and management control. Teams operating at the USAR level, but focused on specific financial needs of IT/C4 at the Command level, are the principal advisers to the USAR CIO and Command CIO for financial management actions. The CIO IT/C4 Financial Management Division will—

a. Develop the Chief Information Office (CIO) budget policies, determine CIO resource requirements, and analyze the use of CIO funds. Areas of responsibility include development, execution, programming, and review of CIO funding programs which includes hardware/software acquisition, equipment maintenance, and expendable and non-expendable supplies and equipment (see AR 25-1, AR 5-9, and AR 37-100).

b. Perform a wide range of analytical and administrative duties for the US Army Reserve (USAR) in planning, formulating justification, presentation, execution, and review of Information Mission Area (IMA) funding during the POM and budget for OMAR, OMA, MCAR, and OPA.

c. Coordinate CIO priorities, requirements, and development associated with the PPBES to ensure effective programming and budgeting among USAR ADP, office automation, communications, information management support for both the sustaining and strategic bases within the six Title X Program Evaluation Groups (Equipping, Installation, Manning, Organizing, Sustaining and Training)

d. Participate in various Budget Advisory Councils (BACs) and account for the CIO procurement funding during the budget year; participate in the formulation of USAR IT investment strategies and decisions.

e. Review Financial Management reports from the subordinate commands and determine validity of IM unfinanced requirements and rates of obligation. Effect monthly, quarterly, and annual review and analysis of accomplishments. Determine progress toward established objectives, deficiencies, critical problems in operations, resource shortfalls, and need for revision of programs and schedules. Based on findings, recommend adjustments in resource levels. Develop graphs, charts, and written statements of analysis.

f. Prepare and submit Schedules 80s - Information Technology Sustaining Base (ITSB), TAB G of the POM Volume and other report of budgetary and program activities, accomplishment and determine the amount, funding allotments to be distributed among commands and operating agencies.

g. Conduct special studies, duties, and supplemental missions to include that of POC for planning, coordinating, and supervising preparation for presentation to higher headquarters.

h. Maintain CIO and strategic systems funding and cost records. Include maintenance or ledger control over all CIO controlled headquarters funding. Provide guidance to CIO staff on preparation of execution type documents that ultimately affect expenditures of headquarters funds (see AR 37-1).

i. Manage all financial aspects of the Direct Customer Payment (DCP) Program, which places funding for local/long distance leased communications, long haul communications, and official mail.

j. Review and have staff responsibility for CIO financial audit, accounting, and internal review reports. Provide assistance to commands to ensure compliance with all governing regulations. Perform follow-up reviews.

k. Administer, monitor, coordinate, and develop acquisition policies and provide advice on matters pertaining to CIO contracts within the Command and Headquarters. Manage assigned contracts. Establish and apply appropriate Management Controls to ensure safeguarding of CIO resources in accordance with AR 11-2.

10-11. The IT/C4 Investment Management Division (IMD)

a. The Division develops, institutionalizes and facilitates execution of an IT Investment and Strategic

planning process which aligns IT Investments to USAR missions.

b. Functional personnel, supported by IMD personnel through decision support data and process facilitation, effectively manage the USAR IT investment portfolio to maximize USAR mission accomplishment.

c. Functional proponents and IT professionals cooperatively plan and execute IT projects that come in on time and under budget and provide mission value for the USAR.

d. Coordinate and facilitate the IT strategic, long-range, and annual planning process for the USAR.

e. Create an "as is" database of all IT requirements within the USAR.

f. Establish and maintain an USAR investment management portfolio for IT.

g. Provide process support to all USAR IT planning activities.

h. Facilitate functional managers' involvement at all levels in critical information technology decisions impacting their mission.

i. Provide recommendations based on analysis of IT investment proposals for architecture impact, costs, risks, and benefits.

j. Establish standards for requirements documentation.

k. Provide recommendations on consolidation of IT projects based on requirements.

l. Analyze IT project requirements documentation to validate compliance to standards, completeness, and deliverable enforceability.

m. Establish and enforce standards for project management.

n. Recommend individual project performance standards and controls.

o. Conduct In Process and After Action Reviews to ensure project requirements compliance.

p. Assess the contributions made by information and technology support assets to mission performance through customer feedback to ensure continuous improvement.

q. Develop a framework defining the essential USAR architecture models and artifacts to be built to support decision-makers at all levels and analyze current and future technologies for application to the USAR architecture.

r. Document "As Is" and "To Be" architectures consistent with the USAR architecture framework.

s. Enforce Business Process Reengineering to examine and standardize business processes and practices.

t. Collect and document requirements for improvement of USAR infrastructure in support of mission information requirements.

u. Identify distinct USAR support requirements for all Standard Army Management Information Systems (STAMIS) and formulate a comprehensive transition plan.

v. Integrate information, systems, and acquisition policy with DOD and DA initiatives.

w. Maintain a common USAR EIS/DSS architecture to support USAR business processes.

- x. Establish and enforce information, data, software, computer and communications standards.
- y. Provide IT investment management training for decision-makers and staff.
- z. Support the development and operation of appropriate data stewardship, data quality and data correction programs by the business functionals to ensure the highest quality of information available to decision makers at the local level through the global level of the USAR.

Section III

The CIO Information Assurance Office

10-12. Functions and responsibilities

The CIO Information Assurance Office develops, plans, coordinates, directs, and oversees the execution of the USAR Information Assurance (IA) Program, to include the communications security (COMSEC) and the Department of Defense Intelligence Information Systems (DODIIS) programs. The CIO Information Assurance Office will—

- a. Ensure USAR personnel use information and communications systems and related tools in ways that will adequately protect sensitive but unclassified and classified information without undue burden on productivity or mission effectiveness.
- b. Ensure security professionals operating at all levels establish and maintain a secure information systems environment that enhances mission effectiveness by ensuring the confidentiality, availability and integrity of USAR data.
- c. Develop policy and procedures and establish the IA management structure.
- d. Assess, establish, and oversee the IA training program.
- e. Identify and communicate IA and Force Protection resource requirements.
- f. Administer IA management control evaluations.
- g. Implement the Army Network Security Improvement Program (NSIP) to identify, develop, standardize, implement, and resource IA initiatives within the USAR.
- h. Identify and implement protection requirements for the USAR Military Information Environment (MIE).
- i. Establish and implement the Information Operations condition (INFOCON) plan to defend against and react to attacks to the USAR networks and systems. Establish USAR Crisis Response Teams, notification procedures, and reporting requirements.
- j. Identify, coordinate, and review USAR requirements for the Computer Defense Assistance Program (CDAP).
- k. Ensure Information Assurance is addressed in the USARC Force Protection Plan.
 - l. Manage, monitor, and evaluate the COMSEC, controlled cryptographic items (CCIs), and Secure Telephone Unit-Third Generation (STU-III) programs.
 - m. Manage the Department of the Army Cryptographic Access Program (DACAP)

n. Establish, manage, and oversee the Department of Defense Intelligence Information Systems (DODIIS) Program.

o. Program, manage, execute, and report Management Decision Packages (MDEPs) MS4X and QSEC resource requirements.

p. Manage and ensure compliance with the Telecommunications Security Monitoring Program.

q. Establish and manage IA reporting and compliance procedures for the DOD-mandated Information Assurance Vulnerability Alert (IAVA) process.

r. Manage the IA incident-reporting program.

Section IV

Army Reserve Information Systems Services Directorate (ISSD)

10-13. The CIO Army Reserve ISSD

The office of the Director, Army Reserve ISSD is in the USARC Headquarters and has general staff responsibility for providing Information Management (IM) support and services to the USAR. Services include: network security; COMSEC; IM property procurement and accountability; Wide Area Network (WAN) and Local Area Network (LAN) operations, services, and support; help desk support; systems integration, architecture development, software development, records management to include official mail, printing and publications; telecommunications and visual information; and management of information processing systems. Specific responsibilities include information management (IM) planning, information systems requirements analysis and assistance with the development of the information architecture and validation, technology assessment and standardization, data administration, program/budget management and life cycle systems management, to include definition, design, development, integration, training, deployment, operations, maintenance, evaluation and enhancement. The Director, Army Reserve ISSD serves as principal adviser to the Commander and staff on Information Systems Services issues. The Directorate is composed of the following: Office of the Director, Services Plans and Policy Office, Security Team, Property Team, Systems Integration Division, Network Services Division, and the Army Reserve Document Management Division. The CIO Army Reserve ISSD will—

a. Establish a sound and effective customer services and support program that will cover all service support areas and meet the goals and objectives of the organization. Present a clear understanding of service requirements, provide for effective management of service orders, maintain a high level of customer satisfaction and customer service orientation, and effectively manage the directorate's budget while offering the best products and services at reduced cost.

b. Provide certification authority for class 6 IM assets (\$200,000 and below) acquisition.

- c. Ensure USAR organizations are provided with information services and technical assistance support.
- d. Provide guidance and supervision to all assigned staff and operational elements.
- e. Supervise the overall administrative support service program, which includes:
 - (1) Review of correspondence.
 - (2) Receipt, distribution, dispatch, and control all USAR CIO correspondence, to include preparation of the USAR CIO reading files.
 - (3) Assignment of tasks to HQ USAR CIO staff elements for required actions and maintenance of the suspense system.
 - (4) Serving as primary POC for coordinating administrative actions with the SGS, as necessary.
 - (5) Monitoring and providing assistance in the proper maintenance of administrative files for the office of the Director, ISSD.
 - (6) Monitoring visits, conferences and briefings involving the Director, ISSD and tasking staff elements for briefings, escorts and other support, as required. Arrange for orientation visits for all newly assigned personnel.
- f. Maintain projected leave and TDY schedule of key directorate personnel (military and civilian) and coordinate TDY arrangements for the Office of the Director.
- g. Serve as controller for personal security badges for the CIO, which includes issuance and accountability and also clearance of personnel.
- h. Exercise staff supervision of the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) for the HQ USAR CIO staff.
- i. Serve as POC for all employee suggestions concerning the CIO.

10-14. Office of the Director, Services Plans and Policy Office

The CIO ISSD Plans and Policy Office will—

- a. Design, develop, and coordinate plans and policy for the implementation and execution of support and services-related responsibilities for the USAR and field units.
- b. Interpret defense, joint, and service policy and provide broad guidance to the ISSD staff in coordination with the IT/C4 Plans Directorate as appropriate. Disseminate policy guidance to HQ USARC and USAR wide staff, FORSCOM, other MACOMs, and subordinate commands.
- c. Serve as ISSD team leader directing and coordinating the design, development, and completion of assigned plans, policies, procedures, and guidance related to the Directorate. Form ISSD working group and Process Action Teams (PAT) to work on specific projects and assign actions using available CIO resources, including field unit representation. Conduct or participate in conferences, workshops, and meetings related to the development of CIO plans, programs, and policies.
- d. Formulate appropriate support and services USAR-wide operations plans (OPLANs) in support of

contingency operations and continuity of operations plans (COOP) in support of the USAR.

- e. Manage, maintain, and serve as focal point and repository for all directorate plans and policies ensuring documents are up-to-date and in conformance with higher headquarters guidance.

10-15. Office of the Director, Security Team

a. The CIO ISSD Security Team is composed of the Network Security Manager (NSM) and the COMSEC Program Manager.

b. The NSM is responsible for ensuring the Headquarters, USARC network servers, workstations, and all associated equipment and services are configured, operated, and maintained in accordance with all applicable security policies and regulations. The NSM will—

- (1) Develop and implement Information System Security procedures and protocols, ensuring compliance with applicable regulations.
- (2) Manage network security audit logs. Ensure the network logging and auditing procedures comply with all regulatory requirements. Review and purge audit logs, and initiate corrective action as required.
- (3) Establish and maintain network accounts, issue passwords and classified drives and other access-controlled devices and related items. Establish network permissions for all servers and routers. Document special network permissions.
- (4) Develop and implement the Internet access procedures and establish Internet access standards.
- (5) Prepare and maintain the Headquarters, USARC Network Accreditation. Conduct network vulnerability and risk assessments. Perform periodic testing of security procedures at all levels of network as required. Coordinate and schedule Network Operations Center inspections (safety, physical security, maintenance, etc.) as required.
- (6) Review all new requirements and changes to the Headquarters, USARC network to determine the security impact. Identify and evaluate the risk, and recommend appropriate security countermeasures.
- (7) Perform all Information Systems Security Officer functions, as described in AR 380-19.
- (8) When appropriate, approve the use of non-standard software within the Headquarters, USARC.
- (9) Develop the security configuration standards for the wide area network.
- (10) Develop, maintain, and enforce the Headquarters, USARC Network Security Policy and Procedures Manual.
- (11) Provide assistance to subordinate commands upon request.

c. The COMSEC Program Manager is responsible for coordinating COMSEC program matters between RSCs, Direct Report Commands (DRCs), Installations, FORSCOM, U.S. Army Communications Support Logistics Activity (USACSLA), National Security Agency (NSA) and Headquarters, and U.S. Army Reserve Command (USARC). The COMSEC Program Manager will—

(1) Serve as HQ USARC POC for the review and dissemination of higher headquarters COMSEC Program policies, operational procedures, and CCI incident reporting.

(2) Review, process, and recommend approval for establishment of new COMSEC facilities and ensure facility assessments and surveys are completed.

(3) Monitor compliance with Department of the Army COMSEC Access Program (DACAP) for Top Secret account, ensure each unit has an appointed POC, and conduct related command inspections.

(4) Issue and account for COMSEC Equipment and ensure equipment maintenance and modification requirements are properly executed.

(5) Serve as voting member and command representative on the Army Key Management System Program working group.

(6) As the Command Authority for Electronic Key Management System (EKMS), select and register User Representatives at each command, establish Department/Agency/Organization (DAO) description, and monitor and maintain accurate User Representative information resident at the Key Management System (KMS).

10-16. Office of the Director, Property Team

The Property Team Chief, with a staff of three, is responsible for all procurements dealing with automation, telecommunications, and audiovisual equipment for the USARC HQ. The Property Team Chief will—

a. Manage warehouse space requirements for staging of new equipment and turn-in of old equipment.

b. Provide all necessary accessories for printers, fax machines, and copiers for the USARC HQ.

c. Manage and controls the Property Book register for the USARC HQ and issue equipment using DA Form 2062.

d. Manage all IMPAC purchases and processing of monthly IMPAC bills for the USARC HQ.

e. Monitor procurement and payment actions (DA Form 3953) and DD Form 1155; ensure release of appropriate contracts (DD Form 115) for purchase of hardware, software, and maintenance; after receipt of equipment or service, close out contracts with vendors for proper payment to vendor; manage all modifications to contracts and ensure the best equipment is purchased for the dollars spent; and review Defense Finance & Accounting System (DFAS) reports to ensure disbursement of payments to vendors.

f. Coordinate for the set up of required IT equipment to support conferences, workshops, and USARC functions at specific sites.

g. Assist in the development of the directorate's yearly budget.

h. Effect lateral transfer actions and equipment procurements for field units.

10-17. Document Management Division

a. The Document Management Division is a subordinate element of the Army Reserve ISSD. It is

composed of the Deputy Director and five branches - Records Management Branch, Publishing, Printing and Official Mail Branch, the Command Postal Operations and Official Mail Branch, the OCAR Document Management Team, and the AR-PERSCOM Document Management Team. The functions and services provided are described in the paragraphs below.

b. The primary objectives and functions of the Division are to—

(1) Establish administrative policies for the USAR.

(2) Ensures effective and efficient functioning of the records management programs, the USAR NATO subregistry and its control points, USAR mail and distribution centers, the copier programs, printing and publishing programs.

(3) Provides timely, cost-effective publishing, printing, and official mail services to HQ, USARC and manages these programs USAR-wide, maximizing on the efficient use of allocated resources.

(4) Ensures USAR military postal companies pre-packs are at the highest state of readiness.

c. *The Document Management Division will—*

(1) Develop, implement, and provide USAR-unique policies, procedures, and program management for operation of the following administrative programs and services: Records management, official mail and distribution, printing and publications, office copiers, NATO document control, USAR postal operations, and management information control.

(2) Oversee the control, access and storage of records in all media.

(3) Establish acquisition criteria for newer technology products relating to records management and publishing and printing.

(4) Inspect, assist, and monitor subordinate commands to determine effectiveness of programs and to ensure units are trained and equipped to meet their mobilization mission.

(5) Provide support services to USARC Headquarters and subordinate activities.

(6) Conduct inspections and assistance visits to the USARC MSCs and installations and United States Army Reserve, Adjutant General (USAR AG) (Postal) Companies and USAR NATO control points.

(7) Represent the CIO at meetings, conferences, and staff visits to higher, adjacent, and subordinate commands relating to records management, including official mail; publications and printing; micrographic matters; USAR AG (Postal) companies; the Central U.S. Registry (CURS); and USAR NATO control points.

(8) Act as Contracting Officer Technical Representative.

d. *Records Management Branch.*

The Records Management Branch will—

(1) Develop USAR-wide records management and NATO subregistry and Control Point policies and procedures.

(2) Develop and implement command-wide programs to identify, develop, issue, and periodically review recordkeeping requirements for records for all command activities, at all levels and locations, in all media, whether paper, microform, audiovisual, cartographic, or electronic (including those created or received using electronic mail).

(3) Administer the Army Freedom of Information Act (FOIA) and Privacy Act (PA) programs and the Management Information Control System.

(4) Provide technical supervision and evaluate or inspect the administrative policy and services programs at each USARC Major Subordinate Command, USARC Installation, and the HQ, USARC staff elements in accordance with: AR 25-1; USARC Regulation 25-1; USARC Pamphlet 25-1; and USARC Memorandum 25-1.

(5) Apply Federal recordkeeping guidelines and establish command-wide policy for emergent technologies, such as electronic mail and electronic document management.

(6) Coordinates policy development with the Office of the Secretary of Defense, National Archives and Records Administration (NARA), Director of Information Systems for Command, Control, Communications, and Computers (DISC4), DA DCSPER, the National Institute of Standards and Technology and other Federal agencies directing or guiding the implementation of new systems.

(7) Develop contingency plans for and manage the HQ USARC vital records program that involves collecting, storing, shipping, and inspecting duplicate emergency records stored at alternate file sites (see AR 340-26).

(8) Serve as the USAR staff proponent for publication in the Federal Register of rules affecting the public. (see AR 25-1.)

(9) Manage and control the USAR's FOIA Program, to include formulating policy guidance and furnishing written and telephonic guidance to the field on a daily basis.

(10) Receive, control, and respond to all FOIA requests received in the USARC to ensure full compliance with the law.

(11) Prepare and submit the annual consolidated FOIA Cost Data Report, which is included in the DOD report furnished to Congress. (See AR 25-55, Freedom of Information Act Program.)

(12) Serves as proponent for USAR administrative policies and procedures.

(13) Publish USARC Memorandum 25-1, USARC Staff Officer's Handbook. Coordinate with SGS for Command Group procedures.

(14) Conduct management studies and special projects.

(15) Serve as proponent for USAR Office Symbol Program. Approve and assign basic office symbols for HQ, USARC Staff elements, USARC MSCs, and USARC installations. Publish USARC Circular 25-XX-50. (See AR 25-1.)

(16) Develop files management policies and procedures for the USAR. Manage the Modern Army Recordkeeping System (MARKS) Program as it relates to files maintenance and disposition of Army records. (See AR 25-400-2.)

(17) Establish, supervise, develop policies and procedures, and execute the Electronic Recordkeeping Program. (See AR 25-400-2.)

(18) Establish and supervise the Correspondence Management Program and the Army Writing Program. (See AR 25-50 and DA Pam 600-67.)

(19) Formulate policies and procedures for the Management Information Control Program in order to control and reduce administrative workload at our subordinate units. Act as the HQ, USARC Management Information Control Officer (MICO) and manage the USAR program. Review and approve requests to establish recurring reporting requirements. Investigate reported violations of the Management Information Control System. Conduct reviews of the USARC Requirements Control Symbols (RCS's) on an as-needed basis. Review all USARC publications, including the Command Bulletin, "Voice of the Double Eagle" for unauthorized reporting requirements. (See AR 335-15.)

(20) Chair the Headquarters Management Information Control Committee. The purpose is to train and educate the staff Management Information Control Liaison Officers and to evaluate the Headquarters information reporting requirements. (USARC Memo 25-1, Staff Officer's Handbook.)

(21) Update and publish an index of USARC reporting requirements annually as USARC Cir 25-XX-XX, List of Approved Recurring Management Information Requirements. (See AR 335-15.)

(22) Plan and develop application standards, requirements, and procedures to collect and process management information control data required for automation enhancement, increased productivity and optimum access and use of the database. (AR 335-15.)

(23) Manage the Terminology, Abbreviations, and Brevity Code Management Program. Publish a compilation of USAR-related terms, acronyms, and brevity codes. (See AR 310-25; AR 310-50; JCS Pub 1-02; and USARC Pam 25-31.)

(24) Manage and control the USAR's Privacy Act (PA) Program to include formulating USAR policy guidance and furnishing detailed training materials and procedural assistance on a daily basis. Receive, control, and respond to all PA requests received to ensure full compliance with the law. Prepare and consolidate the Privacy Act annual report. (See AR 340-21.)

(25) Manage the USAR's electronic document management system program. Develop USAR policies and establish USAR standards. (See AR 25-400-2 and AR 25-1.)

(26) Approve USAR-wide acquisition of electronic document management system software, nonstandard automated and high density filing equipment, physical file

retrieval and delivery systems, and electronic file storage equipment. Perform cost analysis to validate cost effectiveness of equipment. (See USARC Reg 25-1.)

(27) Serve as a member of the CIO Installation Management Committee. Develop policies and procedures and supervise actions relating to the changes in status, transfer of functions, and management of records and administrative services equipment upon change of status.

(28) Act as CIO Historian. Prepare historical reports and submits to Command Historian.

(29) Administer Records Management training to HQ Installations and subordinate units.

(30) Conduct basic and refresher training at subordinate headquarters and locally in—

- (a) MARKS, Correspondence preparation.
- (b) Privacy Act, Freedom of Information Act.
- (c) Management Information Control System (MICS).

(d) Preparation of Official Mail.

(e) Effective Army Writing.

(f) Electronic Document Management.

(31) Conduct the Administrative Procedures portion of the Newcomers Orientation sessions and provide tutorial sessions at an annual conference.

(32) Develop POIs, training aids and handouts. (See AR 25-1 w/FORSCOM Suppl 1 and USARC Reg 25-1.)

(33) Develop USAR-wide administrative procedures for all of the records management subprograms for inclusion in USARC Pamphlet 25-1.

(34) Serve as the USARC NATO Subregistry Officer. Maintain a NATO Subregistry (See AR 380-15 and USSAN Instruction 1-69.)

(35) Conduct an annual inspection of each subordinate NATO Control Point. (See AR 380-15 and USSAN Instruction 1-69.)

e. Command Postal Operations and Official Mail Branch.

The Command Postal Operations and Official Mail Branch will—

(1) Formulate USARC policy and procedures pertaining to Postal Operations and Official Mail Control. (See AR 25-51 and AR 600-8-3 w/USARC Suppl 1.)

(2) Act as liaison to field representatives of the U.S. Postal Service for actions related to official mail. (See AR 25-51.)

(3) Maintain statistics for postage usage by subordinate activities. Recommend official mail funding levels for subordinate activities. Serve as functional manager for the Positive Accountability Postage Administration System. (See USARC Suppl 1 to AR 25-51.)

(4) Develop and plan for official mail distribution procedures for command exercises and contingency operations, as required.

(5) Provide input for mobilization plans, TOE, and TDA for USAR operations, and write annexes for mail handling procedures to conform to appropriate policies and requirements.

(6) Serve as Command Official Mail Manager. Perform duties listed in AR 25-51, Official Mail and Distribution Management.

(7) Inspect management of the program and operation of the Mail Centers for each USARC MSC/Installation that reports directly to the USARC.

(8) Prepare consolidated Semi-Annual Postage Expenditure Report (ISC 76) (USARC Form 1000-R) to report command-wide postage expenditures.

(9) Evaluate USAR Postal units based upon site inventories and inspections. Make recommendations for deployment.

(10) Manage and inspect USAR AG Postal units' mobilization pre-packs and their postal operations training as required by DOD 4525.6-M and United States Postal Service (USPS) Publication 138.

(11) Cross-level USPS capital equipment for mobilizing USAR Postal Units or loan equipment from the postal pre-packs maintained by HQ USARC. Coordinate capital, accountable, and sensitive equipment needs with Military Postal Service Agency and HQDA Postal Officer and the U.S. Postal Service.

(12) Act as the Postal Finance and Supply Officer for the Command. Secure and maintain a \$100,000 stamp stock and enough blank money orders to allow for immediate issue in the event of a major regional conflict. Issue stamps and blank money orders to mobilizing USAR Postal Units.

(13) Coordinate contingency military postal operations with DCSOPS mobilization branch, DCSFOR, FORSCOM, and DA.

(14) Administer the Official Mail and Distribution and Military Post Office (MPO) pre-pack Training Programs.

(15) Conduct basic and refresher training at subordinate headquarters and locally in: Official Mail, and distribution administration of the MPO pre-packs.

(16) Serve as expert, planner, coordinator and adviser for agency policy regarding contingency postal deployment mobilization planning, natural disaster or postal strike activities, within DOD constraints.

(17) Develop judgments, inferences, assumptions, and conclusions as to the affect that postal contingency plans have on current and future USARC operations.

(18) Prepare and provide information to top management to keep them aware of status of Postal Companies workforce readiness.

(19) Develops Master Scenario Events List (MSEL) for subordinate RSCs and PERSCOMs having control over 40 Postal Companies.

(20) Evaluate results of contingency operations, prepare reports for corrective actions, and lead contingency evaluation by providing comprehensive lessons learned.

(21) Serve as expert PAT member on DOD Task Force reorganization of all military postal functions.

(22) Within overall USARC guidance, develop and coordinate formal agency long-range postal force validation guidance covering structuring, equipping,

training, manning, sustaining, deploying, stationing, funding, and readiness.

(23) Develop POIs, training aids, and handouts.

f. Publishing, Printing, and Official Mail Branch.

The Publishing, Printing, and Official Mail Branch will—

(1) Manage the self-service Copier, Micrographics, Publishing, and Printing Programs, in accordance with AR 25-30. Review, coordinate, process, analyze, and approve proposals for systems and equipment.

(2) Review and validate IMA command operating budget and POM inputs from USARC MSCs for copiers, printing equipment, contracted out printing, and micrographic equipment. Prepare funding requirements for HQ, USARC copier, printing, and HQ USARC official mail programs.

(3) Manage the Forms Management Program in accordance with AR 25-30.

(4) Analyze, review and evaluate subordinate MSCs printing/reproduction facilities.

(5) Manage and control printing requirements from HQ, USARC. Prepare annual printing reports for the Command. Prepare HQ, USARC printing program funding requirements.

(6) Supervise and establish policy for the USARC Publications Program. Provide technical guidance and make staff visits to field activities to assist and evaluate operations.

(7) Manage and operate the USARC Publications Distribution Center. Maintain publications accounts for over 4,300 USAR units.

(8) Direct annual validation of publications accounts.

(9) Manage the Periodicals and Pamphlets Program (see AR 25-30).

(10) Review, edit, determine format, index, and publish USARC numbered administrative publications. Edit and publish the HQ, USARC Bulletin, Voice of the Double Eagle, and the HQ USARC Staff Directory. Act as proponent for USARC Pamphlet 25-30.

(11) Develop and monitor training programs for publications and forms account maintenance of staff agency and unit accounts (see AR 25-30). Monitor DA-12 series accounts for HQ USARC staff agencies.

(12) Review, approve or disapprove, or provide recommendations to the Director, Information System Services on all requests for printing, binding, and related equipment. Serve as the Command Printing Control Office.

(13) Review program and budget for all field printing and publishing equipment requirements. Review Information Modernization Plan input from MSCs for all printing and publishing equipment processes.

(14) Develop and maintain long-range requirements for conventional and electronic publishing and printing in the USARC. Evaluate technical developments with a view towards enhancing productivity and improving reliability and portability throughout the printing and publishing discipline of the Information Mission Area.

(15) Supervise planning for electronic publishing and printing including communications aspects of program initiatives.

(16) Maintain the HQ, USARC administrative library.

(17) Serve as the proponent for the USARC Reduction in Unit Publications Program.

(18) Maintain DA, FORSCOM, and USARC publications account for the Director, Information Systems Services.

(19) Consolidate input from the CIO for staff directories.

(20) Supervise the management and operation of the USARC Duplicating Center.

(21) Operate the HQ, USARC Official Mail and Distribution Center including classified controlled mail and special handling authorization; e.g., registered, insured and express mail, to include private carrier mail.

(22) Act as the Contracting Officer Representative (COR) for the Official Mail and Distribution contract. Manage the contract and ensures the Contractor's performance is as prescribed by the contract.

(23) Serve as Official Mail Manager for the HQ USARC staff performing the duties listed in AR 25-51.

10-18. Network Services Division (NSD)

The NSD exercises primary staff responsibility for management of automation, video conferencing, data communications, telecommunications, hardware, and software operations for the USAR. The NSD develops and implements standards for the USAR. The NSD ensures standards compliance on all IM hardware and software procurements. The NSD mission is to provide automation and communication resources to our customers in a simple, responsive, and cost effective manner. The Network Services Division is composed of the Network Operations Branch, Telecommunications Branch, Customer Support Center and the RCAS SSC Help Desk Team.

a. The Wide Area Network (WAN) Operations Center.

The WAN Operations Center will—

(1) Develop, implement and maintain management processes and procedures in conjunction with the USAR Wide Area Network and within established guidelines.

(2) Manage and operate the USAR Wide Area Network domain by analysis of network activities; performance of routine and emergency maintenance; establishment and implementation of standard troubleshooting procedures; and by providing all required network services.

(3) Provide network management, including network traffic analysis, hubs, routers, servers, switch, and circuit management. Provide web services via Internet and Intranet.

(4) Server management responsibilities include: Bridge head servers; Remedy Server; Web Servers; RAS Servers; WAN Functional Servers (ADARS, USARCSQL, and ATLAS); FTP Server; and WAN PDC.

(5) Provide switch management support including ATM switches; Routers; and HUBS.

(6) Provide circuit management support, which includes Circuit Management and monitoring after the circuit is operational, and coordination with vendor on issues with circuits.

(7) Perform administration duties associated with managing a wide area network, such as: procurement actions; budget management; personnel and equipment evaluations; training; project management; inter/intra staff coordination, planning, prioritizing and guidance; etc.

(8) Manage and administrate the Command relation portion of the USAR WAN, including serial ports of routers, circuits, IP addresses and log-on configurations.

(9) Identify requirements for new hardware and software for WAN improvements.

(10) Provide network services including, but not limited to: electronic mail connections, Internet/Intranet access, database hosting and access, and remote access services.

(11) Establish interoperability standards for all USAR Command and Agency Networks and coordinate interoperability with other networks.

(12) Maintain network diagrams for major sites and assists RSCs and DRCs bringing up new sites.

b. Local Area Network (LAN) Operations Center.

The LAN Operations Center will—

(1) Have responsibility for the daily operation and maintenance of the classified and unclassified Local Area Network hardware and software. Provide technical support and guidance for the implementation and maintenance of shared hardware and software resources for the USARC Headquarters. Comply with established policies and guidelines to accomplish these functions.

(2) Manage and operate the HQ, USARC Local Area Network Domain by analyzing network activity, performing routine maintenance, performing emergency maintenance and establishing and implementing standard troubleshooting procedures.

(3) Perform administration duties associated with managing a local area network, such as: procurement actions; budget management; personnel and equipment evaluations; training; project management; inter/intra staff coordination, planning, prioritizing and guidance; etc.

(4) Configure, manage, and administrate the USARC classified and unclassified LAN, including edge devices, local servers, and log-on configurations.

(5) Coordinate and execute maintenance and repair of LAN equipment in conjunction with manufacturers, vendors, and repair technicians.

(6) Identify requirements for new hardware and software for LAN improvements.

(7) Provide network services including file and print sharing, electronic mail, and database hosting within the LAN.

(8) Responsible for installing and maintaining LAN drops and LAN SQL servers, maintaining, and configuring backbone Edge Devices and hubs.

(9) Install, configure, troubleshoot, and maintain Exchange Mailbox Servers and monitor uninterrupted power supply (UPS). Provide local E-mail directory services to include maintenance and posting of the Official and Unofficial Bulletin Boards.

(10) Monitor HP Openview in the LAN environment.

(11) Coordinate and establish workstation configuration standards for USARC LAN users in cooperation with Directorates and Tenant Activities.

(12) Coordinate with Customer Support Center for maintenance of workstation configuration standards, development of user training, and escalation and de-escalation of Remedy trouble tickets.

(13) Maintain Network Diagrams for the USARC LAN.

(14) Have responsibility for the configuration, planning, implementation, and monitoring of the Windows Internet Name Service (WINS) and Domain Naming System (DNS), local Desk Top Administrator (DTA), and for switch management.

(15) Perform local database management to include creating and supporting necessary databases, scripts, queries and reports.

(16) Have responsibility for Server Management, including backup domain controllers, exchange mailbox servers, local database servers, local file and print servers, local DTA/HP Openview servers, WINS, DNS, proxy servers, Cheetah servers and CD-ROM towers.

(17) Develop and maintain backup and recovery procedures for LAN systems. Develop and implement Contingency Plans.

c. Reserve Component Automation System Service Support Center (RCAS SSC) Help Desk.

The RCAS SSC Help Desk will—

(1) Support the fielding of new RCAS releases as a focal point for migration and technical issues associated with the release.

(2) Accept trouble calls for maintenance support. Provide for replacement parts from the Hardware Maintenance Desk. Provide on-site sustaining engineering support for RCAS equipment through the RCAS Sustaining Engineering group.

(3) Support the repair of RCAS hardware, support reload of software and provide consultation for RCAS hardware and software problems.

(4) Support Operational Integration Site (OIS) testing for new RCAS releases. Enter and escalate tickets from the test command or group during OIS and support migration of the release for testing.

(5) Provide network monitoring and report any outages to the United States Army Reserve Network Operating Center (USAR NOC).

d. Customer Support Center.

The Customer Support Center will—

(1) Increase the USARC's productivity by providing a single POC and responsibility for rapid closure of our users' technology problems. Support approximately 1,500

USAR personnel for the use of technology. The number supported will expand to include all USAR automation users.

(2) Provide on-site first level technical support and assistance with commercial off-the-shelf software (COTS) and provide informal basic training to users of the technology.

(3) Assist in the identification, planning, purchasing, setup and distribution of new automation equipment.

(4) Maintain and troubleshoot Operating System computer software and peripherals (printers, scanners, tape drives, e.g.).

(5) Research specific hardware/software problems that cannot be resolved in-house.

(6) Clean and reconfigure old equipment in preparation for redistribution within the Headquarters and to subordinate units.

e. Telecommunications Branch.

The Telecommunications Branch will—

(1) Evaluate, validate, coordinate, and process telecommunications requirements for the USAR (command wide) which includes AR-PERSCOM, OCAR and all RSCs and DRCs and installation.

(2) Provide staff assistance with telephone installation, telephone troubleshooting and telephone moves.

(3) Provide technical information, expertise, and assistance to other staff agencies on matters concerning data, voice, radio, visual information, and multimedia applications.

(4) Review engineering proposals concerning information management for all MCAR projects. Must review and approve all projects to include project drawings and statements of work (SOWs). This includes all major building rehabilitation projects and USAR and Command initiated moves.

(5) Maintain liaison with command, control, and communications (C3) system architects of HQ FORSCOM on issues relating to telecommunications.

(6) Serve as primary POC for Address Indicating Group (AIG) for electronic message transmission of data.

(7) Provide command wide guidance and for the management of their telecommunications assets to include budgeting review and ordering procedures.

(8) Provide and coordinate telecommunications support for all General Officer Conferences and other special projects as required.

