

USAR Regulation 10-1

Organization and Function

**Army Reserve
Regional Support
Command (RSC)
Organization and
Functions Manual**

**Department of the Army
Office of the Chief, Army Reserve
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SUMMARY OF CHANGE

USAR Regulation 10-1, Army Reserve Regional Support Command (RSC) Organization and Functions Manual

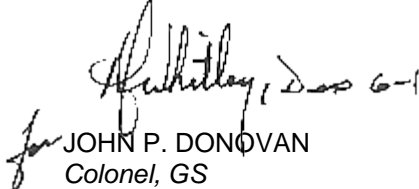
This is the initial publication of USAR Regulation 10-1. It provides the organizational structure, mission, functions, and responsibilities of the Army Reserve RSCs' headquarters.

Organization and Functions
Army Reserve Regional Support Command (RSC)
Organization and Functions Manual

For the Commander:

WILLIAM J. GOTHARD
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Chief of Staff

Official:


for JOHN P. DONOVAN
Colonel, GS
Deputy Chief of Staff, G-1

History. This publication is a new USAR regulation.

Summary. This regulation documents the organizational structure and functions of RSCs. 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 RSC headquarters and all organizations under the command of the RSC.

Proponent and exception authority. The proponent of this regulation is the US Army Reserve Command (USARC) Chief of Staff.

The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The proponent may delegate this approval authority, in writing, to a division chief, under their supervision within the proponent agency in the grade of colonel or the civilian equivalent.

Army management control process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation is prohibited without prior approval from USARC, Chief of Staff, (ARRC-CS), 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Commander, USAR (ARRC-CS), 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

Distribution: This publication is available in electronic media on the USARC Intranet website at <https://usarcintra> and on the Army Reserve Component portion of the Army Knowledge (AKO) website at <https://us.army.mil>. This regulation is intended for command level A. Local reproduction is authorized.

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Chapter 1 General

1-1. Purpose

This regulation documents the organizational structure and functions of the RSC. 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 prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and terms used in this publication are explained in the Glossary.

1-4. Responsibilities

The Chief of Staff directs the activities of staff and with the approval of the Chief, Army Reserve (CAR), 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, historian, chaplain, surgeon, staff judge advocate, public affairs, safety, internal review, audit compliance, and recruiting and retention.

1-5. Policy

- a. This regulation is the controlling document for the organizational structure of RSC headquarters and includes the missions and major functions for all staff elements. Table of distribution and allowances (TDAs) and other published media will conform to the organization and use the titles and terms published in this document.
- 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 out-lined in this regulation. The above should not be construed as a restriction to change, as flexibility is fundamental to good organization.
- c. The USARC G-3/5/7/FMO responsibilities:
 - (1) Review, coordinate, and make 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) Analyze organizational structure and functional statements for conformity with established principles and compliance with prescribed policies and procedures.
- d. Staff offices will exercise staff office proponentcy over all US Army Reserve (USAR) commands in the region.

1-6. Guidance

- a. The standard pattern for organizational elements of RSC headquarters in descending order are directorate/staff office, division and branch.
- b. This regulation will not reflect elements below branch level. Approval is required for the establishment of proposed revisions to organizational elements down to and including section level, and will be processed in accordance with paragraph 1-5.
- 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. Responsibilities assigned to a segment of an organization must be specific, clear-cut and understandable.
- e. RSCs will provide standard levels of support to the Operational and Functional (O&F) Commands.

1-7. Procedures for processing changes

Submit proposed changes to the organizational structure or the assignment of functions to USARC G-3/5/7/FMO for analysis, packaging, and final presentation to the Chief of Staff for approval. No changes will be made to an organizational structure without prior Chief of Staff approval. The following level of information must be provided:

- a. Specific requirements/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 current published TDA.

c. A statement indicating the effect of the proposed change on position grade structure and personnel impacts. Resource Management Office (RMO) Manpower Division will coordinate civilian grade changes and personnel impacts with the Director, Human Resource Office (HRO). Prior informal coordination with the HRO is encouraged.

d. A proposed organizational chart. On each block of the chart, indicate the number of officers (OFF), warrant officers (WOs), and enlisted (ENL) personnel (Active Guard Reserve (AGR) and Active Component (AC) separately), and civilians performing the functions.

e. Provide 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 RMO Manpower Division, indicating such coordination on the cover memo.

f. Submit associated manpower change(s) on a DA Form(s) 2028 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), civilian, and AGR OFF, AGR WO, AGR ENL.

Chapter 2

Mission and Organizational Structure

2-1. Mission

The RSC will:

a. Provide administrative and logistical support to all USAR units and commands within its geographic area of responsibility (AOR).

b. Manage 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 the USARC and Office of Chief, Army Reserve.

c. Supervise all area maintenance support activities (AMSA) and equipment concentration sites (ECS) within its AOR.

d. Provide facility support to all USAR units within its AOR.

2-2. Organizational structure

(Not Used)

Chapter 3

Command Group

3-1. Responsibilities

a. Provides direction, guidance and regional BASOPS support to supported units within the region. The BASOPS support is provided in functional areas of personnel, logistics, force integration, programming and budgeting, finance and accounting, information management, emergency services, public works, historian, inspector general, religious, medical, legal, safety, public affairs, internal review, and management controls.

b. Manage and execute the annual OMAR and RPA funds allocated by USARC and Assistant Chief of Staff Installation Management (ACSIM) for BASOPs support.

c. Implement policies and intent of the USARC Commanding General (CG).

d. Represent the USAR before military and civilian organizations and agencies at various levels of command and government to include speaking engagements. Assist with local community relations and represent the USARC to foreign dignitaries on various occasions.

3-2. Functions

a. Chief of Staff.

(1) Direct the activities of an RSC staff comprised of Active Duty, AGR, USAR Soldiers, military technicians (MTs), and Department of the Army (DA) civilians.

(2) Supervise the unilateral functions of the historian, chaplain, surgeon, public affairs, safety, and internal review (IR) management control RSC staff.

(3) Provide command and policy guidance to all RSC staff in the functional areas of personnel, logistics, force integration, programming and budgeting, finance and accounting, information management, training, historian, inspector general, religious, medical, legal, safety, public affairs, internal review, management control, public works, and emergency services in support of regional responsibilities.

(4) Ensure the IR management control, safety, and IR programs for the RSC are effective and meaningful.

(5) Represent the RSC CG and deputy commanding general (DCG) before military and civilian organizations and agencies at various levels of command/government to include speaking engagements.

(6) Assist with local community relations and represent the RSC CG and DCG to foreign dignitaries on various occasions.

(7) Assume the leadership of the RSC during the CG and DCG's absences.

(8) Provide oversight of all acquisitions within the command to include: adequate acquisition planning, acquisition approvals, Government Purchase Card oversight, service approval compliance, and contracting officer representative (COR) oversight. Further, ensure all acquisitions and acquisition support to the region is equitable and operationally sound to all USAR units and commands within its geographic AOR.

b. Command Chief Warrant Officer.

(1) May serve as president, board member, or senior WO representative on WO councils; CW5 assignment selection boards and other boards that affect WOs of the RSC Headquarters and Headquarters Company (HHC), subordinate and supported units in the region.

(2) May serve as liaison between supported commands, USARC and RSC staff elements for WO candidate and junior WO issues and concerns.

(3) Participate in command ceremonies and social functions as the senior WO representative of the command.

(4) Assist with local community relations and represent the RSC CG before military and civilian organizations and agencies at various levels of command and government to include speaking engagements.

c. Command Sergeant Major. Serves as president or senior NCO on regional NCO councils; Regional Soldier of the Month, Quarter and Year Boards; regional promotion; awards boards; and other boards that affect the enlisted Soldiers in the region.

Chapter 4

Directorate of Human Resources (DHR)

4-1. Responsibilities

a. Responsible for personnel life-cycle management functions in support of all USAR commands and units within the geographic area of operations.

b. Provide BASOPS functions for units within geographic area of operations and personnel management for Soldiers under command and control of the RSC.

c. Exercise primary staff responsibility for personnel, plans, policies and administration of the USAR Full Time Support (FTS) and specific AC personnel management programs.

d. Coordinate the command's morale and welfare, equal opportunity and human relations programs.

e. Develop and oversees strength management programs and coordinates activities with retention personnel.

f. Develop regional personnel annexes of contingency plans.

4-2. Functions

a. Office of the Director. Administers and manages the RSC's military and civilian personnel program.

(1) Plan, program, budget, execute, and evaluate programs for which the Human Resource Director is the proponent.

(2) Manage and administer the civilian personnel training, evaluation and awards program for the RSC headquarters.

(3) Serve as the principal advisor on civilian personnel management matters to the CG, RSC staff, and supported commands.

(4) Provide advice and policy guidance on civilian personnel aspects of the MT Program.

(5) Manage the Management Employee Relations (MER) Program for the command, to include advising commanders on issues relating to labor relations, employee discipline, adverse actions, appeals to the Merit Systems Protection Board, grievances, labor organization negotiations, arbitrations, and unfair labor practices.

- (6) Serve as an assistant to the RSC commander on all personnel matters.
- b. Regional Personnel Service Center (RPSC). Oversee and manage personnel services through six diverse activities: military personnel, civilian personnel, personnel actions and services, promotions, awards, and finance. The Office of the Chief:
- (1) Serve as the Military Personnel Chief/Adjutant General for the RSC and Direct Reporting Units (DRUs). Additionally, perform limited military personnel/adjutant general functions for units located in the RSC geographical AOR.
 - (2) Supervise all civilian and military personnel assigned to the RPSC within the center.
 - (3) Administer and manage RPSC civilian personnel program policies and serve as the principal advisor on civilian personnel management matters to the RPSC staff.
 - (4) Manage and administer the civilian personnel training, evaluation, and awards programs for the RPSC.
 - (5) Serve as liaison officer for a coordinating relationship with Human Resource Command (HRC).
- c. Personnel Management Division.
- (1) Officer Management Branch. Provide personnel services and guidance to supported commands within the RSC geographical regions. Provide personnel management for officers under command and control of the RSC. Execute and serve as a subject matter expert (SME) in the Office of Personnel Management (OPM) to include officer personnel life cycle management.
 - (a) Reviews officer personnel actions for administrative correctness prior to publication of orders/approval memorandum. Some of the major review functions include: conditional releases/conditional resignations, Foreign Language Proficiency Bonus (FLPB) award, FLPB termination, retirement points, permissive parachute duty pay, promotions, reassignments, discharges, transfers, reclassification, relief for cause, voluntary retirement, separation, Soldier Readiness Processing (SRP) – Level 2, Special Duty Assignment Pay (SDAP), mandatory removal, attachments between troop program units (TPUs), appointments (through Officer Candidate School (OCS), Reserve Officer Training Corps (ROTC), or direct appointment processes), reserve sanctuary, and unqualified resignations.
 - (b) Provides personnel management and processes personnel actions for officers under command and control of the RSC in accordance with applicable DA regulatory guidance. Actions include, but are not limited to, separations (voluntary and involuntary); reassignments, transfers, conditional releases, branch transfers, reclassifications (voluntary and involuntary); retirement points; and mandatory removal date management.
 - (c) Completes initial planning for the quarterly nation-wide LTC Command Assignment Selection Board (LTCCASB). Prepares LTCCASB request for vacancies and board announcements and distributes to all Major Subordinate Commands (MSCs)/DRUs. Provides administrative support to the Boards Branch in conduct of the National LTCCASB.
 - (d) Completes initial planning for the annual Selective Retention Board (SRB). Identifies eligible population; coordinates with USARC MSCs/DRUs to identify the considered population; notifies officers to be considered; provides administrative support to the Boards Branch in conduct of the SRB; prepares notification memoranda to the officers; ensures non-retained officers are removed in accordance with applicable regulatory guidance.
 - (e) Coordinates unresolved personnel policy issues with USARC G-1 and provides information to RSC and supported units.
 - (f) Processes and manages the administrative portion of the OCS program.
 - (2) Enlisted Management Branch. Provide personnel services and guidance to supported commands within the RSC geographical regions. Provide personnel management for enlisted Soldiers under command and control of the RSC. Serve as an SME in enlisted personnel management to include officer personnel life cycle management.
 - (a) Review enlisted personnel actions for administrative correctness prior to publication of orders/approval memorandum. Some of the major review functions include: conditional releases, FLPB termination, retirement points, permissive parachute duty pay, promotions, reassignments, discharges, transfers, reclassification, relief for cause, voluntary retirement, separation, SRP – Level 2, SDAP, mandatory removal, attachments between TPU's, appointments (through OCS, ROTC, or direct appointment processes) and unqualified resignations.
 - (b) Provide personnel management and processes personnel actions for enlisted Soldiers under command and control of the RSC in accordance with applicable DA regulatory guidance. Actions include, but are not limited to, separations (voluntary and involuntary), reassignments, transfers, reclassifications (voluntary and involuntary), retirement points, permissive parachute jump requests, special duty assignment pay, and mandatory removal management.
 - (c) Complete initial planning for the annual Qualitative Retention Board (QRB). Identify eligible population; coordinates with USARC MSCs/DRUs to identify the considered population; ensure Soldiers being

considered are notified; provide administrative support to the Boards Branch in conduct of the QRB; ensure non-retained Soldiers are removed in accordance with applicable regulatory guidance.

