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United States Army Reserve Command
Washington, DC
6 January 2025

* United States Army Reserve Regulation 10-5

Effective 6 February 2025

Organization and Functions

Army Reserve Organization, Mission, and Functions Manual

By the Order of the Chief of Staff:

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History. This publication is an administrative revision. The portions affected by this administrative revision are listed in the summary of change.

Authorities. This regulation implements changes directed by the Chief of Staff, United States Army Reserve.

Applicability. This regulation applies to Headquarters US Army Reserve Command.

Proponent and exception authority. The proponent of this regulation is G-3/5/7 Force Management and Manpower Directorate. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of Colonel or the Civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30, *Army Publishing Program,* for specific guidance.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2, *Managers' Internal Control Program*, but does not identify key internal controls that must be evaluated.

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 Force Management and Manpower Directorate (AFRC-OPF-D), US Army Reserve Command, 4710 Knox Street, Fort Liberty, NC 28310-5010.

Distribution. This publication is available in electronic media on the Army Reserve public website at https://www.usar.army.mil/Publications/. It is intended for command levels E. Local reproduction is authorized.

*This regulation supersedes USAR Reg 10-5, dated 12 September 2019.

UNCLASSIFIED

SUMMARY of CHANGE

USAR Regulation 10-5
Army Reserve Organization, Mission, and Functions Manual

This major revision, dated 15 January 2025—

- Incorporates procedural information previously included in United States Army Reserve Regulation 10-5.
- Updates this regulation to align updated staff structure and responsibilities with the United States Army Reserve Command Terms of Reference memorandum, signed on 1 December 2022.
- Removes all mentions of Army Reserve Staff and removes Office of the Chief Army Reserve senior leaders and staff offices.
- Updates table of contents and paragraph structure to highlight United States Army Reserve Command directorates and divisions.
- Updates outdated terms and references, i.e. Ready Force X and Geographic and Functional Command throughout.

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Glossary of Terms

Chapter 1
Introduction

Section I

General

1-1. Purpose
This regulation documents the organizational structure and functions of Headquarters (HQ), United States Army Reserve Command (USARC). It prescribes policies and procedures of the organization and functions of staff offices and the assignment of functions to those staff offices. The following functions are common to all Staff Elements:

a. Advise and inform the USARC Commanding General.
b. Prepare, update, and maintain estimates.
c. Make recommendations.
d. Prepare plans and orders.
e. Monitor execution of decisions.
f. Process, analyze, and disseminate information.
g. Identify and analyze problems.
h. Conduct coordination.
i. Conduct training.
j. Perform assistance visits/inspections.
k. Conduct research and writing.
l. Perform administrative functions.
m. Supervise personnel.

1-2. References, forms, and explanation of abbreviations
See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this publication are listed in the ABCA database located at https://armypubs.army.mil/abca/.

1-3. Associated publications
This section contains no entries.

1-4. Responsibilities
See chapters 3-36.

1-5. Records management (recordkeeping) requirements
This section contains no entries.

1-6. Policy
a. This regulation prescribes the approved organizational structure, missions, and major functions for all staff elements of this Headquarters.

b. Directorates will only deviate from the organizational structure or cause a realignment of functions prescribed herein with prior approval following the procedures outlined in this regulation. Flexibility is fundamental to a good organization, and the above statement is not restricted to USARC Chief of Staff (CoS) approved changes.

c. This regulation is the controlling document for the organization of this Headquarters. Table of Distribution and Allowances (TDA) and all other published media will conform to the organizational alignment and use titles and terms printed in this document.

d. The Office of the Director, USARC G-3/5/7 Force Management and Manpower (FMM) Directorate are responsible for:

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

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

1-7. Guidance

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

b. This regulation will not reflect elements below the branch level. FMM processes changes following paragraph 1-7. Staff directorates are required to gain approval for proposed revisions to organizational elements.

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

d. The number of individuals reporting directly to the head of an organizational element should be the number that can be effectively coordinated and controlled. The complexity of the function is the prime consideration. Each established organizational element should generally contain a minimum of five to eight persons in any element.

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

1-8. Procedures for processing changes

Submit proposed organizational structure changes or functions assignment to G-3/5/7 FMM for analysis, packaging, and final presentation to the Command Group for approval. FMM will only make organizational structure changes with prior permission. Provide the following information:

a. Specific requirements or reasons for the proposed change.

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

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

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

(3) If a proposed change requires realigning manpower requirements and authorizations within the staff (or between staff), 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. The FMM office will coordinate Civilian grade changes and personnel impacts with the Civilian Personnel Management Office (CPMO). Prior informal coordination with the CPMO is encouraged.

d. A proposed organizational chart. On each block of the chart, indicate the number of officers, Warrant Officers (WO), enlisted personnel (Active Guard Reserve (AGR) and Active Army separately), and Civilians performing the functions. Requirements may serve as a basis for meeting the numbers criteria of individuals outlined in paragraph 1-6*d* above. This paragraph specifies the number of individuals required to establish an organizational element but will not be the source for determining authorized spaces.

e. Provide proposed functional statements for each organizational element affected by the revision. FMM uses proposed functional statements to update the function statement in this regulation. Coordinate the revision with all affected staff agencies before submission, indicating

such coordination on the cover memo.

f. Submit associated manpower change(s) on a DA Form 2028, as an enclosure to the memo. Any changes to allocated manpower spaces must remain within the identified manpower category: such as Off, WO, and Enl (AC), Civ, and AGR Off, AGR WO, AGR ENL.

Chapter 2
United States Army Reserve Command Mission and Organization

2-1. United States Army Reserve Command mission

To provide combat-ready units and Soldiers to the Army and the Joint Force across the full spectrum of conflict.

a. USARC serves as the Army Reserve's operational staff and provides mission command of subordinate units and formations assigned to it.

b. USARC has primacy of policies that pertain to Army Reserve major subordinate commands.

c. USARC executes Army Reserve operations as a subordinate unit to United States Army Forces Command (FORSCOM) per Headquarters Department of the Army (HQDA) General Order 2011-02.

2-2. Organization of United States Army Reserve Command

a. USARC serves as a Command Headquarters for service retained forces and supports Combatant Command (CCMD) assigned units with Title 10 shared Administrative Control (ADCON) responsibilities.

b. Major Subordinate Commands (MSC) is the overarching doctrinal term for subordinate organizations in USARC. Functional Commands (FC) or Geographic Commands (GC) are major subordinate commands.

c. Army Reserve forces are aligned for flexibility, agility, and simplicity to support the training and readiness of units.

d. Operation Order 22-022, USARC Command, Control, and Relationships, prescribes and defines command and relationship alignment.

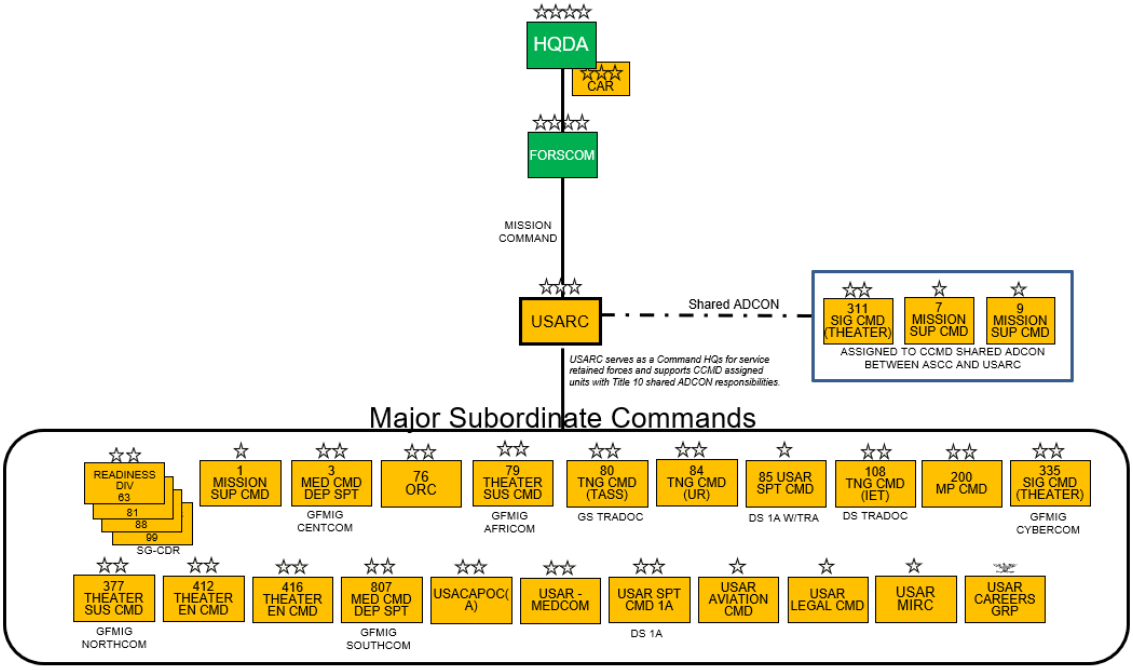

Figure 2-1. United States Army Reserve Command Organization

2-3. Headquarters United States Army Reserve Command

The command group, personal staff, special staff, and coordinating staff comprise HQ USARC, as shown in figure 2-2. HQ USARC positions, organizations, and major functions are in this regulation.