(9) Provide command wide management information for telephone services, pagers, cellular phones, fax, and multimedia services and manage the USAR Frequency Management Program.

(10) Order all circuits for the Commands and agencies supported by Information Services, review and validate all long haul circuits, supervise Next Communication (NEXCOM) implementation and provide assistance with Video Tele-Conferencing (VTC).

10-19. Systems Integration Division (SID)

The Systems Integration Division (SID) is responsible to plan, acquire, develop, integrate and deploy an integrated IT system throughout the USAR to support commanders, staffs and functional managers in the readiness, mobilization and administration of USAR forces. The SID receives the hand off of strategic direction and long-range (2-7 years out) plans from the IT/C4 Plans Directorate, and delivers operational and sustainable IT sub-systems to the Network Operations Division. In short, SID may be thought of as an IT factory, bringing theories and concepts to reality. The SID is organized functionally, with elements aligned to meet the demands of Data Management and Application Integration and Development, liaison with functional areas, and Network Infrastructure and Services Integration and Propagation. The SID is composed of a Field Support Branch and consists of the following: Architecture Team; Integration Team; Accounts Manager; Configuration Management Team; Software Development Team; OCAR Team; and St Louis Team. The primary functions of the SID are: software application development and integration – “One Desktop”; data integration and standardization – “One Database”; network development and integration – “One Enterprise”; and configuration and life cycle management.

a. Specific roles and responsibilities of each element of the SID are described in the following paragraphs; however, all elements and personnel are responsible for:

(1) Participating (as necessary) in Integrated Product/Process Team (IP/PT) Processes.

(2) Contributing to the Systems Integration (SI) Lessons-Learned Process.

(3) Supporting the SI Risk Management Program.

(4) Technical support for audits/reviews.

(5) Technical evaluation of request for proposals and engineering change proposals (CCP/ECP).

(6) Managing activities within the SI Master Schedule.

(7) Supporting the development of Project documentation policies, rules, and regulations.

b. Office of the Director, SID.

The Director is primarily responsible for communicating the strategic direction of the USAR to the elements of the SID, and coordinating developmental and implementation efforts to meet those strategic requirements. Further, the Director acts as the prime POC between the SID as a whole and all internal and external customers. The functions of the Director are as follows:

(1) Provide the specific control necessary to achieve the USAR strategic objectives.

(2) Oversee the life cycle management, technical, and administrative activities related to the planning, design, acquisition, development, integration, and deployment of the USAR Information System.

(3) Report directly to the Information System Services Directorate, which provides the Systems Integration Division with specific duties and responsibilities. In general, the Director manages—

(a) Overall direction and guidance associated with the project management, design, acquisition, development, integration, testing, deployment, product improvement, and sustainment of the USAR Information System as tasked by the CIO.

(b) The functioning and efficiency of SI is to include the coordination, integration, and management of subordinate managers, office chiefs, technical and professional personnel, and support contractor resources.

(c) Service planning, service ordering, service delivery, and budgeting oversight.

(4) Effective cooperation and coordination between SI and the user community, as well as other Government agencies and departments.

(5) The presentation and justification of SI positions and Information System Project status.

(6) Define categories for service charges, administers commercial rates as defined by the IT/C4 group to be charged for services, and use commercial rates to provide services peak flexibility and “profit” insurance.

(7) Work with other Government agencies/departments, industry, and academic technical communities in an effort to integrate evolving technological concepts and developmental efforts into the USAR Information System.

c. Office of the Executive Officer.

The Executive Officer is primarily responsible for managing day-to-day operations of the Systems Integration Division; and, in the absence of the Director, may perform the duties of the Director. The Executive Officer is the Director’s ‘right hand’, providing day-to-day management and supervision of all Systems Integration Division elements. Additionally, the XO provides both the Director and other Systems Integration Division elements with a ‘sanity check’, providing advise on all matters pertaining to technical issues, direction, and policy. Specifically, the XO is responsible to the Director for—

(1) Ensuring all engineering-related work is based on sound scientific and engineering practices, and securing appropriate technology and engineering tools to support the effort.

(2) Planning, coordinating, and establishing short and long-range goals and objectives to provide the foundation for technical products, services, and methodologies.

(3) Providing input into the systems integration function and coordinating the flow of products between other Project offices to ensure technical continuity.

(4) Assuring the USAR Information System achieves technical consistency and compatibility with the initiatives, objectives, plans, and policies governed by the DOD and DA to include the Joint Technical Architecture Army (JTA-A) and Performance Information Infrastructure - Common Operations Environment (PII COE).

(a) Conducting special studies and overseeing special interest projects.

(b) Developing the USAR Information Systems Evolution Plan (SEP).

d. Field Support Team.

(1) The Field Support Team is responsible for development and implementation of a single, seamlessly integrated network infrastructure throughout the USAR. The USAR network will support the needs of all commanders, staff and unit personnel in their day-to-day operations, as well as surge operations such as mobilization and deployment. The Field Support Team is responsible to incorporate new and existing technology into the network environment, as well as identifying areas whereby the USAR Return on Investment in automation may be maximized. The Field Support Team is the executive agent in the building of the network; and, will build a test-bed for prototyping and proofing network enhancements before wholesale implementation. The Field Support Team is comprised of two groups: the Architecture and Engineering Group and the Integration Group. The functions of the Field Support Team are as follows:

(a) Conduct site visits to determine, area by area and site type by site type, who the network customers are, what they expect and what they really need. Determine what forces and external constraints have influenced prior network development, and what forces still exist. Identify and ensure all statutory, regulatory and traditional guidelines are in place. Identify the short and long-term goals the particular portion of the enterprise should be directed toward.

(b) Field Support Team will produce documentation, providing a useful, readable guide to all known regulations, trends, designs, etc.

(c) Field Support groups serve as advisers, overseers, guides, and trouble-shooters of the installation/integration process.

(d) Field Support groups will investigate, experiment and prototype network enhancement and expansion to provide new services.

(2) Architecture and Engineering Group.

The Architecture and Engineering Group will—

(a) Perform the investigation and design necessary to plan for system-wide integration, and will seek out ways to maximize Return on Investment.

(b) Perform integration and enhancement planning for the USAR enterprise.

(c) Prepare documentation, communicating the individual site design elements to the Implementation staff.

(d) Investigate USAR sites and organizations to determine enterprise requirements.

(e) Develop strategic and operational implementation and integration plans, including transition planning.

(f) Coordinate all network implementation and integration with the Network Services Division.

(g) Coordinate design and implementation with functional proponents to ensure that functional needs are met.

(h) Develop specific designs and implementation procedures and processes for network integration and enhancement.

- (i) Document the development process, capturing requirements and constraints.
- (j) Coordinate and manage the activities of the other Field Support activities.
- (k) Investigate areas and services to migrate or host on the USAR network.
- (l) Develop a methodology to provide Video-Conferencing and Voice communications over the USAR network.
- (m) Develop prototype installations to determine feasibility or performance characteristics.
- (n) Perform performance and traffic analysis on elements of the existing network.

(3) **Field Support Integration Group.**

The Field Support Integration Group will—

- (a) Provide the field assistance necessary to effect the implementation of the approved network architecture/design.
- (b) Provide on-site and remote assistance to all USAR activities and personnel to implement the approved network design.
- (c) Coordinate the integration of all USAR automation assets, including legacy equipment, ‘stove-pipe hardware’, new procurement and RCAS sub-systems, to build a single, seamlessly integrated network.
- (d) Work closely with the Architecture and Engineering group, ensuring the final product is within the design specifications.
- (e) Maintain a list of target USAR sites and facilities in need of network integration, installation or enhancement.
- (f) Conduct surveys, when required, to prepare detailed installation instructions and SOWs.
- (g) Perform USAR executive agency activities (fielding assistance, integration, etc.) for the RCAS program.
- (h) Prepare orders (Requests for Service (RFS)) and track their completion to provide WAN connectivity to all USAR sites and facilities.
- (i) Provide on-site assistance and technical guidance to all USAR sites and organizations, “Go and get it done.”
- (j) Document all activities including, but not limited to site visits, TDY, vendor and contractor communications, and command specific guidance.
- (k) Coordinate all network implementation and integration with the Network Services Division.
- (l) Provide the Architecture/Engineering group with feedback concerning sites or facilities where additional design is required.
- (m) Assist the Architecture/Engineering group in refinement and specialization of site designs where physical topology or unique requirements warrant.
- (n) Advise and direct network administrators and installation sub-contractors, as required.
- (o) Maintain an up-to-date status of all on-going infrastructure initiatives

e. **Software Development Section.**

The Software Development Section is responsible for identifying all functional requirements pertaining to data management, handling and processing within the USAR. Once identified, the Software Development section is responsible for developing and integrating all data-related activities into a single, integrated package. Sub-elements within the Software Development section will work closely with their counterparts in the Account Manager section to identify both the real and perceived user requirements, and will then develop and integrate applications to meet those needs. The functional proponent is responsible for functional requirements and for gathering requirements and completing documentation prior to being submitted to a software developer. The IT/C4 Plans Directorate provides standards and formats for requirement documentation. The Software Development Section is composed of six Development teams, a Systems Design Group, a Systems Documentation Group, an RCAS Cell, and a Technical Support element. Sub-elements are as follows:

(1) **System Design Group.**

The System Design Group will—

- (a) Provides the appropriate Development Team(s) the guidance and administrative support needed to satisfy functional requirements.
- (b) Identifies all real and perceived functional requirements. With the requirements in hand, the System Design group will oversee and assist the appropriate Development Team in systems analysis, data modeling, and process design.
- (c) Provides technical assistance to both the Documentation group and the Help Desk group, as required.
- (d) Assists the Configuration Management section in conducting all configuration and life cycle management, and providing quality assurance.
- (e) Assists the functional proponents in developing the training points/plans required to produce fully capable users.
- (f) Conducts Functional, Allocated, and Product Baseline Oversight.
- (g) Performs system analysis and high-level technical assessments necessary to assist the user in defining and documenting the scope of each software development project.
- (h) Performs Government off-the-shelf (GOTS) functional and technical assessments.
- (i) Conducts Special Studies and Analyses.
- (j) Manages development of logical and physical models and requirements.

(2) **Development Teams.**

The Development Teams will—

- (a) Develops new or existing software packages into a single package with standard data elements and consistent user interface which both meets functional area requirements and user expectations.
- (b) Each Development Team works within a specific functional area to ensure consistency of effort.

(c) Each Development Team works closely with the Systems Design group, the Account Manager section, and the functional proponent to produce integrated application packages.

(d) The Team leader within each Development Team ensures that each application package meets the functional proponents requirements and expectations, is developed on schedule, and meets all stated architectural guidelines – “One database, one desktop”. Specific functions of each team are:

— Systems Analysis: Gather requirements; identify all applicable statutory, regulatory and procedural guidelines; and develop data and process design.

— Application Development: Develop application with functional input; provide Beta software for testing; test and improve; and finalize and field with functional concurrence.

— Documentation: Provide system analysis; Technical documentation; test plan and monitor results; and finalized system document through deployment.

(3) Systems Documentation Group.

The Systems Documentation Group will—

(a) Is responsible for creating a concise historical record of each application; create user oriented system documentation, and training material.

(b) Works closely with the other System Development groups to produce a concise historical record of each application to include all functional proponent guidance and correspondence, minutes of meetings, etc.

(c) Produces user-oriented material specifically for the end user, facilitating maximum effectiveness with the application for the user.

(d) Maintains requirements and system documentation.

(4) Help Desk Group.

The Help Desk Group will—

(a) Works with the end user to maximize effectiveness, and resolve problems.

(b) Works directly with the end user community to identify and resolve problems and misunderstanding concerning System Development produced or supported applications.

(c) Works with the other System Development groups to pass along ‘lessons learned’, and ‘fine tune’ documentation, training materiel and help files. Specifically, the Help Desk assists end users in problem resolution, builds database of problems, issues and resolution, provides feedback to other System Development groups as appropriate, and assists the Configuration Management section as required.

f. Account Manager Section.

The Account Manager Section will—

(1) Responsible for maintaining contact between the functional communities (DCSOPS, DCSLOG, DCSPER, etc) and the other elements of the Systems Integration Division and provides liaison between integration and development teams and the functional community and customers.

(2) Provides accurate translation of functional area needs and expectations into system requirements.

g. Configuration Management Section.

The Configuration Management Section will—

(1) Responsible for all configuration, release and life cycle management, and risk management. Performs and manages the testing and quality assurance process, maintains the data dictionary and software object re-use library, and provides Data and Object Management.

(2) Provides assistance in the area of GOTS data migration and oversees and evaluate N-Tiered Object Model.

(3) Performs Configuration Management, provides Release Management, develops the Release Implementation Plan and Schedule, and develops and maintain the Release Management Process. Integrates the hardware and software products into a release.

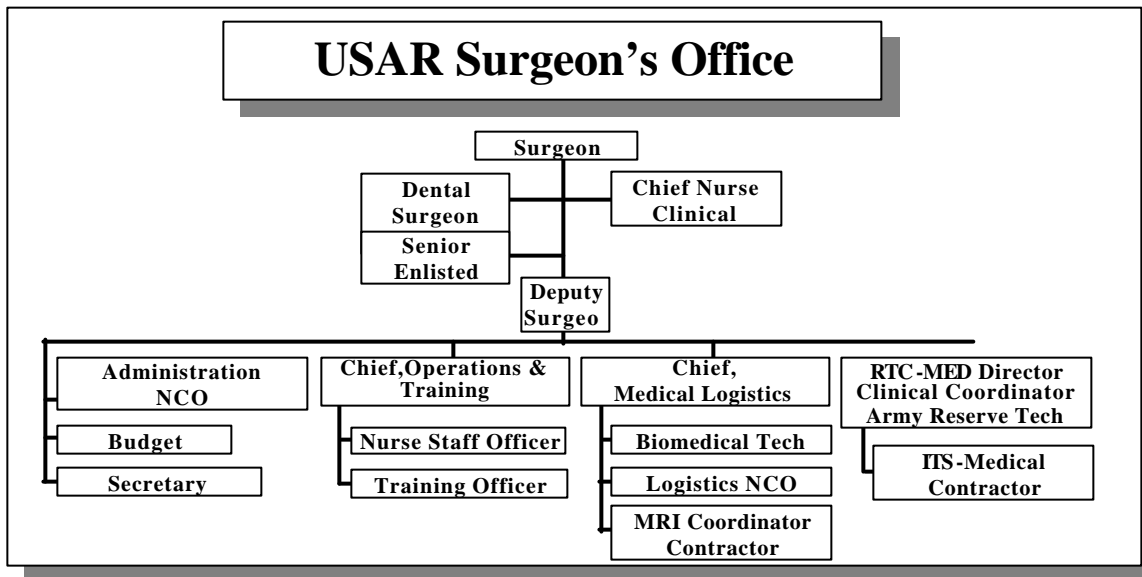
(4) Participates in Local Configuration Management (LCM) Requirements Management Teaming and GOTS/COTS functional and technical assessment activities and conducts process and technology assessments.

(5) Manages Product Testing to include verifying test cases in the Data Transfer Protocol (DTP); provides data necessary to evaluate acceptance criteria; identifies test requirements and customer acceptance criteria for inclusion; and develops and maintains an integrated metrics program to measure performance and product quality.

(6) Manages System Integration and Verification Testing to include verifying test cases in the DTP provide data necessary to evaluate acceptance criteria.

(7) Conducts Beta Site Evaluations and evaluate full system functionality in an operational environment (e.g., installation, configuration, user requirements, security, and training).

Chapter 11 Surgeon Operations & Functions



11-1. General

The U.S. Army Reserve Command Surgeon advises the Commander about the health of the Command, medical readiness, medical plans, medical operations and medical logistics. The Surgeon has medical and dental expertise and coordinates with other medical agents. The Surgeon manages the training for medical units (standard requirement code (SRC) 08) within the U.S. Army Reserve Command to include collective training, individual training, Military Occupational Skill (MOS) training and continuing health education programs. The Surgeon is a voting member the SPBAC and the Real Property Planning Board (RPPB). The Surgeon manages medical functional programs including all planning, programming, budgeting, executing, and evaluating for the medical functional programs.

11-2. Responsibilities

The Command Surgeon has Special Staff responsibility for health matters in the Command and for providing medical, dental, and nursing consultation to the Commander. The Surgeon's Office will—

- a. Manage readiness of medical units for operations and deployment.
- b. Manage command health programs and health aspects of mobilization.
- c. Manage command dental health programs and the readiness of USAR dental units.
- d. Provide policies and procedures affecting nurses and nursing matters.
- e. Manage USAR medical mission requirements.
- f. Oversee staff supervision of USAR medical units.
- g. Coordinate USAR medical unit force structure.
- h. Manage USAR AMEDD activities.
- i. Monitor quality assurance (QA) regulations.

j. Provide clinical professional advice to all USAR medical units.

k. Provide other military and civilian medical staff agencies with information on the effectiveness of medical training and readiness.

11-3. Administration Branch

The Administration Branch will—

- a. Provide general administrative support to the USARC Surgeon staff.
- b. Manage correspondence, suspense, command tasking system, filing system, mail distribution, travel, telephone control, key control, classified documents control, supply support, and office security.
- c. Prepare, coordinate, and monitor internal office budget programs, to include programming and execution of the office travel requirements, supplies, and training.
- d. Prepare, coordinate, and monitor contract budget and MDEPs that are managed by the Surgeon.
- e. Maintain library of technical reference materials and consolidated office files.
- f. Manage Surgeon's input to USAR personnel actions.
- g. Manage all civilian time and attendance reports.
- h. Provide receptionist services for the Office of the Surgeon, directing visitors to the appropriate staff member. Screens telephone calls for the Command Surgeon, and Deputy Surgeon.
- i. Provide support requirements relative to the office copier and facsimile.
- j. Maintain Surgeon's web site.
- k. Maintain bulletin boards (electronic and printed).
- l. Coordinate meeting sites and contracts for off-site meetings.
- m. Maintain directories of medical agencies and units.
- n. Manage civilian personnel actions.

o. Arrange, coordinate, and implement telephone and videoconferences.

p. Provide the Surgeon's staff programming, budgeting, and manpower expertise. Identify the Surgeon's requirements for adequate resourcing. Consolidate office requirements for submission in the POM and command operating budget submissions. Provide action officer for WPBAC meetings and is a voting member of the SPBAC.

q. Communicate with USARC medical activities by several methods (e.g., newsletters, electronic mail, web sites).

11-4. Medical Operations and Readiness Branch

The Medical Operations and Readiness Branch will—

a. Review readiness of medical units for operations and deployment.

(1) Review unit status reports (USRs) for all reporting medical units.

(2) Provide technical guidance and recommendations for corrective action to command staff sections.

(3) Provide medical input to staffing guides for USAR medical units.

(4) Develop systems to track and monitor the validity of staffing guides used in medical units.

b. Implement USAR medical initiatives.

c. Implement and monitor medical training in conjunction with the Army Medical Department Center and School (AMEDDC&S)

d. Maintain liaison with national health authorities, Office of the Surgeon General (OTSG), and the U.S. Army Medical Command (MEDCOM).

e. Evaluate USAR force structure initiatives for medical units.

f. Coordinate stationing and relocation actions regarding medical units. Provide recommendations on the medical force structure program.

g. Develop plans and programs associated with medical exercises. Ensures that units participating in medical exercises are properly equipped and prepared to accomplish their training objectives.

h. Plan, coordinate, and monitor medical support for exercises and site support missions. Attends annual site support conferences. Develops integrated plans to ensure appropriate medical units are available for designated site support missions.

i. Maintain liaison with Armed Forces Medical Intelligence Center (AFMIC) and disseminate medical intelligence for health situations identified for deployment of USAR medical units.

j. Provide subject matter experts on health care entitlement programs and monitors medical input.

k. Manage the individual OCONUS tour program. Assists the Command to identify health care professionals to meet the overseas deployment training (ODT) missions.

l. Provide liaison for medical mobilization programs such as immunizations, optical support, and soldier readiness processing requirements.

m. Direct development and implementation of medical board programs related to USAR personnel.

n. Monitor officer and enlisted medical strength.

o. Develop programs to support medical end strength management.

p. Establish and monitor effective medical QA programs.

q. Develop AT cycles that include equipment competency, clinical competency, and field skills competency, and wartime mission training in support of the commander's Mission Essential Task List (METL).

r. Develop programs to provide AT evaluations in conjunction with other agencies.

s. Develop, manage, and coordinate leadership development issues and programs for officers and non-commissioned officers (NCOs).

t. Conduct medical disaster planning and planning for the medical aspects of missions across the full spectrum of military contingencies.

u. Provide liaison with planners at other agencies for mobilization planning.

v. Develop, manage, and coordinate Patient Administration (PAD) and Medical Regulating (MEDREG) issues.

w. Act as the Regional Training Site-Medical (RTS-MED) program manager. Supervises RTS-MED site directors and senior civilian military technicians. Coordinate missions and establishes capabilities of the RTS-MEDs.

(1) Develop and coordinate contract requirements for staffing of the RTS-MEDs. Ensures appropriate modifications are incorporated into the existing contract. Ensure the government provides resources commensurate with contractual requirements.

(2) Program resources associated with the operation of the RTS-MED sites. Evaluate requirements, prepare POM input, and advocate gaining resources for RTS-MEDs.

(3) Ensure medical hospital units have adequate sites to support the Deployable Medical System (DEPMEDS) equipment.

(4) Coordinate all activities scheduled at an RTS-MED site. Ensure sites are adequately equipped and staffed to meet mission and contractual requirements.

(5) Maintain direct staff coordination with site directors to ensure continuity of operations.

(6) Develop and provide necessary changes relating to the RTS-MED TDAs.

x. Conduct assistance visits to USAR medical units.

11-5. Medical Logistics Branch

The Medical Logistics Branch will—

a. Provide medical logistics advice to the Command Surgeon. Advise the Command Surgeon on medical logistics issues, functions, programs, policies, and readiness.

(1) Collect, collate, and distribute data, statistics, reports, schedules, and other information on medical logistics of interest and concern to the Command.

(2) Provide advice on medical logistics policies.

(3) Provide liaison on medical logistics with logistics agencies within DOD, HQDA, OCAR, MACOMs, RSCs, and subordinate units.

(4) Provide subject matter expertise vertically and horizontally regarding medical equipment, supplies, and facilities in planning, coordinating, and executing medical logistics portions of operations and training plans.

(5) Conduct staff studies, develop decision memorandums and point papers, and brief on medical logistics issues to the USARC staff and command elements. Visit command and staff elements from subordinate commands, other MACOMs, OCAR, DA, and DOD logistics agencies.

b. Manage medical logistics requirements. Determine programs, and defends logistics requirements for USAR medical units.

(1) Review and assist in publication of force structure documents for medical and non-medical units containing medical sections and materiel.

(2) Review logistical publications, policies, plans, programs, and procedures that affect USAR medical units.

(3) Coordinate the initial issue of all Class VIII medical materiel with the HQDA staff for all activating and converting medical units. Directs redistribution of Class VIII medical materiel within USAR medical units to improve unit readiness.

(4) Coordinate redistribution of non-medical materiel with the USARC DCSLOG between USAR non-medical units and medical units to improve their readiness.

(5) Monitor policies concerning medical equipment repair and scheduled services for USAR medical units.

(6) Monitor policies concerning optical fabrication and implementation of the blood retention and distribution program within the USAR Medical Logistics Battalions.

c. Coordinate the Reserve Component Hospital Decrement (RCHD) Program.

d. Advise the Command about all medical equipment issues that affect the readiness of medical and non-medical units.

(1) Conduct analysis and provide input to the USARC DCSLOG Readiness Branch on all medical equipment issues, as they relate to the medical force structure.

(2) Monitor and advise in the execution of the Dedicated Procurement Program (DPP) for USAR medical units.

e. Plan, program, review, and execute medical logistics issues functions and associated facility construction requirements involving USAR RTS-MEDs.

f. Provide USAR medical staff assistance in resolving issues for medical units, and logistics portions of plans, policies, programs, and procedures.

g. Manage the medical logistics portion of plans. Develop, coordinate, review, analyze, and implement medical actions.

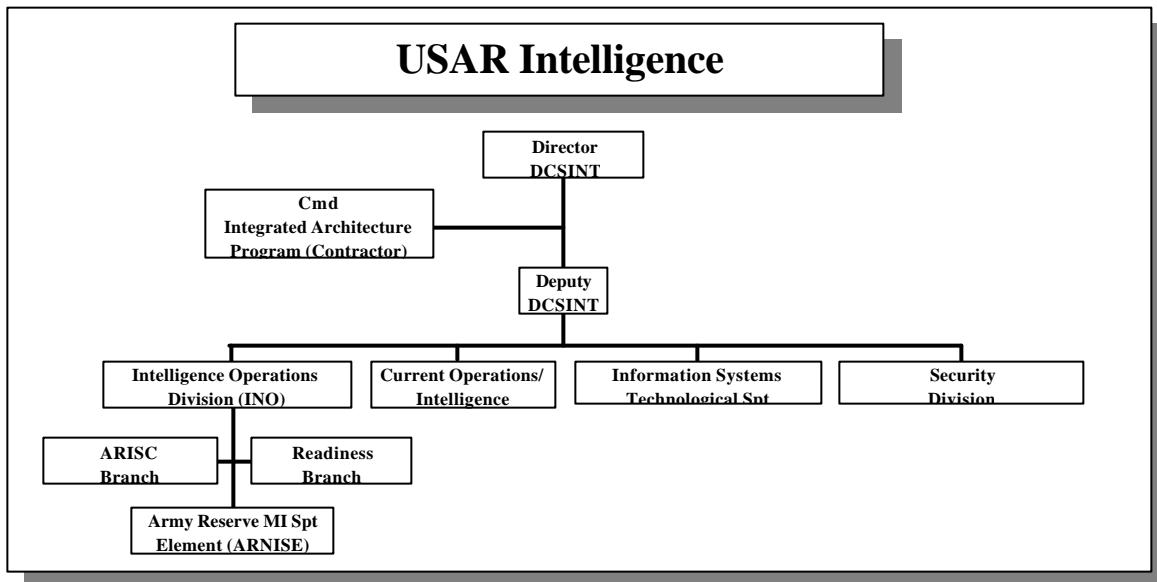
h. Manage the logistical requirements involved with medical unit compliance to federal, state, and local management of medical hazardous and contaminated wastes.

i. Coordinate all medical equipment requests necessary for subordinate units to conduct "real patient health care missions."

Chapter 12

Office of the Deputy Chief of Staff, Intelligence (ODCSINT)

Operations and Functions



12-1. General ODCSINT responsibilities

The Deputy Chief of Staff, Intelligence (DCSINT) is the Senior Intelligence Officer (SIO) to the Commanding General (CG) U.S. Army Reserve Command (USARC) and to the CAR.

a. The mission of the DCSINT is to provide—

(1) An intelligence force that can get the correct information, to the correct user, in the correct format, at the correct time, every time.

(2) High quality personnel, information, and special security support services, and products.

b. The Office of the DCSINT (ODCSINT) missions are accomplished by performing the following functions:

(1) Planning, directing, and overseeing USAR military intelligence (MI) training, readiness, and security in support of deliberate and crisis planning.

(2) Managing the resources for USAR intelligence collection and production systems.

(3) Directly managing the USARC Personnel Security, Information Security, and Special Security Office Programs.

(4) Monitoring all USAR intelligence and electronic warfare (IEW) system training, manning, and equipping issues.

(5) Executing training and readiness oversight (TRO) of USAR MI individual training, collective training, training support, training management, and evaluating readiness.

(6) Coordinating weather support.

(7) Establishing priorities for USAR MI units, assets, and resources for executing the MI training strategy.

(8) Providing C2 of the Army Reserve Intelligence Support Centers (ARISCs) and managing their joint use by other services.

(9) Serving on the SPBAC.

(10) Serving as the Program Director for planning, programming, budgeting, execution, and evaluation of all MI and security programs and for the ODCSINT proponent MDEPs.

12-2. Director, ODCSINT

The Director of the ODCSINT will—

a. Serve as the single point of coordination for all requests for USAR MI support from the AC commands, all Department of Defense (DOD) agencies, and all non-DOD agencies and organizations.

b. Serve as the Executive Agent at the USARC for Special Access and other sensitive programs supported by the USAR.

c. Act through the USARC Deputy Chief of Staff, Personnel (DCSPER), coordinate with the Full-Time Support Management Division (FTSMD), the assignment of MI AGR officers and enlisted stationed at Headquarters, USARC.

d. Coordinate directly with the Regional Account Manager (RAM) at FTSMD regarding the assignment of AGR officers and enlisted soldiers assigned to the ARISCs.

e. Review all proposed position changes to Full-Time Support (FTS) MI Unit's TOE and TDA submitted to the USARC/OCAR Director of Force Programs (DIRFP).

f. Review all USARC/OCAR force development actions, such as requests for new or reorganized USAR MI structures.

g. Assist in monitoring intelligence oversight activities performed by the USARC and AR-PERSCOM Inspector General (IG) offices.

h. Participate (as necessary) in all Department of the Army (DA) staff level and DOD joint level planning, programming, budgeting and execution system activities concerning USAR intelligence and security activities.

i. Promulgate intelligence and security policy for the USAR, including TPU, Individual Mobilization Augmentee (IMA), Joint Reserve Units (intelligence positions), and IRR forces.

j. Perform intelligence TRO and provide training policy and guidance (including foreign language) to the USAR MI force.

k. Develop and review intelligence and security missions and support requirements for the USARC and prioritize resources for those requirements.

m. Serve on Department of the Army DCSINT RC MI steering and advisory committees.

n. Program, manage, and monitor the Command Language Program (CLP).

o. Manage USAR MI intelligence contributory support to DOD and Army intelligence consumers using multiple funding programs (e.g., General Defense Intelligence Program (GDIP) and Defense Intelligence Reserve Program (DIRP), etc.).

p. Serve as Program Director of OMAR, RPA and OMA resources in support of RC intelligence and security programs and as a member of the SPBAC.

q. Represent the CAR and CG in all appropriate forums concerning USAR intelligence and security matters.

12-3. Deputy Director, ODCSINT

a. The Deputy Director, ODCSINT will—

(1) Share full program and managerial responsibilities with the DCSINT for the successful operations of the organization.

(2) Perform duties and responsibilities of the DCSINT in the DCSINT's absence.

(3) Provide direct oversight of the Resource Manager and Administrative Officer.

b. **Resource Management Officer.**

The Resource Management Officer will—

(1) Interpret financial management policy and directives from DOD, HQDA and OCAR and provide guidance to DCSINT, functional managers and subordinate headquarters.

(2) Coordinate development of DCSINT program input to the POM and COB for the OMAR and RPA appropriations.

(3) Coordinate development of subordinate headquarters program distributions and related funding guidance for the current fiscal year. Monitor current fiscal year program execution.

c. **Administrative Officer.**

The Administrative Officer provides the DCSINT, Assistant DCSINT (ADCSINT), and the ODCSINT staff

with administrative support, supply, and property management.

12-4. Army Reserve Intelligence Support Centers (ARISCs)

a. The ARISCs provide—

(1) A skilled cadre of trainers in a state of the art facility equipped with a full suite of intelligence communications for MI training and operations.

(2) Direct interface with MI soldiers and units to execute the DCSINT's TRO mission.

(3) Management of USAR and ARNG Lanes training for MI units designated as Force Support Package 1 (FSP-1) units.

(4) Facility production coordination in their capacity as Joint Reserve Intelligence Connectivity (JRIC) sites within the bounds of USARC Regulation 350-2.

b. The ARISCs have a three-part mission to—

(1) Provide battle-focused intelligence training support to improve RC technical intelligence skills, proficiency, and readiness.

(2) Augment the total force's intelligence and linguistic capabilities.

(3) Support RC MI personnel and units with a facility to satisfy training and operational requirements.

12-5. Intelligence Operations and Readiness Division (INO)

The INO supports and manages the TRO function through—

a. Execution and implementation of DA, FORSCOM, and USARC MI training policy, guidance, and strategy, integrating training (both technical and combat support training/common task training (CST/CTT)), training support, training institutions for the USAR. Specific functions under this general task are to—

(1) Support the training and operational efforts of the ARISCs. Provide the DCSINT staff interface for ARISC, training management, funding, facility coordination, connectivity, and USAR soldier contributory support.

(2) Manage the USARC CLP and the MDEP TALP, ensuring that language requirements and USAR linguists are identified, trained, and resourced for the enhancing the readiness of the USAR linguists.

(3) Coordinate with the USARC DCSOPS to provide subject matter expertise and advice in the management of the Total Army School System (TASS) MI Battalions.

(4) Manage and oversee intelligence-specific training programs and systems. Ensure coordinated use of these assets as part of the overall RC MI program of sustainment and enhancement of technical and foreign language skills.

(5) Manage the Readiness Training (REDTRAIN) Program, MDEP RH10, to provide traditional and live environment intelligence training.

(6) Manage and oversee the Military Intelligence Augmentation Detachment (MIAD). The MIAD mission is

to increase the personnel readiness of USAR MI units by assigning qualified MI soldiers to MI units, regardless of geographic location, and providing administrative, financial, and training support for those soldiers from the USARC ODCSINT itself.

(7) Plan, manage, and execute USAR intelligence support to the AC through the Army Reserve Military Intelligence Support Element (ARMISE) and its dedicated funding programs. Selected USAR MI units and soldiers (TPU, IMA, IRR) support Warfighting CINCs, Army, and Joint Commands and combat support agencies (CSAs) by contributing to intelligence production, collection, analysis, operations, database development and exercises. Funds accounts managed in this program are GPRC, GP3I, and various accounts under the MDEP TRST.

(8) Manage and oversee the distribution and training of IEW equipment fielded to the USAR MI units including off-the-shelf equipment purchases, and standard issued equipment. This task implies new equipment training and required maintenance.

(9) Manage the USARC HQ and regional Special Security Office support to multi-service reserve, Active Component, Army National Guard and select DOD Agencies. Comply with and enforce national level directives for the protection of sensitive compartmented information (SCI).

(10) Coordinate and integrate intelligence connectivity applications and systems into USAR MI Sensitive Compartmented Information Facilities, including coordination with the Joint Reserve Intelligence Connectivity Program (JRICP) and Army Ground Intelligence Support Activity (GISA).

b. Coordination with the current operations section to maintain a detailed knowledge of the current state of readiness of the RC MI force and its capability to mobilize, deploy, and operate as individuals or units under various contingencies. Performance of force programs and trend analysis in conjunction with DCSOPS and Force Programs.

c. Coordination with the DCSINT Resource Manager in order to plan, program, and budget resources to support intelligence training activities, programs, and facilities. This includes projecting the resources in the Five-Year Defense Plan (FYDP) and the POM, as well as maintaining statistical and narrative data on intelligence training and operations.

d. Coordination with FORSCOM, both CONUSA, RSCs, and the ARNG for the provision of intelligence training and training support.

12-6. Current Operations/Current Intelligence (CO/CI) Section

The Current Operations/Current Intelligence (CO/CI) Section provides an operational interface with the DCSOPS and current intelligence as required. Functions include—

a. Maintaining a detailed knowledge of the current state of readiness of the RC MI force and its capability to mobilize, deploy, and operate as individuals or units under

various contingencies; performance of program and trend analysis in conjunction with DCSOPS.

b. Establishing intelligence readiness priorities for support of mobilization and pre-mobilization missions.

c. Coordinating weather support for contingency operations.

d. Providing current intelligence to the USARC staff to support contingency operations as requested.

e. Assisting the USARC DCSOPS in the mobilization of USAR MI units and individual soldiers.

f. Providing exercise support.

12-7. Information Systems Technology Support Section

The Information Systems Technology Support Section provides IT support for ODCSINT requirements and is responsible for:

a. Developing and monitoring the USARC DCSINT Web Page and corresponding links.

b. Developing and monitoring the USARC ODCSINT secure Web Page and corresponding links.

c. Providing technical assistance to all ODCSINT personnel on classes, upgrades, and trouble shooting involving ODCSINT computer systems.

d. Developing USARC ODCSINT-specific standing operating procedures (SOPs) on the use, structure, and upgrading of all systems and software used within the Directorate.

e. Providing guidance, coordination and expertise on procuring, fielding, and maintaining both hardware and software on all fielded systems to USAR MI organizations and units.