(d) Coordinate unresolved personnel policy issues with USARC G-1 and provide information to the RSC.

(e) Manage the USAR TPU Enlisted Promotion System for both senior and junior enlisted promotions.

Senior enlisted promotion process prepares Senior Enlisted Promotion Selection Recommendation Board announcements for supported region and distributes to MSCs. As needed, provides support to the Boards Branch in the senior enlisted promotion process to include, but not limited to, soliciting administrative support and board membership from the participating MSCs. Upon publication of the board results, processes promotions based on regional vacancies in accordance with regulations, directives, and policies. Coordinate with Orders Branch for publication of promotion and reassignment orders in the region. Junior enlisted promotion process reviews the board results for all junior enlisted boards in the region for proper board conduct and composition. Also process all junior enlisted promotions (to include maintaining a Regional Permanent Promotion Recommended List) and conducts junior enlisted promotion boards for the RSC headquarters and subordinate units as required.

(3) FTS Military Branch.

(a) Manage the Full-Time Support (AGR) Program within the RSC geographic area, in accordance with applicable regulatory guidance. Provide program guidance, instructions, and training to supported commands. Serve as the primary representative/point of contact (POC) with HRC and USARC for AGR issues/actions. Serve as primary representative/POC with USARC and supporting Military Personnel Divisions (MPDs) for AC issues.

(b) Provide personnel management support for FTS personnel assigned to the RSC and supported commands in the following areas: in processing of newly assigned personnel; sponsorship program; deployment issues; exit briefings; notification of personnel affected by board actions; AC attachments; AGR details; and process completed reenlistment contracts. Coordinate with subordinate units, supported commands, HHC, supporting MPD, USARC and HRC. Coordinate force structure actions affecting FTS personnel.

(c) Monitor the execution of the Sponsorship Program RSC-wide in accordance with applicable regulatory guidance. Provide program guidance and instructions to subordinate units and supported commands.

(d) Manage officer and enlisted evaluation program for FTS Soldiers within the RSC in accordance with applicable regulatory guidance. Notify raters and senior raters of upcoming and overdue evaluation reports. Maintain rating scheme for RSC headquarters.

(e) Submit documents to Interactive Personnel Electronic Records Management System (iPERMS) as required by applicable regulatory guidance and policy.

(4) FTS Civilian Branch. Provide personnel services and support to all civilian employees assigned or attached to the RSC and DRUs. The branch:

(a) Manage the RSC MT Program in accordance with Title 10 USC 10216 (Military Technicians (Dual Status)), 10217 (Non-Dual Status Technicians), 10218 (Army Reserve and Air Force Reserve Technicians: Conditions for Retention; Mandatory Retirement under Civil Service Laws) and applicable regulatory guidance, and in concert with USARC and the supporting Civilian Personnel Advisory Center. Serve as a regional advisor for supported commands. This includes, but is not limited to, civilian awards and evaluations, civilian conduct and performance issues, time and attendance, MT conditions of employment and potential Anti-Deficiency Act violations.

(b) Supervise/manage the MER Program for the supported region, to include advising commanders on issues relating to labor relations, employee discipline, adverse actions, and appeals to the merit system protection board, grievances, negotiations with labor organizations, arbitration, and unfair labor practices.

(c) Conduct crosswalk of personnel to new TDA documents when they are published on the RSC headquarters TDA (which includes supported commands within region) and submits request for administrative changes as required.

(d) Manage and processes all Requests for Personnel Action for the RSC headquarters and DRUs.

d. Personnel Actions and Services Division

(1) Boards Branch. (not fully supported by TDA - requires MSC administrative augmentation through Memorandum of Agreement (MOA)).

(a) Provide administrative support for USARC centralized Lieutenant Colonel and Colonel Command Assignment Selection Board proceedings for RSC and supported units in the RSC geographical AOR.

(b) Provide administrative support, convenes and conducts officer SRB for all eligible officers.

(c) Provide administrative support, convenes and conducts enlisted QRBs as required and directed by DA and USARC.

(d) Provide administrative support for officer and enlisted involuntary separation boards for RSC headquarters and subordinate units and Individual Ready Reserve as tasked by USARC.

(e) Provide administrative support, packet review and board support for Military Occupational Specialty (MOS)/Medical Retention Board (MMRB).

(f) In coordination with the Enlisted Management Branch, provide the primary administrative support for Senior Enlisted Promotion Selection Recommendation Boards within current regulations. Supervise the administrative support personnel provided by the MSCs/DRUs in administrative packet reviews and other board support duties.

(g) Coordinate professional medical support to MMRB/Medical Evaluation Board (MEB) Performance Evaluation Board processes.

(h) Convene and conduct the Army Reserve nation-wide LTCCABs on behalf of the RSC CG. Oversees the administrative board requirements, including reviewing all application packets and assists the board president in preparation of the board results and after action report.

(2) Health Readiness and Services Branch.

(a) Process referrals to MEB/Physical Evaluation Board (PEB), which includes non-duty related PEB (MEB PEB/Network Data Representation-PEB)). Serve as liaison to military treatment facilities (MTF) across the US, Puerto Rico, and Virgin Islands. Ensure direct compliance with Department of Defense (DOD) Directive 1332.18 (Separation or Retirement for Physical Disability), Army Regulation (AR) 40-501 (Standards of Medical Fitness, Chapter 3), AR 135-178 (Enlisted Separations), AR 135-175 (Separation of Officers), and AR 600-8-4 (Line of Duty Policy, Procedures, and Investigations).

(b) Process Incapacitation Pay (INCAP) actions.

(c) Manage the INCAP program in accordance with AR 135-381 (Incapacitation of Reserve Component Soldiers), and DA Pam 135-381 (Incapacitation of Reserve Component Soldiers Processing Procedures), and also the administration of the INCAP program.

(d) Manages MMRB process.

(3) Orders Branch.

(a) Review request for personnel actions, issues personnel orders/approval memoranda, and accomplish other personnel actions associated with total management of Soldiers' careers and professional development for Soldiers within their geographic AOR to include reassignments, transfers, discharges (enlisted only), branch transfers, reclassification, etc., based on documentation provided by the MSCs/DRUs.

(b) Manage and publish personnel-type and permanent orders and duty/detail appointments.

(c) Control issuance of order numbers and management of files and provide delegation on publication of orders as deemed appropriate.

(d) Submit documents to iPERMS as required by applicable regulatory guidance and policy.

(4) Special Actions and Casualty Operations Branch. Is responsible for:

(a) Military Funeral Honors Program. Coordinate military honors, coordinate with the funeral director, determine funeral requirements through the primary next of kin (PNOK) and identify next of kin.

(b) Casualty Affairs Program (managed in accordance with AR 600-8-1 (Army Casualty Program)). Process casualty notification, provide assistance to PNOK, provides casualty assistance officer (CAO) administrative support and respond to and provide information to USAR CAO as required, provides casualty assistance, provides funeral honors data to DOD, provide information for entitlements on burial, reports casualties (DA Form 1156), verify casualty information, researches incident data, and sends casualty report to HRC and submits award recommendation for killed in action (Gap Award).

(c) Special Actions section. Receive, review, and respond to congressional inquiries, reviews, researches and completes exception to policy memorandums of endorsement to higher headquarters, and receives, reviews and completes requests for conditional release.

(d) Awards section. Process certificates and letters of recognition; foreign awards and decorations; foreign gifts; individual military awards and decorations; manages unit/organization awards; processes unit/organizational military awards and decorations and leadership award programs (MacArthur Award, United Services Automobile Association, Government Employees Insurance Company, etc.). Also manage the Military Awards and Decorations Program (in accordance with AR 600-8-22 (Military Awards)), provide administrative support for publication of Retired Reserve certificate, spousal certificates and discharge certificates, manages the issuance of US Flags upon retirement and honorable discharges, provides supported commands with Welcome Home Citizen Warrior Award program materials, and provide "Field-to-File" for IPERMS of completed actions within this section.

4-3. Human Resources (HR) Services and Programs Division

Provide executive oversight of Administrative Services, Family Programs, Yellow Ribbon Reintegration Program (YRRP), Army Substance Abuse Program (ASAP), Equal Opportunity (EO) Program, Sexual Assault and Prevention Program, Suicide Prevention Program, and other well-being initiatives.

a. Office of the Chief. Administers and manages the RSC's well-being programs and services of the following:

- (1) Plan and direct the activities of the division.
- (2) Establish priorities, plans, programs, and assigns work to subordinates and subordinate elements.
- (3) Provide advice and guidance on programs and administrative services, make decisions and review accomplishment of work for effectiveness in achieving the objectives and goals of respective programs and services.
- (4) Provide timely and accurate information and analysis to the DHR/HRO and RSC command group.
- (5) Manage the RSC Morale, Welfare and Recreation (MWR) Program and the non-appropriated fund (NAF) Program in accordance with the AR 215 series (Morale, Welfare and Recreation). Review and interpret regulations, policies, and guidance from higher headquarters. Establish policies, procedures, and issues guidance on MWR and NAF programs to supported units. Serve as the RSC POC for commissary/post exchange issues, Family Support NAF Reimbursement Program and MWR unit fund/dividends.
- (6) Manage the RSC Leadership Program in accordance with AR 600-100 (Army Leadership), FM 22-100 (Military Leadership) and pertinent DA G-1 guidance.
- (7) Manage the RSC Human Immunodeficiency Virus (HIV) program in accordance with AR 600-110 (Identification, Surveillance, and Administration of Personnel Infected with HIV). Establish RSC objectives for RSC headquarters and subordinate units to meet testing standards, consolidate testing schedules and analyze and report subordinate unit results. Plan and conduct training for HIV coordinators and develop and administer an HIV education program. Publish written guidance and policy on management of military personnel actions and issues related to the program.
- (8) Ensure uniform and appearance policies are established/maintained and coordinate with the USARC any questions/suggestions relative to uniform policies. Provide timely and accurate guidance on uniform policies to supported commands.
- (9) Manage the Voting Assistance Program for their headquarters and supported commands, ensuring that an active program exists. Monitor supported command's programs and address any problems as they occur or request assistance from the USARC as needed.
- (10) Coordinate any heraldry questions with the USARC. Oversee all heraldry issues under their command and control and provide assistance and regulatory guidance as needed.

b. Administrative Services Support Program Branch.