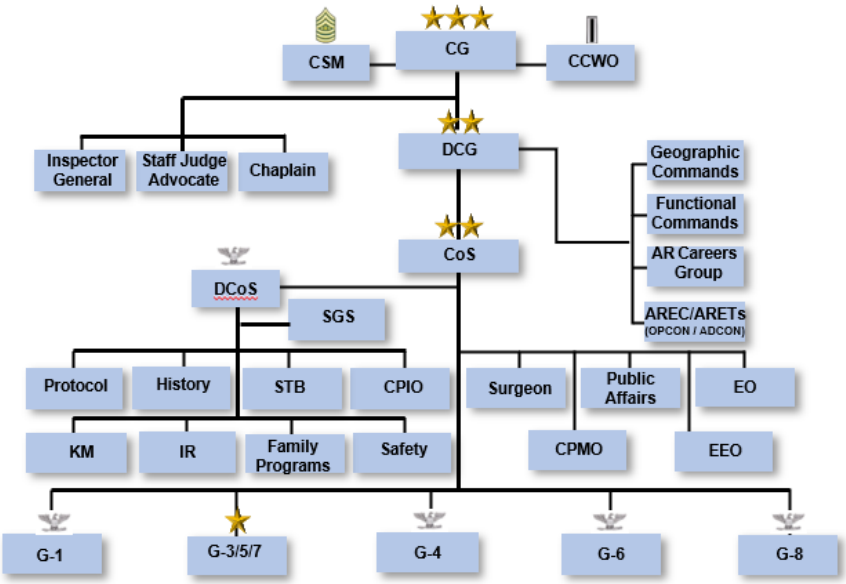

Figure 2-2. United States Army Reserve Command Headquarters Organizational Chart

a. Command Group. The command group consists of the following:
(1) Commanding General.
(2) Command Sergeant Major.
(3) Deputy Commanding General.
(4) Chief of Staff.
(5) Command Chief Warrant Officer.
b. Personal Staff. The personal staff consists of:
(1) Command Chaplain.
(2) Inspector General.
(3) Staff Judge Advocate.
c. Coordinating Staff / Deputy Chief of Staff (DCS). The coordinating staff consists of:
(1) DCS, G-1.
(2) DCS, G-3/5/7.
(3) DCS, G-4.
(4) DCS, G-6.
(5) DCS, G-8.
d. Special Staff. The special staff consists of:
(1) Secretary of the General Staff.
(2) Protocol.
(3) History.
(4) Special Troops Battalion.
(5) Continuous Process Improvement Office.
(6) Knowledge Management.
(7) Internal Review.
(8) Family Programs.
(9) Safety.
(10) Surgeon.
(11) Civilian Personnel Management Office.
(12) Public Affairs.
(13) Equal Opportunity.
(14) Equal Employment Opportunity.
(15) Building Management Office.

Chapter 3
United States Army Reserve Command Group

3-1. United States Army Reserve Command Group mission
The USARC Command Group supports mission command of USARC to build and deliver readiness continuously. USARC Command Group achieves readiness by preparing, sustaining, and providing ready land forces while shaping the future force. (DoDI 5400.11, *DoD Privacy and Civil Liberties Program,* DoD 5400.11-R, *Army Privacy Program*, and AR 25-22, *The Army Privacy and Civil Liberties Program*)

3-2. Commanding General
The USARC Commanding General (CG) reports directly to Commander (CDR), FORSCOM and provides mission command to all forces assigned to USARC. The CG is responsible for force readiness, safety, morale, and discipline of the command, as well as the care of all USARC Soldiers, Civilians, and Family members. Four Command Group Principals assist in carrying out responsibilities:

a. Command Sergeant Major.
b. Deputy Commanding General.
c. Chief of Staff.
d. Command Chief Warrant Officer.

3-3. Command Sergeant Major
The Command Sergeant Major (CSM) is the CG's primary assistant and advisor on all matters. The CSM provides counsel and guidance to senior enlisted leaders within USARC, is directly responsible for enforcing policies and initiatives, and makes executive-level decisions on behalf of the enlisted force. The CSM is responsible for the following:

a. Advise the CG, HQ, USARC staff, and subordinate elements on all enlisted personnel matters.

b. Work with the HQ, USARC staff, and the Army Reserve Senior Enlisted Council to increase end strength and readiness.

c. Supervise and support the Retention Program to ensure the United States Army Reserve (USAR) retains the best Soldiers.

d. Maintain oversight of the professional development and training of Soldiers.

e. Ensure high standards of individual Soldier training, maintenance, appearance, and military bearing through proper leadership and supervisory techniques.

f. Provide input to CG policy formulation and coordination concerning Non-Commissioned Officer (NCO) roles and responsibilities.

g. Review all enlisted evaluation reports sent to the Command Group for rating/review.

h. Review and recommend all awards that require the CG's approval.

i. Serve as the USAR Senior NCO on Sergeant Major of the Army (SMA) NCO councils that affect enlisted Soldiers.

j. Recommend appropriate changes in policies, procedures, or regulations that affect assemblies to disseminate and receive information or to announce the CG's policies.

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

l. Represent USAR by participating in ceremonies and social functions.

m. Provide direction and guidance to all enlisted personnel excellence programs.

n. Serve as the executive agent concerning the nomination and selection of MSC CSMs to all professional forums as representatives of USARC.

o. Serve as the executive agent for managing the Army Reserve CSM Program per AR 614-200, *Enlisted Assignments and Utilization Management*, chapter 7.

p. Serve as the executive agent for all AGR SGM/CSM Permanent Change of Station (PCS) and management oversight of the Troop Program Unit (TPU) SGM slate.

q. Serve as the Board President for all MSC Nominative CSM Panels.

3-4. Deputy Commanding General
Serves as Deputy to the CG for management of the following areas of operation and support to MSCs: readiness, personnel, logistics, force development, programming and budgeting, finance and accounting, information management, operations and training, aviation, engineer, intelligence, command historian, chaplain, surgeon, staff judge advocate, public affairs, safety, internal review, recruiting, and retention. Provides command and control over the routine day-to-day details of USARC operations and responsibilities for the CG. The Deputy Commanding General (DCG) is responsible for the following

a. Assume leadership responsibility of the Army Reserve in the absence of the CG.

b. Interface with MSC commanders through informal and formal briefings, meetings, and mentorship.

c. Review and act on CG-directed Uniform Code of Military Justice (UCMJ) cases.

d. Promote and support the total readiness of Army Reserve units.

e. Provide command emphasis on the maintenance of equipment and safety programs.

f. Assist the CG in accomplishing missions through synchronization of efforts with and participation in briefings, meetings, and visits with FORSCOM, First Army (1A), Training and Doctrine Command (TRADOC), Army Materiel Command (AMC), Army Futures Command (AFC), Army Service Component Commands (ASCC), HQDA G-3/5/7 (when operationally appropriate), and other staff agencies.

g. Represent the CG and enhance the Army Reserve professional image through engagements with other external agencies, such as participation in Association of the United States Army (AUSA) events, North Carolina Reserve Component (RC) Commander Councils (hosted by The Adjutant General of the North Carolina National Guard), and other civic community events as requested.

h. Represent the CG at official events as required.

i. Serve as Co-Chair during the USAR Senior Commander / Garrison Commander Conference.

j. Manage the budgeting and finance of the USARC through forums such as the Financial Management Resource Board, Contract Requirements Review Board, Army Reserve Resource Board, Command Execution Briefings, Director of Resource, Installation, and Material (DRIM) Resourcing Updates, and the MSC's Road to Budget briefings.