12-8. Security Division (INS)

The Security Division directly plans, manages, coordinates, and evaluates the USARC's Information Security Program and Personnel Security Program.

a. Information Security (INFOSEC) Program.

To manage, monitor, implement, and evaluate this program, the Security Division will—

(1) Develop written INFOSEC policy and procedures.

(2) Oversee the USARC Command Security Manager.

(3) Serve as the Command training coordinator for all information and personnel security training and education. Conduct security education and training. Serve as Command training coordinator for ARRTC Security Management Course.

(4) Conduct information security program assessments to ensure regulatory compliance.

(5) Conduct foreign travel briefings.

(6) Implement, manage, monitor and evaluate the USAR Anti-terrorism/Force Protection (AT/FP Level I training. Establish and provide written policy and procedures for the Command AT/FP Program. Conduct AT/FP Level I briefings.

(7) Serve as a member of the Force Protection Fusion Cell.

(8) Review preliminary inquiries and AR 15-6 investigations concerning security compromises.

(9) Ensure subordinate commands are in compliance with AR 381-10.

(10) Ensure subordinate commands are in compliance with AR 380-10.

b. ***Personnel Security (PERSEC) Program.***

To manage, monitor, implement, and evaluate this program, the Security Division will—

(1) Develop written PERSEC Program guidance, policy, and procedures.

(2) Review and process requests for personnel security investigations for USAR and civilian personnel for compliance with current regulatory requirements and established policy. Obtain additional information, if required; and forward complete investigative packets to Defense Security Service (DSS) for processing.

(3) Grant or deny interim security clearances to USAR and civilian personnel.

(4) Manage the mandatory reporting of credible derogatory information for the Command. Review derogatory information for completeness and forward to Central Clearance Facility (CCF) for adjudication.

(5) Recommend suspension of security clearances when appropriate and preparing notifications of approved suspensions.

(6) Notify CCF of personnel security issues and providing documentation to support the adjudicative process for the granting, denial, revocation, and reinstatement of security clearances.

(7) Request security clearance verifications and determinations from CCF.

(8) Serve as liaison between USARC commands and installations for Defense Investigative Service (DIS) and CCF.

(9) Conduct personnel security training for security managers.

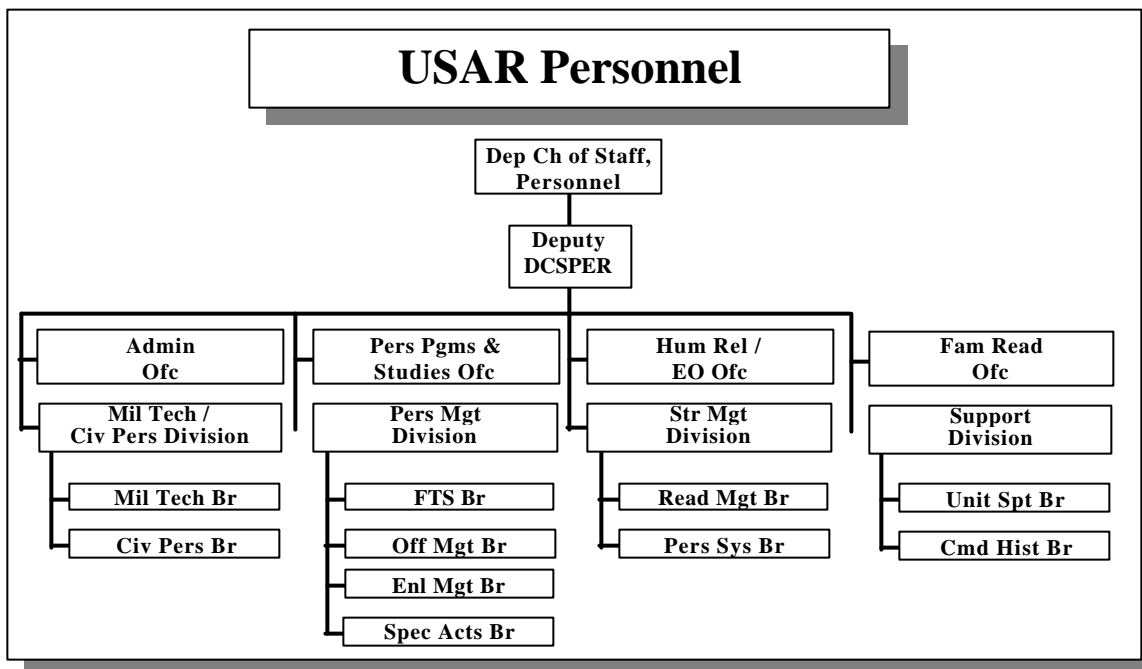
(10) Conduct personnel security program assessments to ensure regulatory compliance.

(11) Coordinate PERSEC actions with USAR units prior to mobilization. Serve as liaison between USARC major subordinate commands/installations and DIS and CCF.

Chapter 13

Office of the Deputy Chief of Staff, Personnel (ODCSPER)

Operations and Functions



13-1. General DCSPER responsibilities

The Deputy Chief of Staff, Personnel (DCSPER) has general staff responsibility for execution of strength management to meet assigned strength missions. The DCSPER will—

- a. Manage personnel readiness.
- b. Serve as Executive Agent for the Total Army Personnel Data Base – Reserves (TAPDB-R) and Recruit Quota System (REQUEST).
- c. Exercise primary staff responsibility for USARC personnel plans, programs, and policies.
- d. Manage USAR military personnel, AC military personnel, military technicians, and civilian personnel for the Command.
- e. Administer EO Program for the Command.
- f. Provide personnel administrative support for headquarters' military personnel.
- g. Serve as a member of WPBAC and PBAC.
- h. Serve as Program Director, responsible for planning, programming, budgeting, execution, and evaluation of programs and functions for which DCSPER is proponent.
- i. Manage Family Readiness Program for the Command.
- j. Manage the Command History Program.

13-2. Responsibilities of the ODCSPER

The Office of the DCSPER will—

- a. Supervise all functional areas of the DCSPER.
- b. Provide guidance and direction to three special offices and four divisions of the DCSPER.

c. Manage all administrative and support functions of the DCSPER, including but not limited to: mail and distribution for the DCSPER; processing, assigning and monitoring all taskings; telephone control; space allocation/management; internal personnel and physical security programs; civilian and military evaluation programs; training coordinator; Management Control Plan; civilian personnel program for the DCSPER (to include fill of positions, management/employee relations, awards, and adverse actions).

d. Serve as proponent for the HQ automated personnel database.

e. Manage HQ Activity budget to include developing the internal COB, civilian pay, travel, supplies, contracts, and training; forms and publications; supplies and equipment; and property accountability.

f. Manage the Civilian Awards Program for the Command.

13-3. Personnel Programs and Studies Office

The Personnel Programs and Studies Office will—

a. Direct program analysis, formulations, presentations, and execution of USARC appropriated funds and manpower under Personnel responsibility.

b. Develop DCSPER OMAR; RPA program requirements for the POM; Command Budget Estimate (CBE); COB; Program Budget Guidance (PBG); and other related resource actions and documents. Assess Congressional and program budget decisions in the

personnel arena for impacts on programs for which responsible.

- c. Survey program execution and development of recommended adjustments. In coordination with DCSCOMPT, visit RSCs to aid in resolving problems pertaining to funds. Effect reviews and analyses of assigned programs.
- d. Obtain, allocate, and distribute resources necessary for all Personnel programs, IRR; Active Duty for Special Work (ADSW); Active Duty for Training (ADT); Morale, Welfare, and Recreation (MWR) ceilings; and synchronization of MWR appropriated fund support with NAFS.
- e. Serve as DCSPER member of WPBAC.
- f. Have responsibility for coordination between RSCs and higher headquarters, and development of implementation guidance involving funds for Personnel programs.
- g. Manage Personnel portions of the USARC Command Management System, Installation Management, Shop Smart and Base Realignment and Closure (BRAC). Conduct on-site staff visits to review and assist Program Managers. Review installation services to determine if the services can be privatized, centralized, out-sourced, or regionalized to be more cost effective and efficient to our customers. Assist in developing and implementing instructions and regulatory guidelines on installation management policies. Program for adequate resources (manpower, funding, and equipment).
- h. Serve as Personnel proponent for USAR Strategic Planning. Develop Personnel procedures and formats for tracking, gathering, consolidating performance measures for inclusion in the Annual Performance Plan (APP).
- i. Serve as Personnel proponent for Special Studies and actions within the Headquarters. Develop and analyze manpower and funding requirements for organization or force structure changes. Review study recommendations and provide assessment of personnel programs being considered for implementation. Coordinate with functional proponents and other staff and commands to validate mission requirements. Develop personnel annexes to OPLANs and concept plans. Develop timelines pertinent to various studies.
- j. Develop and defend input for the POM for Personnel programs for which responsible. Participate in OCAR Program Evaluation Group meetings to explain and defend POM issues.
- k. Manage NAFs for the Family Readiness Office. Perform audits of the RSCs' NAF accounts for regulatory expenditures on a yearly basis.

13-4. Human Relations/Equal Opportunity (HR/EO) Office

The HR/EO Office serves as the principal subject matter expert and technical adviser to the USARC CG, Headquarters staff, and MSC Commanders regarding HR/EO program policies and issues, in accordance with AR

600-20, chapter 6, and other applicable regulatory and statutory guidance. Specifically, the HR/EO Team will—

- a. Manage the USARC's military HR/EO Program.
- b. Formulate, develop, coordinate, and implement HR/EO programs, plans, policies, and procedures designed to promote equality, harmony, cohesion, and readiness throughout the Command.
- c. Monitor the execution of HR/EO programs, plans, policies, and procedures throughout the Command and recommends actions and methods to define and correct inequities, inadequacies, and imbalances in organizations and systems.
- d. Receive, review, and process all formal EO complaints of discrimination, including sexual harassment, generated throughout the USARC. Conduct investigations and inquiries, recommending resolutions in accordance with applicable laws and regulations. Coordinate complaints and complaint processing with the Inspector General, Staff Judge Advocate, Special Actions Branch, and other internal and external agencies.
- e. Determine the need for and will develop, conduct, and monitor required and directed HR/EO training, including senior level executive training, throughout the USARC. Determine the impact of training and assess the results.
- f. Develop, coordinate, publish, and monitor the USARC Affirmative Action Plan (AAP) for military personnel. Plan, develop, facilitate, and orchestrate the meetings of the Commander's Affirmative Action Panel. Advise and assist panel members in the development of their respective portions of the AAP. Conduct quarterly and annual Affirmative Action Panel briefings for the Commander in order to identify goals met and not met during the reporting period.
- g. Collect, record, organize, and maintain racial, ethnic, and gender data statistics and demographics required to support the USARC HR/EO Program, to include AAP requirements.
- h. Examine and analyze demographic and statistical data to produce reports on HR/EO progress as required by Department of Defense EO Implementing Instructions. Create and evaluate reports of significant institutional processes and systems in order to assess the prevailing EO climate within and throughout the USARC. Develop EO reports for the CG, Command Group, and DCSPER based on the findings and analysis of systemic and procedural evaluations.
- i. Conduct research and studies that examine important and contemporary HR/EO issues within the USAR and USAR military communities – issues which affect unit cohesion and esprit, racial and gender harmony, combat readiness and effectiveness, and the command climate and HR/EO environments of specific organizations and the USAR in large. Generate and provide reports of significant findings resulting from these studies.
- j. Develop and implement a staff assistance visit (SAV) program. Plan and conduct SAVs of subordinate elements,

and develop and provide strategies for commanders to use in the implementation of specific program initiatives.

k. As a representative of the CG and DCSPER, participate in meetings, workshops, and conferences on HR/EO and race relations matters, as well as subjects hosted by higher headquarters, other government agencies, and various civilian agencies.

l. Manage attendance of USARC personnel at the Defense Equal Opportunity Management Institute (DEOMI). Monitor and review students' progress in and completion of the appropriate course of instruction. Coordinate with MSC commanders to ensure the scheduling of all appointed and assigned EO Advisers for appropriate level training. Determine the number of training seats (quotas) required for each training cycle and coordinate with the DEOMI Training Support Staff and the USARC (DCSOPS) Army Training Requirements Resources System (ATRRS) personnel.

m. Develop, manage, and evaluate all Special Emphasis Programs to ensure that all race, ethnic, and gender groups are adequately and responsibly represented in the civilian labor force. Articulate and monitor the implementation of special ethnic observances during predetermined periods according to current regulatory guidance.

n. Develop, coordinate, and validate USARC-wide HR/EO OMAR, RPA, and COB funding requirements for the DCSPER Budget Program Director. Validate and coordinate unfinanced requirements (UFRs) submitted by subordinate organizations for EO training, complaint investigation, temporary duty (TDY) travel, and other authorized activities.

o. Serve as the USAR representative for Defense Advisory Committee on Women in the Service (DACOWITS). Develop and coordinate responses to taskers from the DACOWITS Executive Committee. Analyze and provide information concerning force utilization of women, military career opportunities available to women in the USAR, and quality of life issues that fall within the parameters of the military EO program that affects women in the service.

p. Develop, implement, sustain, and monitor the USAR Consideration of Others Program. Provide policy guidance and instruction to commanders concerning their role in the process of implanting the philosophy and methodology of Consideration of Others into the core values and fabric of leadership.

q. Develop policy and training for prevention of extremism in the USAR. Create education material for commanders, leaders and soldiers on the issues of extremist groups, their adverse impact on readiness; and the limitation for soldiers involvement in extremist groups, militia groups, and others groups that espouse similar views.

13-5. Family Readiness Office

The Family Readiness Office will—

a. Provide oversight of the USAR Family Readiness Program. This includes the interpretation of regulations,

policy, and guidance from higher headquarters; establishment of policy and procedures; and the issuance of guidance to the USAR PERSCOM and RSCs.

b. Evaluate the effectiveness of USAR family programs by review and analysis of family readiness indicators and mobilization planning.

c. Coordinate and serves as liaison with the Department of Defense, Department of the Army, OCAR, CONUSAs, and the joint services (Marines, Navy and Air Force) for family assistance in mobilization planning and training.

d. Coordinate and serves as liaison with USARC Command Group for HQ volunteer program. Serves as program manager for organizing and conducting quality of life events for USARC. Advises Chief of Staff on volunteer program and command climate in headquarters.

e. Manage Army Family Action Plan (AFAP) Program for the USAR. Coordinates with OCAR and the U.S. Army Community and Family Support Center (USACFSC) on all unresolved AFAP issues. Consolidates AFAP issues from all RSCs. Provides information for General Officer Steering Committee held at USACFSC. Responsible for conducting annual forums and reviewing issues forwarded by RSCs.

f. Coordinate and serves as liaison with the Family Program Advisory Council (FPAC). Processes travel arrangements and orders for council for official functions. Plans biannual sessions for council and operational continuity between council and Chief, Army Reserve.

13-6. Military Technician and Civilian Personnel Division

The Military Technician and Civilian Personnel Division is responsible for managing all military technicians within the USAR in coordination with OCAR, Commanders, Civilian Personnel Accounting Center (CPAC), and Civilian Personnel Office Center (CPOC). This division assists the DCSPER by managing all the civilian personnel management programs as directed by the DCSPER. It reviews legislative and regulatory changes and develops policy and guidance. The Military Technician and Civilian Personnel Division serves as the subject matter expert on military technicians for Army, Assistant Secretary of the Army Manpower & Reserves Affairs (ASA(M&RA)), OCAR, and USAR. It responds to requests for additional information from Congress, Office Secretary of Defense (OSD), and other agencies, to include briefings and presentations, as well as written correspondence. The Military Technician and Civilian Personnel Division represents the USAR on OSD's Full-Time Support Work Group for military technician issues. This division submits legislative changes through OCAR and acts as the military technician expert on all legislative changes coordinated with DA. It is responsible for USAR regulations that impact military technicians, as well as the Memorandum of Understanding (MOU) with OPM. The Military Technician and Civilian Personnel Division performs research on program-related issues and drafts proposal on program initiatives for presentation to decision making officials.

This division plans both its short and long-term operations and serves as the Chair of the USAR Military Technician Executive Council. The Military Technician and Civilian Personnel Division has the following structure:

a. **Military Technician Branch.**

The Military Technician Branch will—

- (1) Manage the military and civilian careers of military technicians.
- (2) Administer the Military Technician Intern and Career Program. Initiate civilian fill requests, arrange for panel interviews or career boards, ensure selections are finalized and conditions of employment are met. Assist in identifying military assignments which will allow career progression yet continue to meet the conditions of employment. Provide guidance to candidates on the civilian intern program or career program.
- (3) Assist CPAC and CPOC in civilian recruitment to include attending job fairs and visits to the field. Develop recruiting material as needed and ensures coordination with other departments.
- (4) Monitor FTS force structure and identify changes in requirements and authorizations that impact military technicians. Coordinate with commands to determine impact and assist as required.
- (5) Recommend a military technician dual status floor to OCAR each year for the National Defense Authorization Act. Monitor dual status and non-dual status strength monthly and develop USAR guidance as needed. Develop reports for DA, OSD, and Congress as requested. Evaluate the Plan to Achieve 100% Dual Status periodically. Implement recommendations and make changes to reduce the number of non-dual status military technicians.
- (6) Identify leadership development opportunities for the career program and intern program, as well as monitoring military and civilian training requirements for all military technicians. Evaluate ARRTC training and coordinate new requirements when it is determined that ARRTC best meets that need. Identify appropriate sources for all types of training requirements and provide centralized training occasionally. Advise military technicians of the career paths within the military technician program and assist in career move issues. Manage training quotas for the career program's leadership development.
- (7) Monitor military assignments, promotions, personnel actions, maximum years of service (MYOS), mandatory retirement dates (MRD), Selective Retention Board (SRB) results, and Enlisted Qualitative Retention Board (EQRB) results. Remind commands of military technicians who need to request exceptions or waivers and processes such requests through OCAR. Review all legislative and regulatory changes that impact the military career and make recommendations as appropriate for military technicians.
- (8) Ensure that conditions of employment are maintained or that action is initiated to remove the individual from the military technician program. Manage

the transition for those who lose their dual status through no fault of their own and assist in ensuring all avenues are pursued for placement before separation is initiated.

- (9) Ensure that standardized military technician job descriptions and classification issues are accurate and reviewed periodically for improvements. Coordinate with commands and CPAC/CPOC when changes are required.
- (10) Access military and civilian personnel data systems to monitor strength, assignments, losses, personnel changes such as rank, MYOS, MRD, reserve category code, MOS, etc., and other data fields which impact the military technicians' military and civilian careers. Maintain own database to track military and civilian data. Prepare reports as required and initiate action as appropriate.

b. **Civilian Personnel Branch.**

The Civilian Personnel Branch will—

- (1) Assists the DCSPER by managing civilian personnel management programs as directed by the DCSPER.
- (2) Develops and implements personnel policies and procedures and serves as a principal adviser to the Command Group, Headquarters staff, RSC/DRC commanders and subordinate installations.
- (3) Manages the Civilian High Grade Program for the Command. Coordinates and manages the use of Voluntary Early Retirement Authority/Voluntary Separation Incentive Program (VERA/VSIP) authorities for USARC.
- (4) Participates in civilian personnel mobilization planning and management.
- (5) Prepares and manages the civilian personnel management budget for Department of the Army civilians (DACs) and POM submissions that are related to the Headquarters and subordinate installations.
- (6) Monitors and reports monthly strength for OCAR and Headquarters staff. Manages the Command Civilian Employment Level Program (CELP).
- (7) Provides classification guidance to the Headquarters and subordinate commands. Provides guidance on position management and acts as liaison with CPACs/CPOCs servicing the USARC.
- (8) Provides labor/management employee relations support and guidance to the Headquarters, subordinate commands and CPAC. Reviews labor agreements for statutory and regulatory compliance. Provides guidance based on interpretation of labor agreements, precedent setting third party decisions and statute. Assists management in union negotiations. Arranges logistics and ensures agenda is prepared and coordinated with HQ USARC Partnership Council leader. Arranges for HQ staff participation as necessary, including keeping the Command Group advised of major issues. Monitors unfair labor practice charges and assists in resolving or acts as an adviser before third party hearings.
- (9) Reviews commands' adverse and disciplinary actions/grievances to ensure consistency and fairness. Participates in the resolution of disputes. Serves as management's representative or adviser, witness or

investigator as necessary for third party cases, including Equal Employment Opportunity (EEO) complaints. Prepares and coordinates management responses to employee complaints and grievances, as well as assist HQ managers in adverse and disciplinary actions.

(10) Develops policies and procedures on employee relations programs such as leave administration, performance evaluation program, incentive awards, tour of duty and alternative work schedules, workers' compensation, safety and health, violence in the workplace, discipline, nondisciplinary adverse actions, grievance procedures, and unemployment compensation.

(11) Reviews the quarterly workers compensation charge-back report and provides copies to USARC Safety and CPACs. Upon CPAC verification of cases and costs, provides commands with their costs. Assists commands and CPAC in monitoring costs, resolving questionable cases and returning employees to full or light duty.

(12) Coordinates the internal development of training programs designed to enhance the workforce in the HQ and advises training coordinators concerning civilian training programs. Coordinates and reviews the annual training needs survey. Develops and implements training guidance for the Headquarters. Conducts training surveys as required. Coordinates and determines immediate and long-range training needs. Develops guidelines, materials and training aids for special training courses. Coordinates and obtains training quotas.

(13) Provides guidance, instruction, authorization and approval for Functional Process Improvements used to streamline and automate personnel processes. Assists in providing routine guidance and instruction on a daily basis for the HQ on staffing, classification, training and employee benefits.

(14) Provides command guidance for the EEO program for all civilians and military technicians. Ensures completion of affirmative action plans and that commanders support the EEO program. Monitors EEO counselor training, investigation of complaints, resolution and appropriate action as required. Ensures commands are aware of the special emphasis programs and appropriate activities are conducted.

13-7. Personnel Management Division

The Personnel Management Division provides program management oversight and guidance on officer and enlisted personnel management programs with overall responsibility for personnel management of TPU, AC, and AGR personnel assigned or attached to the USARC. This division manages the Military Evaluation Reporting System Program for HQ USARC, USARC MSCs, and Installations and is responsible for the Congressional and Special Inquiry Program for HQ USARC. It develops and disseminates personnel support policies for HQ USARC. The Personnel Management Division establishes and maintains appropriate liaison with the Secretary of the Army Office of Congressional Legislative Liaison (OCLL), HQDA, the U.S. Total Army Personnel Command

(PERSCOM), AR-PERSCOM, FORSCOM, and other major commands (MACOMs). This division has the following structure:

a. Full-Time Support (FTS) Management Branch.

The Full-Time Support (FTS) Management Branch will—

(1) Establish policies and procedures for managing AGR and AC soldiers attached or assigned to USAR units subordinate to the USARC.

(2) Provide FTS management and utilization guidance to the USARC HQ, MSCs, and to AGR and AC personnel managers.

(3) Establish personnel fill priorities for FTS positions and monitor progress towards satisfying these priorities.

(4) Act as the Command POC on all FTS issues that require coordination with OCAR, AR-PERSCOM, FORSCOM, PERSCOM, and the Military Personnel Division, Fort McPherson, GA.

b. Officer Management Branch.

The Officer Management Branch will—

(1) Provides policy, procedural oversight, and management for officers assigned to USARC MSCs.

(2) Provides specific guidance, direction, and oversight on all aspects of the assignment and use of officers to include their promotion systems, reclassification, resignations, relief for cause actions, and involuntary separation policy and procedures in accordance with AR 140-1; AR 140-10; AR 135-175; AR 135-155; AR 135-91; and AR 611-101.

(3) Manages and provides policy for the USARC Colonel and Lieutenant Colonel Command Assignment Selection Board Program in accordance with USARC Regulation 140-5.

(4) Assists OCAR in the management of the Active and Reserve Component Battalion Command Integration Program (BCIP) and the AGR Command Program.

(5) Maintains policy, procedural management, and oversight of the Selective Retention program, to include establishing necessary numerical restrictions.

(6) Manages the military evaluation reporting system and provide evaluation support command-wide in accordance with AR 623-150 and AR 623-205.

c. Enlisted Management Branch.

The Enlisted Management Branch will—

(1) Provides specific guidance, direction, and oversight on all aspects of the assignment and use of enlisted soldiers to include their reassignment and transfer; promotion, reduction and reclassification; and involuntary separation in accordance with AR 140-1, AR 140-10, AR 135-91, AR 135-205, AR 135-178, and AR 140-158.

(2) Enforces the personnel policies and procedures contained in AR 140-111.

(3) Maintains policy, procedural management, and oversight of the Command Sergeants Major (CSM) Program.

(4) Maintains policy, procedural management, and oversight of the Initial Entry Training (IET) Program.

d. Special Actions Branch.

The Special Actions Branch will—

(1) Manage the USARC Congressional, Presidential, and other Special Inquiries Program command-wide in accordance with AR 1-9, AR 1-20, USARC Regulation 1-2, and directions from the OCLL. This includes tasking, setting program objectives, monitoring program performance, and performing command coordination with AR-PERSCOM, OCAR, and the DA staff (OCLL).

(2) Provide program guidance and instruction to USARC primary and special staff, MSCs, and Installations.

13-8. Strength Management Division

The Strength Management Division is responsible for development and execution of strength management programs in direct support of attaining the assigned ESO and readiness missions established by HQDA. This division exercises development of TPU manning policy, as well as management of, and command oversight for, personnel systems. It serves as the Executive Agent for TAPDB-R and the Reserve Component Manpower System (RCMS) and as the DCSPER Mobilization Manager. The Strength Management Division provides interface and liaison with recruiting/accessioning agencies; e.g., PERSCOM, AR-PERSCOM, USAREC, HQDA, OCAR, U.S. Army Civil Affairs and Psychological Operations Command (USACAPOC), 8th Army, 9th RSC, and 7th ARCOM. This division provides oversight and operation of the Crisis Action Team in support of operations other than war (OOTW) missions. It provides strength and readiness analysis for Force Structure and Troop Action Program, Unit Status Reporting, and Force Support Package (FSP) actions. The Strength Management Division has the following structure:

a. Readiness Management Branch.

The Readiness Management Branch will—

(1) Serve as the USARC Executive Agent for implementation of the HQDA ESO, development of command strength goals, and development of personnel policies.

(2) Receive and monitor OCAR-directed ESO mission. Responsible for developing, coordinating, and implementing manpower policies, procedures, and guidance.

(3) Serve as Executive Agent for USAR Strength Management Programs. Implement the USARC personnel readiness mission. Responsible for developing readiness prioritization to resource personnel assets in TPUs.

(4) Serve as the DCSPER Mobilization Manager. Develop and manage DCSPER input for the USARC Mobilization Support Plan (MSP). Responsible for developing personnel policies and procedures for personnel cross-leveling and reassignments leading to activation of USAR units from initial indication of probable Presidential Selected Reserve Call-Up (PSRC) through full mobilization and release from active duty.

(5) Provide readiness analysis for all Force Structure and Troop Action Program, Unit Status Reporting, and FSP actions. Serve as DCSPER POC for unit-focused actions to

support attaining and maintaining USARC desired personnel readiness for all units identified. Perform multi-fiscal year (FY) strength, readiness, and attrition analysis designed to support HQDA efforts to establish yearly ESO, retention, and USAREC and AR-PERSCOM production missions.

(6) Provide strength and readiness analysis. Develop USARC and MSC strength and readiness goals. Develop procedures and reporting systems to monitor and support MSC strength goals. Identify chronic or systemic detractors, making recommended corrective actions to policy/program implementation procedures.

(7) Serve as the DCSPER interface on issues relating to force structure development and proposed Troop Action Program (TAP) actions. Represent the DCSPER on the USARC Force Validation Team.

(8) Provide DCSPER staffing support for the Crisis Action Team (CAT). Serving as the DCSPER representative, provide the DCSPER with functional DCSPER support to accomplish missions below the threshold of unit activation.

(9) Provide strength management program support, as needed, through report generation and transmission to MSCs. Provide technical support in the development of software products that support operational research systems analysis (ORSA).

b. Personnel Systems Branch.

The Personnel Systems Branch will—

(1) Provides oversight, development, applications, implementation, reports, training, and guidance for USAR personnel systems, to include Total Army Personnel Data Base - Reserves (TAPDB-R), Personnel Level Application Software (PERLAS), Reserve Level Application Software (RLAS), and USAR REQUEST.

(a) For TAPDB-R/PERLAS/RLAS—

— Perform configuration management of field system software. Provide voting representation at the USAR Personnel Systems Configuration Control Board meetings (CCB). Establish controls to maintain appropriate systems security. Serve as the DCSPER technical representative for configuration management of the USARC Command database.

— Responsible to input transactions updating USAR TPU data and USAR Training Center address data

— Input soldier gain and loss data. Transmit transactions to AR-PERSCOM and DFAS. Capture the The Army Authorization Documentation System - Reserves (TAADS-R) extract file from the Director of Force Program and ensure it is provided to AR-PERSCOM to establish USAR TPU structure data for the Unit Manning Report (UMR). Provide automated transactions to generate duty qualification codes (DQCs) and the repositioning of soldiers using the Automated UMR Slotting Program.

— Serve as the USARC Executive Agent for TAPDB-R and PERLAS. Monitor RLAS/PERLAS operations at all command levels. Provide the Chief Information Office (CIO) a report of the quality of military personnel data contained within TAPDB-R.

— Serve as the DCSPER Executive Agent for RLAS. Ensure RLAS contains appropriate personnel functionality and interfaces with appropriate personnel systems. Monitor RLAS operations at all levels of command. Assist the USAR CIO with the development, testing, and fielding of RLAS version releases to the MSCs.

— Provide DCSPER oversight on actions or issues involving the development and maintenance of the Single Source Data initiative feeding personnel transactions to Defense Joint Military Pay System - Reserve Component (DJMS-RC).

(b) For USAR REQUEST—

— Serves as the USARC command manager.

Serves as the liaison with USAREC and other accessioning agencies on recruiting and accessioning policies, programs, and issues.

— Produces and provides USAR REQUEST statistical reports using the KEYVIEW database for USARC staff agencies.

— Manages, operates, and maintains the Automated Vacancy Entry (AVE) process to include all programming requirements, data transfer from external sources, exempt unit process, attrition load, overstrength process, delete process, and the topload process.

— Produces and provides monthly statistical reports on the cancellation of non-prior service (NPS) training seats.

— Manages the MSC Transfer Program (MTP)

(2) Produces computer programs and reports.

(a) Produces standardized programs and ad-hoc reports for Human Resource and other Program Managers.

(b) Provides reports and data sets to OCAR, USARC, MSCs, and other DOD agencies.

(c) Conducts training and provides assistance to USARC staff members on system operation, data quality, data extraction, and data ownership.

(3) Develops computer application software.

(a) Establishes and maintains database extracts from TAPDB-R and PERLAS files for USARC HQ and MSC users. Conducts queries and formulates and executes programs in order to provide tools for management. Provides assistance to DCSPER staff on use of the database management system.

(b) Provides application oversight; serves as the configuration manager; serves as the technical and functional representative and webmaster; and develops reports and data sets to be hosted on the USARC DCSPER Intranet and Internet Homepage.

(c) Provides application oversight; serves as the configuration manager; serves as the technical and functional representative; and develops reports and data sets to be hosted on the USARC Internet and Internet Homepage.

(4) Serves as the DCSPER Information Management Officer (IMO).

(a) Provides automation technical assistance to members of the DCSPER staff.

(b) Assists with the development of systems documentation for Human Resource systems, including users manuals, data dictionaries, and help guides.

(c) Identifies data validity problems from external feeder systems (e.g., Army Recruiting and Accession Data System (ARADS), ATRRS, Active Guard Reserve Management Information system (AGRMIS), and DJMS-RC) impacting TAPDB-R and RLAS data quality, and interfaces with the appropriate agencies seeking problem resolution.

(d) Provides assistance to DCSPER staff with the integration and interfaces related to the installation and use of other STAMIS; e.g., Defense Enrollment Eligibility Reporting System (DEERS), Retirement Points Accounting System (RPAS), and DJMS-RC, and the Defense Civilian Personnel Computer System (DCPCS).

(e) Serves as the USARC liaison with the USARC staff, MSCs, and TPUs on issues concerning the Reserve Components Common Personnel Data System (RCCPDS), TAPDB-R, the Total Army Personnel System Configuration Control Board (TAPS-CCB), the Intercomponent Data Transfer (ICDT), the SIDPERS-3, and the TPU Management System (TPUMS).

(f) Serves as the DCSPER proponent to provide functional requirements to the Project Manager, DIMHRS, and the Project Manager, RCAS.

(g) Provides DCSPER oversight to ensure all Human Resource systems have documented and approved Interface Agreements or contingency plans as appropriate.

(5) Serves as the Executive Agent for the Simultaneous Membership Program (SMP). Serves as liaison with Reserve Officer Training Corps (ROTC) Cadet Command and USAREC on related issues.

(6) Serves as the Executive Agent for the RCMS.

(a) Conducts personnel system analysis for military personnel historical trends.

(b) Provides the USARC and OCAR staff with data calls, as needed.

(c) Provides the USARC and OCAR staff with other IRR data and statistics.

13-9. Support Division

The Support Division is responsible for management of programs relating to external influences and soldier behaviors outside of MOS-related duties that positively or negatively influence personnel readiness. This includes external influences from families and the internal influences from the Army that affect the soldier's quality of life and certain actions taken by soldiers themselves that can directly affect their ability to mobilize and deploy. This division has the following structure

a. *Unit Support Branch.*

The Unit Support Branch will—

(1) Manage the USARC Leadership Program in accordance with AR 600-100, FM 22-100, and pertinent DA ODCSPER guidance. This includes leadership award programs such as the Soldier of the Year, NCO of the Year and General Douglas MacArthur Leadership Award;

leadership and command climate surveys; and integration of leadership training into NCO and Officer professional development training.

(2) Manage the USARC Drug Demand Reduction Program in accordance with AR 600-85. Establish USARC performance goals. Develop a management system to analyze the performance data for the drug testing program and report these results. Plan and conduct training of the MSC Alcohol and Drug Control Officers. Publish USARC written guidance on program policy and program funding, to include budget development.

(3) Exercise and manage the overall USARC program for Military Awards and Decorations in accordance with AR 600-8-22.

(4) Manage the USARC Weight Control Program in accordance with AR 600-9. Establish USARC objective for meeting weight control requirements.

(5) Manage the USARC Health Promotion Program in accordance with AR 600-63. Publish USARC written guidance and distributes information and education materials related to health promotion issues as warranted.

(6) Serve as a liaison between OCAR and AR-PERSCOM on management of the Human Immunodeficiency Virus (HIV) Program in accordance with AR 600-110 and development of implementation instruction procedure to the MSCs.

(7) Serve as a liaison between OCAR and AR-PERSCOM on management of the Deoxyribonucleic Acid (DNA) Specimen Collection Program in accordance with DA ODCSPER direction and in the development of implementation procedure and instruction to the MSCs.

(8) Provide program policy and procedural oversight and management of Line of Duty Investigations (LODIs) in accordance with AR 600-8-4. Provide program objectives for LODI completion timeliness.

(9) Provide program policy and procedural oversight and management for the ADSW Program in accordance with AR 135-200. Provide program guidance, set USARC objectives, and report progress. Manage ADSW tours performed at the USARC.

(10) Provide program guidance and procedural oversight for the Annual Training Evaluation Tasking Program.

(11) Provide program policy and procedural oversight of the wear and appearance of Army uniforms and insignia in accordance with AR 670-1.

(12) Manage OCONUS Travel Clearances/Leave Programs in accordance with AR 55-46, AR 600-8-10 and the Foreign Clearance Guide to include passports, visas, leaves, passes, TDY and special leave accrual.