- (1) Manage the Records Management Program. Implement policies, procedures, and systems to capture, preserve, and make available documents and evidence essential for DA decisions and actions; meet the needs of the American public; and protect the rights and interest of the government and individuals.
- (2) Manage the Management Information Control System program.
- (3) Manage office symbols within the RSC.
- (4) Manage the Freedom of Information Act (FOIA) and Privacy Act (PA) Programs. Process all FOIA/PA requests received from the general public at the RSC. In consultation with the SJA, determine the release ability of records, or recommend denial to the appropriate Initial Denial Authority.
- (5) Manage the Official Mail Program. Coordinate official mail and distribution requirements with the installation Network Enterprise Center (NEC) (formerly DOIM). Conduct postal inspections of supported facilities. Ensures command compliance with official mail management regulations and USARC policy.
- (6) Perform correct, timely delivery of official mail and internal distribution for the RSC including inspections for weapons and hazardous materials.
- (7) Manage the Publishing and Printing Program. Develop, promulgate, and control standard forms and formats. Manage the interface to DA publications and contract the Defense Automation Publishing System or the Government Printing Office for high volume printing.

c. Family Program.

- (1) Manage the RSC Soldier and Family Support Program. Establish policies, procedures and guidance for RSC headquarters and subordinate units.
- (2) Develops Family Action Plans. Conduct RSC-level Family symposiums in support of the Army Family Action Plan for RSC headquarters and subordinate units.
- (3) Control the Family Support NAF Reimbursement Fund Program.
- (4) Implement and regionally manage the USAR Family Readiness Program Accreditation program.

- d. The ASAP.
 - (1) Manage the RSC Drug and Alcohol Abuse Prevention and Control Program in accordance with AR 600-85 (Army Substance Abuse Program (ASAP)) and the National Drug Control Strategy. Establishes RSC performance goals and develop a management system to analyze and report results from the performance data for the drug testing program. Plan and conduct training of the supported command alcohol and drug control officers and Medical Review Officers (MRO). Publish supported commands written guidance and policy.
 - (2) Establish RSC objectives, analyze and report RSC headquarters and subordinate units' results; plan and conduct training of supported command ASAP officers and publish written guidance and policy.
 - (3) Identify all USAR drug test positive Soldiers as a result of unit drug testing for the RSC headquarters and subordinate units.
 - (4) Manage the Risk Reduction Program to include budget for materials and training for supported region.
- e. Yellow Ribbon Reintegration Program (YRRP).
 - (1) Manage and execute Events 5, 6, and 7 in accordance with USARC OPORD 08-102 (Yellow Ribbon Reintegration Program) (as amended). Coordinate with O&F Commands to track participants. Coordinate with O&F Commands and external agencies for support staff, instructors, and booth providers. Prepare and deliver all administrative support for events.
 - (2) Manage and execute YRRP budget lines, including event dollars, travel, and supplies. Prepare hotel and support contract proposals. Coordinate with contracting and Contract Administrative Support Office (CASO) to ensure appropriate and legal execution of all contracts.
 - (3) Establish annual event schedules with USARC and MSCs.
 - (4) Report participation data and trends to RSC command group as well as USARC YRRP coordinator.
- f. Equal Opportunity (EO) Program.
 - (1) Articulate DOD and DA policy concerning EO.
 - (2) Assist the RSC commander in implementing the Consideration of Others Program.
 - (3) Recognize and assess indicators of institutional and individual discrimination.
 - (4) Assist the RSC commander and staff agencies in the development of a realistic affirmative action plan and monitors its progress.
 - (5) Train unit small group facilitators.
 - (6) Recognize all forms of discrimination, including sexual harassment and makes recommendations to the garrison commander to prevent such discrimination.
 - (7) Plan and conduct specialized training for senior executive seminars, EO and discrimination, and the prevention of sexual harassment.
 - (8) Prepare input for the Quarterly Narrative Statistical Review.
 - (9) Conduct follow-up assessment of all formal EO complaints.
 - (10) Assist in the planning and conduct of ethnic observances/special commemorations.
 - (11) Continuously assesses the command climate using formal surveys, interviews, and accessibility to the unit.
- g. Education Services Program (*not supported on TDA/will be contractor dependent*).
 - (1) Plan and implement the Army Continuing Education System (ACES) program within broad guidelines from higher headquarters. Determine program objectives within the confines of regulatory rules or requirements. Establish local policies and procedures governing program activities.
 - (2) Administer a variety of educational services to include: counseling, testing, (military and civilian) classroom instruction, individualized programming and related administrative activities to include Active Duty, Selected Reserve, and National Guard within the RSC AOR.
 - (3) Administer all ACES activities encompassing five separate learning levels (remedial, secondary, undergraduate, graduate and vocational), all of which lead to recognized certificates, diplomas or academic degrees.
 - (4) Conduct surveys of educational and training needs and determines particular courses and program activities to be offered, taking into consideration the education status of the individual services, troop strengths, interests of troops, budgeting allowances, available facilities and instructors.
 - (5) Provide assistance in making arrangements for enrollment of military personnel, obtaining information on school curricula.
 - (6) Is the liaison among Soldier/student, school and DA, when there are tuition payment discrepancies.

Chapter 5 Information Management Office (IMO)

5-1. Responsibilities

- a. Serve as the principal Information Systems Management advisor. Provide technical advice to the RSC CG and staff. Provide guidance to supported customers and implements USARC and higher level directives/policies and guidance associated with Command, Control, Communications, Computers, and Information Technology (C4/IT) functions. Evaluate BASOPS C4/IT services and service delivery for the command and subordinate units. Report, coordinate and defend command and subordinate units' C4/IT BASOPS requirements while supporting USAR single NEC.
- b. The RSC IMOs will be responsible for providing service definition, management oversight, advice, planning and funding coordination for C4/IT support to the RSC. Provide BASOPS support to units/activities within its assigned region in coordination with the USARC G2/6, designated facility managers, and other service providers in accordance with DA C4IM services list and applicable USARC Standard Levels of Service.

5-2. Functions

- a. Implement and manage all aspects of the Communications Security (COMSEC) program for the RSC headquarters. Manage command COMSEC Program in accordance with AR 380-40 (Policy for Safeguarding and Controlling Communications Security (COMSEC) Materiel), TB 380-41, and USARC Regulation 380-3 (Safeguarding and Control of Communication Security (COMSEC) Material). Serve as the COMSEC liaison to coordinate COMSEC account support from USARC G-2/6 for RSC and regional facility requirements.
- b. Coordinate Spectrum Management support requirements with servicing installation NEC and USARC to gain efficiency and reduce unnecessary workload.
- c. Manage RSC headquarters and subordinate unit's Organizational Unit with associated user accounts, distribution lists, and network devices within USAR active directory structure. Support establishment of RSC new user network accounts.
- d. Coordinate with command property book officers/hand receipt holders to ensure property accountability of automation systems.
- e. Manage telecommunication systems and devices to include facility video teleconference infrastructure.
- f. Coordinate audio visual/multimedia support with the nearest servicing installation NEC.
- g. Provide facility-owned common-user copiers and service to the facilities in AOR, using QOIM BASOP funding.
- h. Manage all unfunded requirements (UFRs) within AOR and submit to the USARC G-2/6 for processing. (Lifecycle of computers will be addressed using the UFR process)
- i. Manage and monitor the regional IT contracts.
- j. In coordination with Plans, Analysis, and Integration (PAI), identify, validate and coordinate BASOPS budget requirements generated as a result of stationing and structure actions in support of units within the RSC AOR. These requirements are the result of unit relocation actions, activations of new unit structures or major conversions that increase the IT requirements of units. Requirements include temporary leased facilities, interim relocations awaiting permanent relocations, and military construction.

Chapter 6 (Not Used) Directorate of Plans and Training (DPT)

Chapter 7

Directorate of Logistics (DOL)

7-1. Responsibilities

Provide oversight of logistics policies, processes, procedures and business rules for the CG. Provide advice and recommendations to the CG and to USARC for changes to these logistics policies, processes, procedures, and business rules. Ensure that DA and USAR logistics policies, processes, procedures, and business rules are being correctly executed and implemented within the RSC and its assigned and/or attached facilities, agencies, elements and organizations. Develop and recommend to the CG any internal logistics policies, processes, procedures, and business rules, consistent with DA and USAR logistics policies, processes, procedures, and business rules, required to execute the RSC missions and functions.

7-2. Functions

a. Director.

(1) Coordinate with supported units and the RSC headquarters for priority of support for customer units, elements, organizations, and agencies.

(2) Develop, coordinate, and review BASOPS logistics funding requirements with the RSC headquarters and O&F Commands supported units within the applicable budget policies, processes, and procedures. Provide requirements to the RSC RMO during the budget process. Provide oversight over the execution of the OMA, OMAR and RPA funding allocated to logistics programs and requirements in coordination with the RSC RMO. Serve as advocate for logistics requirements and funding during the review and reprogramming process. Develop and review UFRs and provide them to the USARC G-4 and G-8.

(3) Assist in the preparation and oversight of execution of the logistics actions, responsibilities or issues of current or contingency Inter-service Support Agreement or MOA/Memorandum of Understanding developed with external supporting or supported agencies.

(4) Provide oversight of RSC DOL and subordinate organizations/activities support to subordinate units and supported O&F Command units, to include feeder reports for unit status, logistics readiness and maintenance/condition status reporting.

(5) Coordinate logistics support for subordinate units and supported O&F Command units from the RSC headquarters and subordinate organizations/activities in mobilization planning and execution.

(6) Coordinate RSC headquarters and subordinate organizations/activities logistics support for mobilization/reconstitution operations for O&F Command supported units.

(7) Coordinate with the USARC, RSC Director of Plans and Training and O&F Commands for logistics training opportunities (supply and maintenance hand-on-training (HOT) Mission) for USAR logistics units, elements and organizations at RSC headquarters, subordinate and supported units and activities using installations, facilities, and Reserve Centers within the region.

(8) Oversee the sustainment activities of RSC headquarters and subordinate units/organizations/activities in support of equipment pools at Combat Training Centers (CTCs), Training Readiness Platforms (TRPs), The Army School System training centers and other locations designated by the USARC. Coordinate external agency support and sustainment for the equipment pools.

(9) Serve as the RSC POC for logistics support to other government agencies by the RSC headquarters and its subordinate units/organizations/activities in Homeland Defense and Military Support to Civil Authorities missions.

(10) Manage and coordinate, under oversight of USARC, the contracted Combat Service Support Automation Management Officer support for USAR units, elements, organizations, and agencies within their geographic AOR.

(11) Represent the RSC headquarters and subordinate units/organizations/activities to USARC on logistics issues, matters or policies, processes, procedures and business rules. This includes participation on any boards, panels, groups, committees or other coordinating activities.

(12) On a regional basis, coordinate and manage the receipt, handoff and integration of force modernization equipment into supported O&F Command units, subordinate units/organizations/activities and the equipping pools supporting the CTC, TRP, training center training operations. Coordinate and manage all new equipment training supporting the equipment modernization process. Provide management and oversight to New Equipment Fielding Facility operations within the region supporting equipment distribution/handoff and training. Provide management and oversight of Equipment Transition Site (ETS) regional operations to manage excess equipment displaced by the fielding of modernized equipment that is excess to O&F Command requirements.

(13) Ensure the RSC headquarters, subordinate units/organizations/activities and supported O&F Command units comply with environmental policies and requirements pertaining to logistics.

b. Transportation and Services Division. (*Not Used*)

c. Supply and Maintenance Division.

(1) Supervise and administer the Test, Measurement and Diagnostic Equipment Program in accordance with AR 750-43 (Army Test, Measurement, and Diagnostic Equipment) and TB 750-25 (Maintenance of Supplies and Equipment) for the RSC headquarters, supported customer units and subordinate units/organizations/activities for equipment identified in TB 43-180 (Calibration and Repair Requirements for the Maintenance of Army Materiel).

(2) Act as POC for the Army Warranty Program for equipment assigned to equipment pools sustained by the RSC for its subordinate and supported units.

(3) Ensure distribution to and provide oversight of execution of Army Aviation and Ground Safety Message Notification System for equipment assigned to equipment pools sustained by the RSC headquarters.