3-5. Chief of Staff

The Chief of Staff (CoS) is responsible for the effective and efficient operation of the HQ USARC staff. The CoS co-supervises the Special Troops Battalion (STB) with the FORSCOM CoS, except for commander responsibilities that, by law or regulation, must elevate to the CG for decision as the next higher level of command. The CoS consults with the DCG on staff operations for matters within the DCG's purview. All Soldiers, Civilians, and contractors assigned to the HQ have direct access to the CoS for any reason they deem appropriate. The CoS is responsible for the following:

a. Advise the CG on all matters relative to the functioning of the staff and recommend appropriate changes to staff organizations and procedures.

b. Implement an HQ USARC battle rhythm that adds rigor to staff integration and disciplined staff actions supporting command decision processes. Ensure DCG has an opportunity to review most products for CG approval.

c. Monitor, allocate, and manage staff resources to include TDA requirements and authorizations. Implement required or directed HQ USARC staff redesign requirements.

d. Coordinate and synchronize with FORSCOM, TRADOC, AMC, AFC, and subordinate command Chiefs of Staff. Co-manage Marshall Hall activities and access with FORSCOM CoS.

e. Serve as the Chief of Knowledge Management (KM) and Chief Knowledge Officer (CKO) for the HQ to provide guidance and enforce strategic directives.

f. Maintain situational awareness of the Office of the Chief Army Reserve (OCAR), FORSCOM, and HQDA's ongoing strategic and operational efforts, emerging decisions, and guidance.

g. Maintain situational awareness of CG and DCG's current and emerging direction and priorities.

h. Synchronize and integrate USARC and OCAR staff sections, operations, and planning with the Deputy Chief of Army Reserve (DCAR).

i. Serve as the Army Cybersecurity Authorizing Official for the USARC Network.

j. Integrate and synchronize HQ USARC staff actions and efforts within the CG's guidance and Initiative Action Plans (IAP). Provide central oversight to the IAP process and implementation activities.

k. Represent the Command Group as required when the CG and DCG are absent. Participate in battle rhythm and other USARC sponsored events.

l. Coordinate Strategic Communication (STRATCOM) and Public Affairs Offices (PAO) internal and external messaging, responses to public media inquiries, and support to the legislative mission.

m. Serve as chair for the Senior Contract Requirements Review Board (SCRRB) and a principal voting member on the Army Reserve Resource Board (ARRB) and Army Medical Department Mandatory Removal Date (MRD) panels.

n. The CoS provides oversight to the following:

(1) Research, response development, and tracking of all incoming Presidential, Congressional, and Special Inquiries submitted on behalf of the CG.

(2) Training courses for the HQ USARC staff to include the USARC Newcomer Orientation (UNO), Staff Officer Training Orientation (SOTO), and Army Reserve Senior Leader Orientation (ARSLO) course requirements and execution.

(3) Internal HQ USARC budget (G-8) development and execution, and midyear review.

(4) Military and Civilian rating processes and rating schemes within HQ USARC.

(5) USARC conference management and execution, Very Important Persons (VIP) visits, In-Progress Reviews (IPR), and rehearsals before select events.

(6) Management of USARC Senior Leader awards, USARC Senior Leader transitions, and letters of lateness as required.

(7) Plans for HQ USARC senior and critical leader transitions.

(8) Provide oversight via the Deputy Chief of Staff (DCoS) of the Secretary of the General Staff (SGS), Knowledge Management (KM), Continuous Process Improvement Office (CPIO), Safety, Family Programs, Internal Review (IR), History, and Protocol Directorates.

3-6. Command Chief Warrant Officer

The Command Chief Warrant Officer (CCWO) serves as an advisor to the CG, HQ USARC staff, and subordinate elements on warrant officers. The CCWO is responsible for the following:

a. Develop and execute CCWO strategies, initiatives, and lines of effort to meet CG priorities.

b. Establish and maintain open lines of communication, shared understanding, and a common operating picture within the USAR warrant officer cohort.

c. Serve as the senior USAR warrant officer on advisory boards and panels such as Army Reserve Forces Policy Committee (ARFPC), Reserve Forces Policy Board (RFPB), and Senior Warrant Officer Advisory Council (SWOAC) for warrant officer equities.

d. Advise the CG and HQ USARC staff on appropriate policy, procedure, or regulation changes that affect the talent management, professional development, or quality of life for Army Reserve warrant officers.

e. Disseminate strategic messaging, guidance, and policy to inform and empower senior warrant officers to make accurate and timely leadership decisions.

f. Conduct and attend warrant officer-focused meetings, site visits, and forums to promote reform, build partnerships, increase readiness, and foster trust in the USAR.

g. Serve as the USAR senior warrant officer representative for official ceremonies and social functions.

h. Advise G-1, USARC, Army Reserve Careers Group (ARCG), and Human Resources Command (HRC) on recruiting, training, and retention initiatives to grow and sustain warrant officer talent within the Army Reserve.

i. Provide input to USAR, FORSCOM, AMC, AFC, and TRADOC stakeholders on decisions

impacting warrant officer Force Management, Professional Military Education (PME), and systems modernization and integration.

j. Oversee professional development and training of USAR warrant officers.

k. Review and make recommendations for all USAR warrant officer awards that require CG approval.

l. Oversee policy and programs related to warrant officer accessions and warrant officer Initial Military Training (IMT).

3-7. Deputy Chief of Staff

The Deputy Chief of Staff (DCoS) assists the CoS in directing the activities of all USARC HQ Personal, Special, and Coordinating Staff Directorates. Synchronizes the USARC staff through efficient processes and tracking mechanisms. Facilitates cross-staff cooperation and communication to improve staff coordination and integration and represents the CoS in their absence at all senior-level meetings and briefings.

a. Provide leadership, guidance, and direct supervision to the Secretary of the General Staff, Protocol, Continuous Process Improvement Office, Building Management Office, Knowledge Management, Internal Review, History, Family Programs, and Headquarters and Headquarters Company (HHC) / STB.

b. Receive, interpret, and execute guidance from the CoS, CG, and the DCG.

c. Lead the Command Group Support Staff and operations to ensure maximum USAR leadership support and synchronization with FORSCOM and OCAR.

d. Manage the USARC Battle Rhythm on behalf of the CoS to ensure proper synchronization and coordination with OCAR and FORSCOM.

e. Assist in formulating policies and programs affecting the operation of the Army Reserve.

f. Assumes responsibility for the efficient and timely coordination of USARC's significant staff actions and events.

g. Oversee the management of the CoS Master Tracker to provide visibility and up-to-date status of non-routine significant actions, tasks, and projects that directorates are working on.

h. Advise the CoS on all matters relative to the functioning of the staff and recommends appropriate changes to staff organization and procedures.

i. Manage the workspace allocated to the USARC HQ Staff through the Real Property Management Board (RPMB).

j. Serve as the Pay Pool Manager for the Personal and Special Staff Directorates.

k. Oversee the ARSLO Program for newly assigned subordinate command senior leaders.

l. Chair the USARC Contract Requirements Review Board (CRRB).

m. Oversee the HQ Staff Active Duty for Operational Support (ADOS) request/requirements process and approves ADOS requests for the HQ Staff in Tour of Duty (TOD) on behalf of the CoS.

Chapter 4
Chaplain

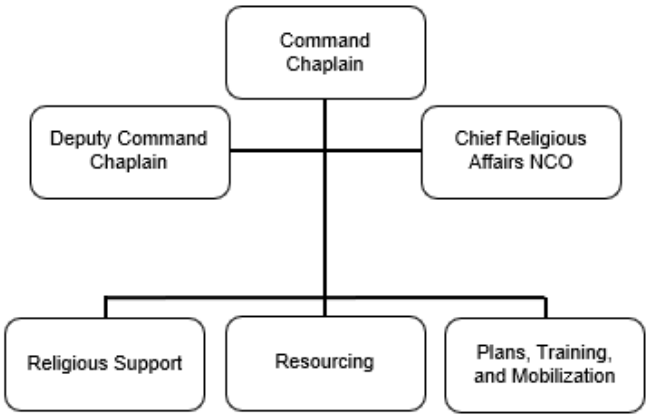

Figure 4-1. Chaplain Organizational Chart

4-1. Mission and responsibilities

a. Mission. Provide Religious Support and Religious Advisement to America's Army Reserve through trained and ready Unit Ministry Teams (UMT) and Chaplain Detachments.

b. Responsibilities.

(1) Serve as the principal adviser to the Commanding General, USARC, on matters of religion, ethics, morale, morals, and religious accommodation.

(2) Support and assess the training and readiness of USAR UMTs. Provide life-cycle management to TPU UMTs. Review force structure and recommend changes to HQ USARC and MSCs, as required. Support the Chief of Chaplains (CCH) Chaplain Corps Campaign Plan in the USAR. Manage Command Chaplain vacancies for MSCs that directly report to USARC. Provide for the administration of the USAR Chaplain Candidate Program.