(13) Manage the USARC Military Order Program in accordance with AR 600-8-105 on personnel type, permanent orders and duty/detail appointments. Control issuance of all personnel type and permanent orders regarding publication of numbers. Have responsibility for the management of all regarding this program to include transfer and retirement of official files.

b. Command Historian Branch.

The Command Historian Branch will—

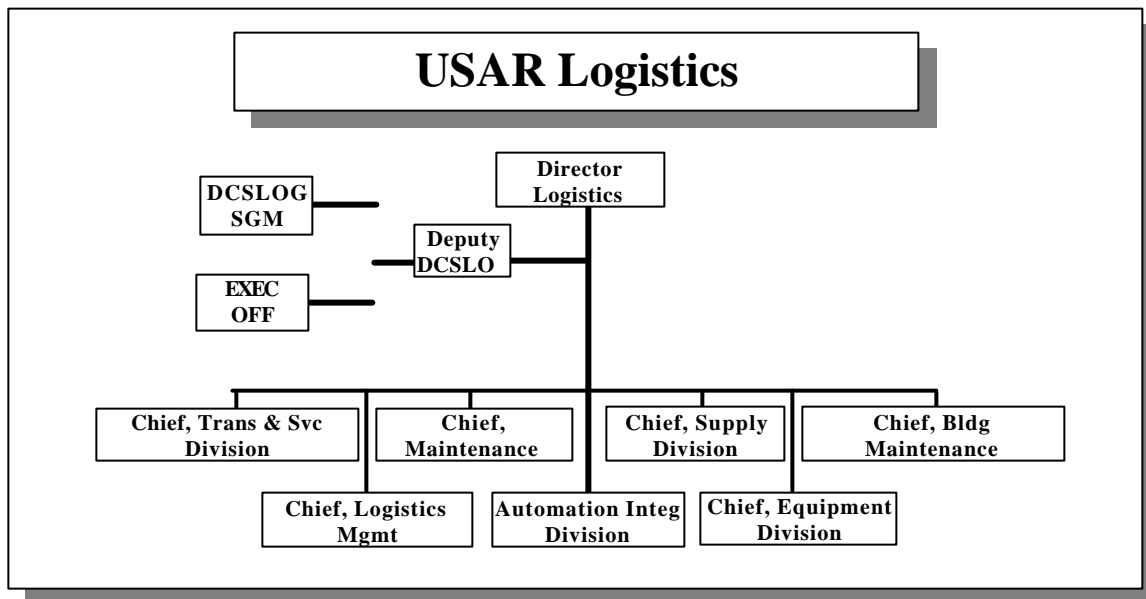
(1) Serve as the Command Historian for the USARC. Be responsible to the Commander for developing, publishing, and directing the USAR Command History Program (USARCHP).

(2) Provide advice and recommendations to the Commander and the Command leadership on Army and FORSCOM historical policy, operations, and developments, and exercises overall staff responsibility for military history within the USARC and the Army Reserve community.

(3) Provide historical support to higher headquarters, the USARC Headquarters, and to the commanders and staff of subordinate units by bringing historical perspective and institutional memory to the planning and decision-making processes.

(4) Direct the USARC Command History Program and supervises the command history programs of all subordinate units and activities.

Chapter 14
Office of the Deputy Chief of Staff, Logistics (ODCSLOG)
Operations and Functions



14-1. The DCSLOG responsibilities

The DCSLOG will exercise primary staff responsibility for logistics matters in support of USAR forces. The DCSLOG will—

- a. Equip, maintain, and sustain assigned forces; ensure logistics interoperability upon mobilization.
- b. Plan, direct and supervise logistics activities to include maintenance, supply, transportation services, mobility fuels, field services, graves registration, food service, Command Supply Discipline Program (CSDP) and logistics assistance programs, reutilization and other logistics functions necessary for support of the USAR. Exercise staff supervision over USAR storage programs.
- c. Program and budget for OMAR; RPA; and OPA, including coordination and execution of the USAR DPP and second destination transportation funds in support of logistics requirements of the USAR. Plan, program and budget for the Army Stock Fund in support of the USARC. Serve as a member of the USARC WPBAC and the PBAC. Serve as Program Director for planning, programming, budgeting, execution, and evaluation of programs for which DCSLOG is the proponent.
- d. Supervise USARC materiel management and distribution plans for all classes of supply except Class VIII Medical. Coordinate USARC positions on all joint staff logistics matters. Provide overall coordination of logistics actions in the Equipment Modernization Program for USAR units.
- e. Serve as the POC for installation management logistics functions. Exercise staff supervision for AR 5-9, intraservice installation support, and monitor the installation area support provided to units to insure adequacy of

support. Conduct base development planning in support of USARC contingency operations. Participate in the development of logistics automation programs to support peacetime and wartime missions. Coordinate logistics planning and operations in support of U.S. and other national forces to assure interoperability of tactical support automation systems.

f. Responsible for logistics readiness and sustainability for the USARC. Monitor Section III, Equipment Allowances, of modification table of organization and equipment (MTOE), TDA and USAR portions of the Joint Tables of Allowances.

g. Formulate and disseminate policy and program guidance for materiel maintenance. Manage materiel maintenance (engineering and operations) and related logistics activities, whether in-house or contract. Establish logistics policy for the prevention, control and abatement of pollution from mobile equipment and hazardous materials.

h. Interface with DA and OCAR DCSLOG to ensure Army policy for integrating logistics support and maintenance engineering into the materiel system life cycle, considers logistical acceptability and supportability by the USAR.

i. Develop, plan, direct and coordinate mobility fuels policy and programs to include petroleum quality surveillance programs.

j. Monitor policy and programs related to USARC logistics portions of mobilization plans.

k. Develop USARC depot maintenance requirements to be included in the OCAR depot maintenance program. Supervise realignment actions involving relocation of activities and transfer of missions and functions.

l. Serve as functional adviser for enlisted logistics career management fields and civilian logistics career programs, to include Logistics Multifunctional Training Program.

m. At as executive agent for the Dedicated Procurement and Minimum Essential Equipment for Training Programs for the USAR.

n. Integrate aviation and medical logistics into command logistics programs, plans and operations.

14-2. Responsibilities of the ODCSLOG

The ODCSLOG will—

a. Administer USAR logistics (supply, maintenance, transportation, acquisition and services) programs.

b. Establish logistics readiness priorities for support of mobilization and premobilization missions.

c. Recommend budget and funding allocations for logistics requirements, and assist the RSCs in managing logistics support programs.

d. Develop USAR logistics policy.

e. Provide administrative support to the DCSLOG.

f. Maintain the ODCSLOG action control files.

g. Provide interface as the single POC for suspense actions for other divisions and the SGS.

h. Serve as the Management Information Control Liaison Officer (MICLO).

i. Maintain the ODCSLOG publications account.

j. Maintain the ODCSLOG official files.

k. Serve as the ODCSLOG Security Manager.

l. Serve as the classified document control officer for the ODCSLOG.

m. Operate the ODCSLOG message distribution center.

n. Serve as the ODCSLOG physical security officer.

o. Serve as the ODCSLOG telephone control officer.

p. Serve as the property custodian for ODCSLOG.

q. Serve as the ODCSLOG ordering office for expendable, durable and nonexpendable office supplies.

r. Serve as functional adviser for enlisted logistics career management fields and civilian logistics career programs to include Logistics Multifunctional Training Program. Provides technical assistance and guidance on NCO education, training, and utilization issues.

14-3. Transportation and Services Division

Supervises, manages, and directs administrative transportation and traffic management services throughout the USARC. Develops and implements policies, procedures, plans, and programs on review and management of food service, field laundry, textile repair, clothing exchange and bath, water, and mortuary affairs. Plans and executes the transportation movement in support of contingency plans and exercises directed by FORSCOM, DA or unified commands. Develops and implements policies, management of the troop issue subsistence, food service, transportation, laundry and dry cleaning, mortuary affairs and water functional areas. Proponent for HQ USARC on matters relating to Commissary operations.

a. Services Branch.

The Services Branch will—

(1) Provide advice and assistance to the DCSLOG and subordinate commands in achieving objectives of the Army Food Service Program.

(2) Plan and coordinate the USARC Food Service Program and exercise technical supervision over Food Service activities of the Command.

(3) Coordinate and provide guidance for the administration of the Philip A. Connelly Award Program.

(4) Conduct the USARC annual evaluation to determine the nominees for the USAR Philip A Connelly Best Dining Facility.

(5) Approve special subsistence requests for support from commercial sources or other DOD agencies.

(6) Monitor the Food Cost and Feeding Strength Summary (DA Form 2969-2R).

(7) Coordinate USAR Food Service Management Courses.

(8) Assist with commissary store resale operations at USARC installations to include construction/modernization of stores, operating hours, effectiveness summaries and commissary officer performance appraisals.

(9) Manage Food Service Program activities at USARC installations.

(10) Manage the operations and provide assistance to USARC Troop Issue Subsistence Activities. Conduct food service assistance and evaluation visits.

(11) As Program Manager, implement and monitor Food Service OMAR/RPA program budget guidance for the Command Operating Budget submission.

(12) Assist the Engineer with logistical guidance and support for the Army Hazardous Waste/Minimization (HAZMIN) Program within the USAR.

(13) Establish logistics policy for management of tactical/deployable water resource-related materials and programs.

(14) Develop and manage plans, policies and procedures for all programs and services, to include field laundry, textile repair, clothing exchange and bath, nonmilitary publications, general officer equipment, mortuary affairs, and other miscellaneous programs.

(15) Plan, coordinate and monitor implementation of water policy programs.

(16) Manage laundry, dry cleaning, post cemetery, and mortuary affairs activities at USARC installations and within USARC units.

(17) Provide input on services annexes for USARC supported exercises.

(18) Assist in the development and improvements in the use of food service automation programs.

(19) Conduct research in the feasibility of using new vendors that may provide alternative meals.

b. Transportation Branch.

The Transportation Branch will—

(1) Be responsible for transportation, travel, and traffic management. Manage the USAR Non-tactical Vehicle Program.

- (2) Coordinate and manage the USARC National Defense Transportation Association (NDTA), Military Traffic Management Command (MTMC) and Army Transportation Corps Regimental Award programs.
- (3) Serve as USARC Activity Manager for Career Program 24 (Transportation Management).
- (4) Provide traffic management advice and assistance (passenger, personal property, and freight) to the DCSLOG and supported units.
- (5) Provide input and coordinate implementation and improvement of transportation automation. (TC AIMS II, DAAMS, Global Transportation Network (GTN), HMIS)
- (6) Coordinate mobilization and deployment policy, procedures and guidance with FORSCOM for RSCs, DRCs and USAR units. Develop transportation input to mobilization, contingency and deployment planning and policy.
- (7) Administer the Military Standard Transportation and Movement Procedures (MILSTAMP) within the USAR.
- (8) Perform liaison with Military Traffic Management Command, Transportation Command (TRANSCOM), Military Sealift Command, Air Mobility Command, FORSCOM, and HQDA.
- (9) Monitor the Automated Unit Equipment List (AUEL) report and the Mobilization Movement Control (MOBCON) system for the USARC.
- (10) Coordinate the development and transmission of USARC unit movement data.
- (11) Provide input on the transportation annex for USARC supported exercises. Ensure units are provided information on HAZMAT Training Requirements for drivers.
- (12) Develop transportation policy guidance and procedures through regulations and pamphlets.
- (13) Provide staff transportation assistance in exercises, crisis situations, mobilizations and deployments.
- (14) Maintain copies of the Emergency Highway Traffic Regulation (EHTR) plans for emergency situations affecting highway movement throughout CONUS.
- (15) Provide guidance and updates on transportation of hazardous materials. Ensure units have certified personnel to sign shipping documents for the movement of hazardous materials.
- (16) Assist installation transportation office operations in the movement of passengers, personal property, and freight.
- (17) Evaluates requests/inquiries regarding shipment or storage of personal property and passenger travel and makes determination of proper entitlements.
- (18) Manage and coordinate procedures for planning and executing movement of units during Annual training, mobilization, and deployment. Conduct transportation studies and analyses to determine costs and recommended modes of transportation.
- (19) Coordinate the port of embarkation designation (both sea and air), determine port of embarkation (POE)

support requirements, designate POE support organization and conduct training/workshops for movement through and the operation of the POEs.

(20) Administer the Defense Travel Region contracts and serve as the MTMC Contracting Officer Representative for the HQs travel account. Provide coordination and resolve issues with the Commercial Transportation Offices/Contracting Officer Representatives (CTOs/CORs) command-wide. Provide input for the new Travel Re-Engineering Program under the Defense Travel System.

(21) Serve as Program Manager for the Second Destination Transportation (SDT) Program at USARC installations. Provides liaison between the RSCs and FORSCOM for the procurement of additional SDT funds when required and directed to FORSCOM/TRADOC Support Installations.

(22) Manage the conceptual tests and potential missions for training opportunities involved in the employment of Transportation Units to provide support to the Active Component.

(23) Publish a Convoy Commander's Guide for the movement of Army units within the Continental United States.

(24) Coordinates transportation support for the Headquarters Activity in support of command sponsored events; e.g., General Officer Conferences.

14-4. Logistics Management Division

Exercises staff management responsibility for logistics resource management, logistics doctrine development, civilian personnel management for the ODCSLOG, and liaison and coordination for emergency planning. Serves as the directorate focal point for contingency plans and operations. Reviews and formulates the logistics portions of force structure actions. Reviews, monitors, and coordinates Base Operations (BASOPS) and related actions. Exercises staff responsibility for AR 5-9. Serves as the USARC proponent for Defense Regional Interservice Support; e.g. support agreements, memorandum of understanding, and memorandum of agreements. Serves as USARC staff proponent for commercial activities (CA) studies. Serves as DCSLOG focal point for logistics reengineering initiatives.

a. Resource and Analysis Branch.

The Resource and Analysis Branch will—

(1) Have primary staff responsibility for all ODCSLOG matters pertaining to civilian personnel management, military personnel management, budget and funds management, review and analysis, and the Command Commercial Activities Program.

(2) Serve as adviser to the DCSLOG on civilian personnel administration. Maintain records on civilian personnel management and administer the automated PERSACTIONS Program for staffing, classification, recruitment, promotion, periodic reviews, and related matters. Maintain the DCSLOG manning roster and make required and periodic changes to TDA for personnel, grade, or skill specialty changes. Administer the Defense Civilian

Payroll System (DCPS). Develop and support training program for civilians and administer the procedures to request and fund schools.

(3) Maintain status on all assigned military personnel, including periodically required evaluations, assignments, histories, recommendations for awards, and actions to request replacements or realignments within the organization.

(4) Monitor execution of DCSLOG funding programs at installations and Regional Support Commands. Review OMAR programs to support the logistics need of the USAR including supply and maintenance programs. Recommend redistribution of funds as appropriate.

(5) Participate as member of the Program Budget Advisory Committee in the total budget process including Command Operating Budget and Program Objective Memorandum. Evaluate effectiveness of programs, adequacy of controls, and use of resources within priorities. Identify corrective actions and develop recommendations. Assist and advise DCSLOG functional program managers in the execution of their programs through proper formulation of budget and POM inputs.

(6) Maintain vigilance, control, and administration of the Headquarters Budget funds for DCSLOG. Advise the DCSLOG and Assistant DCSLOG (ADCSLOG) of status, requirements for changes in funding levels, or recommendations for redistribution of assets. Headquarters funds include all DCSLOG divisions and the Building Management Division.

(7) Review and coordinate analysis of logistics manning levels for USAR units and commands, procedures, and staffing levels to support logistical programs. Respond to manpower surveys and development of fulltime staffing criteria. Review and coordinate changes to authorization documents and provide technical comments.

(8) Administer the DCSLOG Annual Assurance Statement (AAS) Program and the Management Control Program (MCP). Responsible for the evaluation, identification and reporting of material weaknesses within the logistics community.

(9) Manage, supervise, and coordinate the U.S. Army Reserve Command Commercial Activities A-76 Program. Responsible for the coordination of A-76 studies at all installations and for development and attainment of resources to support consultants. Maintain Commercial Activities Study Tracking System (CASTS), and provide periodic reports to Forces Command on status of studies. Attend quarterly In-Process Reviews at all study sites as required by consultant contract. Attend periodic conferences held by Forces Command or HQDA on A-76 programs. Make periodic visits to major installations for in-house status of studies or development of future study strategies. Respond to the Commanding General on questions of status of studies and to OCAR for coordination of resources.

b. **Logistics Studies Branch.**

The Logistics Studies Branch will—

(1) Conduct logistics studies and reviews in partnership with OCAR DCSLOG for areas impacting the USAR.

(2) Serve as DCSLOG proponent for Army Reserve Logistics Reengineering Initiatives.

(3) Conduct studies of USAR missions, organizational structure, Army Reserve Technician Program, functions, procedures, and staffing as relates to logistics.

(4) Serve as the USARC proponent for Area Support Responsibilities, AR 5-9. Monitor installation area support and standard levels of service (SLS) in accordance with Department of Defense Instruction 4000.19, Aug 99, to assure adequacy of installation coordination and logistical support to USAR units. Assist RSCs in development of support agreements and standard levels of services as providers of service for Shop Smart functions or AR 5-9 mission. Conduct on-site assessments and analysis for regulatory compliance.

(5) Serve as the Command Program Manager for the Defense Regional Interservice Support (DRIS) Program. Evaluate and recommend revisions to support policies, procedures, geographic assignments, inter/intraservice support agreements, and memoranda of agreement or understanding (MOA/MOU). Review all MOA/MOU processed in the USARC for format and regulatory compliance.

(6) Coordinate development of the ODCSLOG position pertaining to the GAO, USAAA audits and inspections, and all Inspector General (IG) and Internal Review (IR) audits and inspections, as relates to logistics.

(7) Conduct studies and reviews of base support structure, to include support of efficiencies and cost effectiveness.

(8) Serve as the ODCSLOG POC on BRAC and BASOPS and related actions (BASOPS-expanded and Shop Smart).

(9) Act as the ODCSLOG focal POC for Army Logistics Policy Committee and other general officer level meetings with logistics implications (other than readiness and training).

(10) Coordinate with the Office of the Secretary of Defense and Department of the Army steering or advisory groups on studies having logistical impacts on the USAR to include Defense Management Review.

(11) Serve as the ODCSLOG POC for all installation logistics management issues and studies.

(12) Serve as the USARC proponent and USAR POC for contract administration issues.

(13) Serve as the USARC proponent for the IMPAC.

(14) Provide command guidance and serve as the program manager for MDEP QDOC.

(15) Serve as the USARC POC, develop command policy, and oversee the management of unauthorized commitments.

(16) Perform review and analysis of RSC contract cells.

(17) Review USAR contracting trends (contract fulfillment and acquisition methods) for regulatory compliance; i.e., Contract Management Reviews (CMRs).

(18) Participate with Director, Force Programs in development of staffing for the RSC and USAR installation contract cells or offices.

(19) Perform as the ODCSLOG representative for the Army Performance Improvement Criteria (APIC) Program.

c. Plans and Operations Branch.

The Plans and Operations Branch will—

(1) Serve as ODCSLOG focal point for logistics unit training initiatives; coordinate with subordinate, lateral, and higher commands.

(2) Provide USAR logistics unit force structure development and logistics doctrinal change impact assessments input and interface with RSCs, CONUSAs and FORSCOM.

(3) Coordinate with RSCs, CONUSAs and FORSCOM for USAR logistics support for exercises and training (Command Post Exercise (CPX) and Field Training Exercise (FTX), CONUS and OCONUS).

(4) Coordinate mobilization planning initiatives impacting USAR logistics units; e.g., CAPSTONE Program building, OPLAN resourcing.

(5) Ensure the logistics interoperability of assigned units, upon mobilization, to support wartime missions.

(6) Serve as ODCSLOG POC for Federal Emergency Management Agency (FEMA)/Civil agencies for emergency plans, etc.

(7) Serve as focal point and coordinate logistics support for contingency operations. Coordinate the development of operations orders, plans, etc., in support of contingency operations.

(8) Coordinate equipment distribution plans in support of training initiatives based on priorities established by the USARC ODCSOPS.

(9) Coordinate and plan mobilization logistics with FORSCOM, other MACOMs, CONUSA, and USARC ODCSOPS.

(10) Operate the Army World Wide Military Command and Control Information System (WWMCCS) for the ODCSLOG for extraction of logistics management reports.

(11) Operate the logistics element of the USARC Emergency Operations Center (EOC) when activated.

14-5. Maintenance Division

a. The Maintenance Division maintains equipment for USAR units in a ready condition at locations that best support the Command's mobilization and training objectives. Plans the nature and extent of cost, efficiency, effectiveness, and need for improvement of existing management practices in various maintenance organizations and their relationship to and affect upon the overall U.S. Army Reserve Maintenance Units and Activities within the USARC. Participates in the development and implementation of the

Army Reserve Command policy and procedures pertaining to a wide variety of work programs and objectives.

b. The Maintenance Division will—

(1) Provide staff planning, direction, coordination and supervision of operations, policy, and procedural matters pertaining to maintenance management of USAR materiel.

(2) Develop and coordinate changes to maintenance policy, plans and programs, procedures, standards and methods for USAR.

(3) Participate in the development and coordination of short and long-range maintenance plans, including facilities, personnel, materiel/unit readiness, The Army Maintenance Management System (TAMMS), Standard Army Maintenance System (SAMS), support agreements and contingency plans.

(4) Develop guidance and provide information and staff assistance to RSCs, Area Maintenance Support Activities (AMSAs), Equipment Concentration Sites (ECS's), Army Reserve units and other U.S. Army staff offices in matters pertaining to maintenance management.

(5) Develop, evaluate and incorporate Army regulations, directives, technical manuals, other publications, and reports to resolve maintenance problems and procedures.

(6) USARC proponenty for AR 750-1. Ensure the support of The Army concept with minimal redundancy (see USARC Reg 750-1) in accordance with applicable ARs, DA Pamphlets and Circulars. Determine and recommend policy and procedure changes and required training and assistance.

(7) Provide policy, guidance, and administration of the Army Award for Maintenance Excellence Program.

(8) Serve as the maintenance functional POC on BRAC and BASOPS actions.

(9) Formulate and prepare logistics support concepts in coordination with Material Development (MATDEV) and Secretary for Research & Development (SARDA) as part of weapon system requirement document (see AR 700-127). Requirements are based on support by the Army Maintenance System (see AR 750-1).

(10) Exercise staff supervision for Command Maintenance Discipline Program. Supervise and perform maintenance policy inspections, maintenance discipline reviews and liaison visits.

(11) Coordinate with HQDA, FORSCOM, and OCAR steering/advisory groups on studies that impact the USAR maintenance.

(12) Validate maintenance requirements in support of USAR annual training and assist DCSOPS in compiling resource requirements.

(13) Evaluate TAMMS as prescribed by DA Pamphlet 738-750 as it pertains to the USAR.

(14) Critique maintenance performance standards and perform continuing review of technical areas of interest to include, as a minimum, Unit Equipment Status and Serviceability Reports (byproduct of DA Form 2406, Materiel Condition Status Report).

(15) In coordination with Directorate of Force Programs, act on requests for establishment, relocation, and disestablishment of AMSAs and maintenance branches of ECS's.

(16) Review/determine level of repair analysis (LORA) and process requests for AMSAs and ECS's in performance of direct support/general support (DS/GS) maintenance.

(17) Establish trend analysis of the Army Oil Analysis Program (AOAP) in USAR units, AMSAs and ECS's for ground equipment (except aviation and medical).

(18) Research/determine and make technical recommendations on assignment of secondary support missions to DS/GS units.

(19) Review and analyze Unit Equipment Status and Serviceability Reports. Take action to resolve problems beyond the capability of the RSC.

(20) Serve as the DCSLOG's functional expert regarding maintenance aspects of the Force Modernization Program.

(21) Validate labor, materiel, and facility standards used in measuring and managing the performance of maintenance operations. Validate and process equipment maintenance support plans.

(22) In coordination with DCSFOR, develop/validate required staffing for maintenance facilities. Review technician job descriptions for technical content.

(23) Provide staff supervision of the Army Corrosion Prevention and Control (CPC) Program for the USARC.

(24) Exercise staff supervision and responsibility for maintenance management within AMSAs, ECS's, Army Reserve units, and other U.S. Army Reserve Command maintenance facilities. Assist RSC and other staff offices on matters pertaining to maintenance management.

(25) Assist and coordinate with the systems branch in developing changes and improvements for maintenance automation systems (e.g.; STAMIS, tactical/non-tactical systems, and USAR-developed applications), to include non-standard STAMIS currently in use.

(26) Provide technical input to USAR Regional Training Sites-Maintenance (RTS-Maint).

(27) Identify and report maintenance shortfalls and adverse trends impacting maintenance operations and readiness.

(28) Manage the Command's maintenance programs, to include identification and validation of resources.

(29) Review and analyze trends in equipment readiness and maintenance performance. Provide guidance and direction for resolving unsatisfactory equipment trends and failure to meet operational standards. Provide instruction in new maintenance practices.

(30) Assist DCSFOR in the performance of manpower surveys and reclaims pertaining to staffing of maintenance activities.

(31) Initiate and review equipment improvement recommendations and reports concerning malfunction of USAR equipment.

(32) Augment Command inspection/assistance teams as required.

(33) Provide Staff supervision regarding the Army Material Status System (AMSS).

(34) Manage and sustain the maintenance automation systems.

(35) Serve as POC for Hands-On-Training (HOT) Maintenance Programs in coordination with the Supply Division HOT mission coordinator

14-6. Equipment Division

a. The Equipment Division exercises staff supervision and responsibility for approximately 2100 USARC units, installations, and related activities. Is responsible for the management of over 1.2M pieces of equipment. Develops policies, procedures, plans and programs related to management, review, and monitoring USAR equipment. Provides technical input to equipment portions of logistical plans and procedures. Coordinates liaison visits and inspections and provides advice to USAR activities. Coordinates and maintains liaison with supporting activities. Provides DCSLOG system managers with new logistics-related systems being fielded under the Force Modernization Program, the DPP, and other new or displaced equipping programs or modernization initiatives. Provides logistics guidance to Force Modernization system managers. Provides guidance, oversight, and programming responsibilities for acquisition in the USARC, to include Procurement, Army Reserve (P1-R), DPP, and Army Stock Fund. Participate in the development and coordination of acquisition strategy with DA and the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ALT). In coordination with DA staff agencies, develops quantitative and financial requirements for those items of equipment specially procured in support of USAR activities. Initiates requests for procurement from the appropriate supply source, provides funding documents in coordination with the USARC DCSCOMPT and furnishes distribution plans. Serves as the program manager for the USAR DPP. Plans and manages distribution and redistribution of USAR equipment, less Class VIII (Medical) and Aviation. Manages disposition of excess equipment in USARC units.

b. The Equipment Division will—

(1) Coordinate loan of equipment outside of the USAR structure.

(2) Coordinate resourcing of equipment shortfalls in support of training. Review FORSCOM Forms 156-R for requirements, determine asset availability, and issue taskings to fill requirements from within command assets or forward requirements to higher headquarters.

(3) Coordinate acquisition, distribution, requisition, and use of all classes of supplies within USAR (less Classes I, III, VIII (Medical) and IX (Repair Parts), to include Depot Level Repairables).

(4) Develop policy and plans for the distribution, redistribution, withdrawal and disposal of major items, less Force Modernization.

(5) Coordinate with OCAR DCSLOG on the DPP for the entire USAR. Provide recommendation of prioritized list to OCAR DCSLOG of equipment to be purchased with DPP funds to fill shortages in USAR units.

(6) Assist in the development of acquisition strategy and programs for major items of equipment in coordination with Department of the Army.

(7) Identify equipment on-hand shortfalls for development of equipment acquisition lists.

(8) Act as office primary POC for the ODCSLOG for Force Modernization actions. Review Army Modernization Information Memorandum (AMIM) and coordinate the Modernization Resource Information Submission (MRIS) within the DCSLOG when tasked by the USARC DIRFP.

(9) Coordinate Integrated Logistics Support (ILS) in fielding new equipment (less Force Modernization Systems) to the USAR.

(10) Equip units during activation and mobilizations. Research and coordinate loans of equipment to support training exercises for all federal agencies.

(11) Manage the USAR and NGB Swap Migration Program.

(12) Assist DIRFP with coordination of Total Package Fielding (TPF) for all USAR units.

(13) Develop Mission Support Plans and review Materiel Fielding Plans in coordination with DIRFP.

(14) Develop equipment distribution plans for equipment acquisitions, less those for Force Modernization Systems.

(15) Identify fielding and sustaining costs less those for Force Modernization Systems.

(16) Develop equipment distribution plans for all units in the USAR based on priorities established by the USARC DCSOPS.

(17) Develop and monitor execution of policies for reporting and disposition of excess materiel.

(18) Manage disposition of excess equipment identified in USARC units. Manage disposition of equipment displaced by Force Modernization fieldings.

(19) Manage the USAR Modification Work Order Program.

(20) Manage the Maintenance Expenditure Level (MEL) Program for USARC units.

(21) Monitor USAR Watercraft and the Cyclic Overhaul Program.

(22) Participate in disciplined reviews of Army missile systems, wheel, track, and communications/electronics (C/E) equipment.

(23) In coordination with the Maintenance Division, monitor the maintenance aspects of the Force Modernization Program.

(24) Distribute, monitor, and follow-up compliance of Safety of Use Messages(SOUM), Maintenance Advisory Messages (MAM), and Ground Precautionary Messages (GPM) on USAR equipment.

(25) Develop, plan, justify, execute and manage the Depot Maintenance Program for all USAR equipment rebuild

initiatives. This program results in an additional 1-15 years in the life cycle of equipment and a reduced sustainment cost over the same period. The USAR Troop Program Unit soldiers perform the rebuilds, overhauls, upgrades and conversions during their AT and IDT periods.

(26) Manage the Command's equipment programs. Assist in the identification and validation of resources. Act as USARC POC for the Management of Excess Material Returns Program and the Tactical Wheeled Vehicle Retirement Program.

(27) Maintain current materiel status files on all USARC organizations reporting asset data.

(28) Serve as the equipment functional POC on BRAC and BASOPS actions.

(29) Manage the Continuing Balance System Expanded (CBS-X) and asset reporting programs for USAR units and installations.

(30) Review and analyze trends in equipment readiness. Initiate appropriate actions to resolve unsatisfactory equipment trends.

(31) Represent the DCSLOG on special boards, ad-hoc groups, or panels, joint working groups and teams in the area of materiel management. Identify major issues and recommend definitive actions to the DCSLOG.

(32) Coordinate with HQDA, FORSCOM, AND OCAR steering/advisory groups on studies which impact USAR equipping..

(33) Augment command inspection/assistance teams as required.

(34) Serve as approval authority for the purchase of unit flags and guidons for USAR entities.

(35) Serve as a member of the Army Watercraft Management Action Group (AWMAG).

(36) Serve as a member of the Joint Water Resources Management Action Group (JWRMAG).

(37) Serve as a member of the Worldwide Petroleum Advisory Group (PAG).

(38) Monitor and consolidate the Semi-annual Fuel Usage Report in accordance with USARC Regulation 700-2.

14-7. Supply Division

The Supply Division provides staff planning, direction, coordination, and supervision of operations, policy, and procedural matters pertaining to supply management within the Command. The Supply Division will—

a. Develop and coordinate policy for the requisition, receipt, storage, issue, and disposition of all classes of supplies within the Command's units and installations (less Class VII Medical and Aviation).

b. Develop supply annexes to logistics plans and monitor supply capabilities. Coordinate plans with active Army and other DOD agencies. Establish policy to implement DOD supply programs that impact on the USAR.

c. Provide planning, direction, coordination, and supervision of the Command Logistics Review Program.

Conduct assessments as required. Analyze findings and recommend courses of action.

d. Serve as the Velocity Management Change Agent for the USAR. Analyze requisitioning and repair data to identify problem areas and implement corrective actions to increase the responsiveness of the supply system. Serve as the Command functional expert for order ship time and coordinate input to stockage determination and repair cycle time teams.

e. Exercise staff supervision of the Command Supply Discipline Program. Supervise performance of required supply inspections and supply discipline reviews within subordinate commands, and conduct the same for direct reporting units/activities. Maintain liaison with assigned commands, organizations, and installations.

f. Process reports of survey originating from direct reporting units/activities. Review and process report of survey appeals for final action by the appeal authority.

g. Monitor, review, and analyze the quarterly Property Accountability Adjustment Data Report.

h. Review and analyze trends in property accountability. Provide guidance and direction for resolving unsatisfactory trends and failure to meet standards. Provide instruction..

i. Analyze supply performance reports to identify trends and for conformance with standards.

j. Manage the Command's supply programs, to include the property accountability, clothing management, and report of discrepancy programs. Assist in the validation of resources.

k. Provide staff supervision for the management of contingency stocks within the Command.

l. Provide policy, guidance, and administration of the Chief of Staff, Army Supply Excellence Award Program.

m. Act as logistics coordinator for the Production Based Training/Retail Supply Support Program (PBT/RSS). Coordinate policy and procedures with DCSOPS and other DCSLOG elements.

n. Manage the PBT/RSS operations within the Command to ensure effective and efficient support is provided to requesting units.

o. Analyze PBT/RSS Program effectiveness. Assist DCSOPS in coordinating resources necessary for program execution.

p. Serves as the focal point for developing/publishing USARC unique policies, procedures, and guidance for Standard Army Retail Supply System (SARSS) operations.

q. Coordinates with lateral and subordinate commands to monitor SARSS interface with financial systems, assist with processing problems, and maintain necessary financial controls.

r. Develops USARC unique policies and procedures for financial operations of the 988th Retail Redistribution Hub. Monitors Hub operations and provides management information to redistribute Hub generated revenues. Plans, programs, budgets, and executes funds for Hub operations. Maintains all financial records for revenues and operating costs related to the Retail Redistribution Program.

s. Track expenditures under the Standard Army Retail Supply System to ensure the system is functioning properly. Make recommendations to the USARC DCSLOG concerning distribution of credits from this turn-in of equipment.

t. Act as supply coordinator for the HOT Mission. Coordinate policy and procedures with DCSOPS and other DCSLOG elements.

u. Manage the supply HOT mission operations within the Command to ensure effective and efficient support is provided to requesting units. Analyze HOT mission program effectiveness. Assist DCSOPS in coordinating resources necessary for program execution.

v. Provide guidance concerning the operation of the Standard Property Book System-Redesign and the Unit Level Supply System-S4. Ensure the systems are working effectively in subordinate commands.

w. Provide input for the development of the supply elements of the Global Combat Support System-Army.

x. Analyze input to the Continuing Balance System-Expanded and the Unique Item Tracking system to ensure data is accurate and commands comply with system requirements.

y. Manage the Distribution Execution System within the Command.

z. Provide subordinate commands access to the Logistics Integrated Data Base (LIDB), Rapid Defense Address Advice Code (DODAAC), and other supply-related systems maintained by Logistics Support Activity (LOGSA), resolve access problems, and educate commands concerning system capabilities.

aa. Develop and monitor execution of policies and procedures pertaining to storage of supplies and equipment.

bb. Exercise staff supervision over Storage Branch operations in ECS's and central storage facilities (CSFs).

cc. Exercise staff supervision and responsibility for the centralized storage of equipment at Industrial Operations Command storage facilities for assigned units.

dd. Monitor command-wide storage requirements. In coordination with Maintenance Division, recommend to DIRFP the establishment, relocation, and disestablishment of ECS's.

ee. Manage the ammunition supply and surveillance programs, to include the acquisition, expenditure, renovation, maintenance, storage, and disposal of Class V materiel within ammunition supply points. Provide advice and recommendations concerning all aspects of the USARC ammunition management program.

ff. Manage the Class V basic load computation with subordinate commands.

gg. Maintains the Standard Army Ammunition System – Modernization (SAAS-Mod) for Total Asset Visibility and ensures reporting of the World Ammunition Report by USAR Installation Ammunition Supply Points (ASPs) through FORSCOM to IOC.

hh. Represent the DCSLOG on special boards, ad-hoc groups, or panels, joint working groups and teams in the

area of supply management and operations. Identify major issues and recommend definitive actions to the DCSLOG.

ii. Coordinate with HQDA, FORSCOM, and OCAR steering/advisory groups on studies that impact USAR supply .

jj. Coordinate the Organizational Inspection Program within the USARC ODCSLOG. Augment command inspection/assistance teams as required.

kk. Integrate aviation and medical supply considerations into command supply actions.

ll. Maintain the property book and perform all property accountability actions for HQ, USARC. Hand receipt equipment to staff offices and coordinate inventories.

mm. Perform purchases of supplies for HQ, USARC using the International Merchants Purchase Authorization Card. Conduct monthly validation of purchases. Receive and distribute supplies to directorates.

nn. Single Stock Fund (SSF):

(1) Develop and distribute USARC unique policies and procedures for implementation of SSF in subordinate USARC commands.