(4) Act as POC for the Army Materiel Status System reporting for equipment assigned to equipment pools sustained by the RSC for its subordinate and supported units.

(5) Execute, under direction of the USARC G-4, the induction of equipment into the depot maintenance program within the RSC region.

(6) Monitor the USAR Watercraft Cyclic Overhaul Program for supported units.

(7) Establish, manage, and provide oversight to an excess equipment storage and management activity (ETS + Standard Army Retail Supply System (SARSS) Retrograde Site) co-located with an ECS within the RSC region to receive, store, redistribute/turn-in excess from supported O&F Command supported units and subordinate units/organizations/activities in coordination with, and under the direction of, the Distribution Management Center, USARC G-4.

(8) Establish and maintain SARSS-1 section(s) to process transactions into the retail supply system from O&F Command supported units and subordinate units/organizations/activities (resources provided by USARC G-4).

Chapter 8

Directorate of Emergency Services (DES)

8-1. Responsibilities

Provide staff advice and technical consultation in the planning, organizing, directing, and evaluating all force protection and physical security oversight, training, and inspection to facilities, units and supported commands.

8-2. Functions

The Force Protection Branch.

a. Provide guidance for establishing and implementing plans, policies, and procedures for conducting Force Protection and Physical Security activities and crisis management.

b. Plan and develop RSC regional anti-terrorism policies and guidance.

c. Review technical input to the RSC anti-terrorism program. Conduct risk analysis to assess anti-terrorism procedures and evaluate requirements of RSC supported units and activities/centers/facilities.

d. Review requests for anti-terrorism measures and programs.

e. Plan and develop physical security policies and guidance.

f. Conduct technical physical security assessments and risk analysis, and evaluate requirements of RSC supported units and activities/centers/facilities.

g. Develop and maintain physical security policies and procedures applicable to RSC supported units and activities/centers/facilities.

h. Prepare/review requests for exceptions and waivers to current HQDA and USAR physical security regulatory policies and procedures.

i. Serve as the primary manager of RSC Physical Security Equipment (PSE) programs to include, but not limited to, Intrusion Detection Systems (IDS), closed-circuit television, access controls, barriers, vaults and weapons storage containers. Management includes review and approval of all PSE acquisitions, installations, maintenance, modifications, and acceptance inspections. Resource management includes providing forecasts of PSE requirements to the USAR Provost Marshall Office (PMO).

j. Manage physical security requirements for RSC supported facilities, new construction, and modifications. Coordinate physical security facility requirements with the PMO and individual mobilization augmentee (IMA).

k. Assist supported/tenant units and the RSC headquarters in the development and implementation of their physical security programs.

- l. Review facility physical security plans. Ensure coordination has been effected with local law enforcement agencies for the periodic patrol of Reserve facilities and response to facility IDS alarms.
- m. Collect, analyze, and disseminate data concerning physical security for RSC supported units and facilities/centers/activities. Prepare detailed analysis of physical security and loss prevention activities as well as other reports and studies required by the USAR PMO.
- n. Review ammunition and explosives storage procedures.

Chapter 9

Resource Management Office (RMO)

9-1. Responsibilities

Serve as the RSC's principal staff office for overall management of RSC financial resources. Direct RSC programming, budgeting, financial execution, pay support, accounting support and management functions. Has administrative control, as delegated by the CG, for all mission and BASOPS appropriated funds. Act as the Funding Allowance Document (FAD) holder for all RSC activities and O&F Commands whose headquarter are within the AOR of the RSC. Is accountable to the USARC for accounting and management of fund control designated for RSC headquarters and supported O&F Commands. Administer the USAR pay program for all units within the RSC AOR during peacetime and mobilization. Oversee management staff activities to include management of improvement programs, activities, and studies. Administer all automated financial systems. Manage the Government travel card program.

9-2. Functions

- a. The RMO.
 - (1) Advise the RSC CG, supported unit commanders, and subordinate unit commanders on financial management. Provide funds control support, training and assistance visits.
 - (2) Serve as executive secretary of the RSC Senior Program Budget Advisory Committee and the Working Program Budget Advisory Committee meetings.
 - (3) Maintain FADs for supported commands. Serve as fund control coordinator for supported commands and interface with the Defense Accounting activities for the establishment of obligations and reconciliation of accounts.
 - (4) Coordinate the financial management portion of the Management Control Program. Monitor the application of financial internal control review checklists and the identification and corrections of material weaknesses. Submit required reports.
 - (5) Conduct special studies/analysis as directed. Types of studies/areas covered include, but are not limited to, economic and cost analysis, organization relationships and functions, and Total Army Quality.
 - (6) Responsible for managing and monitoring the duties and responsibilities of the COR for all contracts and ensure responsibilities are included in the COR's support form and appraisal including those contracts in support of regional missions.
- b. Finance Division. Provides the following services to TPU's of supported Operational and Functional Commands (O&F) within the RSC's AOR. Supported O&F Commands are those that do not have full time military pay positions.
 - (1) Provide operational and procedural guidance on Reserve Pay Systems.
 - (2) Review and disseminate USAR pay policy and directives from USARC, DOD, HQDA and the Defense Finance and Accounting Service (DFAS).
 - (3) Provide technical assistance to units on USAR pay matters.
 - (4) Conduct refresher training on Reserve Pay procedures on behalf of USARC G-8.
 - (5) Assist with resolution of USAR pay problems, Congressional, IG, and other pay complaints.
 - (6) Analyze unit pay statistics and make recommendations for required actions.
 - (7) Serve as liaison with the USAR Pay Center.
 - (8) Manage a Quality Assistance Program for USAR pay administration.
 - (9) Ensure effective finance Soldier Readiness processing.
- c. Budget Division.
 - (1) OMAR (mission/BASOPS/sustainment and restoration maintenance) Branch.
 - (a) Supervise the OMAR Mission and BASOPS budget formulation and execution processes for the RSC in its regional mission. Monitor special funds and limitations.

(b) Review and interpret financial management directives. Initiate directives providing instructions on financial management to supported units and fund control procedures for supported commands pertaining to OMAR appropriation.

(c) Process and distribute instructions for formulating and submitting the RSC budget execution, and other budget reports for OMAR appropriations supporting the RSC and supported units.

(d) Review USARC Program Budget Guidance (PBG) and other program/budget related OMAR documents and reports. Issue detailed guidance for budget development and execution to supported commands and units for OMAR fund control.

(e) Provide OMAR budgetary advice and assistance to RSC staff, supported commanders, and subordinate commanders. Implement the overall budgeting and programming policies for the RSC, to include requirements and specifications for OMAR budget and accounting systems.

(f) Serve as the RSC POC for OMAR budget automated systems. Recommend changes to systems to meet the needs of the RSC's regional mission.

(g) Review OMAR changes to the Army Management Structure (AMS) with respect to RSC headquarters and supported commands receiving funds through the RSC.

(h) Prepare and issue OMAR funding targets to RSC staff sections, supported commanders, and subordinate commanders in accordance with USARC guidance.

(i) Collect, consolidate and submit OMAR phased execution plan for RSC staff sections supported commanders, and subordinate commanders and estimates allotment requirement for all funds based on inputs. Submit funding requirements to USARC via the USAR-Integrated Data Retrieval and Reporting (IDR) Budget Execution Module, USAR Phased Spending Plan option.

(j) Monitor and reconcile OMAR expenditures with RSC staff and supported commands based on Standard Army Financial Information System (STANFINS) data.

(k) Develop, review and analyze OMAR financial management reports relating to the RSC mission and responsibilities.

(l) Conduct RSC analysis of OMAR funds execution for all funds issued to the RSC commander. Review, analyze, coordinate and recommend changes to the OMAR programs to include redistribution of funds among activities.

(m) Provide hands-on assistance for OMAR customers requiring technical on-site support.

(n) Coordinate OMAR resource requirements for RSC subordinate units participating in major training exercises.

(o) Supervise or provide support for supported commanders, subordinate commanders and headquarters staff in operational and procedural guidance pertaining to OMAR accounting functions.

(p) Provide advice and guidance on NAF control procedures.

(q) Manage a Quality Assurance Program for OMAR appropriation fund.

(r) Manage and coordinate OMAR specific allocations within the Regional Level Application Software (RLAS) system to include coordination with the RSC headquarters, subordinate units and supported units

(s) Coordinate and validate the OMAR unresourced requirement (URR) submissions and updates.

(t) Maintain prior year OMAR accounting records.

(u) Respond to inquiries from auditors, inspectors and inspections on FOIA data.

(2) Budget – RPA Branch.

(a) Supervise the RPA budget formulation and execution processes for the RSC.

(b) Review and interpret financial management directives. Initiate directives providing instructions on financial management to supported units and fund control procedures for supported commands pertaining to RPA appropriation.

(c) Process and distribute instructions for formulating and submitting the RSC budget execution, and other budget reports for RPA appropriations supporting the RSC headquarters, supported units, and subordinate units.

(d) Review USARC PBG and other program/budget related RPA documents and reports. Issue detailed guidance for budget development and execution to supported commands and units for RPA fund control.

(e) Provide RPA budgetary advice and assistance to RSC staff and supported commands. Implement the overall budgeting and programming policies for the RSC, to include requirements and specifications for RPA budget and accounting systems.

(f) Serve as the RSC POC for RPA budget automated systems. Recommend changes to systems to meet the needs of the RSC's regional mission.

(g) Review RPA changes to the AMS with respect to all units receiving funds through the RSC.

- (h) Prepare and issue RPA funding targets to RSC headquarters' staff sections and supported commands in accordance with USARC guidance.
- (i) Consolidate and submit RPA phased execution plan for RSC staff sections. Estimate allotment requirement for all funds based on supported command input. Submit funding requirements to USARC via the USAR-IDR Budget Execution Module, USAR Phased Spending Plan option.
- (j) Monitor and reconcile RPA expenditures with RSC staff and supported commands based on STANFINS data.
- (k) Develop, review and analyze RPA financial management reports relating to the RSC mission and responsibilities. Provide RPA information from financial sources to supported commands.
- (l) Conduct RSC analysis of RPA funds execution for all funds issued to the RSC commander. Review, analyze, coordinate and recommend changes to the RPA programs to include redistribution of funds among activities.
- (m) Provide hands-on assistance for RPA customers requiring technical on-site support, to include supported commands.
- (n) Supervise or provide support for supported commands and units in operational and procedural guidance pertaining to RPA accounting functions.
- (o) Manage a Quality Assurance Program for RPA appropriation fund.
- (p) Coordinate and conduct required RPA Joint Review procedures as outlined by Defense Finance and Accounting Service (DFAS) Reg 37-1 (Financial Policy and Accounting Implementation).
- (q) Manage and coordinate RPA specific allocations within the RLAS system to include coordination with the RSC.
- (r) Coordinate and validate the RPA URR submissions and updates.
- (s) Develop RPA policy and procedures for management and use of man-day spaces through fund control measures.
- (t) Research and coordinate outstanding RPA orders with Pay Division.
- (u) Plan and conduct training for RFO initiators and fund managers in RLAS resource management module.
- (v) Maintain prior year RPA accounting records.
- (w) Respond to inquiries from auditors, inspectors and inspections on FOIA data.

Chapter 10 Plans, Analysis, and Integration (PAI) Office

10-1. Responsibilities

Provide support for Force Programs structure actions applicable to the RSC supported units and facilities/activities/centers to facilitate enhanced readiness within the RSC action officer (AO). As prescribed in DOD Directive 1225.7 (Reserve Component Facilities Programs and Unit Stationing), facilitate coordination among ACSIM-Operations Directorate Army Reserve Division (ODR), USAR Force Programs, and supported commands on all stationing actions with RSC AO. The PAI office is also responsible for the integration of all RSC actions and requirements necessary to support O&F Commands as they execute the Force Programs Command Plan actions assigned to the region.