(a) Plan and conduct training events to enhance the readiness of USAR UMTs. Review and revise training and operations policy for all USAR UMTs and integrate Religious Support functions into USARC planning. Monitor mobilization of USAR UMTs, oversee reporting functions for subordinate UMTs, and reports the status of all USAR UMTs to FORSCOM Chaplain's Office.

(b) Oversee chaplain-led programs, resources, and training across the USAR in support of Soldier and Family Readiness and Resiliency (R2). Coordinate effective programs to foster spiritual, moral, and ethical fitness across the USAR. Coordinate funding and advanced Civilian training for USAR chaplains in specialized ministry, i.e., hospital, prison, and Family Life Chaplain positions. Ensure the USAR maintains adequate numbers of specialized ministry-qualified chaplains to meet USAR unit manning requirements. Manage the USAR Building Strong and Ready Teams (BSRT) program. Serve on the USARC Suicide Fatality Review Board and the USARC Commander's Ready and Resilient Council.

(c) Responsible for logistics, information management, and resources for the USAR Chaplain Directorate. Oversee all budgetary requirements for the USAR Chaplain Directorate, including the USAR Command Master Religious Plan. Provide primary oversight for all USAR religious support contracts.

Chapter 5
Inspector General

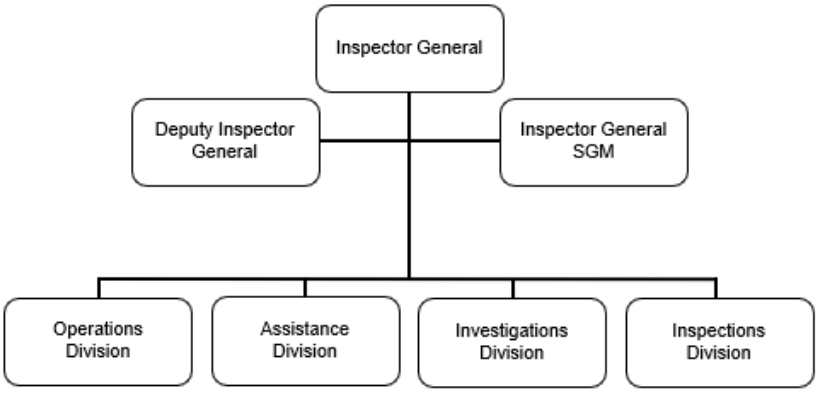

Figure 5-1. Office of Inspector General Organizational Chart

5-1. Mission and responsibilities

a. Mission. Provide impartial, objective, and unbiased advice and oversight to Human Resources Command through relevant, timely, and thorough inspections, assistance, investigations, and training. Promote and enable stewardship, accountability, integrity, efficiency, good order, and discipline to enhance the readiness of the USAR and the Total Army.

b Responsibilities. The USARC Inspector General (IG) is responsible for advising the Commander on the overall welfare and state of the command discipline, providing a continuous assessment of the command's operational and administrative effectiveness. The IG monitors the effectiveness of teaching and training, inspections and investigations, and assistance within the command.

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

(2) Conduct inspections, surveys, and studies, as the Commander requires, and monitors corrective actions. The office monitors the effectiveness of IG functions in teaching and training, inspections, investigations, and assistance. When necessary, the IG assists on an area basis to Soldiers, Department of the Army Civilians, Family members, Retirees, and others who seek help with problems related to the U.S. Army.

(3) Serve as the office of record, on the Secretary of the Army's behalf, for all IG records that originate at this command. Periodically, the IG proposes inspection programs to the command and recommends additional inspections and investigations as may appear appropriate.

(4) Provide recommendations to the USARC Command Group to eliminate shortcomings and standards violations. The office sends problems that are not correctable locally through the command or IG channels. It also receives reviews and processes complaints, requests for assistance, or grievances from individuals assigned to the command and ensures the command takes appropriate action for each case.

(5) Analyzes each complaint or allegation of impropriety to determine the potential for embarrassment or adverse impact on the command.

(6) Determines the adverse impact of an allegation, if substantiated, on public perception, command effectiveness, efficiency, readiness, training, morale, or other factors. Other allegations include areas in which the media may have interest; complaints of sexual

harassment; and reports of fraud, waste, and abuse, detainee abuse, gross negligence of senior leaders.

(7) Additional responsibilities include processing responses to Congress, allegations of Soldier nonsupport to Family members, Department of Defense (DoD) Hotline complaints, and allegations of reprisal for whistleblowing.

(8) Conducts training and assesses attitudes while assisting and providing a system for resolving problems of Soldiers, Family members, DA Civilians, and retirees.

(9) Other functions include:

(a) Provide staff assistance and guidance on IG-related matters

(b) Monitor subordinate command IG actions and initiatives.

(c) Analyze data collected from inspections and Inspector General Action Requests (IGARS) and report trends to the USARC Command Group.

(d) Provide oversight and review of the USARC's Organizational Inspection Program.

(e) Serve as the proponent for USARC Inspection Policy per AR 1-201, *Army Inspection Policy.*

(f) Teach skills, provide information, and assess attitudes while assisting in and investigating.

5-2. Operations Division

Responsible for training, operations plans, and force development and modernization of the USARC IG office. Assists the command IG in developing and training the office and determining the allocation and requirements of training. Training involves preparing and supervising the execution of IG training within the office.

a. Review and recommend approving or disapproving all proposed changes to USARC IG TDAs. Also, conduct reviews and provide recommendations on subordinate commands' TDA and table of organization and equipment specific to IG missions and functions.

(1) Ensure all assigned IGs enter all required data from inspection findings and assistance cases from the IGARS into the Inspector General Network (IGNET) database.

(2) Ensure the IG office transfers inspection findings and assistance cases, maintains a local database, and provides inputs to the DA database.

(3) Reviews and recommends approval/disapproval of USARC subordinate command's Soldier's nominations, extensions, and curtailments for Detailed and Assistant Inspectors General position.

(4) Provide IG training programs for USARC Acting IGs.

(5) Coordinates with the Staff Assistance Visit (SAV) Team Chief to coincide with SAV to subordinate units to inspect File and Case Management Procedures utilizing this Standing Operating Procedure and the Manager's Internal Control Evaluation Checklist for SAV activities.

b. Provide administrative actions between all divisions within the IG Office and with higher, lateral, and subordinate Joint and Service headquarters.

(1) Process requests for release or amendment of IG records; processing requests for release of IG records under the Freedom of Information Act and Privacy Act; establishing and maintaining all publications required to support IG functions and mission.

(2) Prepares the USARC's submission for the Army's Semiannual Report to Congress.

(3) Reviews internal management control programs to ensure the effective implementation of policies, standards, and requirements; maintains supplies and equipment necessary to support the functions and missions of the IG; serves as the IG's coordinator for the Management Control Process; and managing the execution of the IG's Command Operating Budget.

(4) Provide oversight for developing and monitoring USAR Inspector General File and Case Management Procedures and ensure all tasks required by regulatory and supplemental

guidance are accomplished, including periodic regulatory implementation to include an inspection program for USAR Records Procedures.

(5) Directs the activities of the Operations Division team members during all phases and briefs, as appropriate, the Command IG and the Commanding General. Responsible for maintaining and administrating effective and efficient processes within the IG Operations Division.

5-3. Assistance Division

Responsible for assisting Soldiers, DA Civilians, Family members, Retirees, Command Teams, and others who seek help with problems related to the U.S. Army and Army Reserve while protecting confidentiality to the maximum extent possible.

a. Provide oversight of all investigations and investigative inquiries referred from subordinate command IG offices as directed by the Commander, the Command IG, or as prescribed by law or regulation.

b. Provide guidance and assistance for conducting inquiries and investigations and processing requests for assistance to subordinate command IGs.

c. Reviews reports prepared by subordinate command IG offices and liaisons between DoD, DA, and subordinate command IG offices regarding IG functions and missions.

d. Receives, reviews, and processes IGARs, ensuring the implementation or follow-up of actions to resolve requests for assistance. The assistance division maintains suspense logs on Department of Defense Inspector General (DoDIG), United States Army Inspection General Agency (USAIGA), and USARC IG-generated IGARs referred to subordinate commands.

5-4. Investigations Division

Responsible for conducting USARC level investigations and investigative inquiries as directed by the USARC Commander, Command IG, or as prescribed by law or regulation, and providing a report of investigations and inquiries to the directing authority.

a. Provide guidance and responsible for assistance in conducting inquiries and investigations to subordinate Command IGs.

b. Receives, reviews, and processes IGARs. The division maintains suspense logs on DoDIG, Department of the Army IG, and USARC IG investigative inquiries conducted at the USARC level.

c. Investigate or conduct IG inquiries into allegations of mismanagement, unethical behavior, misconduct, policy, regulation, or law violations. Other allegations may include areas in which the media may have interest; complaints of sexual harassment; reports of fraud, waste, and abuse, detainee abuse, and gross negligence of senior leaders.