(2) Coordinate with higher, lateral, and subordinate commands to ensure compliance with HQDA SSF goals and objectives.

(3) Develop financial processes to ensure full compliance and benefits of HQDA Credit Policy.

(4) Coordinate, staff, and assist with DCSCOMPT and DCSOPS in obtaining resources necessary for program execution.

14-8. Facility Management Division

The Facility Management Division exercises staff management responsibility for overall building management, facility planning and forecasting, space planning allocation and management, workstation alteration and renovation management, maintenance management, preventive maintenance of boiler rooms, shower rooms, repair projects, energy management, security and life safety management, and contract administration management (e.g., landscape, life safety system, security system, heating, ventilation, air conditioning (HVAC)). This Division is the focal point for all facility and grounds alteration and renovation projects.

a. Facility Management Office.

The Facility Management Office will—

(1) Serve as the focal point for the USARC command facility, parking garage and adjacent grounds. Plans, manages, and directs all activities, including maintenance, repair, security, safety, property accountability, space utilization and management, office layouts, remodeling, alterations, securing and maintaining appropriate levels of support services related to heating, air conditioning and custodial services, relationships with vendors, and concessionaires.

(2) Serve as chief adviser to USARC Command Group on all building and grounds matters.

(3) Maintain overview of facilities needs, directs studies as required, staffs studies and reports and provides briefings to the Command.

(4) Plan work to be accomplished, interprets policy, procedures, and establishes priorities. Assigns work to maintenance personnel and delegates authority as necessary.

b. Security Office.

The Security Office will—

(1) Serve as the security office for the USARC and control headquarters. Perform security administration procedures involving the accountability and issuance of employee and visitor badges used for access to the building and surrounding areas.

(2) Monitor the internal security program through visual monitoring of security control panels, sound alarms, or visual observation of unsecured ingress/egress areas.

(3) Maintain an open channel of communication with installation provost marshal and the military police desk to report any violations or activities considered as a security threat. Physical security actions are limited to monitoring ingress/egress systems designed to safeguard personnel and prevent unauthorized entry.

(4) Perform a variety of administrative functions in support of the building management and maintenance staff.

c. Building Maintenance Office.

The Building Maintenance Office will—

(1) Perform electrical work within the building and garage and report problem areas. Remove and install electrical fixtures. Repair and protect broken and exposed wiring. Replace lightbulbs. Install built-in or external electrical outlets. Replace and repair conduit and run wiring under floors and through walls to electrical boxes.

(2) Perform plumbing work. Perform repairs by removing, cleaning, replacing, packing and sealing defective parts, such as dirt traps, sections of broken pipe and leaky drains. Change flush valves, washers, and related components in toilets and sinks. Replace toilet seats, hinges, and commodes. Unstop toilets and drains.

(3) Prepare and paint wood, metal, concrete, and masonry surfaces of interior, exterior, and components of the building and garage. Perform necessary preparatory work prior to painting, such as scraping, filling holes, sanding, and wire brushing. Perform installation, alteration or repair of carpet, carpet cushions, linoleum and or similar floor coverings such as asphalt, rubber, or vinyl tile. Cut, fit, and replace carpet and carpet tile in areas damaged by wear or age.

14-9. Automation Integration Division

The Automation Integration Division will—

a. Serve as USARC program manager for logistics automation STAMIS for the Army Reserve.

b. Plan and manage distribution, redistribution, and distribution of excess logistics automation STAMIS within the USAR.

c. Develop plans for Y2K implementation for all STAMIS within the USAR.

d. Develop policy for logistics automation STAMIS within the USAR.

e. Serve as DCSLOG POC for logistics functionality in RCAS.

f. Receive input from DCSLOG and coordinate implementation and improvement of logistics automation STAMIS.

g. Coordinate with OCAR, FORSCOM, and HQDA for implementation and improvement of logistics automation STAMIS.

h. Manage total package fielding of new logistics automation STAMIS and coordinate new equipment training (NET) for system operators.

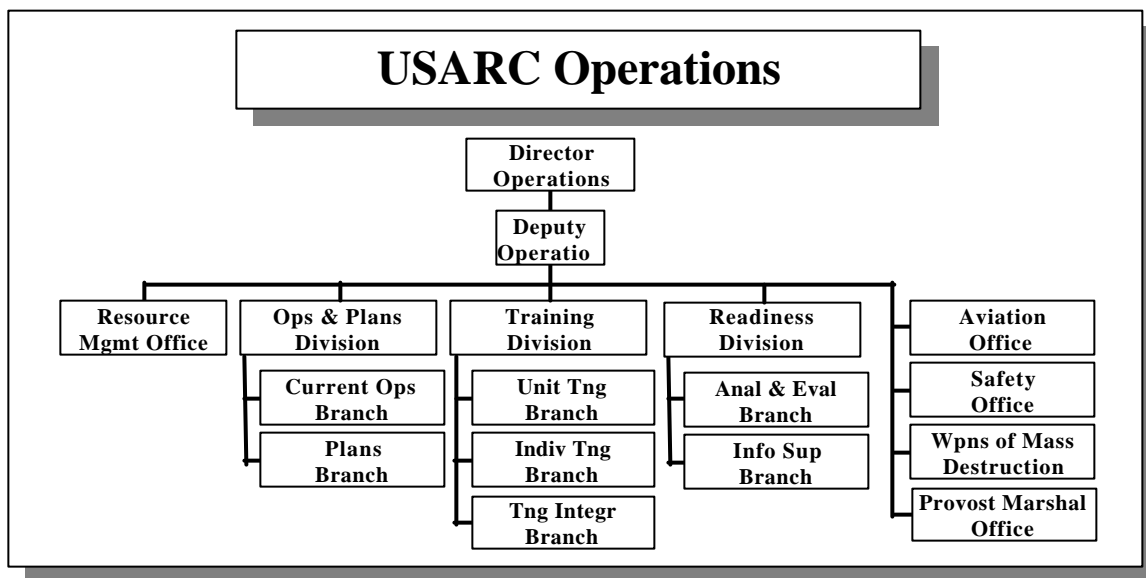
i. Manage fielding of software change packages (SCPs).

j. Monitor Combat Service Support Automation Management Office (CSSAMO) personnel and training.

k. Manage Federal Systems Integration and Management Center (FEDSIM) contract, budget agreements and division resources.

l. Coordinate with Chief Information Office (CIO) to develop and support USAR special and local program requirements.

Chapter 15
Office of the Deputy Chief of Staff, Operations (DCSOPS)
Operations and Functions



15-1. Mission

The mission of the DCSOPS is to provide trained and ready USAR units to perform General Military Service support to the National Command Authority and to augment the Active Component in crisis. This includes operations above or below the threshold of war, as directed by the National Command Authority. To accomplish this mission, the Directorate accomplishes the functions of—

- a. Planning for USAR support of general war and special plans and exercises for emergency and contingency plans and operations.
- b. Establishing priorities for the USARC and its subordinate commands and units, including the organization vision.
- c. Operating the USARC Operations Center (UOC). Managing the WARTRACE and operations security (OPSEC) programs, to include identification and resourcing of the FSP.
- d. Reviewing and providing guidance for Training, Operations, Mobilization, and Deployment. Reporting, reviewing, monitoring, and analyzing unit readiness through personnel, equipment, and training elements on the Unit Status Report.
- e. Reviewing and monitoring systemic training issues and all individual/unit training and training support/management, including the Reserve Component ODT program.
- f. Supervising the activities of the ARRTC and the assigned Reserve Component Training Institutions (RCTIs), including the Regional Training Sites.
- g. Establishing overall USARC priorities for using USAR unit assets and resourcing.

h. Serving as Program Director for planning, programming, budgeting, and execution of DCSOPS' portion of Operations and Maintenance, Army Reserve and Reserve Personnel, Army appropriations in support of DCSOPS programs.

- i. Serving as a member of the WPBAC and the PBAC.
- j. Developing and implementing doctrine, plans, and policies pertaining to the management of the U.S. Army Reserve Command (USARC) Safety Program.
- k. Providing counsel to the USARC Staff and MSCs on accident prevention and compliance with Safety and Occupational Health Law, Standard, and Regulations.
- l. Advising staff on, and exercising coordination staff supervision over, all matters relating to the USAR Aviation Program.
- m. Providing staff advice and technical consultation for the Commander and USARC staff in the planning, organizing, directing, and evaluating of all Force Protection and Military Police operations within the Command.
- n. Coordinating the integration of USAR units into the DOD plans for defense against weapons of mass destruction (WMD) outlined in Defense Reform Initiative 25 and advising senior USAR leaders, higher HQs, and other governmental agencies on USAR capabilities, and training USAR units to respond to a domestic WMD incident.

15-2. Deputy Director

The Deputy Director, DCSOPS—

- a. Shares full program and managerial responsibilities with the DCSOPS for the successful operations of the organization.

b. Performs duties and responsibilities of the DCSOPS in the DCSOPS' absence.

15-3. Administrative Section

The mission of this section is to provide the DCSOPS, ADCSOPS, and the DCSOPS staff with administrative support as follows:

- a. Accomplish personnel management actions.
- b. Accomplish staff training management actions.
- c. Accomplish information management actions.
- d. Accomplish automation management actions.
- e. Accomplish administrative support actions.
- f. Provide organizational development support.

15-4. Resource Management Office

Resource Management Office is the primary manager of all resources provided to the DCSOPS for distribution to USAR subordinate commands, units, and those funds designated for use by the DCSOPS staff. Responsibilities include—

- a. Interpretation and implementation of DOD, HQDA, and OCAR guidance, development of allocations, and development and support of the out-year POM and execution year command operating budget/command budget estimate requirements.
- b. Analysis of current year resource execution by subordinate commands and recommendation of adjustments to distributed levels of funding.
- c. Development, execution, and review of the DCSOPS HQs funding, to include awards, supplies, travel, and training programs.
- d. Development, implementation, review, and analysis of training support to USAR units on non-USAR installations and training support requirements associated with USAR installations and training enclaves.
- e. Oversight responsibility of the counter drug (CD) funding in Reserve Personnel, Army and Operation Maintenance, Army Reserve to ensure compliance with Congressionally mandated limitations.
- f. Management oversight of the following collective training funding programs: Marksmanship, exercises (JCS CONUS/OCONUS, operational/local), distance learning, combat training centers (CTCs), unit sustainment, foreign exchange program, innovative readiness training (IRT), Congress of Interallied Confederation of Reserve Officers, mobilization activities and exercises, and the civil military cooperation programs. Exercise management control and oversight of annual training (AT), AC to RC program, additional drill assemblies (ADAs) program, and Training Support XXI. Management responsibility for Operational Tempo funding in support of all USAR training.
- g. Oversight responsibility for resources supporting the following non-training type requirements: Contingencies, WMD, emergency response to natural and man-made disasters, operational training in support of active and reserve missions, safety, aviation, and all operational and training support to the Force Protection Program.
- h. Management oversight for the following individual training and training support programs: TASS, ROTC/IET

programs, MOSQ, officer continuing education, medical training (individual, collective, as well as Medical Regional Training Sites), the ARRTC, career development, refresher proficiency training, NCOES, and safety training.

i. Management of the following installation and headquarters funding: The DCSOPS civilian pay, awards program, training aids support centers, directorate travel, training, range management, integrated training area management, support of USAR training on non-USAR and USAR installations, and the Defense travel card program.

j. Automation of the requirements, distribution, and administration of the above programs, to include maintenance of audit trails, unresourced requirements by command and program, funding authorization document development, cross component resourcing, coordination, planning, and submission to the USARC DCSCOMPT for further distribution to USAR units.

k. Development of resource strategies and plans for training in the execution year, budget year, and the 5 POM years.

15-5. Operations and Plans Division

The Operations and Plans Division serves as the hub for the planning for mobilization of USAR units, WARTRACE alignment of USAR units, planning for the participation of USAR units in JCS and DA directed exercises, and monitoring and managing all associated activities to prepare USAR units for mobilization. The Division also serves as the hub for all current operations, including CONUS Military Support to Civil Authorities (MSCA), all world-wide mobilizations involving USAR units, management of crisis activities associated with MSCA and mobilization, the training and sustainment of the USARC CAT to execute emergency current operational activities. The Operations and Plans Division is responsible for other command programs, as detailed in the Current Operations Branch section, that contribute to the training, readiness, security, information awareness, and overall enhancement of the DCSOPS Directorate.

a. *Current Operations Branch.*

The Current Operations Branch operates the UOC; performs central tasking functions; maintains status of operational actions; coordinates and manages mobilization alert, execution, and demobilization of USARC units; coordinates the USARC Command OIP; administers the IRT Program; administers the USARC Command OPSEC Program; administers the USARC CD support operations program; administers the USARC MSCA Program; coordinates the implementation of Open Skies and Chemical Weapons Convention Treaties; coordinates the burial honors and other appropriate ceremonies and recognition events; and coordinates the implementation of the Anthrax Vaccination Immunization Program. The Current Operations Branch will—

(1) Direct the operation of the UOC. Coordinate all command emergency actions 24-hours a day and 7-days a week. Process Serious Incident Reports and prepare and distribute USARC situation reports on major, high visibility

operational activities. Conduct monthly secure communication's exercises with subordinate commands. Prepare the weekly Command Update Briefing and maintain the USARC Command Briefing. Represent the DCSOPS at FORSCOM's battle-staff updates and disseminate battle-staff information to USARC CAT members.

(2) Serve as USARC's central tasking office. Receive, validate, and execute support requests for requesting agencies. Coordinate support requests submitted from subordinate commands with applicable USARC HQs staff agencies and other organizations as applicable. Prepare all tasking messages to subordinate commands.

(3) Prepare and disseminate mobilization warning orders, alert for mobilization orders, and demobilization orders to subordinate commands for units identified to mobilize. Request from FORSCOM mobilization of units and individuals selected to mobilize. Track all mobilizing and demobilizing USARC units and individuals. Provide a weekly status report for the USARC weekly update briefing. Provide oversight for the CONUS Replacement Center operation at Fort Benning, GA. Proponent for USARC Memorandum 500-3, Crisis Action Procedures. Train CAT members to prepare for real-world missions and periodic training exercises.

(4) Serve as executive agent for implementation of USARC Regulation 1-201. Plan, coordinate and execute the Command OIP. Maintain master calendar of all inspections and visits. Resolve conflicts between and coordinate inspections of all subordinate units with USARC HQs staff agencies, higher HQs, and external agencies with subordinate commands. Consolidate comments and prepares final reports of USARC OIP inspections for the Deputy Commanding General's (DCG) approval. Disseminate the final report to the inspected major subordinate commands.

(5) Manage and execute the USARC IRT Program. Obtain approval from DOD Office of the Assistant Secretary of Defense for Reserve Affairs for all IRT projects. Coordinate with USARC DCSOPS' Unit Training Branch for availability of units to perform IRT missions.

(6) Serve as the proponent for USARC Memorandum 530-1. Assist subordinate commands and installations with OPSEC policies and procedures.

(7) Administer the USARC CD Support Program. Serve as a force provider for Joint Task Force Six, DOD agencies, and federal agencies seeking CD support. Participate in CD planning conferences.

(8) Coordinate all MSCA. Exercise command and control (less OPCON to the CONUSAs) for the Army Emergency Preparedness Liaison Officer (EPLO) Program. Interface the EPLOs into the WMD Program.

(9) Manage implementation and notification of Major Subordinate Commands (MSCs) and USAR installations in accordance with the terms of the Treaty of Open Skies, as applicable to USARC installations and facilities. Manage the implementation of the terms of the Chemical Weapons

Convention Treaty as applicable to USARC installations and facilities.

(10) Plan, coordinate, and execute the semi-annual General Officers' Conference. Plan, coordinate, and execute the annual Chief of Staff's Conference. Oversee the USARC's Burial Honors Program.

(11) Serve as the lead USARC agency for the planning, coordination, execution, and oversight of the USARC Anthrax Vaccination Immunization Program.

(12) Develop contingency plans for the DCSOPS' Y2K program. Coordinate with other USARC staff on interface and implementation of Y2K requirements.

(13) Serve as proponent for the USARC Staff Duty Officer (SDO) and Staff Duty Officer Assistant (SDOA) Program and USARC Regulation 1-1. Provide oversight for and implementation of the SDO and SDOA Program.

(14) Manage USARC Management Decision Evaluation Packages for the USARC CD Program and the Domestic Emergency Program.

(15) Maintain the USARC Master Events Calendar.

b. **Plans Branch.**

The Plans Branch manages and coordinates all mobilization and deployment plans affecting USAR forces. It manages other programs as directed. The Plans Branch will—

(1) Manage and coordinate all planning, resourcing, and training for mobilization, deployment, redeployment, and demobilization (MDRD) during peacetime for U.S. Army Reserve Forces, to include the JCS and DA Mobilization Exercise Program.

(2) Manage and coordinate operational plans and actions not directly related to MDRD functions for all operations.

(3) Manage and coordinate the WARTRACE Program. Monitor and provide input to all WARTRACE conferences and manage TPFDDs for all Major Theater of War (MTW), contingency OPLANs and CONPLANs. Forecast and budget all WARTRACE planning dollars within the Command.

(4) Serve as staff proponent for USAR MDRD policy and procedures.

(5) Manage all JCS/DA directed mobilization exercises. Forecast and budget all MOBEX dollars as directed.

(6) Collect USAR man-day data (USAR support to the active component) to support Quarterly Army Performance Report and Quadrennial Defense Review.

(7) Manage unit selection for the AGR Command Program. Conduct concept and decision briefings for Commanding General's approval. Collect nominations from MSCs; analyze and recommend TPU units for fill by AGR commanders based on readiness factors and available officer strengths by branch.

(8) Manage and coordinate the FSP Program. Monitor doctrinal changes and provide input at FORSCOM management of change window workshops and conferences.

15-6. Training Division

The Training Division develops, implements, and interprets USARC training policies and programs to achieve the Command's goal "To have 85 percent of all assigned soldiers Duty Military Occupational Specialty Qualified or Noncommissioned Officer Education System Qualified by the year 2005"; provides implementing guidance to assigned USAR units and assesses their training performance; when required, prepares USARC supplements to FORSCOM training policies and regulations; serves as staff proponent for USAR Divisions (Institutional Training) (Divs (IT)) and, as such, synchronizes Div (IT) operations and assesses mission performance; represents USARC at all training-related conferences and workshops; performs administrative support and control functions for the Division.

a. Unit Training Branch.

The Unit Training Branch develops, implements, and manages collective training programs to ensure all assigned USARC units are prepared to perform their wartime missions within prescribed timelines. This branch is the USARC Program Manager for MDEPs that support AT, ODT, CONUS Army training exercises, CTCs, and ADAs. The Unit Training Branch will perform the following functions and sustain the following areas of interest in support of collective training:

- (1) Provide implementing collective training guidance to assigned units (see FM 25-100/101, AR 220-1, AR 350-41, and FORSCOM Reg 350 series and 220 series).
- (2) Schedule and resource AT for assigned units (see FORSCOM Reg 350 series and FORSCOM Reg 220-3).
- (3) Serve as staff proponent for the USARC exercise program; allocate resources and assess exercise performance (see AR 350-28 and FORSCOM Reg 350-5).
- (4) Manage ODT; allocate resources, and assess program performance (see AR 350-9 w/FORSCOM Suppl 1 and AR 55-46).
- (5) Manage USAR participation in CTC (National Training Center, Joint Readiness Training Center, Combat Maneuver Training Center, and Battle Command Training Program) activities (see FORSCOM Reg 350 series and FORSCOM Reg 220-3).
- (6) Serve as staff proponent for the collective training module on Center Level Application System.
- (7) Serve as staff proponent for USARC Training System (UTS); update UTS database weekly.
- (8) Distribute ADAs to support unit-training activities (see AR 140-1).
- (9) Provide Active Component, National Guard, and other DOD agencies with liaison services that support collective training.
- (10) Manage cross-border movement of land forces between the United States and Canada (see AR 525-16).
- (11) Coordinate USAR support to special projects, which impact on collective training (e.g., National Boy Scout

Jamboree, Future Force/Atlanta Project, ROTC Support, Olympics, and National Public Service Recognition Week).

b. Individual Training Branch.

The Individual Training Branch's primary responsibility is managing individual and institutional training within the USAR that sustains and enhances individual readiness and supports the total readiness posture. The Branch has staff oversight for the ARRTC and the Divs (IT). Manage the USAR Weapons Training Program. The Individual Training Branch will perform and execute the following functions and responsibilities:

- (1) Provide guidance to subordinate commands and coordinate with DA, TRADOC, proponent schools and other organizations regarding USAR involvement, concerns, and support to the TASS and IET.
- (2) Management of the ATRRS. Provide guidance and manage use and implementation of all ATRRS functions within the USAR.
- (3) Assist Division (IT) in preparing for and participating in the Training Resource Arbitration Panel (TRAP) and Structure Manning Decision Review (SMDR) process.
- (4) Participate in TRAP and SMDR as overall representative and mission validator and acceptor for the Divisions (IT).
- (5) Identify and validate USAR training requirements and enter into ATRRS.
- (6) Perform program management for MOSQ, Professional Development, Institutional Training (TASS/ARRTC), Initial Entry Training and ROTC. Develop strategies and objectives, identify resource requirements for POM submission, manage Reserve Personnel Army and Operation and Maintenance Army Reserve fund allocations, and monitor execution and accomplishment. Adjust objectives and resource allocations based on program execution. Provide program and budget input to OCAR.
- (7) Accept missions for Divisions (IT) based on validated capabilities and resources. Monitor and assist Divisions (IT) in TASS missions and instructor management support. Identify and coordinate instructor requirements to support assigned AT missions. Assist with procurement of equipment to support training requirements, coordinate, and resolve issues related to mission accomplishment.
- (8) Monitor, participate in work groups, and develop procedures and policies for the implementation of TASS.
- (9) Coordinate with TRADOC Training Operations on institutional and initial entry training missions and resourcing issues.
- (10) Coordinate ROTC Advance and Basic Camp mission support.
- (11) Provide decision-making representation and input to the Divs (IT) Advisory Council, Council of Colonels, and General Officer Steering Committee on individual and institutional training initiatives.

(12) Provide decision making input in the Total Army Training System-Courseware conversion process and the implementation of the Distance Learning Program.

(13) The ATRRS section will monitor MOSQ reclassification courses to ensure classes fill on a regular basis; validate original requirements and changes through the TRAP process using current SIDPERS data; continue to monitor these courses to ensure MOSQ readiness and best use of school resources.

(14) Monitor the accreditation process for assigned TASS Battalions and USAR Non-Commissioned Officer Academies. Provide assistance and coordination support between TRADOC proponent schools and Divisions (IT).

(15) Take appropriate action to ensure the USARC's assigned units achieve the Chief of Staff, Army's goal of 85 percent DMOSQ assigned and 85 percent NCOESQ assigned by FY 05.

(16) Manage and coordinate TASS issues by Career Management Field and Area of Concentration using SRC managers and functionally aligned TASS battalions assigned to the Divs (IT) within the seven TASS regions. The SRC managers use ATRRS, Individual Training Resource Requirements-Geographic Information System, email, and personal contact to facilitate management and coordination in support of USARC MOSQ goals.

(17) Monitor the execution of the ROTC Alternate Staffing Program. Coordinate with OCAR, Cadet Command, and TRADOC on the development of policies and procedures to assist in the implementation of the program. Identify POM resource requirements for submission and future program expansion.

(18) Manage the USAR Weapons Training Program, including Mobile Training Teams, to sustain and enhance weapons skills within USAR units. Additionally, manage and mission the USAR Small Arms Training Team, a direct reporting command, and the OCAR Competitive Marksmanship Program. Manage USAR support to the Secretary of the Army sponsored National Rifle and Pistol Matches and the ALL-USAR Marksmanship team.

(19) Coordinate with TRADOC (Deputy Chief of Staff for Education (DCSED)) on TASS missions and resourcing issues.

(20) Manage the Total Army Distance Learning Program for the USAR.

c. Training Integration Branch.

The Training Integration Branch is responsible for establishing the USARC Training Vision, which enhances the Reserve Component training strategy. Additional functions include management of resources that support installations and Reserve Component requirements that support established objectives and goals. The following structure and areas of responsibility are monitored and executed within this Branch:

(1) Table of Distribution and Allowances Medical site support.

(2) Active Duty Special Work and Active Duty for Training validation.

(3) Monitor training evaluation results.

(4) Regional Level Automation System, Center Level Automation System and Standard Army Training System POC.

(5) Yearly Training Brief and Individual Training Resource Requirements-Geographic Information System coordinator.

(6) Command training guidance, policy, and doctrine POC.

(7) Training regulations and directives POC.

(8) Training Evaluation Support System, Training Assessment Model, and Water Resource Management Advisory Group POC.

(9) Yearly Training Brief Coordinator.

(10) FORSCOM Form 156-R POC.

(11) Force Integration of other than new equipment training; New Equipment Training, Training Aids, Devices, Simulators and Simulations; Training Support Center, Joint Airborne/Air Transportability Training, and Shop Smart POC.

(12) Visual Information manager and coordinator.

(13) Interallied Confederation of Reserve Officers (CIOR) Program POC.

(14) Range and Training Land Program, Range and Hazardous Material (HAZMAT) POC.

(15) DCSOPS Base Realignment and Closure, and Program Objective Memorandum building installation coordinator.

(16) USARC installation, Installation Status Report, environmental impact and Integrated Training Area Management Program (ITAM) POC.

(17) USARC Range and Training Land Program Manager.

(18) Environmental awareness training and ITAM POC.

(19) HAZMAT/Hazardous Waste (HAZWASTE) training and certification POC.

(20) Serve as DCSOPS POC on Engineer actions.

(21) Training Ammunition Authorization manager.

(22) Training Ammunition Allocation manager.

(23) Training Ammunition Management Information System manager.

(24) Standards in Weapon Training POC.

(25) Reciprocal Unit Exchange Program POC.

(26) Individual Exchange Program POC.

(27) Unit Awards Program POC.

(28) Training Division Data POC.

(29) Individual Training & Resource - Geographical Information System (ITRR-GIS) Program POC.

(30) Training Division Network Facilitator.

(31) Training Division Hardware Facilitator.

(32) Combat Service/Combat Service Support, Doctrine Training Leader Development Organization Materiel and Soldier Structure Coordinator.

(33) USARC LNO with TRADOC and National Simulation Center.

(34) Training General Officer Steering Committee and Council of Colonels USARC Issues Coordinator.

15-7. Readiness Division

The Readiness Division is the focal point for USAR readiness management efforts. It is the responsible agency for developing and providing overall resource allocation guidance to USAR Commands and units, developing initiatives and recommendations to improve unit readiness, and ensuring actions are taken to enhance unit readiness conditions. It serves as the Command Liaison Agency for the U.S. Army Reserve Readiness Command (USARRC). The Readiness Division is the USARC proponent agency for USAR Global Command and Control System (GCCS) operations. The Division contains two branches, including the Analysis and Evaluation Branch and the Information Support Branch.

a. *Analysis and Evaluation Branch.*

The Analysis and Evaluation Branch is the responsible agency for analyzing and assessing the readiness capabilities of all USAR units, developing initiatives and recommendations to improve unit readiness, and ensuring actions are taken to enhance unit readiness conditions. It is the proponent agency for developing and providing overall resource allocation guidance to USAR commands and units. The Analysis and Evaluation Branch serves as the Command Liaison Office for the USARRC. The Analysis and Evaluation Branch will—

(1) Analyze and assess the readiness capabilities of all USAR units. Identify weaknesses, trends, and systemic problems inhibiting USAR units from mobilizing, deploying, and performing mission requirements.

(2) Provide detailed depictions of USAR unit readiness conditions to the USARC leadership through Staff and Command Quarterly Readiness Reviews (QRRs) and other forums. Provide detailed depictions of USAR unit readiness conditions to the FORSCOM leadership through FORSCOM Force Status Briefs and other forums. Provide readiness depictions to the CAR for inclusion in Chief of Staff, Army Monthly Readiness Reviews.

(3) Develop initiatives and recommendations to improve unit readiness. Coordinate, direct, and monitor implementation of actions to enhance unit readiness conditions with higher HQs, the USARC staff, and subordinate commands and units.

(4) Prepare detailed reports and data depictions of the readiness capabilities of USAR units. Prepare correspondence, reports, and depictions of USAR unit readiness for higher HQs, DOD, non-DOD agencies, and organizations. Prepare periodic “White Books” containing detailed depictions of USAR units to perform mission requirements.

(5) Serve as the proponent office for USAR Department of the Army Master Priority List (DAMPL) issues and assignments. Ensure DAMPL sequence numbers are properly assigned to USAR units. Provide representation to the HQDA DAMPL Working Group.

(6) Manage the USAR Tiered Resource Program. Develop overall resource allocation strategies for approval by USAR unit leadership. Ensure approved tiered resource strategies and assignments are implemented within the

USAR. Ensure Tiered Resource assignments and guidance is in compliance with DAMPL guidance, assignments, and other Department of the Army policies.

(7) Manage the USAR FSP Program. Ensure most capable units are assigned to the FSP. Ensure actions are implemented to ensure USAR FSP units attain the highest possible readiness status.

(8) Manage the USAR CONUS Support Package (CSP) Program. Ensure most capable units are assigned to the CSP. Ensure actions are implemented to ensure USAR CSP units attain the highest possible readiness status.

(9) Work with USARC DCSOPS Current Operations Branch to prepare recommendations for unit assignments to Commander in Chief (CINC) Operational Plans. Provide recommendations for unit assignments for mobilization in contingencies and crises.

(10) Manage the DCG, USARC, Readiness Visit Program. Coordinate DCG readiness visits to MSCs in accordance with DCG’s guidance. Coordinate and track actions directed during DCG Readiness Visits; apprise the DCG on the status of directed actions.

(11) Act as the Command oversight agency for the USARRC. Prepare Command guidance on missions and support. Coordinate HQs actions involving Command Assistance and Assessment Program (CAAP) reviews. Ensure CAAP Program is in compliance with higher HQs directives. Coordinate Quarterly Health Report presentations to USARC leadership.

(12) Analyze the impact of future force structure actions on USAR units. Assist DIRFP in the Force Validation process to develop and coordinate actions to reduce readiness degradation due to force structure actions.

(13) Develop USAR readiness goals and objective. Publish periodic Command Success Indicators containing command readiness goals and objectives.

b. *The Information Support Branch.*

The Information Support Branch is the responsible agency for USAR GCCS operations, Unit Status Reporting, and Status of Resources and Training System (SORTS) database management. The Information Support Branch will—

(1) Manage the USAR network for the USARC and all subordinate commands and units. Provide guidance and direction on GCCS terminal operations. Coordinate and provide instruction on GCCS operations.

(2) Manage Unit Status Reporting for USAR commands and units and process Unit Status Reports submitted by subordinate commands and units. Serve as the staff Proponent for AR 220-1 w/FORSCOM Supplement 1 and other guidance on Unit Status Reporting. Coordinate and provide instruction on Unit Status Reporting.

(3) Manage the USAR portion of the JCS SORTS database. Process Basic Identity Data Element actions. Perform Command Unit Identification Code functions. Ensure correctness of USAR data elements within the SORTS database.

(4) Coordinate and provide GCCS terminal support for operations and exercises.

(5) Provide classified data support to the other USARC staff sections.

(6) Maintain the readiness classified corporate database.

15-8. Aviation Office

The Aviation Office advises the DCSOPS and staff on, and exercises coordination staff supervision over, all matters relating to the USAR Aviation Program. The Aviation Office will—

a. Develop current policies, in coordination with the 244th AVN BDE Commander, for the USAR Aviation Program.

b. Manage USAR Aviation Program, in coordination with the DCSOPS in operational support airlift (OSA); air traffic control; airspace management; combat, combat support, and combat service support, aviation training, and aviation standardization. Program components include simulation, mobilization, evaluation, and assistance.

c. Validate plans for aviation force modernization, aviation materiel acquisition, and aviation facility construction.

d. Validate plans for aviation force structure and stationing.

e. Direct development and establish priorities for aircraft, equipment acquisition, resources, distribution, and redistribution plans.

f. Review, coordinate, and direct implementation of changes to USAR aviation program warplans.

g. Approve and coordinate taskings, IRT projects, and aviation special mission requests, including orientation flights, static displays, aerial demonstrations supporting community relations, public affairs travel, and provide recommendations to the USARC Public Affairs Office.

h. Provide OSA program interface with Department of the Army/Joint Operational Support Airlift Command/Operational Support Aircraft Command.

i. Perform OSA validation and airlift coordinator duties for HQs USARC. Validate, schedule, and coordinate OSA flights in support of HQs USARC requirements. Review, correct, or modify OSA requests for USAR Major Generals and advise USARC DCG regarding mission approval. Consolidate quarterly OSA mission data and provide reports to OSACOM.

j. Monitor the USAR aviation program budgets with the USAR subordinate commands. Develop long-range requirements for flying hour and aviation maintenance programs. Work with DA contractor to maintain updated aviation Battalion Level Training Model and Training Resource Models. Monitor, analyze, and report flying hours utilization and funding status of all aviation programs. Validate aviation unresourced requirements and identify excess funding for reprogramming.

k. Develop the DCSOPS Aviation Division full-time manning (FTM) staffing models for Aviation units and

Aviation Support Facilities (ASF), in coordination with USAR Force Programs.

l. Review and prioritize FTM requirements and recommend allocation of FTM authorizations for aviation units and ASFs in coordination USAR Force Programs.

m. Coordinate USAR aviation support for command CD initiatives with the 244th AVN BDE.

n. Provide aviation staff support to the EOC as required.

o. Coordinate annual undergraduate and graduate aviation course quota requirements for crew member and non-crew member personnel at formal DA schools, USAR Forces Schools, Aviation Regional Training Sites, ASFs, and Troop Program Units.

p. Monitor aviation readiness, design, and implement programs to resolve readiness deficiencies.

q. Coordinate aviation New Equipment Training/Displaced Equipment Training with USAR Force Programs and DCSLOG.

r. Coordinate non-244th AVN BDE C2 units, all Individual Ready Reserve and Individual Mobilization Augmentee aviation personnel issues with ARPERCEN, USARC DCSPER, and DA PERSCOM.

s. Process all requests for all aviation simulation training support and Training Aids, Devices, Simulator, and Simulations force modernization actions with FORSCOM and DA.

t. Monitor aviation unit readiness reports, Aviation Resource Management Survey Team evaluations, Directorate of Evaluation and Standards evaluations, assistance reports, and coordinate implementation of programs to improve training and standardization.

u. Manage the USARC Additional Flight Training Period Program. Identify requirements, distributes training periods and consolidates execution data from the 244th AVN BDE, 429th MED BN, and 341st MED BN.

v. Serve as Force Modernization and Aviation Systems Integration coordinator for new aviation-related systems being fielded under the Force Modernization Program, Dedicated Procurement Program, and other new or displaced equipment.

w. Identify equipment on hand shortfalls for development of equipment acquisition lists. Coordinate with USAR Force Programs, DCSLOG, OCAR, AMC, etc., regarding current status of acquisition, mission support, distribution and equipment fielding plans.

x. Develop, coordinate, and establish distribution policy and determine requisitioning, withdrawal, disposal, receipt, storage, redistribution, and issue of aviation-related supplies and equipment within the USAR, based on changes to the DAMPL.

y. Serve as primary coordinator for all BRAC actions that impact aviation units and ASFs. Advise the USAR Force Programs on requests to establish, relocate, and disestablish ASFs. Represent aviation on the facilities review board to ensure MCAR projects are validated and prioritized.

z. Analyze aviation logistical capability and provide technical assistance to USAR Force Programs for review and development of authorization documents in The Army Authorization Document System, to include Basis of Issue Plans, Consolidated Change Tables, Common Table of Allowances, and Tables of Distribution and Allowances.

aa. Develop acquisition strategy and program for major items of aviation equipment in coordination with OCAR and the Aviation and Missile Command (AMCOM).

bb. Coordinate modifications of all MACOM-level aviation support contracts with OCAR, AMCOM, and Communication and Electronics Command.

cc. Coordinate and monitor all maintenance matters, including personnel, materiel and unit readiness, support agreements, and plans.

dd. Monitor maintenance performance standards and perform continuing review of technical areas of interest, to include as minimum, DA Form 2406, Materiel Condition Status Report, and DA Form 1352, Flying Hour and Aircraft Inventory Report.

ee. Monitor fleet readiness rates, consolidate information, and prepare monthly mission capable rate charts for review and corrective action.

ff. Coordinate with OCAR and Army Materiel Command on USAR depot overhaul programs and other USAR support functions and technical assistance.

gg. Monitor Modification Work Orders and review Airworthiness Release requests and other actions to improve aircraft safety.

hh. Monitor configuration control files for USAR aircraft to assure modifications to aircraft are in keeping with overall USAR aviation policy.

ii. Monitor and review ARs, Directives, Technical Manuals, other publications, and reports concerning aviation maintenance to resolve aviation maintenance problems and procedure.

jj. Ensure distribution of, and monitors compliance with, Aviation Safety Action Messages, Safety of Flight messages within the established time frame.

kk. Administer the Management by Exception Grounded Aircraft Program.