10-2. Functions

- a. In conjunction with supported units, USARC staff directorates, ACSIM-ODR, and the RSC Directorate of Public Works' (DPW) Facility Planning Branch, PAI office will:
 - (1) Analyze stationing plans submitted by supported commands and provide recommendations.
 - (2) Advise the RSC commander and supported commanders on all force integration actions/matters.
- b. Determine impact/supportability of supported command initiated, unprogrammed force changes and coordinate with appropriate RSC and USARC staff elements on short range facility solutions.
- c. Serve as principal contact for coordination of force integration issues among Force Programs, other USARC staff directorates, IMA, Office of the Adjutants General for States within RSC AOR, First US Army, USAREC and its recruiting brigades, and supported commands.
- d. In conjunction with supported commands, project force adjustments and assist in preparing Command Plan input/issues based on guidance provided by USAR Force Programs.
- e. Serve as functional experts for supported commands during RSC/USARC meetings/briefings regarding force structure actions/issues.

f. In accordance with USAR force management guidance, develop policies and objectives for stationing within RSC region which leads to enhanced readiness of supported commands.

g. Monitor the USARC Force File and provide conflict resolution recommendations to affected supported commands and the RSC commander for programming decisions not correctly reflected.

h. Analyze, staff, formulate, and forward position on concept plans for reorganizing existing and activating new USAR units.

Chapter 11

Directorate of Public Works (DPW)

11-1. Responsibilities

The Regional Engineer, as the DPW, is responsible for acquisition, construction, operation, maintenance, repair and disposal of Real Property within the assigned geographical region. The Regional Engineer is responsible for the welfare and safety of personnel and provide for environmental stewardship.

11-2. Functions

a. Office of the Director.

(1) Serve as principal engineer advisor on all USAR facility issues within the region. Ensure provision of effective customer service to supported facilities. Respond to congressional inquiries. Provide information in response to congressional MCAR additions.

(2) Serve as Executive Secretary of the RSC Real Property Master Plan (RPMP) Board. Obtain supported General Officer command preference as to priority of their facility mission requirements.

(3) Review, validate, and approve the various RSC planning documents, including prioritization of developed projects. Review and validate O&F Command planning documents with affected commands.

(4) Approves the allocation of facility funding within the region.

(5) Maintain project funding and functional approval authority for all maintenance, repair and minor construction projects within the region as delegated from HQDA, Office of the Assistant Chief of Staff for Installation Management (OACSIM) Operations Directorate Army Reserve Division (DAIM-ODR). Approve projects within delegated approval authority and obtain DAIM-ODR approval of projects exceeding delegated approval authority.

(6) Act as ordering officer for Indefinite Delivery Order and Architectural and Engineering contracts.

(7) Manage the RSC facility management training program which supports the upkeep of the Engineer Base Operations Support System (ENBOSS).

(8) Provide administrative services to support costing of customer requests for real property services that are reimbursable.

(9) Describe efforts to conduct strategic planning for environmental stewardship, facility planning and programming, and resource programming under Army Performance Improvement Criteria (APIC) Category 2 (Strategic Planning) of the annual Army Communities of Excellent (ACOE) packet submission.

(10) Seek out customer feedback by developing and instituting an online customer feedback system using the DOD online Interactive Customer Evaluation (ICE) survey. Training is available through the ACOE program manager within DAIM-ODR. Describe efforts to focus on customers under APIC Category 3 (Customer and Mission Focus) of the annual ACOE packet submission.

(11) Assess capability and capacity of the workforce including skills, competencies and staffing levels through directed manpower studies. Describe this effort under APIC Category 5 (Workforce Focus) of annual ACOE submission packet.

(12) Prepare the workforce for change through a career development plan that is linked to the command's strategic plan. Describe this effort under APIC category 5 (Workforce focus) to annual ACOE submission packet.

(13) Ensure security and health and safety of immediate workforce and workforce within the region through Anti-terrorist/Force Protection (AT/FP) measures, environmental programs, and utility services. Describe this effort under APIC Category 5 (Workforce focus) of the annual ACOE submission packet.

(14) Design and innovate work systems through use of ENBOSS, Defense Travel System, Strategic Management System (SMS), ICE, interaction with resource managers as well as the OACSIM (DAIM-ODR) office and external service providers such as utility companies and US Army Corps of Engineers (USACE) offices. Describe these processes under Category 6 (Process Management) and provides results under Category 7 (Results) in the annual ACOE packet submission.

(15) Prepare for emergencies through planning and practice drills, collaboration with local authority offices such as police, hospitals, Federal Emergency Management Agency, poison control centers. Describe this collaboration under APIC Category 6 (Process management) and provides results under Category 7 (Results) in the annual ACOE packet submission.

(16) Gather, review, and consider customer feedback from the ICE online customer satisfaction survey system to update work processes. Describe processes to gather feedback under APIC Category 6 (Process management) and provides trend results from ICE reports under Category 7 (Results) of the annual ACOE packet submission.

(17) Where appropriate, use Lean Six Sigma methodology to examine and improve selected processes.

(18) Seek out Best Practices through partnerships with other RSCs as well as involvement with the ACOE program and best practice sharing efforts offered during sponsored conferences.

(19) Account for all Army real property under the control/management of the RSC, except for facilities located on Active Army or other component or service-hosted installations.

(20) Coordinate a multi-disciplined Site Survey Team (SST) to perform onsite inspections of sites identified by the USACE geographic district commander in the available site identification and validation report and chair all SST meetings and inspections.

(21) Manage and monitor contracts and contract management controls; to include; conduct acquisition planning with the supporting contracting activity, cost analysis of off-loading actions, ensure contract service approvals are completed for each service acquisition, and that all acquisitions are managed in adherence to federal procurement laws, USAR (CASO) policies and procedures, procurement ethics and practices to include the Government Purchase Card.

(22) Manage and monitor the duties and responsibilities of the CORs for all contracts and ensures responsibilities are included in the COR's performance support form and appraisal.

b. Resource Management Branch. Provides support for the Planning, Programming, Budget, Execution, and Review process. The branch:

(1) Receive, review, and interpret PBG. Disseminate and translate guidance to the staff. Recommend business rules as a result of guidance to the staff.

(2) Develop and provide resource requirements as required. Coordinate development of requirements, review and correct data specific budget data and codes, for the Facilities Annual Maintenance Plan (FAMP), Real Estate Work Plan and other requirements generating documents and reports. Provide POM justification data to HQDA OACSIM (DAIM-ODR), to include analysis of BASOPS to ensure mission requirements are adequately identified and supported within the strategic objectives provided by the commander. Justify annual funding requirements prior to funding distribution. Develop URR submissions.

(3) Interpret budget directives and fiscal regulations. Make recommendations as to plans, policies and programs. Analyze how those directives will affect current business practices and programs.

(4) Receive, analyze, and coordinate direct and reimbursable funding guidance with Management Decision Evaluation Package (MDEP) Program Manager for DPW related MDEPs. Analyze, identify and validate shortfalls in funding resources, to include a review of BASOPS for efficiencies and cost effectiveness. Prepare allotment and phased obligation plans. Maintain the priority URR list.

(5) Manage program and budget accounting service for FADs. Download FAD with annual funding program (AFP) and allotment from system. Provide MDEP resources to staff via a resource allocation target document.

(6) Support program execution by the staff.

(7) Conduct budget execution review and analysis to determine shortfall, excess, and reprogramming requirements.

(8) Processes payments for BASOPS transactions. Process utility billings for payment to DFAS. Populate the Resourced Integration System, Engineer Reserve (RISER) reference tables with utility contract data. Audit utility bills for accuracy of meter readings, consumption/demand, previous balances and current cost data and investigates incorrect meter readings or abnormal consumption or cost data. Research and resolve payment issues.

(9) Perform financial management and managerial accounting processes. Provide standard and customized financial reports to program managers. Provide advice and assist on resource processes and issues. Arranges for and conducts training as required for all users. Complete DA Form 5005-R for system change requests for the ENBOSS. Perform International Merchant Purchase Authorization Card accounting. Provide bulk funding authority to cardholder.

(10) Prepare and submit the service based costing (SBC) and installation status report (ISR) services/SBC.

(11) Contribute on all DPW related BASOPS areas of service agreements. Receive requests for provision of goods and services from government sources. Draft DPW BASOPS services related portions of business agreements based on support requirements. Annually reviews all service agreements to determine applicability.

(12) Manage funds provided in support of reimbursable customers. Develop reimbursable requirements and notify customers of funding required. Gather, prepare, and submit data for reimbursable expenses.

(13) Conduct periodic program review with the RSC staff, to include initial, mid-year, and year end close out.

(14) Ensure Indefinite Delivery Order and Architectural and Engineering contracts comply with budget directives and fiscal regulations.

c. Facility Planning Branch. Provide facility management planning support, to include construction, project development, real estate support, and real property accountability for the region.

(1) Plan facility management of all property owned, permitted, or leased within the region including those facilities on installations.

(a) Manage space utilization of facilities within the region in accordance with AR 140-483 (Army Reserve Land and Facilities Management) and AR 405-70 (Utilization of Real Property). Ensure optimal assignment of facility space to units assigned to facilities. Arbitrate space utilization disputes within a facility. Maintain current and accurate space utilization data in ENBOSS.

(b) Manage engineer drawing database. Obtain and maintain site maps, utility maps, facility As-built drawings, and other historical documents. Review RPMP contract submissions for accuracy. Maintain drawing and site plan on the national web based repository. Advise HQDA OACSIM Operations (DAIM-ODR) of regional requirements for national contracts.

(c) Conduct the Real Property Planning Board (RPPB). Obtain supported command input for real property requirements for all facilities, including those facilities on installation, within the region. Brief USAR real property plans to the supported commands. Prepare the prioritized Capital Investment Strategy. Provide the RSC Future Year Defense Plan, 5-Year Maintenance and Repair Plan, Real Estate Acquisition Plan and Facility Reduction Plan and Real Property Exchange candidates. Coordinate issues related to implementation of environmental stewardship plans and programs, engineering studies, and economic feasibility studies.

(d) Develop and maintain an RSC master plan to optimize space utilization. Conduct master planning analyses. Support the PAI Directorate to determine future unit stationing requirements.

(e) Support the development of the CAR Strategic Plan. Review, analyze, interpret and react to the USARC Command Plan, Force Modernization, and other stationing programs as they relate to and impact on the Master Plan, space utilization, and facility requirements. Review proposed unit activations, inactivations, or relocations for feasibility and for compliance with the Strategic Plan.

(f) Prepare and submit project documents to support facility and land acquisitions in accordance with AR 140-483 and other policy and guidance.

(g) Maintain current and accurate Installation Real Property Planning and Analysis System.

(h) Maintain the current and accurate Army Stationing Installation Plan.

(i) Develop and maintain the Facility Mobilization Plan.

(j) Participate in Joint Service Reserve Component Facility Boards. Identify potential joint projects. Address facility support issues for facilities where other components are host.

(k) Represent regional interests at installation's RPPBs and local community planning boards.

(1) Prepare DD Forms 1391 for MCAR/Minor MCAR projects; validate space requirements for all tenants, including O&F Commands, located in facilities within the region.

(2) Provide real estate accountability and real property services to the region in support of the Real Property Master Plan.

(a) Maintain real property inventory in accordance with AR 405-45 (Real Property Inventory Management) serving as the real property accountability officer. Maintain and validate the USAR Real Property Inventory in the Integrated Facility System. Maintain annual real property utilization survey in accordance with AR 405-70. Prepare or receive, validate and accept DD Form 1354. Conduct triennial inspection of the real property inventory.

(b) Support acquisition of real estate and real property in accordance with AR 405-10 (Acquisition of Real Property and Interests Therein). Submit customer generated and locally recognized requirements, to include licenses, easements, fee purchases, leases, transfers, permits, rights of entry, consents, reassignments, and real property exchanges. Serve as a member of the real estate site selection team. Interface with HQDA OACSIM (DAIM-ODR) to facilitate execution of the RSC real property program. Request supported command to participate in site selection visits.