5-5. Inspections Division

Conducts inspections directed by the Commander or as prescribed by law or regulation; plans and conducts general, special, and follow-up inspections and assessments in all areas deemed appropriate by the Commander; and concentrates on special systemic inspections that are narrow in scope, address problems that affect the majority of the command and have a significant impact on mission accomplishment.

a. Analyzes indicators of significant problems and plan inspections that provide timely feedback and recommend applicable corrections to appropriate decision makers.

b. Conducts inspections and reports inspection results to the Directing Authority / Commanding General, identifying root causes, recommending solutions, and identifying responsibility for implementation.

c. Conducts follow-up inspections to evaluate the adequacy and effectiveness of corrective action; reviews the effectiveness of command follow-up systems; and teaches Army policy,

procedures, systems, and processes to help inspected activities improve operations and efficiency to accomplish command objectives.

d. Provide Intelligence Oversight of intelligence activities and components within the command per Executive Order 12333 and AR 381-10, *US Army Intelligence Activities*.

e. Provide oversight of the Voting Assistance Programs' annual effectiveness and compliance review within the command, per section 1566, Title 10 United States Code.

f. Conducts information assurance (IA) inspections using the Army IA Compliance Checklist, which inspects for IA Compliance (SECRET and below) across the Army Reserve. This checklist identifies applicability for each functional area, broken into two categories: Service Provider – organizations that provide the IA service (for example, Director of Information Management (DOIM), shadow DOIM, etc.) and Other – organizations that receive a service from the Service Provider (for example tenant unit, tactical unit, etc.).

Chapter 6
Staff Judge Advocate

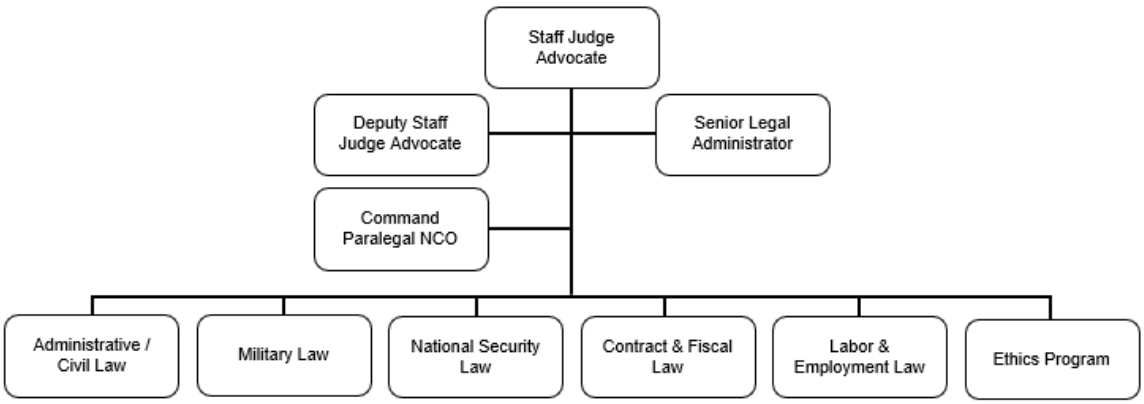

Figure 6-1. Office of the Staff Judge Advocate Organizational Chart

6-1. Mission and responsibilities

a. Mission. The Office of the Staff Judge Advocate (OSJA) is to deliver proactive and principled counsel and mission-focused legal services to the USAR to enable Commanders and Soldiers to conduct unified land operations successfully.

b. Responsibilities.

(1) Provide the commander and staff with legal support and advice in decisive action-oriented operations.

(2) Advise the commander and staff on military justice, administrative separations, command policies, and other issues related to the good order and discipline of the command.

(3) Review the administration of military justice for the general court-martial convening authority (GCMCA) and provide supervision, training, and oversight of subordinate counsel in administering military justice matters while in garrison.

(4) Provide the commander and staff with legal support and advice in all legal disciplines.

(5) Ensure that personnel directly assigned to the OSJA are trained and ready to deploy to support the unit's mission.

(6) Provide legal oversight, training, and guidance to subordinate commands' legal sections under the Staff Judge Advocate (SJA) oversight authority.

(7) Establish policies and procedures that ensure consistent legal support across the subordinate units, particularly in a deployed environment.

(8) Staff Judge Advocate. The SJA is the field representative of The Judge Advocate General (TJAG). As TJAG's assigned representative, the SJA is responsible for delivering legal services within a command. The SJA is the officer in charge of the OSJA whose duties include:

(a) Planning and resourcing legal support and conducting training, assignments, and the professional development of Judge Advocate General Corps (JAGC) personnel assigned to the command and its subordinate units.

(b) Directly coordinating with TJAG and other supervisory judge advocates of superior or subordinate commands as necessary, in accordance with Article 6 of the UCMJ.

(c) Serving as the primary legal advisor to the USARC commander who exercises GCMCA as prescribed by the UCMJ, the Manual for Courts-Martial, and applicable regulations.

(d) Legal advisor to the USARC CG, in coordination with Office of The Judge Advocate General (OTJAG) and support to the staff, and coordinates actions with other staff sections to ensure the timely and accurate delivery of legal services throughout the command.

(e) Providing legal advice regarding military justice and performing military justice roles, functions, and duties prescribed in the UCMJ.

(f) Providing legal advice regarding administrative boards, investigations, and other military tribunals.

(g) Responsibility for management and training of legal personnel within the command and its subordinate units, including professional responsibility training to those judge advocates under the SJA's direct and technical supervision.

(h) Managing the implementation of TJAG policies, including rating schemes for legal personnel.

(i) Responsibility for legal advice and support in the areas of administrative and civil law as well as intelligence activities.

(j) Responsibility for legal advice in the area of national security law, including training and supporting the DoD Law of War Program.

(k) Responsible for legal advice and support on contract and fiscal law, health care law, environmental law matters, and support to the Civilian Personnel Management Office and Equal Employment Opportunity Office.

(l) Overseeing the execution of the command's military justice training programs.

(m) Serving as the command ethics counselor and appoints ethics counselors as appropriate.

(n) Supporting training programs for RCs legal personnel and units.

(o) Serving as the supervisory judge advocate for all USAR Judge Advocate General Corps' personnel certified by TJAG.

(9) Deputy Staff Judge Advocate. The deputy SJA serves as the SJA's executive officer. The deputy SJA is responsible for the day-to-day administration, training, and execution of the OSJA activities. Coordinates the efforts of the senior legal administrator and command paralegal NCO throughout the OSJA; supervises legal services provided at OCAR.

(10) Senior Legal Administrator. The senior legal administrator is responsible for OSJA human resources management and support, information management systems, facilities, and equipment, resource management, and the security of OSJA facilities, equipment, and classified materials. Additionally, the senior legal administrator contributes to and supports the training requirements of OSJA personnel. The senior legal administrator assists the Personnel, Plans, and Training Office, OTJAG, in managing USAR proponent force management and personnel tasks, including serving as the USAR Policy Advisor for the Career Management Field (CMF) 27 series.

(11) Command Paralegal NCO. The command paralegal NCO is the senior enlisted leader that advises the SJA, commanders, and command sergeants major on all paralegal Soldier issues within the OSJA and those arising from subordinate units. The command paralegal NCO serves as the primary field representative to the Regimental Command Sergeant

Major of the JAGC and provides technical supervision of all paralegal Soldiers assigned to or supported by the OSJA. The command paralegal NCO is primarily responsible to the SJA for the deployment readiness of OSJA personnel.

6-2. Administrative/civil law

a. Administrative Law.

(1) Provide legal interpretation of statutes, regulations, and agency policies as these authorities affect the functioning and command of HQ, USARC, and its subordinate commands.

(2) Advise the Commander and staff on all domestic law matters (including US statutes, federal regulations, state and local law).

(3) Advise investigating officers and review reports of investigating officers and boards of inquiry, including IG investigations, for legal sufficiency and appropriate disposition.

(4) Advise on requests for release of information under the Freedom of Information Act (FOIA) and Privacy Act.

(5) Review Financial Liability Investigations of Property Loss (FLIPL) for legal sufficiency.

(6) Review and advise on security and intelligence law matters in coordination with the OSJA operational law attorney.

(7) Review USARC publishing actions for legal sufficiency and draft publications and information papers on administrative and civil law matters.