15-9. Safety Office

a. The Safety Office is responsible for the development and implementation of doctrine, plans, and policies pertaining to the management of the USARC Safety Program. The Safety Office plans, organizes, directs, and evaluates the safety and occupational health program for the Command. The Safety Office's Director serves as the primary staff adviser and authoritative expert on all USARC accident prevention, reporting, investigation, and Risk Management matters. The Safety Office conducts in-depth analysis of accident trends and other statistical data to identify specific safety problems and develop effective countermeasures. The Safety Office provides counsel to the USARC staff and MSCs on accident prevention and compliance with Safety and Occupational Health Laws, Standards, and Regulations. This office assists MSC Safety

Professionals in providing safety and health support to their subordinate units. It also maintains liaison and coordination with HQDA, FORSCOM, the Army Safety Center, and Federal, State, and local safety and occupational health officials.

b. The Safety Office will—

(1) Develop, direct implement, and evaluate the Command safety and occupational health program to ensure compliance with statutes, standards, regulations, and directives. Program elements include base support operations, transportation (including tactical, non-tactical, privately owned vehicle operations, rail, marine, and air operations), range operations, ammunition and explosives, military training and exercises, aviation, industrial, accident investigation and reporting, hazardous materials operations (handling, storage, transportation, and disposal), operations involving the use of ionizing and non-ionizing radiation, public safety, family and off duty accident prevention, and risk management procedures.

(2) Interpret safety and occupational health statutes, standards, and policies.

(3) Budget for resources necessary to manage the Command safety program, and advise subordinate safety offices on it.

(4) Provide technical and professional assistance to eliminate or control unsafe behavior and environment within the Command.

(5) Assist subordinate commanders and supervisors in developing and conducting safety and occupational health training.

(6) Procure and distribute safety and occupational health promotional and educational materials within the Command.

(7) Perform accident investigations or provide technical support to MSC personnel conducting the investigation to ensure accuracy, completeness, and timeliness of accident reporting procedures.

(8) Collect, analyze, and disseminate data concerning command accident experience.

(9) Develop recommendation for corrective measures where warranted by adverse accident rates or trends, hazardous conditions or procedures, or other program deficiencies.

(10) Ensure adequate safe practices and risk management procedures are incorporated in operating procedures, manuals, directives, and or other instructions.

(11) Provide standardization, career counseling, and mentoring to USARC Safety professionals, and provide developmental opportunities for careerists.

(12) Assist subordinate commanders in determining the numbers and qualifications of personnel necessary to ensure an effective safety and occupational health program.

(13) Conduct assistance visits, evaluations, and inspections of safety and occupational health programs and activities of USARC subordinate organizations.

(14) Develop policies, standards, and procedures for implementing accident prevention strategies.

(15) Develop and administer the USARC Safety Awards Program.

c. The Safety Office's Core Programs are: Occupational Safety and Health Act (OSHA); Aviation; Occupational Health and Industrial Hygiene; Radiation; Transportation; Vehicle Accident Prevention; Military Training and Tactical Operations; Risk Management; Ammunition and Explosives; Ranges; Federal Employee Compensation Act; or Civilian Resource Compensation Program.

d. The Safety Office's Core Processes are: Program Management and Administration; Education, Training, and Promotion; Accident Investigation, Recordkeeping, and Analysis; and Inspections and Surveys, Hazard Analysis, Countermeasure Development.

15-10. Provost Marshal

The Provost Marshal provides staff advice and technical consultation for the Commander and USARC staff in the planning, organizing, directing, and evaluating all Force Protection and Military Police efforts within the Command. The Provost Marshal will—

a. Provide guidance for establishing and implementing plans, policies, and procedures for conducting Anti-Terrorism/Force Protection activities and crisis management and response at all command levels.

b. Collect, analyze, and disseminate data concerning physical security within the Command and subordinate elements. Prepare a detailed analysis of physical security and loss prevention activities as well as other reports and studies required by higher authority.

c. Participate in the planning, conduct, and debrief of exercises. Participate in related activities to include in process reviews. Ensure the incorporation of Anti-Terrorism/Force Protection principles into all training operations orders.

d. Establish and maintain liaison with other military services, Federal and civilian agencies, and where appropriate, host nations, to ensure cooperation on matters of mutual concern.

e. Manage the Force Protection and Physical Security budget for the Command.

f. Review Base support operations to include work site inspection, construction plan review, and review of contracts and contractor activities.

g. Review ammunition and explosives storage (conventional, chemical, and nuclear) procedures throughout the Command. (See AR 190-11)

h. Report all Serious Incident Reports and applicable incidents to the Commander in accordance with AR 190-40.

i. Plan and develop USARC Force Protection policies and guidance.

j. Plan and develop USARC Physical Security policies and guidance.

k. Plan and develop USARC Combating Terrorism policies and guidance.

l. Participate in MACOM/Installation Planning Boards to ensure that physical security considerations are represented in Master Planning, MCA, and OMA project approvals and work orders.

m. Review inspection results. Provide synopsis to the Command Group.

n. Conduct staff assistance visits. Provide key items of concern to the Command group.

o. Review and comment on higher headquarters draft publications.

p. Represent the USARC at MACOM level Military Police conferences and workshops.

15-11. Weapons of Mass Destruction Office (WMD)

The WMD Division is responsible for coordinating the integration of USAR units into the DOD plans for defense against WMD outlined in Defense Reform Initiative 25. This integration entails advising senior USAR leaders, higher HQs, and other governmental agencies on USAR capabilities, and training USAR units to respond to a domestic WMD incident. The WMD Division will—

a. Coordinate with OCAR staff elements, joint and inter-service staffs, and other governmental agencies, such as FEMA, National Fire Academy, EPA, on the development of policy and implementation of the Defense Against WMD Act of 1996. Advise senior USAR and DOD leadership on the WMD Domestic Preparedness Program. Coordinate and assist in the implementation of programs to enhance Federal, State, and local emergency first responders to prevent and respond to a domestic terrorist attack involving the use of chemical, biological, or nuclear weapons.

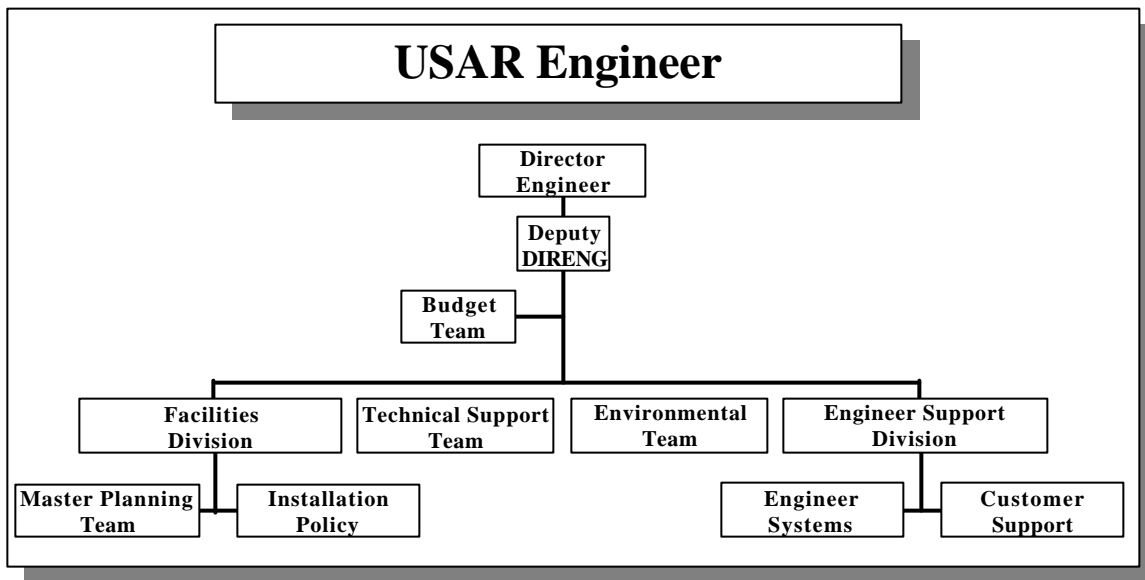
b. Provide subject matter expertise on chemical doctrine and response to a WMD incident. Stay current with evolving DOD and DA doctrine in the areas of Homeland Defense, domestic preparedness, and force protection as they pertain to WMD. Seek training opportunities to enhance USAR ability to respond to domestic WMD incidents.

c. Advise on WMD training program and use of chemical decontamination and reconnaissance units. Locate, train, validate, and observe USAR WMD instructors. Provide training in support of the DOD WMD programs as required. Maximize use of USAR facilities and equipment to train soldiers in response to WMD.

d. Develop and implement policy for the defense against WMD. Recommend response strategies to a WMD incident. Develop a WMD program that will enhance Federal, State, and local emergency responders' capabilities in the event of an incident. Acquire and maintain WMD information and references required to determine assistance required to provide MSCA.

e. Forecast future budgetary requirements and manage current WMD budget. Resolve conflicts in training and operational requirements between WARTRACE and domestic missions for units earmarked for WMD response. Manage WMD equipment fielding plan. Seek funding for new and better WMD-related equipment for USAR units.

Chapter 16
U.S. Army Reserve Engineer (USAREng) Directorate
Operations and Functions



16-1. Responsibilities

The USAREng is responsible for the acquisition, operation, and maintenance of Real Property required to enhance the readiness of U.S. Army Reserve (USAR) forces; the Environmental Stewardship of those facilities; and, when no longer needed, the disposal of facilities. The USAREng is the overall command proponent for Installation Management and Policy. The USAREng Director is the Program Director representing the USAR BASOPS Support Program on the Installation Program Evaluation Group. The USAREng manages the Master Plan; MCAR programming; real estate and real property actions; operation of utilities and the fixed facility energy conservation program; maintenance, repair, alteration, and minor construction of facilities; and the environmental stewardship program. The USAREng coordinates the development of a strategic installation plan that fundamentally shapes the installation base and its future, and provides policy necessary to implement the strategic plan.

16-2. Organization

a. The USAREng consists of two major organizational elements. The Washington, DC office is responsible for the fiscal programming of BASOPS resources, the military construction program, and Army Staff and Congressional liaison. The Atlanta, GA office is responsible for customer support, to Engineer Directorate North, Regional Support Commands, and Installations through: the USAR Master Plan, engineer and installation policy, and oversight of Operation and Maintenance, Army Reserve program execution. This section details only the Atlanta, GA office functions and organizational structure.

b. The USAREng is best represented as a teamed matrix organization consisting of a customer support team, a programming team, and seven supporting functional program teams: Engineer Systems, Environmental Stewardship, Facility Operations & Maintenance, Installation Management, Master Planning, Military Construction, and Real Estate.

(1) The customer support team is focused on providing assistance to the customer organizations. The customer support team receives support requests from the customer organizations. They task functional areas for support or, when required, create an ad hoc team to provide the support.

(2) The programming team is focused on obtaining resources through the Program Objective Memorandum process.

(3) The functional program teams are focused on resource programming and program accomplishment.

16-3. Deputy Director of Installations and Operations

The Deputy Director, Installations and Operations is responsible for the following major program areas of Engineer Systems, Environmental Stewardship, Facilities Maintenance and Repair, Installation Management, Master Planning, and Real Estate. The Deputy Director, Installations and Operations will—

- a. Lead the Engineer Directorate, Atlanta.
- b. Prepare the U.S. Army Reserve Master Plan and Installation Strategic Vision.
- c. Oversee the accomplishment of assigned programs.
- d. Provide advice to the Director concerning assigned programs.
- e. Improve the Engineer Community.

- f. Evaluate assigned program accomplishment.
- g. Ensure adequate management controls are in place.
- h. Implements the Army Management Philosophy, as defined in AR 5-1, through the U.S. Army Reserve Engineer BASOPS Board of Directors.
- i. Ensure these responsibilities are accomplished through two divisions and three teams: the Budget Team, Facilities Plans Division, Technical Support Team, Environmental Team, and Engineer Support Division.

16-4. Budget Team

The Budget Team analysts will—

- a. Perform overall management of the USAR Real Property Maintenance Activity (RPMA) Program to ensure that it reflects the USARC Commander's guidance concerning facilities support. Develop the Engineer POM Input, the PBG for RPMA support and the USARC Facilities Annual Management Plan (FAMP).
- b. Develop budgetary policy and procedural guidance for issuance to subordinate activities for submission of FAMP.
- c. Provide technical advice and assistance to subordinate activities in preparation of various Engineer budget-related documents.
- d. Review and analyze subordinate activities' budget estimates and validates their requirements.
- e. Prepare charts and presentations for WPBAC and PBAC meetings to justify funding requirements, reprogramming actions, and program impacts.
- f. Determine funding levels for each Engineer account for all subordinate activities based on budget estimates and available resources.
- g. Prepare monthly analyses for each Engineer account to determine obligation rates by Installation and total, to compare current year execution against prior year execution and to identify excess funds.
- h. Analyze unfinanced requirements submitted by subordinate activities on the Phased Execution Plan. Compile, prepare and submit Engineer unfinanced requirements to DCSCOMPT.
- i. Develop procedural guidance for issuance to subordinate activities based on directives from higher headquarters.
- j. Serve as a member of the WPBAC.
- k. Develop, manage, and execute the Engineer portion of USARC Headquarters budget.
- l. Develop total funding requirements by categories for the Engineer. Submits funding data, narrative guidance, and significant funding issues to DCSCOMPT.
- m. Prepare the phased execution plan by expense category based on funding guidance from DCSCOMPT. Prepares and ranks unfinanced requirements. Submits to DCSCOMPT in required format.
- n. Maintain Funds Control Ledger. Records quarterly allotment, commitment documents, obligations, and unobligated balance.
- o. Notifies DCSCOMPT when errors occur in obligation data.

16-5. Facilities Plans Division

The Director, Facilities Plans Division is responsible for the Installation Management, Master Planning, and Real Estate programs. Specific responsibilities are to lead the Facilities Plans Division; transform the Director's Vision into the U.S. Army Reserve Real Property Master Plan and Installation Strategic Vision; oversee the accomplishment of assigned programs; provide advice to the Director and Deputy Director, Engineer Operations and Installations concerning assigned programs; improve the Engineer Community; evaluate assigned program accomplishment; and ensure adequate management controls are in place.

a. Master Planning Team.

The Master Planning Team performs the following activities:

- (1) Programming activity. The Master Planning Team will—
 - (a) Translate the USAR Master Plan into a POM story board.
 - (b) Obtain "A" account funds.
 - (c) Support congressional liaison for special legislation exchanges, property transfers, or condemnation actions.
- (2) Planning activity. The Master Planning Team will—
 - (a) Create the USAR Master Plan.
 - Prepare the USAR Master Plan's Long-Range Component, coordinating the integration of all functional programs into a single synergistic plan.
 - Integrate each customer command's Master Plan into a prioritized USAR Master Plan Short Range Component and Capital Investment Strategy.
 - (b) Prepare the Future Year Plan.
 - Establish, maintain, and conduct the USAR Facilities Real Property Planning Board, for review and prioritization of the USAR military construction requirements.
 - Obtain Chief, Army Reserve approval.
 - Evaluate the current and future facilities supplies and the suitability of this supply to meet the force structure stationing and training requirements.
 - Create mobilization, contingency, and disaster response plans for USAR facilities by developing mobilization and contingency plans for USAR home station mobilization support, temporary use during deployment, and support of regional contingencies (such as natural disaster, earthquake, wildfire, and other relief efforts). Develop the USAR plan for facilities transfer, shut down, maintenance, and physical security upon mobilization.
 - (c) Define the core facility base.
 - (d) Prepare the Real Estate Plan for the acquisition of real property requirements from customer commands, to include lease renewal. Coordinate the integration of the Real Estate Plan into the USAR Master Plan.
 - (e). Prepare the Real Property Disposal Plan.
 - Analyze facility utilization as compared to force structure requirements defined in the USAR Command Plan.

— Review RSC annual surveys of the real property inventory, to determine facility utilization and lease utilization efficiency, determining recommendations for disposal of vacant, underused, or technical obsolete real property holdings.

— Participate with GSA during the conduct of an Executive Order 12512 Survey of USAR Real Property. Assist RSCs to prepare either rebuttal of survey recommendations or disposal documentation as appropriate for each survey.

— Determine the optimum means of providing facilities by preparing a plan to obtain or minimize the number of facility and land leases; preparing the plan to “sell” existing Real Property to generate funds to offset USAR costs of environmental restoration, maintenance and repair, and to construct new Real Property; and, using GSA’s Relocation and Asset Management Program to replace functionally obsolete facilities, improve overall asset management, reduce operating costs, and increase productivity.

(3) Budgeting activity. The Master Planning Team will—

(a) Prepare and submits funding requirements for the preparation and maintenance of the USAR and Installation Master Plans.

(b) Prepare impact analysis on the Master Plan's implementation that is caused by funding shortfall.

(c) Provide funding for all GSA provided facilities throughout CONUS and Puerto Rico.

(d) Provide HQ United States Army Corp of Engineers (USACE) funding for Real Estate Operating (REO) costs associated with completion of the Real Estate Programs actions.

(4) Execution activity. The Master Planning Team will—

(a) Analyze stationing or metroplex planning proposals for facility impact, providing an assessment that defines the optimal stationing of all units within a defined area. Coordinate with other USAR staff elements to ensure facilities implications and funding requirements are addressed.

(b) Validate Annual Management Plan submissions for compliance with USAR Master Plan.

(c) Verify Fund Distribution supports implementation of the USAR Master Plan.

(d) Ensure proposed USAR facilities planned for construction are sited on appropriate master plans. Work with supporting Installation to resolve differences on proposed siting.

(e) Analyze Force Modernization initiatives to determine any facility requirements or impacts.

(f) Appoint USAR primary and alternate members to State Reserve Forces Facilities Boards to deal with joint or unilateral construction of facilities. Advise USAR commands on relevant facilities issues and status. Monitor results of board meetings and assess impact on facilities to be used by USAR units, and disseminate information to OCAR and other appropriate activities.

(g) Obtain and sustain a nation-wide contract for the acquisition of tri-service standard electronic site plans and as-built drawings.

(h) Develop boiler plate specifications that support provision of electronic site plans and as-built drawings from contractors, as part of maintenance, repair, and minor construction projects.

(i) Support the Board of Directors Master Planning Committee. Coordinate ongoing full-time staff efforts, between Board of Directors (BOD) subcommittee meetings, to facilitate planning, execution, documentation, maintenance of business process map(s). Oversee Vision attainment, mission accomplishment, and goals and objective achievement using the Army Performance Improvement Criteria.

(j) Accomplish current year Real Estate Plan and Facility Real Property Disposal Plan through the Corps of Engineers or GSA.

(k) Participate with on-site survey team for real estate acquisition. Perform on-site inspection of sites identified in available site identification and validation (ASIV) reports.

(l) Participate on the site survey team for selection of major lease facilities requiring Congressional clearance under 10 USC 18233.

(m) Obtain HQ USACE, or Assistant Secretary of the Army Installation Logistics and Equipment (ASA (IL&E)) approval for real property in- and out-grants which exceed USAR approval authority.

(n) Select, justify, and prepare documentation required to acquire excess facilities at military installations. Coordinate with USAR staff elements to effect acquisition.

(o) Provide technical assistance and on-the-job training to customer commands concerning Real Estate and Real Property Accountability.

(p) Maintain Real Property Accountability for the 65th Regional Support Commands real property inventory.

(q) Support the Board of Directors Real Estate Committee. Coordinate ongoing full-time staff efforts, between BOD subcommittee meetings, to facilitate planning, execution, documentation, maintenance of business process map(s). Oversee Vision attainment, mission accomplishment, and goals and objective achievement using the Army Performance Improvement Criteria.

(5) Review and Analysis activity. The Master Planning Team will—

(a) Review the USAR Master Plan for adherence to The Army Plan, the USAR Long-Range Plan, and the Army Installation Plan.

(b) Review functional program execution for compliance with the USAR Master Plan.

(c) Analyze USAR real estate and develop proposals for savings or improvements. Take action to effect implementation of these proposals.

(d) Analyze Corps of Engineers processing times and take action to reduce these processing times.

(6) Approval activity. The Master Planning Team will—

- (a) Validate and obtain Real Property Master Planning Board approval of each customer command's Master Plan Short Range Component and Capital Investment Strategy.
- (b) Recommend approval of stationing actions, consistent with analysis recommendations.
- (c) Validate Military Construction, Army Reserve projects submitted by customer commands.
- (d) Validate Unspecified Military Construction, Army Reserve projects submitted by customer commands.
- (e) Approve Reports of Excess.
- (f) Approve Reports of Availability.
- (g) Approve Site Survey Reports and recommendations and request preparation of a Real Estate Planning Report by the Corps of Engineers for specific sites to support projects.
- (h) Approve final real estate purchase package - appraisal, environmental documents, and engineering feasibility study from the Corps of Engineers.
- (i) Approve all facility in- and out-grants beyond customer commands approval authority.
- (j) Approve customer commands requests for lease facility acquisition and any necessary facility alteration requirements.
- (k) Approve real estate exchanges, interservice transfers, and disposals.

(7) Functional Proponent activity. The Master Planning Team will—

- (a) Publish and maintain planning guidance to customer commands, based on Army planning documents.
- (b) Publish and maintain a supplement for AR 210-20 that address USAR-specific issues.
- (c) Publish and maintain guidelines for customer commands submission of MCAR projects.
- (d) Integrate applicable policy and procedures into the Automated Policy Management system.
- (e) Issue annual programming guidance to the field for the development of the Real Estate Program.
- (f) Develop and maintain procedures for command implementation of Army real property accountability policies and regulations.

b. Installation Policy Team.

The Installation Policy Team serves as the program director for the development and implementation of the Installation Strategic Vision for both the U.S. Army Reserve and the virtual Regional Support Command Installations. The Installation Policy Team performs the following activities:

(1) Programming activity. The Installation Policy Team will—

- (a) Obtain Information Management and Logistics BASOPS funding to support Installation programs.
- (b) Provide congressional liaison for special legislation initiatives and funding limitations.

(2) Planning activity. The Installation Policy Team will—

- (a) Develop the Installation Strategic Vision.
- (b) Ensure the Master Training Plan, the USAR Long-Range Component of the Master Plan, the Installation Master Plans, and the BASOPS Support Plan support the Strategic Vision.

- (c) Define the core facility base.
- (d) Coordinate the integration of the Installation Strategic Vision into the USAR Master Plan.

(3) Budgeting activity. The Installation Policy Team will—

- (a) Ensure staff proponents prepare and submit Installation support funding requirements.
- (b) Ensure funding requests support and allow implementation of the Strategic Vision.
- (c) Act as the Installation's advocate at the Program Budget Advisory Committee meetings.

(4) Execution activity. The Installation Policy Team will—

- (a) Analyze installation plans to ensure they support attaining the Strategic Vision.
- (b) Validate budget requests to ensure compliance with the Installation Strategic Vision, provision of specified Annual and Individual Development Training requirements, and staff proponent plans.
- (c) Verify that fund distribution supports implementation of the Strategic Vision.
- (d) Ensure customer installations receive impartial distribution of resources.
- (e) Review Army Community of Excellence award submissions through site visits.

(5) Review and Analysis activity. The Installation Policy Team will—

- (a) Review the Installations plans for compliance with the Strategic Vision.
- (b) Ensure expenditures are supportive of attaining the Strategic Vision.

(6) Approval activity. The Installation Policy Team will—

- (a) Validate and obtain approval from the Real Property Master Planning Board for installation plans to implement the Strategic Vision.

- (b) Ensure that proponent staff program, plans, policy, procedures, and guidance are:

- Mutually supportive.
- Enhance attaining the Strategic Vision.

(7) Functional proponent activity. The Installation Policy Team will—

- (a) Publish and maintains Strategic Vision.
- (b) Publish and maintain planning and Strategic Vision implementation guidance and provide to the Installations.
- (c) Establish Command and Control relationships.
- (d) Integrate applicable policy and procedures into the Automated Policy Management system.

16-6. Technical Support Team

The Director, Technical Support is responsible for the operation, maintenance, repair, and minor construction of the U.S. Army Reserve (USAR) Real Property inventory. The Technical Support Team performs the following activities:

a. **Programming activity.** The Technical Support Team will—

- (1) Obtain "J, K, L & M" account funds.
- (2) Support congressional liaison for special legislation initiatives and funding limitations.

b. **Planning activity.** The Technical Support Team will—

- (1) Prepare the USAR 5-Year Maintenance & Repair Plan.
- (2) Prepare the Long-Range Facility Maintenance & Repair Revitalization Plan.
- (3) Prepare the Energy Investment Plan.
- (4) Develop the USAR Fire Prevention and Protection Plan, ensuring acquisition of appropriate fire protection and manage loss reporting for the USAR facilities base.

(5) Coordinate the integration of these plans into the USAR Master Plan.

c. **Budgeting activity.** The Technical Support Team will—

- (1) Validate each customer commands' Annual Management Plan.
- (2) Establish and monitor the Engineer subject to availability of funds (SAF) program for year-end close out.

d. **Execution activity.** The Technical Support Team will—

- (1) Provide technical Engineer BASOPS assistance to RSCs and installations as required for operation, maintenance, repair, and minor construction of USAR Real Property.
- (2) Technically review projects for: functional aspects and anticipated operational costs, fire prevention and protection adequacy and life-safety code compliance, and energy efficiency.

(3) Obtain approval of facility maintenance, repair, and minor construction exceeding the USAR delegated approval limits.

(4) Coordinate USAR Army Communities of Excellence (ACOE) Program. Publishes annual "Sharing Good Ideas" booklet from the ideas gathered from award submissions and site visits.

(5) Develop standard template specifications for recurring service type contracts.

(6) Submit USAR Installation Status Report, Part I - Facilities.

(7) Negotiate Memorandums of Understanding or Memorandums of Agreement or Inter-service Support Agreements for Engineer BASOPS support.

(8) Acquire 416th Engineer Command Facility Engineering TDA (FETDA) support for Engineer BASOPS and Environmental Stewardship mission accomplishment.

(a) Write the 416th Engineer Command FETDA mission statement.

(b) Approve the 416th FETDA work plan setting priorities for their efforts.

(c) Prepare and submit resource requirements.

(9) Conduct Fire Department Operations Readiness Inspections.

(10) Support the Board of Directors Facility Operations & Maintenance Committee. Coordinate ongoing full-time staff efforts, between BOD subcommittee meetings, to facilitate planning, execution, documentation, maintenance of business process map(s). Oversee Vision attainment, mission accomplishment, and goals and objective achievement using the Army Performance Improvement Criteria.

e. **Review and Analysis activity.** The Technical Support Team will—

(1) Review and analyzes fire reports to determine the need for changes to construction criteria, standard operating procedures, or education programs.

(2) Develop, test, and analyze alternative means of obtaining RPMA support for the USAR.

(3) Analyze facilities on a cost basis to determine those which are prohibitive to maintain, requiring replacement.

(4) Analyze RSC utility consumption data to ensure compliance with executive order goals and energy investment program projects.

(5) Analyze Installation Status Report, Part I - Facilities to determine effects of Engineer BASOPS and Environmental Stewardship programs, initiatives, and fund distribution on USAR Real Property.

(6) Coordinate the staff analysis of the Installation Status Report, Part III - Services.

(7) Evaluate 416th performance in terms of accomplishing their scheduled work plan, the information provided, the cost effectiveness of 416th support versus contract performance.

f. **Approval activity.** The Technical Support Team will—

(1) Approve customer command Annual Management Plan.

(2) Approve facility maintenance, repair, and minor construction exceeding the customer command's delegated approval limits.

g. **Functional Proponent activity.** The Technical Support Team will—

(1) Develop policy, supplemental policy, and guidance for the Command in technical and operational matters related to USAR real property support, work classification, and approval authority of USAR real property facilities projects and actions.

(2) Formulate policy and procedure for the USAR Fire Prevention and Protection Program.

(3) Formulate policy and procedures for the USAR Fixed Facilities Energy Conservation Program.

(4) Formulate policy and procedures for the USAR Army Communities of Excellence Program.

(5) Integrate applicable policy and procedures into the Automated Policy Management system.

16-7. Environmental Team

The Director, Environmental Stewardship is responsible for the maintenance of the U.S. Army Reserve (USAR) Environmental Stewardship Program. The Environmental Team performs the following activities:

a. **Programming activity.** The Environmental Team will—

- (1) Obtain VENC, VENN and VEPP funding.
- (2) Obtain Environmental Restoration, Army (ER,A) funding.
- (3) Provide congressional liaison for legislation initiatives.

b. **Planning activity.** The Environmental Team will—

- (1) Prepare the USAR Environmental Program Requirements submission.
- (2) Prepare a restoration plan for clean-up of all contaminated sites, to include prioritized funding requirements.
- (3) Prepare the corporate strategy for National Historic Preservation planning.
- (4) Prepare template Pollution Prevention Plans.
- (5) Prepare template Storm Water Plans.
- (6) Prepare the corporate strategy for the elimination or minimization of hazardous waste.
- (7) Coordinate the integration of these strategies, plans and, other special environmental information into the USAR Master Plan.

c. **Budgeting activity.** The Environmental Team will—

- (1) Budget to comply with the environmental compliance-related laws and regulations.
- (2) Develop a fund distribution plan to maximize the accomplishment of the Class I, pollution prevention, and program management projects contained in the EPR submission.

d. **Execution activity.** The Environmental Team will—

- (1) Accomplish all funded actions necessary to comply with environmental public law and regulations.
- (2) Provide technical assistance to customer USAR elements in environmental matters.
- (3) Provide a framework, through the Environmental Quality Control Committee to ensure environmental considerations are integral to the USAR mission and an environmental stewardship ethic governs all Army activities.
- (4) Conduct for the Chief, Army Reserve, Environmental Quality Control Committee (EQCC) meetings at the USARC and promote the use of the EQCC at the customer commands.
- (5) Develop, field, and sustain distance learning environmental awareness and pollution prevention training.
- (6) Prepare National Environmental Policy Act documents necessary to continue operations, obtain Real Property, or dispose of Real Property.
- (7) Ensure activities identify, assess, and eliminate or reduce hazardous wastes.

(8) Jointly manage with the PAO the implementation of a public affairs program to support the Army's environmental protection and enhancement activities.

(9) Obtain Memorandums of Understanding with Federal Agencies to obtain their national support of the Environmental Stewardship Program.

(10) Submit USAR Installation Status Report, Part II - Environmental.

(11) Support the Board of Directors Environmental Stewardship Committee. Coordinate ongoing full-time staff efforts, between BOD subcommittee meetings, to facilitate planning, execution, documentation, maintenance of business process map(s). Oversee Vision attainment, mission accomplishment, and goals and objective achievement using the Army Performance Improvement Criteria.

e. **Review and Analysis activity.** The Environmental Team will—

- (1) Analyze the accomplishment of the projects contained within the EPR, to include commitment and obligation of resources.
- (2) Analyze trends to determine success of program elements and investment to cost benefits of continued program element execution.
- (3) Review the External and Internal Environmental Compliance Assessment Survey's to ensure current operations meet applicable prescriptive environmental requirements to obtain and sustain compliance in the face of changing regulations.
- (4) Develop, implement, and sustain automated environmental programs and support their use at the customer commands.
- (5) Evaluate new technologies for application within the USAR community.
- (6) Analyze Installation Status Report, Part II - Environmental to determine effects of Engineer BASOPS and Environmental Stewardship programs, initiatives, and fund distribution on USAR Real Property.

f. **Approval activity.** The Environmental Team will—

- (1) Approve the RSC/Installation Environmental Program Requirements submissions.
- (2) Approve RSC/Installation Environmental Restoration, Army project submissions and Installation Action Plans.
- (3) Approve National Environmental Policy Act (NEPA) documentation prepared by RSC/Installation staffs.

g. **Functional Proponent activity.** The Environmental Team will—

- (1) Create a USAR Environmental Stewardship Program to support, implement, and track activities necessary to accomplish the Army's environmental goals and objectives as stated in the Army environmental Strategy.
- (2) Establish and maintain policy, guidance, and procedures necessary to prevent pollution.

(3) Establish and maintain policy, guidance, and procedures necessary to assure compliance with the environmental public law and regulations.

(4) In coordination with the Staff Judge Advocate, review applicable laws and regulations and develop required supplemental USAR guidance.

(5) Establish the Environmental Compliance Assessment Survey requirements, methodology, and schedule for accomplishment.

(6) Integrate applicable policy and procedures into the Automated Policy Management system.

16-8. Engineering Support Division

The Director, Engineer Support Division is responsible for the Engineer Systems and Customer Support programs. The Director leads the Engineer Support Division; transforms the Director's Vision into the U.S. Army Reserve 5-Year Maintenance & Repair Plan, engineer systems, and customer support; oversees the accomplishment of assigned programs; provides advice to the Director and Deputy Director, Engineer Operations and Installations concerning assigned programs; improves the Engineer Community; evaluates assigned program accomplishment; and ensures adequate management controls are in place.

a. Engineering Systems Team.

The Engineering Systems Team performs the following activities:

(1) Programming activity. The Engineering Systems Team will—

(a) Obtain funding to support automation development and sustaining requirements.

(b) Obtain funding to support correction of Material Weaknesses.

(c) Represent the USAR on Department of Army engineer-related Standard Army Information Management Systems configuration control boards.

(2) Planning activity. The Engineering Systems Team will—

(a) Develop the standard work management system to be used by the customer commands. Ensure effective implementation of the work management system, to include the integration of supporting automated tools.

(b) Develop a standard training program for each engineer community career track and individual position type.

(c) Develop automation system enhancement plan based upon field suggestions and applications questions.

(d) Develop a plan for actions needed to transition current engineer automated systems to the future versions or next generation automation management support systems.