(c) Initiate and manage leases. Ensure leaser complies with lease provisions, advising the HQDA OACSIM (DAIM-ODR) of any issues.

(d) Approve, process, and implement out-grants in accordance with AR 140-483 and AR 405-80 (Management of Title and Granting Use of Real Property). Prepare Report of Availability. Coordinate with Corps of Engineers (COE) to obtain out-grant instruments. Prepare out-grant documents within delegated authority.

(e) Manage, in coordination with COE, title disputes, encroachments, real estate claims, or boundary questions.

(f) Manage the annexation, retrocession, conversion, and diversion of real estate. Initiate request for and review the assembly packages for annexation and retrocession of jurisdiction. Prepare and submit a request for conversion and diversion of real estate.

(g) Approve, process, and implement facility and land disposals in accordance with AR 140-483 and AR 405-90 (Disposal of Real Estate). Prepare DA Form 337 requesting for approval to dispose of buildings and improvements in accordance with AR 405-90. Coordinate disposal of facilities and land.

(h) Prepare and submit funding requirements for demolition and disposal cost requirements, acquisitions, and COE or other federal real estate agency administrative cost requirements.

d. Facility Maintenance and Support Branch. Provide facility maintenance and support for all municipal type services and for repairs. Serve as the single point for coordination of facility operations, maintenance, and repair.

(1) Provide the facility operation, maintenance, repair, and minor construction effort within the region.

(a) The senior facility management officer serves as deputy to the Regional Engineer.

(b) Develop a 5-Year Maintenance and Repair Plan using the RISER 5-Year Maintenance and Repair Plan module, with review and comment by supported commands.

(c) Review and validate the FAMP.

(d) Maintain project funding and functional approval authority for maintenance, repair and minor construction projects within the region. Approve projects within delegated approval authority. Obtain higher headquarters approval of projects exceeding delegated approval authority.

(e) Monitor the accuracy of the work orders in RISER.

(f) Request Financial Liability Investigation of Property Loss and AR 15-6 investigations for facility damage.

(2) Inspect facilities to identify required maintenance, repair, or construction requirements.

(a) Obtain tenant unit input regarding facility deficiencies or construction requirements. Provide decision results to affected tenant units in a timely manner.

(b) Perform on-site inspections.

(c) Create a RISER work order for work over the Government Purchase card threshold.

(3) Accomplish minor maintenance and repair of assigned facilities to include Heating, Ventilation, and Air Conditioning and roof life cycle maintenance. Contract for all minor maintenance and repairs. Schedule facility repairs and perform quality assurance inspections of vendor work. Verify bills and reconcile discrepancies with the vendor.

(4) Perform quality assurance of engineer service contracts; recurring maintenance contracts; and one-time facility maintenance, repair, and construction contracts.

(a) Review the contract specifications and plans to determine inspection requirements.

(b) Conduct quality assurance inspection on engineer service contracts. Note deficiencies. Perform first line deficiency correction. Submit acceptance report, with any deficiencies noted to the municipal service branch for payment action.

(c) Perform contract administration and quality assurance inspection of maintenance repair and minor construction contracts greater than \$2,000.00.

(5) Develop scope of work and support contractor site visits in support of major maintenance and repair projects.

(a) Draft a detailed scope of work, to include plans and sketches.

(b) Meet on site with contractor(s) and vendor(s) to discuss project requirements. Show all work locations. Discuss and agree on quantities of work. Discuss alternative methods of accomplishing work.

(c) Review contract proposals, design documents, or contract specifications for accuracy of scope of work and plans, ease of future maintenance, and accuracy of quantities.

(6) Coordinate semi-annual local Real Property Management Board (RPMB) on behalf of the RPMB President.

(7) Complete the ISR infrastructure quality rating for assigned facilities. Coordinate with units assigned to Reserve Centers to coordinate completion of ISR infrastructure mission rating for assigned facilities. Enter work

orders into RISER to document the facility maintenance or repair to bring the facility to a "GREEN" quality standard. Enter work orders into RISER for the facility maintenance, repair, or minor construction required to eliminate any mission related deficiency.

(8) Validate utility bill meter readings on a random sample basis, providing feedback to the program analyst.

(9) Obtain arms vault certifications ensuring proper display of certifications.

(10) Create a FAMP, using RISER. Edit inflation factor and run roll over. Review and update Current Working Estimates (CWE). Correct CWE accounting codes.

(11) Manage the Fire Prevention and Protection Program. Obtain local fire response for all centers. Obtain annual fire inspection of facilities. Coordinate with RFMS to submit projects to correct major National Fire Prevention Association Life Safety Code 101 deficiencies noted during facility inspection. Coordinate correction of minor deficiencies noted during facility inspection. Provide local fire suppression devices and train facility users in their operation. Submit appropriate reports for all fires that occur at a Reserve Center. Coordinate to obtain fire investigation reports. Review projects to meet fire code specifications. Develop and implement the fire prevention program and establish building fire marshals.

(12) Manage the RSC Fixed Facility Energy Program.

(a) Obtain contracts for utility services. Obtain random sample verification for utility meter readings submitted on monthly bills. Report energy consumption.

(b) Develop and implement the energy conservation program and establish building energy monitor. Maintain metrics related to energy consumption and executive order goal attainment.

(c) Arrange for utility connections to new facilities.

(d) Develop projects to reduce energy consumption.

(e) Develop and submit projects for special energy program funding.

(f) Review projects to ensure inclusion of energy conservation, the most efficient energy systems are used, and all opportunities for alternate or renewable energy sources are used.

e. Environmental Branch.

(1) Ensure the environmental stewardship of the USAR facilities and land, including the assurance of environmental compliance, restoration of any contaminated sites, prevention of pollution, and preservation of cultural and natural resources in accordance with, environmental laws and regulations, DOD/Army policies.

(a) Plan, organize, direct, and evaluate the environmental compliance, pollution prevention, and cultural and natural resources preservation programs.

(b) Develop and maintain the program for environmental stewardship which consists of program management, compliance, restoration, pollution prevention, and conservation.

(2) Ensure compliance with and support development of ISO 14001 (Environmental Management Systems Guide) by supported customers.

(a) Establish and maintain the Environmental Management System. Define the RSC environmental policy.

(b) Establish and maintain procedures to define environmental aspects of all activities, products, or services that the RSC can control and over which it can be expected to have influence.

(c) Establish and maintain a procedure for legal reviews.

(d) Establish and maintain documented environmental objectives and targets at each relevant function and level within the RSC. Establish and maintain programs for achieving the objectives and targets.

(e) Define roles, responsibilities and authority required to facilitate effective environmental management.

(f) Identify training needs and ensure their implementation.

(g) Establish and maintain information to describe the core elements of the management system and their interaction.

(h) Identify those operations and activities that are associated with the identified significant environmental aspects in line with the RSC policy, objectives and targets. Establish and maintain procedures to identify potential for and respond to accidents and emergency situations and for preventing and mitigating the environmental impacts that may be associated with them.

(i) Establish and maintain documented procedures to monitor and measure on a regular basis the key characteristics of the RSC operations and activities that can have a significant impact on the environment.

(j) Establish and maintain procedures for defining responsibility and authority for handling and investigating non-conformance, by taking action to mitigate any impact caused and for initiating and completing corrective and preventive action.

(k) Establish and maintain programs and procedures for periodic environmental management system audits.

(l) Establish applicability of media-specific laws and regulations to environmental programs. Review environmental programs and projects to ensure compliance with Federal, State, local laws and regulations and DOD and Army instructions and regulations. Ensure environmental programs are consistent and compliant with AR 220-1 (Army Unit Status Reporting and Force Registration – Consolidated Policies).

Chapter 12

Office of the Inspector General (IG)

12-1. Responsibilities

Advise the CG on the overall welfare and state of discipline of the command. Provide a continuous assessment of the command's operational and administrative effectiveness. Determine the discipline, efficiency, economy, morale, training, and readiness of the RSC headquarters, and its subordinate and supported units. Provide recommendations to the commander in order to eliminate shortcomings and violations of standards. Receive, review, and process complaints, requests for assistance, advice, information, or grievances from individuals assigned to the command, and ensure appropriate action is taken.

12-2. Functions

a. Office of the IG.

(1) Provide the CG, assessments of the command's economy, efficiency, discipline, morale, mission performance, training, and readiness.

(2) Monitor the effectiveness of IG functions (teaching and training, inspections, investigations, and assistance) within the command and periodically report trends and issues to the USARC IG.

(3) Provide assistance on an area basis to all USAR commanders, Soldiers, Family members, civilian employees, retirees, and others who seek help with problems related to the USAR.

(4) Conduct inspections as directed or as prescribed by law or regulation.

(5) Conduct investigations and investigative inquiries as directed or as prescribed by law or regulation.

(6) Analyze data collected from inspections and Inspector General Action Requests (IGAR) and report trends to the CG and, if appropriate, to subordinate and supported unit commanders so that corrective action can be initiated.

(7) Provide oversight of the RSC's Organizational Inspection Program; advise the CG on its effectiveness.

(8) Review management control requirements and responsibilities.

(9) Provide Intelligence Oversight of intelligence activities and components within the RSC.

(10) Train acting IGs and administrative support personnel who are not required to attend The Inspector General School.

(11) Manage IG information and records to include processing requests for release of IG records under the FOIA and for access and amendment of IG records under the PA.

(12) Provide staff functions, as required, in accordance with AR 20-1 (Inspector General Activities and Procedures) paragraph 1-4b(12).

b. Assistance Division.

(1) Provide assistance on a regional basis to Soldiers, civilian employees, Family members, retirees, and others within the RSC's region as related to BASOPS functions performed by the RSC. Area based assistance support will be given to USAR personnel who are located within the RSC's region. Typically, assistance cases will not be transferred by the RSC IG office to the IG office of the supported command unless the IG office of the supported command has the IG resources to work the case and will accept the case. Issues that cannot be resolved through IG office coordination should be referred to the USARC IG.

(2) Implement a process to resolve problems of Soldiers, Family members, civilian employees, retirees, and others who seek assistance; protect confidentiality to the maximum extent possible; and, guard against reprisal.

(3) Receive, review and process IGARs. Ensure actions to resolve requests for assistance and follow-up actions are taken and implemented. Maintain IGARS reports and suspense logs for IGARs.

(4) Conduct staff assistance visits to subordinate and supported units to assist and evaluate IG assistance functions and address command issues.

(5) Periodically coordinate with command IGs who have units or organizations located within the RSC's region on assistance support, trends, and issues pertaining to that command and to determine whether any assistance case transfers from the RSC IG office can be supported.

c. Investigations Division.

(1) Conduct IG investigations into allegations of wrongdoing by an individual, issues, or adverse conditions. Investigations are authorized by the directing authority through the use of written directives. Provide a report of such investigations to the directing authority.

(2) Conduct IG investigative inquiries into allegations of impropriety against an individual when the involvement of the directing authority is not foreseen. The command IG typically directs the investigative inquiry and provides recommendations to the CG or to subordinate commanders as appropriate.

(3) Analyze each complaint or allegation of impropriety to determine which may be of concern to the CG and have the potential to adversely impact the command.

(4) Notify the USARC IG of any allegations that are reportable to DAIG or may embarrass the USAR or result in adverse media coverage.

(5) Maintain suspense logs for referred IGARS generated by DODIG, DAIG, USARC IG, and other command IGs.

d. Inspections Division.

(1) Conduct inspections directed by the CG, or as prescribed by law or regulation.

(2) Plan and conduct general, special, and follow-up inspections and assessments in all areas deemed appropriate by the CG. Concentration is on special systemic inspections that are narrow in scope, identify and address problems that affect the majority of the command, and have a significant effect on mission accomplishment and unit readiness.

(3) Report inspection results to the directing authority, identify root causes, recommend solutions, and identify responsibilities for corrective action.