(8) Advise senior leaders and staff on Army administrative actions to include Article 138 complaints, administrative reprimands, Officer Evaluation Report (OER) and NCO Evaluation Report (NCOER) appeals, commanders' inquiries, line of duty determinations (LOD), incentives, and military personnel law actions.

(9) Advise senior leaders and staff on the exercise of command authority, delegation of authorities, mobilization authorities and duty status, command programs (e.g., equal opportunity, sexual assault prevention, Family programs, audits, and suicide fatality reviews), and compliance with federal, state, and local law, regulation, and policy.

(10) Review and advise the SJA on professional responsibility matters involving the conduct of attorneys and legal paraprofessionals assigned to the HQ USARC and subordinate units.

b. Civil Law.

(1) Provide advice concerning the use, disposal, and requests for real estate instruments.

(2) Review Congressional inquiries (except those relating to criminal law matters) and prepare and review replies.

(3) Provide legal advice to the commander and their staff on command environmental law responsibilities.

(4) Review and coordinate command response to litigation and claims involving the interests of
the USAR.

(5) Coordinate requests for official representation of government employees for actions performed in an official capacity.

6-3. Military law

a. The practice of military law within the OSJA, HQ, and USARC consists of all enlisted and officer misconduct-based or substandard performance-based separations and eliminations cases that require approval or review by the area commander (or other higher command), the management of Military Justice Online (MJO), the Army Reserve Military Justice Regional Litigator Program, all other legal support for disciplinary and adverse administration actions involving military personnel.

b. Duties:

(1) Provide advice to and resolve legal problems associated with HQ, USARC separation, and elimination boards. Prepare a standing board of officers and provide non-voting members for HQ USARC boards of inquiry.

(2) Complete legal sufficiency reviews of the proceedings of

(a) boards of officers; and

(b) all other documents involving either misconduct or substandard performance cases of military personnel that require approval or review by the area commander.

(3) Assist as needed to the Administrative Law Division, OSJA, HQ USARC in reviewing Congressional inquiries relating to military personnel when cases involve misconduct.

(4) Write and edit technical publications and legal instruction materials to include review of draft or proposed policies and regulations pending final approval by OCAR, FORSCOM, OTJAG, or HQDA.

(5) Assist as needed to the Administrative Law Division, OSJA, HQ, USARC on actions under the provisions of Article 138, UCMJ that involve misconduct.

(6) Assist the National Security Law Division, OSJA, HQ, USARC as needed in reviewing National Security Law (NSL) actions with Military Law equities.

c. Military Justice (Criminal Law).

(1) Provide technical assistance for prosecuting UCMJ offenses committed by Soldiers assigned to HQ USARC and MSC.

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

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

(4) Review MJO actions assigned to subordinate commands. Coordinate publication of necessary USARC and HQDA General Orders for exercising court-martial jurisdiction by commands subordinate to USARC.

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

(6) Arrange for and coordinate the transfer of actions on charges, court-martial records, and related actions between subordinate commands or other Army commands / Direct Reporting Units.

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

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

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

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

(11) Maintain a liaison program between the RC and the Active Component (AC) so both work efficiently together to ensure swift and proper military justice. Inform and educate the RC of changes and best practices in military justice by maintaining constant communications with Trial Counsel Assistance Program (TCAP) and OTJAG. Advise reserve Judge Advocates (JA) on matters requiring AC assistance.

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

(13) Advise Commander and subordinate units on matters concerning Lautenberg Amendment.

(14) Supervise subordinate MSC OSJAs in the preparation of prosecution memoranda, and coordinate communication and document exchange between subordinate MSC OSJAs and Active Army installations in the prosecution of USAR personnel who are serving on active duty.

(15) Work with civilian law enforcement (LE) agencies, the Army Criminal Investigations Division, and servicing Directorates of Emergency Services and/or Provost Marshall's Offices concerning criminal matters involving USAR Soldiers.

6-4. National security law

a. NSL provide legal advice and support to HQ USARC and subordinate commands on Defense Support of Civil Authorities (DSCA), command restructuring, and operations involving NSL issues. Communicate and coordinate with USARC G-3/5/7, OCAR, OTJAG, and US Army Forces Command on DSCA, command restructuring, and operations involving NSL issues.

b. Operations and Fragmentary Orders (OPORD/FRAGORD).

(1) Conducts thorough legal review of all USARC-generated OPORDs and FRAGORDs.

(2) Drafts SJA portion of Appendix 11 (Rules of Engagement / Standing Rules for the use of Force) of Annex C (Operations), and Tab C (Legal Support) to Appendix 2 (Personnel Service Support) of Annex F (Sustainment) to the operation order or operation plan; as well as (See FM 6-0, *Commander and Staff Organization and Operations*, AR 27-1, *Legal Services, Judge Advocate Legal Services*, and FM 1-04, *Legal Support to the Operational Army*).

c. Crisis Action Team.

(1) Provide SJA representative to the Crisis Action Team (CAT).

(2) Provide legal advice to the HQ, USARC CAT, and the Army Reserve Operations Center (AROC).

(3) Maintain communications with the legal representatives in United States Northern Command (USNORTHCOM), FORSCOM, ARNORTH, and emergency Area of Responsibility (AOR).

(4) Provide dedicated exercise and operational support to the CAT and USAR Operations.

(5) Participates in the annual Hurricane Exercise (HURREX).

d. Memorandum of Understanding (MOU) / Memorandum of Agreement (MOA). Provide legal reviews of MOU/MOAs on a variety of matters involving operational law, including personnel policies, mobilizations, command and control of USAR assets.

e. Mobilizations. Provide legal guidance to HQ, USARC, USARC Directorate Staff, and Direct Reporting Units (DRUs) on mobilization of USAR assets in support of current and future operations.

f. Training.

(1) Develops and distributes training to subordinate legal offices that encompass all domestic operational law areas, including DSCA.

(2) Provide command and staff organization and operations training to AGR JAs.

(3) Provide training support to Legal Command DSCA training events.

g. Technical Assistance.

(1) Provide technical assistance to subordinate JAs on NSL issues.

(2) Maintain NSL Knowledge Management and an electronic database of NSL references.

(3) Distribute NSL materials to subordinate JAs.

(4) Ensure that subordinate JAs receive notification of emerging issues.

(5) Provide NSL training when requested by subordinate legal offices.

h. NSL Database.

(1) Maintain USARC OSJA NSL SharePoint site that can be accessed by subordinate legal offices.

(2) Research emerging NSL issues.

(3) Ensure up to date NSL materials are available to subordinate units.

6-5. Contract & fiscal law

a. Contract & Fiscal Law (KFL) serves to provide guidance and advice on purchase and supply requirements, financial matters, and general fiscal concerns to the USARC command, USARC directorates, and to USARC supported MSCs. KFL also assists the SJA in advising the USARC command group and leadership on all contract & fiscal matters for the USAR.

b. Review and give legal opinions on contracts and other acquisition actions, and appropriateness and sufficiency of clauses, awards, deviations from regulations, indemnification, negotiations, modifications, acquisition strategy memoranda under Federal Acquisition Regulation (FAR), part 7, *Acquisition Planning*, decision documents under AR 5-14, *Management of Contracted Advisory and Assistance Services*, protests, requests for equitable adjustments, and claims.

c. Review and give legal opinions on funding of government contracts, fiscal law questions, and matters arising under 31 USC 1341, *Anti-Deficiency Act*.

d. Provide technical assistance to contract legal advisers in subordinate commands.

e. Provide legal review and assistance on contractor and Commercial Activities Program aspects under Office of Management and Budget (OMB) Circular A-76, *Training at the Joint Readiness Training Center*, and AR 5-20, *Competitive Sourcing Program*.

f. Write and edit technical publications and legal instructional materials, including review of draft or proposed policies and regulations pending final approval by OCAR, FORSCOM, OTJAG, or HQDA.

g. Assist as needed to the Administrative Law team in review of Congressional inquiries related to KFL matters and give legal advice on the appropriateness of proposed replies.