(3) Budgeting activity. The Engineering Systems Team will—

(a) Prepare fund requirements for information system sustaining and development requirements.

(b) Prepare fund requirements for the implementation of productivity or other improvement initiatives

(c) Manage the Engineer Internal Control Program, to include preparation of the Engineer input to the Annual Assurance Statement. Assist the customer commands in development of a corrective action plan and monitor the implementation of the plan.

(4) Execution activity. The Engineering Systems Team will—

(a) Develop, field, and maintain general automated systems, both hardware and software, to support Engineer BASOPS functions. Ensure adequate training is provided and establish policy for customer elements on operation of systems. This includes the Engineer Management Automation, Army Reserve (EMAAR), the Automated Policy Management (APM) system, and the Integrated Facilities System - Micro/Mini. User training is provided.

(b) Develop and maintain the Functional Description for the Engineer Appendix of Reserve Component Automation System. Support the design, testing, fielding, and maintenance of the Reserve Component Automation System, Engineer Appendix.

(c) Conduct studies of customer command engineering staffing developing Engineer BASOPS and Environmental Stewardship requirements to adequately support programs and work load.

(d) Centrally administer the Engineer training program, to include approval of all Individual Development Plans, development of specific Army Reserve Engineer courses. Obtain course quotas, selection of students, and preparation of training budget.

(e) Conduct and implement studies to improve engineer community productivity.

(f) Implement and sustain an engineer community Quality Management Program.

(g) Review and prepare response to GAO, Army Audit Agency, Inspector General reports, and Congressional inquiries relating to the engineer areas of interest. Develop recommended corrective actions and coordinate the implementation of corrective actions.

(h) Analyze Material Weaknesses creating an implementation plan for corrective actions.

(i) Support the Board of Directors System Integration and IT Development and Organization & Human Resources Committees. Coordinate ongoing full-time staff efforts, between BOD subcommittee meetings, to facilitate planning, execution, documentation, maintenance of business process map(s). Oversee Vision attainment, mission accomplishment, and goals and objective achievement using the Army Performance Improvement Criteria.

(5) Review and Analysis activity. The Engineering Systems Team will—

(a) Analyze Engineer BASOPS and Environmental Stewardship staffing to ensure that appropriate skill and knowledge exist to accomplish the assigned mission.

(b) Research current technology, analyzing application of this technology within the engineer community. Develop an implementation plan to integrate new technology into the standard work management system.

(c) Perform trend analysis on financial data to project future funding requirements, identify probable facility component failure, and identify best business practices.

(6) Approval activity. The Engineering Systems Team will—

(a) Approve changes to standard Work Management System.

(b) Approve automated system change requests.

(7) Functional Proponent activity. The Engineering Systems Team will—

(a) Develop and maintain all necessary regulations, policies, and procedures to support the standard work management system.

(b) Develops and maintains information system change request process.

(c) Integrate applicable policy and procedures into the Automated Policy Management system.

b. Customer Support Team.

The Customer Support Team will—

(1) Act as Ombudsman for the RSC and Installation engineer BASOPS activities. This includes representing their interests within each functional program, especially the development of plans that support programming efforts, funding distribution plans, and policy development.

(2) Solve RSC and Installation engineer BASOPS activities issues by—

(a) Chartering ad hoc teams from the appropriate functional program areas.

(b) Leading the team.

(c) Developing a solution to the issue.

(d) Communicating the recommended solution to the RSC or Installation.

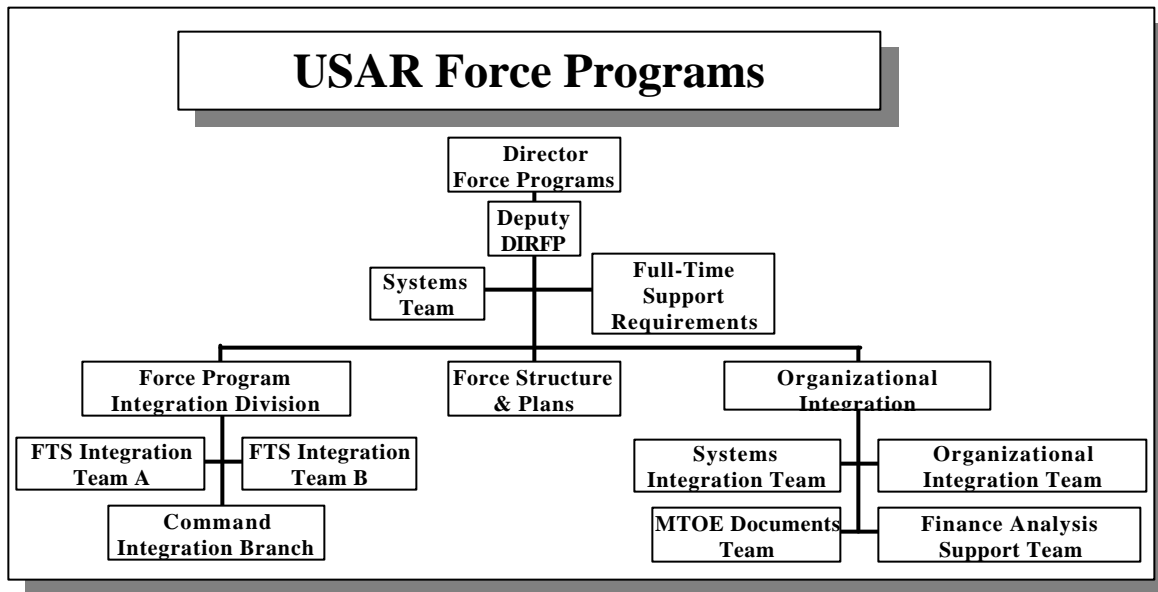
(e) If required, supporting implementation of the solution.

(f) Following up to ensure implementation of the solution was successful.

(g) Evaluating the affect of the solution.

(h) Providing feedback to the team members and functional program directors.

Chapter 17
Directorate of USAR Force Programs (DIRFP)
Operations and Functions



17-1. Responsibilities

The DIRFP has general staff responsibility for integration of all actions to plan, program and budget USAR force programs. The DIRFP represents the CAR as the primary staff in structuring, modernizing, and documenting the USAR and allocates resources supporting USAR integration. The DIRFP formulates and disseminates USAR force programs policies, directives and regulations. This Directorate integrates the planning, programming, and budgeting of manning, equipping, and stationing of USAR units. The DIRFP manages the USAR full-time support requirements, authorizations, and documentation. The DIRFP documents all USAR units and personnel including management and integration of all resources associated with manpower. The Directorate establishes priorities for manning, resourcing, structuring, and equipping of the USAR as prescribed by the CAR.

17-2. Organizational Integration Division

The Chief, Organizational Integration Division is responsible for the formulation and analysis of all plans for the current and proposed structure of the Army Reserve. This Division integrates organizational changes, systems modernization, and MTOE documentation for USAR force programs. The Organizational Integration Division programs and manages execution of USAR force structure across the Program Objective Memorandum years consistent with Total Army Analysis and HQDA directed decisions.

a. Organizational Integration (OI) Team.

The OI Team contains organizational integrators (OIs) that are responsible for individual branch-specific analysis. The branches are aviation, chemical, engineer, medical,

ordnance, signal, adjutant general, military police, military intelligence, transportation, quartermaster, and TDA. The OI Team will—

- (1) Consolidate input from a variety of sources (personnel, equipment, training, resources, facilities, maintenance, etc.) to ensure United States Army Reserve (USAR) units are fully supportable and sustainable.
- (2) Coordinate with USARC Force Programs Integration Division, Systems Integration and FORSCOM to incorporate USAR structure changes. Provide input pertaining to stationing, manning, equipping, authorized level of organization (ALO), and command and control for activations to the Director of Force Programs..
- (3) Provide input to the Director of Force Programs on inactivations to include backfill and reallocation of assets.
- (4) Evaluate and analyze the impact of USAR force structure actions on personnel, training, equipment, facilities, stationing, relocation, doctrine, or structure.
- (5) Review and comment on TRADOC requirements document, Consolidated TOE Updates (CTUs), Basis of Issue Plans (BOIP) and Manpower Authorization Requirement Criteria (MARC) studies Works with TRADOC on the design and development of TOEs affecting the USAR structure.
- (6) Analyze reports on TPU manpower as required by the Total Army Analysis (TAA) process.
- (7) Perform technical analysis and review of readiness status reports and related documents to determine systemic and functional area unique readiness problems.
- (8) Provide branch-specific expertise in the conduct of MTOE, TDA, stationing, relocation, concept plan, and

command plan projects. Supports centralized documentation initiatives in coordination with Army Staff, US Army Force Management Support Activity and Major Army Command.

(9) Review MTOE and TDA documents for compliance with approved structure and Program Budget Guidance.

b. Systems Integrator Team.

The Systems Integrator Team serves as the USARC point of coordination for the Force Modernization Program. The Systems Integrator Team will—

(1) Establish, manage, and execute a comprehensive Force Modernization Program including a USARC Force Modernization Distribution Plan (FMDP).

(2) Develop and recommend overall USARC force modernization policy to the Director, USAR Force Programs; and provide force modernization guidance to USARC staff through the Director, Force Programs.

(3) Coordinate all equipment modernization issues within the USARC in support of force structure actions, the Command Plan, the Force Validation Committee (FVC) process, and unit readiness.

(4) Ensure all valid modernization requirements are identified and that available resources are allocated to produce combat ready units.

(5) Provide primary Systems Integrators for all Army Modernization Reference Data (AMRD) systems, less Aviation (SRC 01), Medical (SRC 08), Special Operations Forces (SRC 31), Psychological Operations (SRC 33), Civil Affairs (SRC 41) and other peculiar materiel.

(6) Ensure that all materiel is fielded in support of USARC modernization programs and in accordance with AR 700-142 and that fielding adheres with the TPF process, including new and displaced equipment training (NET and DET).

(7) Develop and manage available resources necessary to support fielding and initial sustainment of force modernization materiel.

(8) Develop fielding plans in accordance with force priorities and Headquarters, Department of the Army modernization initiatives for materiel procured under the National Guard and Reserve Equipment Appropriation (NGREA) or through Congressional Adds.

(9) As required, develop and recommend fielding priorities to the Deputy Chief of Staff, Logistics (DCSLOG) for displaced, NGREA and Congressionally Added materiel.

c. MTOE Team.

The MTOE Team will—

(1) Maintain all US Army Reserve MTOE authorization documents for units assigned to the US Army Reserve Command. Ensure that all MTOEs are maintained in the TAADS-R database and that approved MTOEs are distributed to the appropriate RSC.

(2) Review and prepare comments for all MTOEs developed by US Army Force Management Support

Agency under Centralized Documentation (CENDOC).

Ensure that the manpower and equipment requirements and authorizations are in accordance with the USAR Force File and support the approved command plan.

(3) Maintain Force Program shared drive containing all approved MTOEs and approved Mission Essential Equipment for Training (MEET) sets. Ensure that all approved MTOEs are on the shared drive.

(4) Develop justification for exceptions to MTOE standardization and exceptions to Command Plan. Submit the request to US Army Force Management Agency for approval.

(5) Maintain MEET sets (Section III equipment) depicting approved equipment authorizations required at home station and equipment requirements for storage.

(6) Prepare MTOE comparison reports and any other supporting documentation required by OI Team and SI Team to be used during their review of staffing MTOEs.

(7) Maintain systems application list based on latest CTU. Ensure MTOEs contains the appropriate Incremental Change Packages (ICPs)/Basis of Issue Plans (BOIPs) and maintain data for analysis as required.

(8) Maintain SRC reference files containing background information on MTOE organizations.

(9) Review CTU with approved MTOE exceptions to determine if requirements exist for continued documentation during each annual cycle.

(10) Have responsibility for MTOE change requests. Review, analyze, and respond to all MTOE/ TOE requests submitted by Regional Support Commands to determine validity. Forward TOE change requests to OI Team for action after review with CTU is accomplished.

(11) Provide staff expertise on MTOE matters as pertains to documentation in the TAADS system.

(12) Represent HQ US Army Reserve Command at the annual Command Plan at HQDA.

(13) Develop and publish policies, procedures, and functions pertaining to MTOE documentation in TAADS.

(14) Initiate appropriate changes and maintain MTOEs in TAADS. Provide management reports as requested from USARC staff and RSCs upon request.

(15) Maintain data on all multi-compo organizations that contain a Compo 3 derivative UIC. Coordinate with appropriate MACOMs for actions associated with these MTOEs that is flagged to other commands.

(16) Monitor derivative UIC registration for documentation of cellular teams.

(17) Issue derivative UICs for MTOE unit mobilization as required. Issue Permanent Order inactivation the derivative UIC for mobilization when appropriate.

(18) Maintain listing of Unit Identification Code (UIC) registration problems so corrective action can be taken to change the TAADS edit file to reflect the correct UIC designation.

(19) Review draft TOEs and provide appropriate response.

d. Finance Analysis Support Team.

The Finance Analysis Support Team manages the funding application of programming, budgeting, accounting, reporting, analysis, and evaluation of the USAR Force Structure and Force Modernization Programs under three appropriations: RPA, OMAR, and OMA. This team manages various MDEPs accounts for these appropriations; develops input to the POM, CINC's Integrated Priority Lists (IPLs) and Commander's assessment; develops cost analysis for the USAR unit changes and updates/maintains fund requirements for Force Structure actions and Force Modernization System fieldings; provides funding guidance to MSCs; accounts for and reports on use of allocated funds by appropriation and MDEP; monitors HQDA and USARC planning, programming, and budgeting processes; oversees the Force Cost information system. The Finance Analysis Support Team will perform these functional processes:

- (1) Develop input to the POM, CINC IPL and Commander's assessment.
 - (a) Review POM files from Probe database. Review revisions as updates occur.
 - (b) Analyze and compare Force Structure and Force Modernization funding requirements with current POM file.
 - (c) Prepare an IPL. Submits to FORSCOM through Deputy Chief of Staff, Comptroller (DCSCOMPT).
 - (d) Prepare issues reflecting USAR fielding/funding shortfalls and new fieldings not included in POM. Submits to FORSCOM, OCAR and DCSCOMPT as appropriate.
 - (e) Prepare input for Commander's Assessment. Submits to FORSCOM through DCSCOMPT.
 - (f) Prepare spreadsheet reflecting projected Force Modernization fieldings and all associated cost for POM submission. Submit to Office of the Chief, Army Reserve (OCAR), Program Analysis and Evaluation (PA&E).
 - (g) Compare funding requirements against approved Annual Funding Program (AFP).
 - (h) Reviews Program Budget Decisions.
 - (i) Prepare POM updates.
- (2) Develop cost analysis for USAR unit changes and update and maintain fund requirements for Force Structure and Force Modernization System fieldings.
 - (a) Prepare cost data for Force Structure actions and Force Modernization equipment fieldings. Provide to Organizational Integrators and system integrators for input.
 - (b) Validate cost data for Force Structure fieldings.
 - (c) Make funding decisions based on the AFP. Submit to Director for approval.
- (3) Provide funding guidance to Major Subordinate Commands (MSC).
 - (a) Review the Budget Manpower Guidance (BMG) for accuracy. Coordinate discrepancies with DCSCOMPT.
 - (b) Prepare general narrative and funding guidance for MSC. Submit to DCSCOMPT.
 - (c) Prepare funding authorization documents (FAD) for MSC. Submit to DCSCOMPT.
 - (d) Prepare memorandum detailing funding breakout for Force Modernization systems fielded to MSC.

(e) Prepare memorandum detailing funding breakout for resourced Force Structure actions for MSC.

- (4) Account for and report on use of allocated funds by appropriation, MDEP and Program Element Code.
 - (a) Compare AFP to requirements. Submit unresourced requirements (URRs) to DCSCOMPT or OCAR, as required.
 - (b) Prepare obligation plans.
 - (c) Validate URR from MSC.
 - (d) Update URR database.
 - (e) Tracks MSC obligations/execution rate for Force Modernization funds.
 - (f) Compare obligations to AFP.
- (5) Monitor HQDA, OCAR and USARC planning programming and budgeting processes.
 - (a) Track programming and budgeting processes from Probe database and USARC BMG file.
 - (b) Compare current POM file with POM updates.
 - (c) Check POM audits trails for appropriation and MDEP changes.
 - (d) Reconcile POM file discrepancies.
 - (e) Defend Force Structure and Force Modernization programs identified as bill payers.
 - (f) Vote as member of WPBAC.
- (6) Manage separate Directorate of Force Programs accounts for HQ and Spt TDA.
 - (a) Prepare and maintains balance spreadsheets for travel, training, supplies, contracts, overtime, and awards.
 - (b) Manage the Headquarters Activity Travel System (HATS) and Request for Orders System for Directorate of Force Programs
 - (c) Process TDY orders and documentation of voucher claims
 - (d) Process contracts for equipment, training, and other requirements
 - (e) Prepare briefings data for Chief of Staff on Force Programs current and future funding requirements
- (7) Administer Management Control Program
 - (a) Assist in identifying material weaknesses
 - (b) Complete checklists to ensure management controls are used
 - (c) Monitor implementation of corrective actions to correct weaknesses
- (d) Maintain and coordinate Five-Year Plan.

17-3. Force Programs Integration Division

The mission of the Force Programs Integration Division is to develop, integrate, coordinate, and execute all USARC force structure, stationing, TDA documentation and FTS manpower management programs. This Division conducts analyses of the proposed adjustments to the USARC force structure programs for inclusion in the Command Plan; evaluates the Command's force structure program for FTS requirements and authorizations; is responsible for the maintenance of the USARC Force File, evaluation and processing of requests for unit restationing, and publication of all USARC permanent orders; and is responsible for the

enforcement of FTS manpower management policies and procedures

a. **Force Integration Teams A & B.**

The Force Integration Teams A & B will—

(1) Manage the execution of the FTS portion of the Command Plan for all MTOE and TDA units which includes developing, staffing, and programming Command Plan issues for RSC/DRC.

(2) Apply and enforce manpower management and documentation policies and procedures for the management of FTS and TPU organizations.

(3) Identify authorization reprogramming for updating the Command Plan and PBG. Reconciles FTS Working TDA baseline authorizations by Management Decision Execution Package/Army Management Structure (MDEP/AMS) Code.

(4) Analyze regulations and guidance to accurately formulate positions for execution of split stations and creation of detachments based on Permanent Orders and command management changes. Interfaces with Command Managers, OIs, and other Force Programs Staff to finalize actions affecting FTS TDAs.

(5) Review and analyze manpower staffing standards and special studies to ensure proper application and documentation in RSC, DRC, and Installation TDAs.

(6) Analyze operational/administrative FTS changes for implementation in accordance with directives and guidelines issued by higher HQ. Apply changes to positions in the FTS TDA of the USARC HQ, Installations, RSCs, and DRCs.

(7) Identify necessary FTS manpower authorizations, in consonance with force management actions; e.g., activations, inactivations, conversions, reorganizations, and other such actions directed by USARC HQ in the Command Plan. Apply to USARC HQ, RSC, DRC, and Installation FTS TDAs.

(8) Review, analyze, and recommend approval or disapproval of proposed SRC models. Interfaces with Force Programs Staff to modify or clarify models. Implement approved SRC models and assess impacts to FTS manpower resources. Coordinate with RSCs and DRCs to redistribute manpower resources adversely affected by application of SRC models.

(9) Review and analyze requests from units for SRC model exceptions. When appropriate, forward to FTS Team for recommendation. Develop with FTS Team a command response to request.

(10) Review and analyze manpower and equipment change requests to the FTS TDA. Interfaces with appropriate USARC Staff to assure the relevance of such requests, and to determine if they contribute substantially to the effective use of FTS resources.

(11) Implement changes to the operating database FTS TDA and performs quality assurance checks for accuracy of input.

(12) Execute memorandum to AR-PERSCOM requesting adjustments to the AGRMIS to effect requisitioning for critical personnel changes.

(13) Monitor program budget guidance to maintain FTS TDA authorizations by manpower category, AMS code, and MDEP. Reconcile differences to assure balance with DA Program Budget Guidance figures.

(14) Prepare memorandum to inform field of Command Plan, HQDA, and FORSCOM changes to FTS TDA.

(15) Maintain manpower audit trail to record all FTS TDA changes. Develop and provide reports and analysis as required.

(16) Perform staff assistance visits to exchange ideas and information on force structure and command issues, and review priorities for manpower and equipment resources. Provide expertise and guidance on USARC and HQDA policies.

(17) Respond to requests for information from various staff agencies.

b. **Force Integration Branch.**

The Chief, Force Integration Branch is responsible for the integration of all actions and requirements necessary to execute the USAR Force Structure Program applicable to those units subordinate to the USARC. This Branch performs command management functions by coordinating with the USARC Directorates, RSCs, DRCs, separate reporting elements, CONUSA, FORSCOM, and HQDA for unit activations, inactivations, conversions, reorganizations and split stationing of USAR units.

c. **Command Managers Team.**

The Command Managers Team will—

(1) Manage the execution of current and budget year Command Plan actions for all MTOE and TDA units within assigned RSC/DRCs. Validate the availability of resources (e.g., facilities, equipment, personnel, and recruiting potential) to enhance the units ability to meet readiness standards (see AR 71-32, AR 220-1 and AR 140-1). Assist assigned RSC/DRC Commanders and staff with force structure issues, which includes personnel, logistics, stationing and readiness issues.

(a) Upon approval of the Command Plan, ensure action is taken to finalize documentation and permanent orders for current and budget year MTOE/TDA force structure actions.

(b) Prepare, validate, prioritizes and submits MTOE/TDA Command Plan Issues in coordination with assigned RSC/DRCs and USARC/OCAR staff elements.

(c) Assist with out-year programmed actions.

(d) Assist assigned RSC/DRC commanders and staff with force structure issues, which include personnel, logistics, stationing and readiness issues.

(2) Share in the management of the Force Validation Process (FVP) for activations, reorganizations, conversions, and inactivations. Assist in the identification and coordination of issues for the Functional Area Assessment (FAA) presentation to the senior Army leadership. Participate in the TAA, Force Integration Analysis (FIA), and FVC for USAR force structure issues. Monitor issues having an impact on the USAR. Provide data and analysis in support of the TAA, FIA, FAA and FVC processes.

(3) Prepare and manage the USARC Force File to accurately reflect the documented and programmed force and all Command Plan issues. Responsible for the data in the force file and Command Plan pertaining to assigned RSC/DRCs. Maintain and publishes the USAR Troop List for assigned units. Provide reports/summaries to staff and Command Group as needed.

(4) Project force adjustments by preparing the USARC Plan based on HQDA Army Structure (ARSTRUC) guidance.

(5) Maintain an audit trail of completed prior, current and program year force structure stationing actions.

(6) Evaluate, analyze, and manage the execution of USARC and HQDA-directed unprogrammed/out-of-cycle changes to USAR force.

(7) Review, analyze, staff, approve and recommends approval or disapproval of proposed stationing and relocation proposals received from the RSC/DRCs. Ensure permanent orders are completed and the force file is updated as necessary; e.g., relocations to achieve favorably facility usage, emergency, construction, or other programmed causes.

(8) Develop, prioritize, analyze, staff, and direct proposed TDA documentation, and process Concept Plans for approval and execution.

(9) Validate, approve, or make recommendation on substantive field initiated changes for both equipment and personnel.

(10) Represent Force Programs Directorate during the Deputy Commanding General's (DCG) Readiness Briefings conducted by assigned commands.

(11) Act on the behalf of the Director, Force Programs during OIP visits to subordinate commands.

(12) Respond to Congressional inquiries pertaining to assigned force structure actions as required. Furnish guidance to staff offices through informal discussions of problems. Inform field activities of policies, procedures, and objectives of the Command.

(13) Furnish guidance to staff offices through informal discussion of problems. Keep field activities informed of policies, procedures, and objectives of the Command.

(14) Conduct staff visits and briefings to assigned commands to establish and maintain necessary liaison for the exchange of information, opinions, setting of priorities, and improving readiness of units. Participate in assigned commands' force development conferences.

(15) Serve as the USAR Force Programs representative on the USARC Real Property Planning Board (RPPB) working group. Review, analyze, and validate all RSC force structure submissions for construction projects submitted for inclusion in the Five-Year MCAR Plan.

(16) Develop the USARC force and resourcing strategy (TPU spaces) in support of mobilization and war plans, in coordination with DCSOPS

d. Documents (TPU) Team.

The Documents (TPU) Team will—

(1) Develop and publish policies, procedures and functions for documentation of TPU and TDA for USAR units.

(2) Act as functional proponent of HQ USARC TAADS-R, and provides management extracts data to the staff and field, as required.

(3) Review computer outputs from TAADS-R edit master file (e.g., LIN, UIC), as received from HQDA, for adequacy, execution and compliance.

(4) Act as liaison office for scheduling and coordinating TAADS-R cycles within Force Program Directorate.

(5) Conduct functional orientation sessions/staff visits at subordinate commands on documentation issues with follow-up training as required.

(6) Assess the requirements for force development management information in conjunction with Chief Information Officer (CIO) and evaluates data processing methods to meet requirements and resolve discrepancies in TAADS-R, Permanent Order System and REDMIS databases.

(7) Provide supervision and management control for documentation of TPU TDAs, and apply HQDA-directed actions; e.g., changes in NCO structure and changes in officer personnel management system.

(8) Ensure personnel and equipment requirements and authorizations are correctly documented within each unit in coordination with OI, SI, FTS analysts and command managers. Ensure requirements and authorizations are in accordance with force structure decisions.

(9) Publish and distribute HQDA approved USARC documents.

(10) Compose, review, publish, and distribute permanent orders for the total force.

(11) Maintain accountability of all documents and POs issued against approved force structure actions.

(12) Review and coordinate personnel and equipment change requests in accordance with regulations and formulate replies to the field based on the analyses of staffing replies.

(13) Input appropriate changes to TAADS-R database.

(14) Review and coordinate TDA modifications and alterations.

(15) Perform technical review of all published documents between Command Plan documentation cycles. Notify units of discrepancies and issue instructions for necessary correction.

(16) Document USAR TDAs in accordance with regulatory procedures and time frames for approval and transmission to HQDA.

(17) Review, analyze, coordinate, and update Section I, "Unit Mission Statement.", for all TDA documents.

(18) Represent USARC during the Automated Update Transaction System (AUTS) process at HQDA, and at workshops and conferences.

(19) Assist Command Managers in the preparation of TPU TDA Command Plan issues,

17-4. Full-Time Support (FTS) Team

The Chief, FTS Team is responsible for conducting Manpower Assessment Reviews. Reviews fall under the following types: Staffing Studies, Manpower Staffing Standard Studies, Manpower Surveys and Manpower Assessments. This process encompasses the issuance of policy guidance under which reviews are conducted; collecting workload data; developing staffing models; applying staffing policies; applying staffing guides; applying previously developed standards; and issuing a final statement of findings. In addition to conducting manpower assessment reviews, the Chief is responsible for periodically applying and modifying previously developed staffing tools. The FTS Team will—

- a. Issue policy guidance for the OCAR/USARC manpower assessment program and determine manpower requirements. Develop a schedule to ensure all OCAR/USARC units, commands, and installations receive manpower assessments within the prescribed time frame. Notify units, commands, and installations in advance of visit, and arrange all administrative and support requirements for on-site TDY visits.
- b. Collect and analyze critical workload data for use during the on-site assessments.
- c. Perform manpower staffing studies. Develop staffing models to statistically determine minimum essential staffing requirement, for USAR Units.
- d. Perform manpower staffing standard studies. Develop Manpower staffing standards for major commands headquarters. Conduct manpower assessment for all major command headquarters. Assess selected sub-functions as required. Apply DA, FORSCOM, and USARC Manpower Staffing Policies, local appraisal techniques, and where appropriate, Manpower Staffing Guide and Manpower Staffing Standards information. Validate and recommends change to current TDA manpower requirement levels. Provide Commanders with suggestions for more effective use of available manpower resources.
- e. Perform manpower surveys to determine minimum essential manpower requirements for USAR installations headquarters operations.
- f. Perform periodically scheduled applications of requirements developed through manpower studies. Determine validity of requirement models over a specified period of time. Based on changes to an organization, adjust the requirements model to fit the organization's mission and workload.
- g. Perform other studies as assigned; e.g., operations research, methods improvement studies, special inspections, etc.
- h. Prepare Site Report for each on-site visit. Coordinate findings and recommendations with OCAR/USARC functional staff proponent.
- i. Coordinate with Force Program Integration Division (FPID) to assure documentation and allocation of

recommended manpower requirement change to TDA documents.

- j. Perform staff officer actions based on written and verbal requests from the field and directives from OCAR/USARC and higher headquarters.
- k. Perform special projects for OCAR/USARC or higher headquarters. These projects are of one-time nature with results being data gathering or narrative conclusions, as requested by the project tasker.
- l. Perform out-of-cycle, on-site or desk side manpower assessment reviews.
- m. Develop and recommend approval of exceptions to manpower staffing standards, guides, etc.
- n. Develop, maintain, and apply procedures that ensure the maintenance and efficiency of staffing guide applications.
- o. Develop, maintain, and apply procedures to ensure staffing guides and standards are coordinated with appropriate agencies.
- p. Develop, maintain, and apply procedures to review and update FTS staffing guides upon changes to the MTOE documents.
- q. Review FTS staffing guides to ensure MTOE alignment.
- r. Develop interim SRC models for those areas that do not have existing staffing standards/models.
- s. Develop and maintain all Team administrative procedures.
- t. Maintain the FTS Requirements Team travel budget.

17-5. Force Structure and Plans Division

The Chief, Force Structure and Plans Division ensures that submissions to HQDA regarding USARC force programs are in compliance with HQDA and Command guidance. The Division performs the following functions:

- a. **USARC Command Plan.** The Force Structure and Plans Division assumes the primary leadership role and oversight for coordinating the Directorate's staff in planning, initiating, and developing the USARC force structure command plan. The Force Structure and Plans Division will—
 - (1) Develop, coordinate, and consolidate milestones for the directorate to develop the force structure command plan and FTS command plan update. Hold coordination meetings with other divisions are required.
 - (2) Prepare and conduct command plan briefings to the senior leaders at HQ USARC, HQ FORSCOM, and HQDA.
 - (3) Ensure compliance and timely response to command plan guidance and tasks from HQDA. Project force adjustments based on HQDA structure guidance and programmed and unprogrammed structure actions.
 - (4) Develop a vision and identify specific issues for the USARC force structure briefings. Monitor the status of subordinate commands' unprogrammed force structure issues.

(5) Provide subordinate, lateral and higher headquarters with information pertaining to the USAR Command Plan force structure decisions.

b. **USARC Force File Administration.** The Force Structure and Plans Division administers the Command Plan Force File database and ensures Force File data compatibility with TAADS-R, the Structure and Manpower Allocation System (SAMAS) data and force structure permanent orders. This Division will—

(1) Provide guidance to Command Managers for updating TDA force data, and record planned and programmed USARC MTOE structure in the Force File by HQDA-established suspense dates. Provide data requested for Command Plan briefings at HQ USARC, HQ FORSCOM, and HQDA.

(2) Serve as the USARC negotiator during the MTOE and TDA Command Plan review at HQDA. Resolves differences during the AUTS review.

(3) Maintain the USARC force structure history database for information and research.

(4) Ensure availability of current Force File data to the HQ USARC staff and subordinate commands.

(5) Using the Force File database, analyze and prepare reports for USAR force programs and HQ USARC staff agencies.

(6) Monitor HQ USARC permanent orders to ensure accuracy and compliance with the Force File database.

(7) Maintain the Data Dictionary for the Force File and History databases for use by the USARC HQ staff agencies, and higher, lateral, and subordinate headquarters, commands, and activities.

c. **Force Development System Data Compatibility.** The Force Structure and Plans Division monitors force structure data in other USARC HQ management systems to ensure data used is accurate and timely; and reviews operating procedures where unacceptable discrepancies are found and proposes solutions. The Force Structure and Plans Division will—

(1) Check TAADS documents for compliance with Force File data prior to submission to HQDA. Ensure all force file actions have TAADS documents submitted to HQDA. Coordinate with Documents Team, MTOE Team, and Systems Team to resolve issues.

(2) As required, review compatibility of force file data with SORTS, EMAARS, SIDPERS, and other HQ USARC management systems. Prepare reports and propose systemic solutions if necessary.

d. **Full-Time Support (FTS) Program Allocation.** The Force Structure and Plans Division develop, maintain, and implement FTS-related allocation policies, publications, and procedures for the Command, based on HQDA, FORSCOM, and OCAR guidance and policies. The Force Structure and Plans Division will—

(1) Plan the distribution of TDA military (AC and AGR and civilian (Military Technician and DAC) allocations within the Command, to include developing and supervising the FTS Command Plan for distribution of FTS allocations. Provide FTS allocation guidance to the HQ staff agencies

and subordinate organizations. Distribute bulk FTS allocation for individual commands and separate units to RSCs.

(2) Develop, interpret, and serve as the Command proponent for USARC manpower publications, policies, and guidance.

(3) Serve as Division POC for tracking bulk manpower allocations (current and historical). Maintain audit trail for all allocation changes from HQDA. Maintain and develops statistical data on bulk usage of military and civilian manpower allocations. Provide recurring and special reports to higher and lower commands, as well as to the USARC staff.

(4) Develop TAA input for FTS manpower, as directed.

(5) Develop POM input for FTS manpower, as directed. Respond to HQDA/OCAR requests for POM background, justification, and historical data.

(6) Analyze and consolidate manpower program budget submissions; prepare civilian and military Schedules 8 to implement command decisions into the PBG.

(7) Coordinate with ODCSCOMPT, OCAR and HQDA to ensure issues are resolved and discrepancies are corrected. Participate in HQDA AUTS process.

(8) Maintain and publish the manpower component of the USARC PBG to conform to PBG cycles. Provide data to USARC staff agencies and subordinate organizations.

(9) Analyze and identify each FTS manpower resource trade-off, coordinating with this HQ and HQDA staff, as required. Examine FTS TDA to identify categories of positions for proposal as bill payers for reductions in the force or projects requiring resources.

e. **FTS Position Detail Management.** The Force Structure and Plans Division develops and maintains FTS position management policies, procedures, and systems for the Command. The Force Structure and Plans Division will—

(1) Develop, refine, and maintain an automated Full-Time Support System (FTS II) for management and accounting for individual FTS position requirements and authorizations. Provide user assistance and training for application of automation input into FTS II.

(2) Extract USARC manpower requirements and authorizations data from Force Programs FTS II and prepare for overlay into TAADS-R. Prior to TAADS-R submission, ensures that manpower requirements and authorizations agree with USARC FTS checkbook.

(3) Extract AGR manpower requirements and authorizations data from Force Programs FTS II and prepare for overlay into the USAR AGRMIS. Prior to AGRMIS submission, ensure that manpower requirements and authorizations agree with USARC FTS checkbook.

(4) Evaluate and manage execution of USARC-requested out-of-cycle changes to AGR manpower requirements and authorizations in AGRMIS.

(5) As FTS II functional system administrator, serve as USAR Force Programs interface with USARC CIO on

automated system planning and management issues pertaining to FTS II functional areas.

(6) Establish and maintain liaison with HQDA, OCAR, USAR HQ staff and any necessary agencies to ensure appropriate use of USAR manpower requirement and authorizations.

(7) Using USAR Force Programs FTS II, conduct analyses and prepare reports for Force Programs and HQ USARC staff agencies.

f. FTS Requirements Model Database Management. The Force Structure and Plans Division updates and maintains the FTS requirements model database with all approved changes to FTS requirements staffing guides and MTOE changes. The Force Structure and Plans Division will—

(1) Provide interface with the FTS Team who determines position requirements. Ensure all TPU team changes are incorporated into the requirements database.

(2) Update the requirements models with administrative changes resulting from MTOE changes.

(3) Based on unit peacetime alignments, determine additional requirements for units performing intermediate C2. Update C2 additives annually.

(4) Ensure that the requirements model database is available to USARC analysts and subordinate commands. Ensure analysts are notified of changes by providing comparison reports, etc. as necessary.