(4) Provide Intelligence Oversight in accordance with AR 381-10 (US Army Intelligence Activities) of intelligence activities and components within the command, per Executive Order 12333, and DOD Directive 5240.1-R.

(5) Conduct follow-up of inspections, when directed by the CG, to evaluate the adequacy and effectiveness of corrective action taken, and to review command follow-up systems to ensure effectiveness.

(6) Teach and train Army policy, procedures, systems and processes to help inspected activities improve operations and efficiency and accomplish command objectives.

Chapter 13

Office of the Command Chaplain

13-1. Responsibilities

Advise the commander on issues related to religion, ethics, morale, and morals. Provide spiritual and religious support to the command by way of services, programs, visits, and counseling. Provide Life Cycle and personnel management to USAR chaplains and chaplain assistants in the RSC's AOR in coordination with DA-Chaplain Reserve Component Integrator (DACH-RCI) and the USARC Chaplain. Manage and execute Strong Bonds' programs in the AOR for all USAR Soldiers and Families. Coordinate and collaborate with the surgeon, Family programs, and behavioral health personnel on Soldier and Family well-being issues. Develop and maintain a network of chaplains and chaplain assistants throughout the region. Manage the supervision of chaplain candidates assigned within the AOR in accordance with DACH-RCI guidance. If appointed by the Army Chief of Chaplains as the senior command chaplain, this office is then also responsible for the oversight of religious support activities on USAR installations within the AOR.

13-2. Functions

a. Personnel Support. In coordination with the O&F Commands, DACH-RCI, and the USARC Chaplain, provides dynamic personnel support to USAR chaplain and chaplain assistants within the AOR in order to sustain acceptable levels of retention and readiness.

(1) Provide personnel life cycle management to USAR Unit Ministry Team s (UMTs) in the AOR.

(2) Coordinate and monitor Chaplain Recruiting and Retention in the AOR.

(3) Manage the chaplain candidates in the AOR.

(4) Coordinate and assist with the execution of chaplain directed functions such as casualty notification, funerals, memorial services and ceremonies in the AOR.

b. Training and Resource Management. In coordination with the O&F Commands, DACH-RCI, and the USARC Chaplain, assists with funding and budgetary issues and UMT training requirements related to Life Cycle Management.

- (1) Manage the fiscal, contract, and property responsibilities of the chaplain's office.
 - (2) Monitor and provide direction to UMTs in the AOR on training requirements critical to career progression.
 - (3) Liaise with FORSCOM Chaplain's Office for Chaplaincy Annual Sustainment Training.
 - (4) Execute organic chaplain led unit training as required by the command.
 - (5) Manage training oversight for chaplain candidates in the AOR.
- c. Soldier and Family Ministry(ies) (SFM). In coordination with the O&F Commands, DACH- SFM, and the USARC Chaplain, oversees SFM within the AOR.
- (1) Facilitate Soldier and Family readiness and resiliency training in the AOR.
 - (2) Manage the Strong Bonds programs within the AOR.
 - (3) Liaise with command entities (Surgeon, Family Programs, Behavioral Health) on Soldier and Family issues related to Well Being.
 - (4) Provide ongoing training for UMTs in AOR in skills of counseling and pastoral care.

Chapter 14

Office of the Command Historian

14-1. Responsibilities

Support and monitor the USAR History Program within the RSC AOR to ensure adherence to policies and standards. Provide advice and recommendations to the RSC commander, the USAR Historian, the command leadership, supported commands and subordinate units on USAR historical policy, operations, and developments.

14-2. Functions

- a. Establish a historical program to include monographs, doctrinal and special studies, histories, and studies on topics and events of historical significance to the command in regional AOR/the USAR.
- b. Review and evaluate annual histories and historical collections of supported and regionally located commands. Assist regionally located units with organizational history programs and other historical activities. Assistance will include biennial staff assistance visits and command inspections.
- c. Respond to historical inquiries within the regional AOR, from Army and DOD units and organizations, veteran organizations, and the general public.
- d. Provide support for the Army Training Requirements and Resources System Basic Combat Historian Qualification Course upon request of the Army Reserve Historian.
- e. Establish and maintain liaison with the Office of the Command Historian, the RSC historians, and other DA and federal historical offices and professional historical organizations, including travel to seminars and centers of historical activity.
- f. Provide regional assistance to the Army Reserve Historian in the maintenance of artifact accountability, conservation and security.
- g. Prepare, conduct, and preserve oral history interviews with key USAR Soldiers, retired military, and primary staff officers within the regional AOR, including end-of-tour interviews and other interviews as appropriate or directed.
- h. During combat/contingency operations, assist the Army Reserve Historian by conducting oral interviews as needed, researching and writing unit histories, and coordinating publication/dissemination of unit histories with the Army Reserve Historian; and by providing collection guidance and advice to the O&F Command historians and all mobilized unit historians within the chain of command and AOR.
- i. Establish a regional historical education program to include staff rides and community outreach events.
- j. Establish and maintain a historical operations support program to assist subordinate and supported units' organizational history programs and activities. Such support includes providing subject matter assistance visits and hosting training and professional seminars for command historians and unit historical officers in the regional AOR. Train field historians within the regional AOR in the proper execution of their duties.
- k. Provide (through direct or mutual support agreements) command historian services to regionally located commands.
- l. Upon request of the Army Reserve Historian, serve as an observer-controller-trainer at a Warrior Exercise, the National Training Center, Joint Readiness Training Center, the Joint Multinational Readiness Center, or a similar training activity to augment the validation process of mobilized and deploying Military History Detachments.

Chapter 15 Public Affairs Office (PAO)

15-1. Responsibilities

Advise the RSC commander and staff on all public affairs matters. Plan and execute public affairs policies and procedures for the geographic area.

15.2. Functions

a. Develop, implement, and evaluate peacetime communication strategies, campaigns and programs in the geographic region.

b. Coordinate with PAOs at O&F Commands within the geographic region to integrate, synchronize and focus public affairs resources, activities and programs to create an interlocking network of public information, community outreach and internal communication that blankets the regional and local areas.

c. Provide command information, public information, media relations, community relations, new media/social media, communication strategy and crisis management support to O&F Command PAOs and elements within the regional area as needed and when requested. Support, coordination and liaison provided to O&F Commands will be in the customer service mode, rather than the command and control mode. An example is fielding media inquiries for their geographic area and then passing on required information to the affected O&F Command PAO for response to query for command/unit-level issues, or to Army Reserve Communication (ARC) Public Affairs Division, Media and Marketing Branch, for national-level issues.

d. Provide coordination and liaison with Army Reserve ARC on behalf of O&F Command PAOs and elements within the AOR.

Chapter 16 Office of the Staff Judge Advocate (SJA)

16-1. Responsibilities

U.S. Army Reserve O & F commands generally have organic Judge Advocate assets providing the commands with legal advice across the full spectrum of issues. The RSCs, however, provide the O & F commands the support described in the following sections.

16-2. Functions

The RSC OSJAs provide the following support to O & F commands:

a. Contract Law. In coordination with the USARC OSJA Contract and Fiscal Law Division and the USARC CASO, provide advice concerning the fiscal process and the statutory and regulatory constraints involved in funding garrison support and, as necessary, military operations, and provide advice on the acquisition of goods and services. Contract law includes, but is not limited to: planning, award and administration of appropriated and non-appropriated fund contracts; operation of the Commercial Activities Program; coordination and monitoring of remedies in an effective fraud abatement program; application of tax laws to government contractors; procurement integrity and contract fraud laws; advice for proposed interservice and interdepartmental agreements for logistic support and joint utilization of facilities and property, advice on the "in-sourcing" of contracted services in accordance with SECARMY policy memorandum dated 10 July 2009, Subject: Army Policy for Civilian Workforce Management and Service Contracts.

b. Environmental and Real Property Law. In coordination with the USARC OSJA Administrative and Civil Law Division, RSC DPW, IMCOM Regional Counsel's Office, and Army Environmental Law Division, provides advice and assistance to commanders, staff and subordinate agencies/commands as follows:

(1) Review all proposed actions (e.g., construction projects, training events, real property transfers) for compliance with environmental laws (e.g., National Environmental Policy Act), natural resource protection laws (e.g., Endangered Species Act and Migratory Bird Treaty Act), and historic preservations laws (e.g., National Historic Preservation Act and Native American Graves Protection and Repatriation Act) and the regulations that implement those laws.

(2) Provide advice on all matters relating to compliance with pollution prevention and remediation laws and regulations, including the Resource Conservation and Recovery Act, Solid Waste Disposal Act, Toxic Substances Control Act, Clean Water Act, Clean Air Act, and the Comprehensive Environmental Response, Compensation, and Liability Act.

(3) Review all proposed real property actions, such as acquisitions, disposals, transfers, leases, easements, and other outgrants, for compliance with Army regulations governing such matters. Accomplish legal review of environmental baseline studies and findings of suitability for transfer/lease associated with such actions.

c. Environmental Assistance. Advise on legal aspects pertaining to environmental assistance missions, such as hazardous substance clean-up, radiological threats, and environmental restoration and conservation. Review plans to ensure sufficient legal authority, to include fiscal law authority, exists to provide the requested support.

Chapter 17

Office of the Surgeon

17-1. Responsibilities

Serve as medical advisor to the RSC commander and the USAR Surgeon representative to O&F Commands. The RSC command surgeon and staff provide guidance relative to medical readiness, medical plans, behavioral health, pandemic environmental issues and all other medical operational matters as required for O&F Commands. Provide professional assistance and advice to the O&F Commands on medical readiness. Advise on Continuing Health Education.

17-2. Functions

a. Provide guidance and direction for individual medical readiness, force protection and overall wellness of Soldiers to O&F Command. Provide clinical professional advice to supported commands. Review and coordinate medical readiness issues.

b. Develop and implement medical board programs related to USAR Soldiers. Review medical records for profiles and medical boards. Maintain database and ensure Soldiers with P3 and P4 profiles are coordinated with DHRs for medical boards.

c. Implement, coordinate and sustain medical and dental readiness. Coordinate with R3U medical providers for additional support.

d. Provide SME on health care entitlement programs for USAR Soldiers and Families. Coordinate with DHR to provide advice to Army Reserve commanders on the importance of Medical Operations Data System and Medical Protection Systems (MEDPROS). Coordinate with the DHR and Health Readiness Coordinator.

e. Serve as the POC and liaison with Active Army Medical Treatment Facilities, subordinate units and MTFs for the O&F Commands.

f. Maintain liaison with Armed Forces Medical Intelligence Center. Disseminate medical intelligence for health situations identified for deployment of USAR non-medical units.

g. Assist O&F Commands to coordinate and schedule fit for duty, mental health evaluations, and medical boards.

h. Arrange, coordinate and supervise the implementation of DOD medical tracking through MEDPROS, Automated Voucher System, medically non-deployable (MND) 68W module, AMEDD Human Resources, Soldier Patient Locator, Line of Duty Health Readiness Record (HRR) and Medical Occupational Data System.

i. Assist Warriors in Transition and Soldiers within the Disability Evaluation System, as needed.

j. Provide SME on health care entitlement programs for USAR Soldiers and Families. Ensure Soldiers are informed on TRICARE policies and procedures if no Surgeon is assigned at the O&F Command.

k. Serve as POC and liaison with Active Duty MTFs for the O&F Commands.

l. Coordinate fit for duty and Warrior Transition Unit support for O&F Commands.

m. Provide guidance on Reserve Health Readiness Program for Individual Medical Readiness and Unit Status Reporting medical readiness.

n. Assist DHR with ASAP and maintain certification and appointment as MRO for O&F Commands not having Surgeon capability.

o. Coordinate support for MRO with appropriate agencies, as required.

p. Provide guidance on 25-day Release from Active Duty (REFRAD) packets, determine medical readiness and deployability of REFRAD personnel. Initiate appropriate personnel action based on review (code MND in MEDPROS, prepare and submit MEB/PEB packets as appropriate etc.).

q. Participate as a member of Army Reserve Surgeon Charter Meetings to develop core enterprise business practices.