6-6. Labor and employment law

a. Supervise and conduct labor and employment litigation, representing the command before various administrative entities (Investigations and Resolutions Directorate (IRD), Merit Systems Protection Board (MSPB), Equal Employment Opportunity Commission (EEOC), arbitrators, etc.).

b. Review and advise on acceptance of Civilian discrimination complaints, Civilian disciplinary actions, management policy, and program initiatives impacting working conditions and the Civilian workforce.

c. Conduct research and provide legal advice and opinions on the interpretation and application of laws, regulations, and federal agency directives affecting Civilian personnel, employment discrimination, labor relations, and labor negotiations.

d. Provide liaison to the US Office of Special Counsel in investigations and inquiries under technical supervision and at the direction of Labor and Employment Law Division, OTJAG.

e. Serves as the Senior Labor Counselor for the USAR.

f. Provide technical oversight and supervision, advice, and assistance to subordinate commands and organizations in Civilian personnel and employment discrimination law, labor relations, and labor negotiations.

g. Provide advice and assistance relating to the unique Civilian personnel and employment issues concerning USAR Military Technicians (dual status and non-dual status), in coordination with HQDA G-1, OTJAG, Office of the General Counsel (OGC), OCAR, and HQ, USARC to resolve issues, formulate command policy, and publish guidance to the field.

6-7. Ethics program

a. Manage, implement, and administer USARC's Ethics Program in accordance with 5 CFR 2638, *Executive Branch Ethics Program,* and DoD 5500.07-R, *DoD Joint Ethics Regulation*.

b. Provide ethics advice to the command and staff on the full range of ethics issues, including conflicts of interest, use of government resources, interactions with non-Federal entities, travel, gifts, fundraising, outside employment for financial disclosure filers, participation in the Civilian Skills Program (CSP), and post-government employment.

c. Manage USARC's Financial Disclosure Program, including advising supervisors on the criteria for public and confidential financial disclosure filers; managing filer and staff roles in electron financial disclosure systems and assisting subordinate unit ethics counselors with the management of the same, reviewing and certifying financial disclosure reports; issuing cautionary letters; and advising filers on remedial action to avoid potential conflicts of interest.

d. Coordinate and facilitate mandatory ethics training for new employees and filers of financial disclosure reports. Ensure all attorneys assigned ethics duties in the USARC OSJA receive mandatory annual ethics counselor training.

e. Prepare and submit USARC's semi-annual 1353 Travel Reports and USARC's Annual Ethics Program Questionnaire.

f. Provide ethics information, updates, and consultations to ethics counselors at subordinate USARC commands.

Chapter 7
Deputy Chief of Staff, G-1

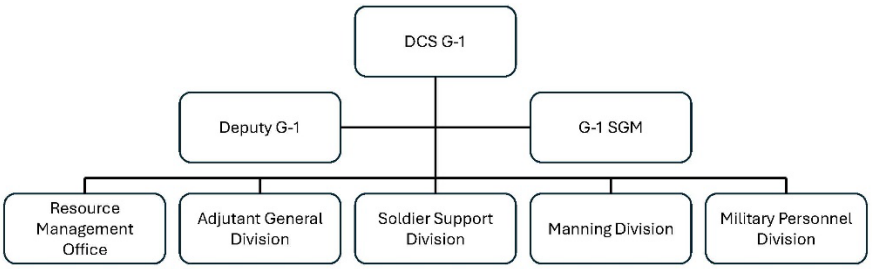

Figure 7-1. Deputy Chief of Staff, G-1 Organizational Chart

7-1. Mission and responsibilities

a. Mission. Provide comprehensive global human resource support, human relations, and services to increase personnel readiness in America's USAR. Maximize personnel readiness by providing resilient Soldiers, Civilians, and Families, prepared to support the most capable, combat ready, and lethal reserve federal force in the Nation

b. Responsibilities. The Office of the Deputy Chief of Staff (ODCS), G-1 has general staff responsibility for execution of strength management to meet assigned strength missions. Responsibilities include managing personnel readiness, and Soldier and Family Support programs. Exercises primary staff responsibility for USAR personnel plans, programs, and policies.

(1) Manage personnel readiness.

(2) Serve as Executive Agent for the Total Army Personnel Data Base – Reserves (TAPDB-R) and Recruit Quota System (REQUEST).

(3) Exercise primary staff responsibility for USAR personnel plans, programs, and policies.

(4) Manage TPU for the Command.

(5) Serve as a member of the Working Program Budget Advisory Committee (WPBAC) and the PBAC.

(6) Serve as Program Director, responsible for planning, programming, budgeting, execution, and evaluation of programs and functions for which DCS, G-1 is the proponent

Manning Program Evaluation Group (PEG).

(7) Serve as the Adjutant General for the USAR responsible for all associated functions.

(8) Supervise all functional areas of the DCS, G-1.

(9) Provide guidance and direction to DCS, G-1 divisions, offices, and personnel.

(10) DCS G-1. Serves as the principal staff advisor to the USARC Chief of Staff, Deputy Commanding General and Commanding General on Human Resources (HR) matters related to plans, programs, policies, readiness, and strength management.

(11) Deputy G-1. The Deputy G-1 shares managerial and program responsibilities for operations and administration of the G-1 directorate. The deputy G-1 serves as principal staff advisor to the USARC Chief of Staff, Deputy Commanding General and Commanding General HR related to plans, programs, policies, readiness, strategic communications, and strength management.

(a) Strategic Communications Officer in Charge is responsible for overseeing USARC G-1 interactions with the public by implementing social media platforms' content strategies. Duties include analyzing engagement data, identifying trends in customer interactions, and planning digital campaigns to build community online with intent to create social platform to get information down to the lowest level.

(b) Strategic Communications Non-Commissioned Officer in Charge is responsible for supporting the Strategic Communications Officer in Charge with all above responsibilities.

(12) G-1 Sergeant Major. Serves as the senior enlisted advisor to the USARC CSM, DCoS, G-1, CoS, CG, and DCG on HR matters related to plans, programs, policies, readiness and strength management.

7-2. Resource Management Office

Provide supervisory oversight of all budget programs for the USARC G-1 programs and serves as the principal advisor to the USARC G-1 concerning all manning resources.

a. Responsible for the formulation, execution and reporting of funds for the Operations and Maintenance, Army Reserve (OMAR) and Reserve Personnel, Army (RPA) appropriations to ensure continuous operations of the USAR G-1 programs and mission.

(1) Provide oversight of Management Decision Packages (MDEPs) within the Manning PEG for OMAR and RPA appropriations.

(2) Direct program analysis, budget formulations, presentations, and execution of appropriated funds under the USARC G-1.

(3) Develop G-1 OMAR and RPA program requirements for the Program Objective Memorandum (POM), Program Budge Guidance (PBG), and other related resource actions and documents. Assess Congressional and program budget decisions in the personnel arena for impacts on G-1 programs.

(4) Review program execution and recommended adjustments.

(5) Receives and distributes resources for Personnel Programs - Individual Ready Reserve (IRR); Active Duty for Operational Support - Reserve Component (ADOS-RC); Active Duty for Training (ADT); Initial Military Training (IMT), Basic Officer Leadership Course (BOLC), Initial Active Duty Training (IADT), Chaplains, etc.).

(6) Provide oversight of funding for Full Time Support (FTS) and Inactive Duty Training (IDT)-Battle Assemblies.

(7) Serves as G-1 member of ARRB, CRRB, Council of Colonels (CoC) Resource Review Board, DCG Road To Budget and Review and Analysis.

(8) Coordinate with MSCs and higher headquarters to develop funding implementation guidance.

(9) Manage G-1 portions of the USARC Command Management System and Installation Management to include Family Programs operational funding.

(10) Represent USARC G-1 during OCAR PEG meetings to adjudicate POM issues.

(11) Manage the Office of the Secretary of Defense (OSD) controlled Substance Abuse Program funds to ensure execution in accordance with HQDA and DoD guidance.

(12) Perform yearly audits of subordinate commands Non-appropriated Fund(s) (NAF) accounts.

(13) Analyzes programs execution and trends to ensure proper management and provides guidance to enhance programs performance.

(14) Ensure the Planning, Programming, Budgeting, and Execution (PPBE) process is continually incorporated in analytical development of programs and prioritization of resources.

(15) Manage the Lodging in Kind (LIK) program.

(16) Manage the Inactive Duty Training-Travel Reimbursement Program (IDT-TRP).

b. Initial Military Training & Incentives Branch.

(1) Responsible for the management of USAR Soldiers until completion of IADT and enforcement of policies and regulations. Supports the development of capabilities (knowledge, skills, and abilities) and performances in volunteers in order to become Enlisted, Warrant, Commissioned Officers, and Simultaneous Membership Program (SMP) who are mentally and physically ready and grounded in Army Values, so they are able to contribute as leaders or members of a team upon arrival at his or her first unit of assignment. Schedule Basic Officer Leadership Courses, and manage associated budgets.

(2) Assist in renegotiations, release from active duty (REFRAD), relocations, and reschedules IADT Solders.

(3) Process Conditional Releases.

(4) Identify Initial Entry Training (IET) Soldiers who fail to ship and work with Army Reserve Engagement Cell (AREC) to schedule for training or discharge.