17-6. Force Programs Systems Team

The primary mission of the USAR Force Programs Systems Team is to perform computer system support functions within USAR Force Programs Directorate and to maintain interface with the USARC staff and other agencies and commands to update and exchange data files supporting the overall Directorate mission.

a. The Systems Team is solely responsible for the maintenance of The Army Authorization Documentation System (TAADS) machine. The TAADS computer has the capability to create new MTOE and TDA authorization documents and to provide the capabilities to modify, update, scan and delete existing documents.

b. The Systems Team will also—

(1) Provide data and reports from TAADS that support all of Force Programs Directorate, all Regional Support Commands, and the USARC Headquarters.

(2) Maintain an internal force structure database that depicts the current and proposed USAR force.

(3) Account for and have responsibility for all Automated Data Processing (ADP) equipment and ADP supplies.

(4) Provide technical assistance, expertise, and advice to all users of ADP equipment within Force Programs.

(5) Administer software updates to all computers used in the USAR Force Programs Directorate.

(6) Create, modify, and maintain the USAR Force Programs web page and manage all web points of contact and content providers to ensure accurate displays and distribution of pertinent information to the USAR.

(7) Provide telecommunications support for USAR Force Programs Directorate.

c. All members of Systems Team are Systems Administrators for the Force Authorization module and all USAR force development parts of the Reserve Component Automation Systems.

17-7. Administrative Section

The mission of this section is to provide the Director, Deputy Director and the entire USAR Force Programs Directorate staff with administrative support as follows:

a. Accomplish personnel management actions (both military and civilian).

b. Accomplish staff training management actions.

c. Accomplish information management actions.

d. Accomplish automation management actions.

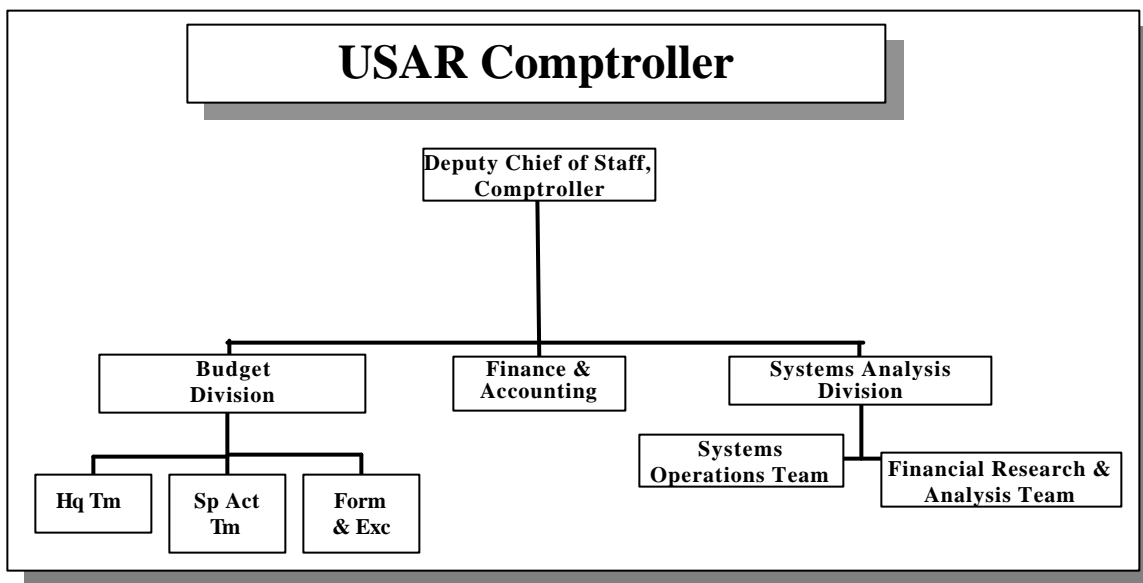
e. Accomplish administrative support actions

f. Provide organizational development support.

Chapter 18

Office of the Deputy Chief of Staff, Comptroller (ODCSCOMPT)

Operations and Functions



18-1. The DCSCOMPT responsibilities

The DCSCOMPT is the Commander's principal staff officer for overall management of command fiscal resources. The DCSCOMPT directs programming, budgeting, and financial execution and management of the Command. As fiscal manager, the DCSCOMPT incurs the following responsibilities: administratively control all appropriations for which the Commander is responsible under provisions of AR 37-1; supervise DJMPS-RC and other pay operations; serve on the PBAC; serve as Program Director for planning, programming, budgeting, execution, and evaluation of programs for which DCSCOMPT is the proponent; serve as Command focal point for Financial Management 2000 (FM 2000), providing vision and preparing the USARC for implementation of the National Performance Review and the Government Performance and Results Act on how resource management processes will be accomplished in the year 2000.

18-2. Responsibilities of the ODCSCOMPT

The ODCSCOMPT will—

- a. Serve as executive secretary of the SPBAC.
- b. Coordinate administrative actions of divisions, to include budget and consolidation of data.
- c. Serve as USARC Activity Career Program Manager for career field 11 (Comptroller). Provide assistance to staff and RSC Resource Management Offices in registration in the Army Civilian Career Evaluation System (ACCES) and disseminate Career Program (CP) 11 information regarding centralized training opportunities, financial management awards, developmental assignments and the Financial Management Mentorship and Job Swap Programs.
- d. Serve as lead agent for Managing Civilians to Budget (MCB), sharing joint proponenty with DCSPER.

18-3. Budget Division

The Budget Division supervises the budget formulation and execution processes of the Command, which includes RSCs, installations, and other organizations (hereafter referred to as customers) receiving OMAR and RPA funds. This Division chairs the WPBAC meetings. It manages special funds and requirements associated with IRR support to the RSCs; Military Construction, Army Reserve projects (over \$15K and under \$200K); Base Level Commercial Equipment; Other procurement, Army; Additional Drill Assemblies (Additional Training Assemblies/Readiness Management Assemblies); and has functional proponenty for Budget Management Course (BMC) and DCSRM/DCSCOMPT Financial Management Course (D2FMC) at the ARRTC.

a. *Formulation and Execution Team.*

The Formulation and Execution Team will—

- (1) Review and interpret financial management directives from DOD, HQDA, and OCAR. Develop procedures and initiate directives providing instructions on financial management to customers.
- (2) Analyze HQDA OCAR PBG and other Congressional, OMB, DOD, HQDA, and OCAR program/budget-related documents and reports. Manage USARC PBG (dollars) and issue detailed guidance for budget development and execution to customers.
- (3) Provide budgetary advice and assistance to USARC and MSC. Develop, integrate, and implement the overall budgeting and programming policies for the USARC, to include requirements and specifications for budget systems.
- (4) Serve as the POC for budget automated systems. Develop systems or recommend changes to systems to meet the needs of the USARC community.

(5) Review, implement, and recommend changes to the AMS with respect to all customers receiving funds through USARC.

(6) Interface and coordinate with OCAR to clarify command requirements and obtain specific guidance.

(7) Attend OCAR WPBAC, PBAC, and PEGs to provide input, define and monitor command programs.

(8) Respond to OCAR based on proposed Program Budget Directives (PBDs), and other HQDA or Congressional possible or recommended changes to programs.

(9) Develop, review and analyze CBE and other financial management data relating to the USARC OMAR and RPA funding programs. Coordinate development of resource requirements/guidance for RSC unit participation in mobilization contingencies.

(10) Prepare and distribute fund allowance documents (FADs) to RSCs and installations and related FAD control reports.

(11) Review, conduct analyses, coordinate and make appropriate changes to operating programs, to include the redistribution of funds among RSCs, Program Directors and installations.

(12) Prepare for, conduct and brief WPBAC and PBAC.

(13) Provide assistance to Program Managers on funding and budget issues.

(14) Prepare and present financial management briefings at various program director's semi-annual or annual RSC conferences, CONUSAs, CORPS, and other MACOMs, HQDA, and OCAR.

(15) Develop budget policy, procedures, monitor execution and report to higher HQ for .0012 Contingency Funds for the Command.

(16) Develop policy and procedures for management and use of man-day spaces through fund control measures.

(17) Administer the Army Ideas of Excellence Program.

(18) Develop USARC financial management and Budget policy based on existing guidance, evaluation of situations or apparent need for establishment.

(19) Track requirements within HQ USARC and keep MSCs informed on the status of fund requirements.

(20) Analyze customers' fund execution data and make recommendations for adjustments.

(21) Perform analysis of monthly reports (funds execution); preparation of individual MSC execution analysis for Budget Officer and DCSCOMPT; command level pay/work-year and analysis; preparation of RSC peer comparisons; conducts mid-year review of all funds and related areas.

(22) Functional Proponent for BMC and D2FMC classes at ARRTC.

(23) Present briefings at RSC conferences, ARRTC budget courses (BMC and D2FMC), and other forums.

(24) Provide on-site assistance to MSCs.

b. Special Actions Team.

The Special Actions Team will—

(1) Develop, review, and analyze financial management data relating to the USARC OMAR and RPA funding programs. Coordinate development of resource requirements and guidance for RSC unit participation in mobilization contingency.

(2) Coordinate staff input to CINC IPLs.

(3) Coordinate staff development and input to FORSCOM for their POM submission.

(4) Coordinate staff input to OCAR for POM development.

(5) Respond to FORSCOM and OCAR on PBD actions.

(6) Work on new initiatives of the Command and ensure that resource requirements and procedures have been considered.

c. Headquarters Team.

The Headquarters Team will—

(1) Have responsibility for budget formulation and execution within HQ USARC.

(2) Issue funding targets to HQ USARC staff sections.

(3) Develop Command Budget Estimate based on input received from Headquarters staff sections.

(4) Develop phased execution plan for HQ USARC.

(5) Monitor, analyze, and reconcile expenditures with Headquarters staff sections and Finance and Accounting Office (F&AO) based on Standard Financial System (STANFINS) reports.

(6) Authenticate HQ USARC travel orders.

(7) Develop policies and procedures relative to operation of the USARC HQ funding program to include the Commander's .0012 contingency funds.

(8) Monitor Headquarters activity operating funds, to include certification of funds.

18-4. Finance and Accounting Division

The Finance and Accounting Division provides and develops policy and guidance related to accounting functions. This Division assists USAR activities receiving OMAR/RPA dollars in accounting procedures and fund certification; maintains overall responsibility for all policy regarding accounting Support systems within the USAR community; and supervises the USAR pay program supporting Troop Program Units, military pay, and civilian pay. The Finance and Accounting Division will—

a. Develop and disseminate accounting policy and procedures to subordinate activities and other MACOMs.

b. Provide instructional guidance to subordinate commands on accounting issues.

c. Develop analytical data to identify, monitor, and report trends.

d. Coordinate accounting actions between DFAS, DA, FORSCOM and USARC.

e. Coordinate with DFAS on all new joint accounting systems to ensure USAR needs are considered.

f. Assist in developing accounting data structure.

g. Serve as USARC DCSCOMPT DCPS Project Officer with responsibility for overall USARC DCPS policy.

- h. Provide guidance and assistance to HQ, USARC on DCPS matters.
- i. Functional proponent for the Army Working Capital Fund. Interface with FORSCOM and USARC installations on budget planning and execution.
- j. Provide financial guidance on SARSS.
- k. Provide operational oversight of all Reserve Pay Functions to include Reserve Pay Division and Reserve Component Pay Support Office at Fort McCoy.
- l. Develop and issue policies for USAR Vendor Pay.
- m. Review and interpret USAR pay policies and directives from DOD, HQDA, and DFAS.
- n. Develop USAR pay procedures and disseminate policies to subordinate units.
- o. Develop and maintain USAR pay user's manual for Unit Pay Administrators.
- p. Serve as functional proponent for the Unit Pay Administration Course at the ARRTC.
- q. Maintain USARC functional proponentry for field systems, including Automated Drill Attendance Reporting Software(ADARS), and USARC F&A Bulletin Board System (BBS).
- r. Assist in planning of USAR pay support for major exercises.
- s. Coordinate with DFAS and OCAR on all new joint finance systems to ensure USAR needs are considered.
- t. Develop unit level training material for all new finance systems with impact at unit level.
- u. Assist FORSCOM and DA in mobilization planning.
- v. Assist with the development of the RCAS Pay Administration requirements.
- w. .Serve as program manager for the Command Government Credit Card Program.
- x. Maintain operational control of Reserve Component Pay Support Offices (RCPSOs) by providing supervision and ensuring standardization.

18-5. Systems Analysis Division

The Systems Analysis Division is responsible for the DCSCOMPT's effort to continuously improve systems and processes, to include design, development, adoption of mathematical, statistical, econometric and other scientific methods and techniques to analyze problems and issues. This Division conducts timely analysis of input/output data enabling the DCSCOMPT to successfully implement FM 2000 by improving resource management throughout the USARC. It streamlines and standardizes financial management processes and systems through the elimination of non-value added processes.

a. Financial Research and Analysis Team.

The Financial Research and Analysis Team will—

- (1) Serve as POC directly responsible for USARC Cost and Economic Analysis.
- (2) Develop and maintain an inactive duty training (IDT) Participation Model for DCSCOMPT and U.S. Army Reserve leadership that reflects IDT trends and predictions.

(3) Manage the IDT specified allotment for USAR. Develop and provide program data for the POM, CBE and COB. Adjust program levels based on actual appropriation and any changes. Provide guidance to the field and monitor execution. Address UFRs and reprogram based on command priorities.

(4) Participate in the development of Service-Based Costing baselines at RSC level.

(5) Program Director for Civilian Pay and Resource Management MDEPs. Develop and provide program for POM. Adjust program levels based on actual appropriations and any changes. Provide guidance to field and monitor execution. Address URRs and reprogram based on command priorities and coordination with staff proponent allocations.

(6) Conduct research to develop cost models, estimating relationships and equations to evaluate and project direct and indirect resource requirements using pertinent mathematical, statistical and computer supported modeling techniques.

(7) Participate in special projects and initiatives reviewing RSC/DRC financial operations.

(8) Serve as a member of the Readiness Council and Real Property Planning Board.

b. Systems Operations Team.

The Systems Operations Team will—

(1) Serve as POC directly responsible for analysis and implementation of financial management processes and systems.

(2) Serve as USARC functional proponent for Army Reserve Order Writer systems. Responsible for maintaining current systems, Daily Orders, Ledgers and Finance System (DOLFINS), Order Writer Software (OWS) and for the design, development, testing and implementation of the new Army Reserve Order Writer System (ARROWS).

(3) Develop and maintain the DCSCOMPT Web site, data base execution files, FAD system and BMG.

(4) Maintain liaison with the USARC Chief Information Officer (CIO) Program Team on issues involving financial systems, both current and future.

(5) Serve as USARC POC for implementation of the Defense Travel System (DTs) throughout the USARC.

(6) Responsible for developing, coordinating and implementing guidance for Authorizing Officials (AOs) and Defense Travel Administrators (DTAs) within the Defense Travel System (DTS) throughout the USARC.

(7) Review, analyze, and document process inputs, outputs and controls that impact financial management.

(8) Serve as functional reviewer of and provide assistance for Manpower Staffing Studies relating to DCSCOMPT.

(9) Serve as the DCSCOMPT representative on the Consideration of Others Advisory Committee.

Appendix A

References

Section I

Required Publications

AR 1-9

White House Liaison, Communications, and Inspections (Cited in para 13-7d(1).)

AR 1-20

Legislative Liaison (Cited in para 13-7d(1).)

AR 1-201

Army Inspection Policy (Cited in para 6-1e.)

AR 5-1

Army Management Philosophy (Cited in para 16-3h.)

AR 5-9

Area Support Responsibilities (Cited in paras 10-10a, 14-1e, and 14-4.)

AR 5-20

Commercial Activities Program (Cited in para 5-3e(5).)

AR 11-2

Management Control (Cited in paras 9-30 and 10-10k.)

AR 15-6

Procedures for Investigating Officers and Boards of Officers (Cited in para 12-8a(8).)

AR 25-1 w/FORSCOM Suppl 1

The Army Information Resources Management Program (Cited in paras 10-10a and 10-17d.)

AR 25-30

The Army Integrated Publishing and Printing Program (Cited in para 10-17f.)

AR 25-50

Preparing and Managing Correspondence (Cited in para 10-17d.)

AR 25-51 w/USARC Suppl 1

Official Mail and Distribution Management (Cited in paras 10-17e and 10-17f.)

AR 25-55

The Department of the Army Freedom of Information Act Program (Cited in para 10-17d(11).)

AR 25-400-2

The Modern Army Recordkeeping System (MARKS) (Cited in para 10-17d.)

AR 27-1

Legal Services, Judge Advocate Legal Services (Cited in para 5-2a.)

AR 37-1

Army Accounting and Fund Control (Cited in paras 10-10h and 18-1.)

AR 37-100

Account/Code Structure (Cited in para 10-10a.)

AR 55-46

Travel Overseas (Cited in paras 13-9a(12) and 15-6a(4).)

AR 71-32

Force Development and Documentation – Consolidated Policies (Cited in para 17-3c(1).)

AR 135-91

Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures (Cited in paras 13-7b(2) and 13-7c(1).)

AR 135-155

Promotion of Commissioned Officers and Warrant Officers Other than General Officers (Cited in para 13-7b(2).)

AR 135-175

Separation of Officers (Cited in para 13-7b(2).)

AR 135-178

Separation of Enlisted Personnel (Cited in para 13-7c(1).)

AR 135-200

Active Duty for Training, Annual Training and Active Duty Special Work of Individual Soldiers (Cited in para 13-9a(9).)

AR 135-205

Enlisted Personnel Management (Cited in para 13-7c(1))

AR 140-1

Mission, Organization and Training (Cited in paras 13-7b(2), 13-7c(1), 15-6a(8), and 17-3c(1).)

AR 140-10

Army Reserve: Assignments, Attachments, Details, and Transfers (Cited in paras 13-7b(1) and 13-7c(1).)

AR 140-111

U.S. Army Reserve Reenlistment Program (Cited in para 13-7c(2).)

AR 140-158

Enlisted Personnel Classification, Promotion, and Reduction (Cited in para 13-7c(1).)

AR 165-1

Chaplain Activities in the United States Army (Cited in para 8-2q.)

AR 190-11

Physical Security of Arms, Ammunition, and Explosives (Cited in para 15-10g.)

AR 190-40

Serious Incident Report (Cited in para 15-10h.)

AR 210-20

Master Planning for Army Installations (Cited in para 16-5a(7)(b).)

AR 220-1 w/FORSCOM Suppl 1

Unit Status Reporting (Cited in paras 15-6a(1) and 17-3c(1).)

AR 310-25

Dictionary of United States Army Terms (Cited in para 10-17d(23).)

AR 310-50

Authorized Abbreviations and Brevity Codes (Cited in para 10-17d(23).)

AR 340-21

The Army Privacy Program (Cited in para 10-17d(24).)

AR 335-15

Management Information Control System (Cited in para 10-17d.)

AR 340-26

Duplicate Emergency Files Program (Cited in para 10-17d(7).)

AR 350-9

Oversea Deployment Training (Cited in para 15-6a(3))

AR 350-28

Army Exercises (Cited in para 15-6a(3).)

AR 350-41

Training in Units (Cited in para 15-6a(1).)

AR 360-81

Command Information Program (Cited in para 7-4a(17)(b).)

AR 380-10

Technology Transfer, Disclosure of Information and Contacts with Foreign Representatives (Cited in para 12-8a(10).)

AR 380-15

(C) Safeguarding Classified NATO Information (U) (Cited in paras 10-17d(34) and (35).)

AR 380-19

Information Systems Security (Cited in para 10-15b(7).)

AR 381-10

U.S. Army Intelligence Activities (Cited in paras 6-4c and 12-8a(9).)

AR 525-16

Temporary Cross-Border Movement of Land Forces Between the United States and Canada (Cited in para 15-6a(10).)

AR 600-8-3 w/USARC Suppl 1

Unit Postal Operations (Cited in para 10-17e(1).)

AR 600-8-4

Officers Honorary Retired List (Cited in para 13-9a(8).)

AR 600-8-10

Leaves and Passes (Cited in para 13-9a(12).)

AR 600-8-22

Military Awards (Cited in para 13-9a(3).)

AR 600-8-105

Military Orders (Cited in para 13-9a(13).)

AR 600-9

The Army Weight Control Program (Cited in para 13-9a(4).)

AR 600-20

Army Command Policy (Cited in para 13-4.)

AR 600-63

Army Health Promotion (Cited in para 13-9a(5).)

AR 600-85

Alcohol and Drug Abuse Prevention and Control Program (Cited in para 13-9a(2).)

AR 600-100

Army Leadership (Cited in para 13-9a(1).)

AR 600-10

Identification, Surveillance, and Administration of Personnel Infected with Human Immunodeficiency Virus (HIV) (Cited in para 13-9a(6).)

AR 611-101

Commissioned Officer Classification System (Cited in para 13-7b(2).)

AR 623-150

Officer Evaluation Reporting System (Cited in para 13-7b(6).)

AR 623-205

Enlisted Evaluation Reporting System (Cited in para 13-7b(6).)

AR 635-200

Enlisted Personnel (Cited in para 5-4b(12))

AR 670-1

Wear and Appearance of Army Uniforms and Insignia (Cited in para 13-9a(11).)

AR 700-127

Integrated Logistic Support (Cited in para 14-5b(9).)

AR 700-142

Heraldic Projects (Cited in para 17-2b(6).)

AR 750-1

Army Materiel Maintenance Policy and Retail Operations (Cited in paras 14-5b(6) and (9).)

DA Pam 600-67

Effective Writing for Army Leaders (Cited in para 10-17d(18).)

DA Pam 738-750

Functional Users Manual for the Army Maintenance Management System (Cited in para 14-5b(13).)

DOD 4000.19

Interservice, Interdepartmental, and Interagency Support (Cited in para 14-4b(4).)

DOD 4100.33-H

DOD In-House vs Contract Commercial and Industrial Activities Cost Comparison Handbook (Cited in para 5-3e(5).)

DOD 4525.6-M

DOD Postal Manual, Vol I (Cited in para 10-17e(10).)

FORSCOM Reg 220 Series

Field Organizations Series (Cited in para 15-6a(1).)

FORSCOM Reg 220-3

Reserve Component Training Assessment (Cited in paras 15-6a(2) and (5).)

FORSCOM Reg 350 Series

Training Series (Cited in paras 15-6a(1), (2), and (5).)

FORSCOM Reg 350-5

Joint Training Exercises (Cited in para 15-6a(3).)

USARC Reg 1-1

Headquarters Operation During Weekends and Non-Duty Hours (Cited in para 15-5a(13).)

USARC Reg 1-2

Preparing Responses to Congressional/Special Inquiries (Cited in para 13-7d(1).)

USARC Reg 1-201

Organizational Inspection Program (Cited in para 15-5a(4).)

USARC Reg 25-1

Information Resources Management Program (Cited in paras 10-17d(4), (26), and (32).)

USARC Reg 140-5

Colonel and Lieutenant Colonel Command Assignment Selection Program (Cited in para 13-7b(3).)

USARC Reg 140-6

USARC Retention Program Program (Cited in para 4-7o.)

USARC Reg 350-2

Intelligence Training in the U.S. Army Reserve Command (Cited in para 12-4a(4).)

USARC Reg 700-2

Semi-Annual Fuel Consumption Report (RCS: RCLG-044) (Cited in para 14-6b(38).)

USARC Reg 750-1

Maintenance Management (Cited in para 14-5b(6))

USARC Pam 25-1

Information Manager's Handbook (Cited in para 10-17d(4)(33).)

USARC Pam 25-30

USARC Publications And Blank Forms Index (Cited in para 10-17f(10).)

USARC Pam 25-31

U.S. Army Reserve Command Glossary of Abbreviations, Brevity Codes, Acronyms, and Terms (Cited in para 10-17d(23).)

USARC Memo 25-1 (*Applies to HQ USARC staff only*)

Staff Officer's Handbook (Cited in paras 10-17d(4), (13), and (20).)

FM 22-100

Army Leadership (Cited in para 13-9a(1).)

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Training the Force (Cited in para 15-6a(1).)

FM 25-101

Battle Focused Training (Cited in para 15-6a(1).)

JCS Pub 1-02

DOD Dictionary of Military and Associated Terms (Cited in para 10-17d(23).)

USPS Publication 138

Agreement Between USPS and DOD (Cited in para 10-17e(10).)

OMB Cir A-76

Performance of Commercial Activities (Cited in para 5-3e(5).)

USSAN Inst 1-69

United States Implementation of NATO Security Procedures (Cited in para 10-17d(34) and (35).)

Article 6, Uniform Code of Military Justice (Cited in paras 5-1e and 5-2a.)

5 CFR 2634, Sub Part 1 (Cited in para 5-3a(4).)

Ethics in Government Act of 1978 (Cited in para 5-3a(4).)

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Section II**Related Publications****AR 350-4**

Integrated Training Management

Section III**Referenced Forms****DA Form 1352**

Army Aircraft Inventory, Status, and Flying Time

DA Form 2028

Recommended Changes to Publications and Blank Forms

DA Form 2062

Hand Receipt/Annex Number

DA Form 2406

Materiel Condition Status Report

DA Form 2969-2-R

Substance Data Summary

DD 115

Military Payroll Money List

DD 1155

Order for Supplies or Service

FORSCOM Form 156-R

Annual Training Equipment Requirements

SF 52

Request for Personnel Action

USARC Form 1000-R

Consolidated Quarterly Postage Expenditure Report

Glossary

A & I

Assistance and Investigation Division

AAS

Army Assurance Statement

AC

Active Component

ADA

additional drill assembly

ADARS

Automated Drill Attendance Reporting Software

ADP

automated data processing

ADSW

active duty for special work

ADT

active duty training

AFAP

Army Family Action Plan

AFP

Annual Funding Program

AGR

Active Guard Reserve

AGRMIS

Active Guard Reserve Management Information System

AIG

Address Indicating Group

AMS

Army Management Structure

AR

Army Regulation

ARCOM

Army Reserve Command

ARISC

Army Reserve Intelligence Support Center

AR-PERSCOM

Army Reserve – Personnel Command

ARRTC

Army Reserve Readiness Training Center

ASA (IL&E)

Assistant Secretary of the Army Installation Logistics and Equipment

ASA (M&RA)

Assistant Secretary of the Army Manpower & Reserves Affairs

ASF

aviation support facility

AT

annual training

AT/FP

Anti-terrorism/Force Protection

ATRRS

Army Training and Requirements Resource System

AUTS

Automated Update Transaction System

BASOPS

Base Operations

BDE

Brigade

BMC

Budget Manpower Guidance

BN

Battalion

BOD

Board of Directors

BRAC

Base Realignment and Closure

CAR

Chief, Army Reserve

CAT

Crisis Action Team

CBE

Command Budget Estimate

CBS-X

Continuing Balance System Expanded

CCB

Configuration Control Board

CCF

Central Clearance Facility

CCI

Controlled Cryptographic Item

CD

counter drug

CFR

Code of Federal Regulations

CG

Commanding General

CI

Command Information

| | |
|---|---|
| CINC Commander in Chief | DCSLOG Deputy Chief of Staff, Logistics |
| CIO Chief Information Office | DCSOPS Deputy Chief of Staff, Operations |
| CLP Command Language Program | DCSPER Deputy Chief of Staff, Personnel |
| COB Command Operating Budget | DFAS Defense Finance & Accounting System |
| CO/CI current operations/current intelligence | DIRFP Directorate of Force Programs |
| CofS Chief of Staff | DISC4 Director of Information Systems for Command, Control, Communications, and Computers |
| COMSEC communications security | DJMS-RC Defense Joint Military Pay System - Reserve Component |
| CONUSA Continental United States Army | DMOSQ deployable military occupational specialist qualified |
| COTS commercial off-the-shelf software | DOD Department of Defense |
| CPAC Civilian Personnel Accounting Center | DPP Dedicated Procurement Program |
| CPOC Civilian Personnel Office(r)(s) Center | DRC Direct Reporting Command |
| CTC Combat Training Center | DS/GS Direct Support/General Support |
| CTU Consolidated TOE Update | DTP Data Transfer Protocol |
| CXO Command Executive Officer | ECS Equipment Concentration Site |
| DA Department of the Army | EEO Equal Employment Opportunity |
| DAC Department of the Army Civilian | EMAAR Engineer Management Automation Army Reserve |
| DACOWITS Defense Advisory Committee on Women in the Service | Enl Enlisted |
| DAMPL Department of the Army Master Priority List | EO Equal Opportunity |
| DCG Deputy Commanding General | EOC Emergency Operations Center |
| DCPS Defense Civilian Payroll System | EPA Environmental Protection Agency |
| DCSCOMPT Deputy Chief of Staff, Comptroller | EPR Environmental Program Requirement |
| DCSINT Deputy Chief of Staff, Intelligence | EQCC Environmental Quality Control Committee |

EQRB
Enlisted Qualitative Retention Board

ESGR
Employee Support of Guard and Reserve

ESO
End Strength Objective

FAD
funding authorization document

FAMP
Facilities Annual Management Plan

FEMA
Federal Emergency Management Agency

FOIA
Freedom of Information Act

FORSCOM
U.S. Army Forces Command

FSP
Force Support Package

FTM
full-time manning

FTS
full-time support

FVC
Force Validation Committee

FVP
Force Validation Process

FY
fiscal year

GAO
Government Accounting Office

GCCS
Global Command and Control System

GO
General Officer

GOCOM
General Officer Command

GOTS
Government off-the-shelf

GRA
Guard and Reserve Affairs

GSA
General Services Administration

HOT
hands-on-training

HQ
Headquarters

HQDA
Headquarters, Department of the Army

HRE/O
Human Relations/Equal Opportunity

IA
Information Assurance

IDT
inactive duty training

IET
initial entry training

IEW
intelligence electronic warfare

IG
Inspector General

IGAR
Inspector General Action Request

IGNET
USAR Worldwide Inspector General Network

IMA
Information Mission Area/Individual Mobilization
Augmentee

IMD
Investment Management Division

IMO
Information Management Office(r)

IMPAC
International Merchant's Purchase Authorization Card

IOC
Initial Operational Capability

IPL
Integrated Priority List

IR
Internal Review

IR&MCP
Internal Review and Management Control Process

IRR
Individual Ready Reserve(ist) (s)

IRT
innovative readiness training

ISSD
Information Systems Services Directorate

IT
Information Technology/Institutional Training

IT/C4

Information Technology/command, Control, Communications, & Computers

JA

Judge Advocate

JAGSO

Judge Advocate General Service Organization

JCS

Joint Chiefs of Staff

JRICP

Joint Reserve Intelligence Connectivity Program

LAN

Local Area Network

LODI

Line of Duty Investigation

MARKS

Modern Army Recordkeeping System

MCAR

Military Construction Army Reserve

MCP

Management Control Process

MDEP

Management Decision Package

MDRD

Mobilization, Deployment, Redeployment, and demobilization

MI

Military Intelligence/Methods Improvement

MIAD

Military Intelligence Augmentation Detachment

MOS

Military Occupational Specialty

MOSQ

Military Occupational Specialty Qualification

MOU

Memorandum of Understanding

MPC

Management Control Program

MRD

Mandatory Retirement Date

MSC

Major Subordinate Command

MSCA

Military Support to Civilian Authorities

MTMC

Military Traffic Management Command

MTOE

modified table of distribution and allowances

MYOS

maximum years of service

NAF

nonappropriated fund(s)

NATO

North Atlantic Treaty Organization

NCO

noncommissioned officer

NCODP

Noncommissioned Officer Development Program

NCOER

Noncommissioned Officer Evaluation Report

NCOES

Noncommissioned Officer Education System

NGB

National Guard Bureau

NSD

Network Services Division

NSIP

Network Security Improvement Program

OCAR

Office Chief Army Reserve

OCAR/RTD

Office Chief Army Reserve/Retention and Transition Division

OCLL

Office of Congressional Legislation Liaison

OCONUS

Outside Continental United States Army

ODCSLOG

Office Deputy Chief of Staff Logistics

ODCSPER

Office Deputy Chief of Staff Personnel

ODT

overseas deployment training

OI

organizational integration

OIP

Organizational Inspection Program

OIS

Operational Integration Site

OMA

Operation and Maintenance, Army

OMAR
Operation and Maintenance, Army Reserve

OMB
Office of Management and Budget

OPA
Other Procurement, Army

OPLAN
operations plan

OPSEC
operations security

ORSA
operational research systems analysis

OSA
operational support airlift

OSD
Office Secretary of Defense

OSJA
Office of the Staff Judge Advocate

PA
Public Affairs/Privacy Act

PAD
Public Affairs Detachment

PAO
Public Affairs Office

PAT
Process Action Team

PBAC
Program Budget Advisory Committee

PBD
Program Budget Directive

PBG
Program Budget Guidance

PBT
Production Based Training

PERLAS
Personnel Level Application Software

PERSCOM
Personnel Command

PERSEC
personnel security

POC
point of contact

POE
port of embarkation

POI
program of instruction

POM
program objective memorandum

PPBES
Planning, Programming, Budgeting, and Execution System

QA
quality assurance

QA² (squared)
Quality Assurance and Assistance

RCAS
Reserve Component Automation System

RCAS SSC
Reserve Component Automated System - Service Support Center

RCMS
Reserve Component Manpower System

RCS
Requirement Control Symbol

REQUEST
Recruit Quota System

RLAS
Reserve Level Application Software

ROTC
Reserve Officer Training Corps

RPA
Reserve, Personnel, Army

RPMA
Real Property Maintenance Activity

RSC
Regional Support Commands

RSS
Retail Supply Support Program

RTD
Retention Transition Division

RTS
Regional Training Site

RTS-MED
Regional Site-Medical

SARSS
Standard Army Retail Supply System

SF
Standard Form

SGM
Sergeant Major

SGS

Secretary General Staff

SI

systems integration

SID

Systems Integration Division

SIDPERS

Standard Installation/Division Personnel System

SJA

Staff Judge Advocate

SORTS

Status of Resources and Training System

SOW

statement of work

SPBAC

Senior Program budget Advisory Council

SRB

Selective Retention Board

SRC

standard requirement code

SRIP

Selected Reserve Incentive Program

STAMIS

Standard Army Management Information System

STU-III

Secure Telephone Unit-Third Generation

TAA

Total Army Analysis

TAADS-R

The Army Authorization Documentation System – Reserves

TAMMS

The Army maintenance Management System

TAPDB-R

Total Army Personnel Data Base – Reserves

TASS

Total Army School System

TDA

tables of distribution and allowances

TDY

temporary duty

TJAG

The Judge Advocate General

TOE

table of organization and equipment

TPF

Total Package Fielding

TPU

troop program unit

TRADOC

U.S. Army Training and Doctrine Command

TRAP

Training Resource Arbitration Panel

TRO

training and readiness oversight

UCMJ

Uniform Code Military Justice

UFR

unfinanced requirement

UIC

unit identification code

UMT

Unit Ministry Team

UOC

USARC Operations Center

URR

unresourced requirement

USAAA

United States Army Audit Agency

USACAPOC

U.S. Army Civil Affairs and Psychological Operations Command

USACE

United States Army Corp of Engineers

USACFSC

U. S. Army Community and Family Support Center

USACSLA

United States army Communications Support Logistics Activity

USAR

U.S. Army Reserve

USAR AG

United States Army Reserve, Adjutant General

USAR IT

United States Army Reserve Information Technology

USARC

U. S. Army Reserve Command

USAREC

U. S. Army Recruiting Command

USAREng

USAR Engineer Directorate

USAREUR

United States Army Europe

USARPAC

United State Army Pacific

USARSOC

United States Army Reserve Special Operations Command

USC

United States Code

USPS

United States Postal Service

USSAN

United States Security Authority for NATO Affairs

VIP

very important person

WAN

Wide Area Network

WINS

Windows Internet Name Service

WMD

weapons of mass destruction

WO

warrant officer

WPBAC

Working Program Budget Advisory Committee

Y2K

Year 2000

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