Chapter 18 Office of Internal Review (IR)

18-1. Responsibilities

Provide the CG with an independent and professional IR capability that assists in accomplishing the mission and in safeguarding, accounting, and properly using the resources necessary for that mission accomplishment. Serve as the focal point for all external evaluators and facilitate the command resolution/reply process. Conduct review follow-up and track management actions to correct problems identified in internal and external reports. Provide staff oversight and supervision of the command's IR Program. Administer the Army's Managers' Internal Control Program for the command.

18-2. Functions

Ensure, through direct or mutual support agreements in coordination with USARC IR office, IR services are provided to commands in the region that do not have their own IR office. Also, through Sharing of Resources (SOR) provide support to other offices in your command's footprint that need assistance to execute a mission for their Command. This will be coordinated by the IR. Reference: ANNEX S (Internal Review) to FRAGMENTARY ORDER 083 (Realignment of Staff Responsibilities) to OPERATION ORDER 06-001 (Operation Millennium Transformation)

Chapter 19 Safety and Occupational Health (SOH) Office

19-1. Responsibilities

Provide established Common Levels of Support/Services, Service 95, SOH to all customers within geographical boundaries. Provide SOH support to all AMSAs, ECSs, and Aviation Support Facilities (ASFs) in the region.

19-2. Functions

a. Develop and administer a customer focused safety and occupational health program, ensuring that external customers receive the same support services as other tenants on an installation.

b. Conduct annual/semi-annual SOH inspections of all workplaces (facilities) in the region. Identify high, medium, and low hazard facilities and conduct inspections as required. Ensure prompt abatement of identified hazards to the maximum extent practicable; develop hazard abatement plans as required.

c. Develop and administer a full spectrum, in accordance with AR 385-10 (The Army Safety Program) and USAR Regulation 385-2 (US Army Reserve Safety Program), SOH program for all AMSAs and ECSs within geographical boundaries. Ensure all ASF inspections are conducted at least annually, or more frequently as determined by the classification of the facility (high, medium or low).

d. Develop and administer an SOH program targeted at civilian resource conservation. Program will include job hazard analysis, accident/incident investigation and reporting, maintenance of an Occupational Safety and Health Agency (OSHA) 300 log, active participation in Federal Employees' Compensation Act and Office of Workers' Compensation Programs working groups and other activities within geographical community designed to prevent accidental loss.

e. Administer the Occupational Health and Industrial Hygiene program for all civilian personnel, required by job hazard analysis and/or environmental hygiene analysis of an operation performed. Ensure all facilities and new operations or routine operations involving new equipment or processes are evaluated.

f. Develop and administer a centralized SOH training, education and awareness program for external customers. The SOH training will include all required OSHA civilian safety training, motor vehicle (including motorcycle) safety training, supervisor training, off duty, public, Family and recreational safety training, Composite Risk Management training, and other operation/mission specific safety training. Coordinate with regional PAOs assistance in developing state and local community awareness campaigns. Engage and interact with Family support activities to promote Safety awareness.

g. Review OSHA 301 report, conduct civilian accident/incident investigations and complete required reports, as required. Be prepared to serve as the board recorder and provide technical assistance, as needed for all USAR Accident Investigation Boards, for accidents/incidents occurring within region. Collect, analyze and disseminate data concerning regional accident experience; conduct analysis of trends to identify specific safety problems and develop regional countermeasures/awareness campaigns.

h. Manage Ammunition, Explosive and Range Safety Program for region. Program will include, inspection and evaluation of all local training areas (LTA), technical support to firing ranges operated on LTAs and other training areas within the region, inspection and licensing of all arms rooms and review and approval of range waivers, modifications or new construction. Review, evaluate and approve requests for use of civilian ranges within the region.

i. Provide a forum for supported customers to interact with service provider, raise issues/concerns, network, share best practices and regulatory/policy changes, through semi-annual safety and occupational health advisory councils and regional workshops.

j. Administer a regional radiation safety program, including management of excess radioactive material, conduct of closeout surveys, demilitarization of equipment prior to disposal, annual inventories, conduct of Radiation Safety Councils and provide technical advice and assistance for radiation incidents.

k. Administer regional respiratory protection, ergonomic, vision and hearing conservation, hazard communication, fire prevention and emergency planning and response programs as required.

l. Develop resource requirements and manage execution of resources provided to administer the SOH program.

m. Support and participate in initiatives to become a virtual installation of excellence using current SMS, Voluntary Protection Programs, ISR or other future management processes and concepts.

Chapter 20 (Not Used)

Headquarters and Headquarters Company (HHC)

Appendix A

References

Section I

Required publications

AR 15-6
Procedures for Investigating Officers and Board of Officers

AR 20-1
Inspector General Activities and Procedures

AR 40-501
Standards of Medical Fitness, Chapter 3

AR 135-178
Enlisted Separations

AR 135-175
Separation of Officers

AR 135-381
Incapacitation of Reserve Component Soldiers

AR 140-483
Army Reserve Land and Facilities Management

AR 220-1
Army Unit Status Reporting and Force Registration – Consolidated Policies

AR 380-40
Policy for Safeguarding and Controlling Communications Security (COMSEC) Materiel

AR 381-10
US Army Intelligence Activities

AR 385-10
The Army Safety Program

AR 405-10
Acquisition of Real Property and Interests Therein

AR 405-45
Real Property Inventory Management

AR 405-70
Utilization of Real Property

AR 405-80
Management of Title and Granting Use of Real Property

AR 405-90
Disposal of Real Estate

AR 600-8-1
Army Casualty Program

AR 600-8-4
Line of Duty Policy, Procedures, and Investigations

AR 600-8-22
Military Awards

AR 600-100
Army Leadership

AR 600-110
Identification, Surveillance, and Administration of Personnel Infected with HIV

AR 750-43
Army Test, Measurement, and Diagnostic Equipment

DA Pam 135-381
Incapacitation of Reserve Component Soldiers Processing Procedures

FM 22-100
Military Leadership

TB 43-180
Calibration and Repair Requirements for the Maintenance of Army Materiel

TB 750-25
Maintenance of Supplies and Equipment

Title 10 USC 10216
Military Technicians (Dual Status)

Title 10 USC 10217
Non-Dual Status Technicians

Title 10 USC 10218

Army Reserve and Air Force Reserve Technicians: Conditions for Retention; Mandatory Retirement under Civil Service Laws

DOD Directive 1225.7

Reserve Component Facilities Programs and Unit Stationing

DOD Directive 1332.18

Separation or Retirement for Physical Disability

DFAS Reg 37-1

Financial Policy and Accounting Implementation

USARC Reg 380-3

Safeguarding and Control of Communication Security (COMSEC) Material

USAR Reg 385-2

US Army Reserve Safety Program

USARC OPORD 08-102

Yellow Ribbon Reintegration Program

Section II**Related publications**

(A related publication is a source of additional information. The user does not have to read a related publication to understand this publication.)

No entries in this section

Section III**Prescribed forms**

No entries in this section

Section IV**Related forms****DA Form 337**

Request for Approval of Disposal of Buildings and Improvements

DA Form 1156

Casualty Feeder Card

DA Form 2028

Recommended Changes to Publications and Blank Forms

DA Form 5005-R

Engineering Change Proposal-Software (ECP-S)

DD Form 1391

FY__ Military Construction Project Data

DD Form 1354

Transfer and Acceptance of DOD Real Property

Glossary
Abbreviation/Acronyms

AC
Active Component

ACES
Army Continuing Education System

ACOE
Army Communities of Excellent

ACSIM
Assistant Chief of Staff Installation Management

AGR
Active Guard Reserve

AMS
Army Management Structure

AMSA
Area Maintenance Support Activities

AOR
area of responsibility

APIC
Army Performance Improvement Criteria

ASAP
Army Substance Abuse Plan

ASF
Aviation Support Facilities

BASOPS
Base Operations

C4/IT
Command, Control, Communications, Computers, & Information Technology

CAO
Casualty Assistance Officer

CASO
Contract Administrative Support Office

COE
Corps of Engineers

COMSEC
Communications Security

COR
Contracting Officer Representative

CTC
Combat Training Center

CWE
Current Working Estimates

DACH-RCI
Department of the Army Chaplain Reserve Component Integrator

DFAS
Defense Finance and Accounting Service

DHR
Directorate of Human Resources (DHR)

DOD
Department of Defense

DOIM
Director of Information Management (obsolete, replaced by NEC)

DOL
Directorate of Logistics

DPW
Department of Public Works

DRU
Direct Reporting Unit

ECS
Equipment Concentration Sites

ENL
Enlisted

ENBOSS
Engineering & Base Operations Support System

EO
Equal Opportunity

ETS
Equipment Transition Site

FAD
Funding Allowance Document

FAMP
Facilities Annual Maintenance Plan

FLPB
Foreign Language Proficiency Bonus

FMO

Force Management Office

FOIA

Freedom of Information Act

FTS

Full Time Support

FTSD

Full Time Support Directorate

HHC

Headquarters and Headquarters Company

HIV

Human Immunodeficiency Virus

HRC

Human Resource Command

HRO

Human Resource Office

ICE

Interactive Customer Evaluation

IDR

Integrated Data Retrieval and Reporting

IDS

Intrusion Detection System

IGAR

Inspector General Action Requests

IMA

Individual Mobilization Augmentee

INCAP

Incapacitation Pay

iPERMS

Interactive Personnel Electronic Records Management System

IR

Internal Review

ISR

Installation Status Report

LC
Legal Command

LTA
Local Training Areas

LTCCASB
Lieutenant Colonel Command Assignment Selection Board

MCAR
Military Construction Army Reserve

MDEP
Management Decision Evaluation Package

MEB
Medical Evaluation Board

MEDPROS
Medical Protection System

MER
Management Employee Relations

MMRB
MOS/Medical Retention Board

MND
Medically Non-Deployable

MOA
Memorandum of Agreement

MOS
Military Occupational Specialty

MPD
Military Personnel Division

MRO
Medical Review Officer

MSC
Major Subordinate Command

MT
military technician

MTF
Military Treatment Facility(ies)

MWR
Morale, Welfare and Recreation

NAF
Non-Appropriated Fund

NEC

Network Enterprise Center (formerly DOIM)

OACSIM

Office of the Assistant Chief of Staff for Installation Management

OCS

Officer Candidate School

O & F

Organizational and Function

OFF

Officer

OMAR

Operations and Maintenance Army Reserve

OSHA

Occupational Safety and Health Agency

PA

Privacy Act

PAI

Plans, Analysis, and Integration

PBG

Program Budget Guidance

PEB

Physical Evaluation Board

PMO

Provost Marshall Office

PNOK

Primary Next of Kin

PSE

Physical Security Equipment

QRB

Qualitative Retention Board

REFRAD

Release from Active Duty

RISER

Resourced Integration System, Engineer Reserve

RLAS

Regional Level Application Software

RMO

Resource Management Office

ROTC

Reserve Officer Training Corps

RPMB

Reserve Proponent Medical Board

RPMP

Real Property Master Plan

RPPB

Real Property Planning Board

RPSC

Regional Personnel Service Center

RSC

Regional Support Command

SARSS

Standard Army Retail Supply System

SBC

service based costing

SDAP

Special Duty Assignment Pay

SFM

Soldier and Family Ministry(ies)

SME

Subject Matter Expert

SMS

Strategic Management System

SOH

Safety and Occupational Health

SRB

Selective Retention Board

SST

Site Survey Team

STANFINS

Standard Army Financial Information System

TDA

Table of Distribution and Allowances

TPU

Troop Program Unit

TRP
Training Readiness Platform

UFR
Unfunded Requirements

URR
unresourced requirement

USACE
US Army Corps of Engineers

USAR
US Army Reserve

USARC
US Army Reserve Command

WO
Warrant Officer

YRRP
Yellow Ribbon Reintegration Program