(5) Manage funding for the Gold Bar Recruiting Program.

(6) Assist Human Resources Assistants (HRA) and Professor of Military Science (PMS) with
locating units/positions for all cadets.

(7) Serves as the USAR lead for Cadet Summer Training, Branch Orientation.

(8) Process exceptions to policy, congressional inquiries, and Army Review Board Agency (ARBA).

(9) Track all IMT Soldiers/Officers allotted time to complete required Military Occupational Specialties (MOS) / Area of Concentration (AOC) training.

(10) Review and approve all Defense Travel System (DTS) travel authorizations and vouchers for travel to/from IMT schools

(11) Track USAR Military Accessions Vital to National Interest (MAVNI) / Lawful Permanent Resident (LPR) Soldiers; provide assistance as needed to AREC, OCAR, and DA G-1.

(12) Develop, execute, and manage the SRIP and its associated budget for the USAR in support of
established readiness goals.

(13) Serve as liaison with ARCG, HRC, HQDA G-1, AREC, OCAR, Cadet Command, and the Defense Finance and Accounting Service (DFAS).

(14) In consultation with the USARC Surgeon, coordinates with the Assistant Secretary of Defense - Health Affairs (ASD-HA), the ASA-M&RA, Medical and Health Affairs through OCAR - Health Affairs and/or the OTSG - Reserve Affairs on the following Army Medical Department (AMEDD) subjects: AMEDD Critical Wartime Shortage List (CWSL), USAR AMEDD Accession Mission, USAR AMEDD Health Professions Special Pay and Incentive (HPS&I) pay plan, USAR AMEDD Incentives Budget Management.

(15) Plan and conduct USAR Incentive Review Boards.

(16) Manage the budget for the Student Loan Repayment Program (SLRP) and the Chaplain Loan Repayment Program (CHLRP).

(17) Validate and manage unit personnel structure through the vacancy program REQUEST and Automated Vacancy Entry (AVE) System.

(18) Program, plan and execute for all Initial Military Training Seats; manage the USARC G1 support to the Structure and Manning Decision Review (SMDR) process.

(19) Manage training seat quotas and the Training Resources Arbitration Panel (TRAP).

(20) Process exceptions to policy, congressional inquiries, and ARBA cases for incentive and AMEDD HPS&I pay plan bonuses.

(21) Participate in the AREC Reserve Recruiting Partnership Counsels (R2PC).

(22) Manages the Army and USAR personnel management information systems to include Regional Level Application Software (RLAS), REQUEST, Reserve Component Manpower System (RCMS), Army Transition Assistance Program, and Integrated Personnel and Pay System – Army (IPPS-A).

7-3. Adjutant General Division

Provide the USARC headquarters and its subordinate commands with guidance, policy, and oversight on key human resources and command management programs.

a. Responsible for the command's award and evaluation program, the Congressional / Special Inquiry Program, and the Commander's Inquiry Program.

b. Provide the G-1 leadership and staff with administrative support services, coordinating the near, short, and long term operations.

c. Provide the STRATCOM of the directorate and conducting multi-division synchronization and integration to ensure that all G-1 communications are consistent in message and format, and that they are in line with the USAR Human Capital strategic objectives.

d. Personnel Actions Branch. Responsible for developing policy, criteria, and administrative instructions concerning individual military awards and recognition. Responsible for the Military Award Program, Military Honorary Leadership Awards Program, Military Unit Awards Program, General Douglas MacArthur Leadership Award, Sergeant Audie Murphy Award Program (SAMAP), and Military Evaluations Program.

(1) Military Awards Program.

(a) Process military award recommendations requiring final action by the CG or Senior USAR leadership.

(b) Process military award recommendations for USAR General Officers requiring approval by the CG, FORSCOM or HQDA.

(c) Serve as USAR proponent for HRC and DA G-1 for award policy changes, regulation changes.

(d) Post awards to Soldier Interactive Personnel Electronic Records Management System (iPERMS).

(e) Develop USAR military award policy and procedures.

(f) Manage consolidations of USARC level annual award reports to HQDA.

(2) Military Honorary Leadership Awards Program.

(a) Publish and distribute Military Honorary Leadership Awards announcements in accordance with established USARC G1 guidance.

(b) Coordinate with external military and non-military sponsoring agencies to process and award nomination.

(3) Military Unit Awards Program.

(a) Manage and process USAR Unit award recommendations through FORSCOM.

(b) Manage oversight of wartime award recognition consistent with HQDA established criteria for any specific unit award.

(4) General Douglas MacArthur Award Program.

(a) Distribute the General Douglas MacArthur Leadership Award message from HRC and provide instructions to the Army Reserve Major Subordinate Commands on submitting

nominations to USARC G1.

(b) Manage and submit selected nominations to HRC.

(5) Sergeant Audie Murphy Award Program.

(a) Establish criteria, policies, and procedures to govern nomination of candidates for the USAR SAMAP from within assigned MSCs and their Subordinate units.

(b) Manage and submit final results to FORSCOM G-1 for the issuance of certificate and membership medallion.

(6) Military Evaluations Program.

(a) Develop and manage the USAR military evaluation policy and submission procedures.

(b) Respond to external agencies and HRC/HQDA on evaluation affecting subordinate units.

(c) Serve as USAR proponent HRC and DA G-1 for evaluation policy changes, regulation changes or other USAR specific evaluation matters.

(d) Serve as the Command lead advisor for issues related to the Evaluation Entry System (EES) and the Evaluation Reporting System (ERS).

(e) Manage General Officer Advisory Board (GOAB) and General Officer (GO) reports.

(f) Manage the evaluation appeals process and review for compliance with regulatory standards per AR 623-3, *Evaluation Reporting System*.

(g) Manage the evaluation report readiness program.

e. Special Actions Branch (SAB). Provide policy and procedural guidance for the following USAR Programs: ADOS-RC; Congressional Inquiries / Special Inquiries; Foreign Language Proficiency Bonus; Hazardous Duty and Special Duty Assignment pay; Total Army Sponsorship Program and Outside the Continental United States (OCONUS) Unofficial Travel/Leave.

(1) Congressional Inquiries.

(a) Serve as liaison between the USAR and members of Congress, Office of the Chief, Legislative Liaison (OCLL), OCAR Staff Action Control Office (SACO) and Director, Executive Communications and Control of the White House.

(b) Serve as the tasking authority for all Congressional Inquiries submitted to USAR, to all Special Staff Offices, G-Staff Directorates, and subordinate commands.

(2) ADOS-RC.

(a) Develop and manage processing procedures for ADOS-RC for TPU members.

(b) Serve as lead agency for ADOS-RC exception to policy (ETP) and correlated engagements with DA G-1 or USARC Senior Leaders.

(c) Manage oversight of 1825 Threshold mandate. Report monthly the number of violators to the Army G-1 for all Soldiers who are above and below the threshold, as well as the number of Soldiers serving on ADOS-RC as of the last day of the month.

(d) Provide final response to subordinate units on all matters affecting ADOS-RC.

(3) Leave and Pass.

(a) Manage the OCONUS Leave Program.

(b) Process unofficial OCONUS leave requests.

(c) Write and review policy concerning pass and leave management.

(4) Uniform Policy.

(a) Prepare actions for staffing and final consideration for all matters impacting the Army uniform, as well as provide guidance to subordinate units.

(b) Coordinate with the USAR G-1 SGM and Army G-1 SGM to ensure continuity of standards consistent with Army guidance and mandates.

(c) Provide applicable uniform policy information to senior leaders for distribution to the USAR.

(d) Respond to field inquiries on matters impacting the Army uniform policy.

(5) Special Duty Pay Programs.

(a) Responsible for policy and program management for Soldier special pay incentives.

(b) Oversight of USARC Special Duty Assignment Pay (SDAP) / Hazardous Duty Incentive Pay (HDIP) program in support of DA G-1.

(c) Provide SDAP/HDIP guidance to MSC commands and Soldiers; answer any SDAP/HDIP questions or concerns.

(d) Coordinate with DA G-1, USARC G-8, and subordinate units on all SDAP/HDIP related issues and inquires; ensure policy compliance.

(e) Provide support on SDAP/HDIP related Congressional Inquiries.

(f) Update the Personnel Actions Guide (PAG) on SDAP/HDIP related actions.

(g) Responsible for other SDAP/HDIP projects as needed.

(6) Foreign Language Proficiency Bonus (FLPB) Program.

(a) Responsible for USARC FLPB program in coordination with DA G-2 and HRC.

(b) Provide FLPB guidance to MSCs and Soldiers; answer any FLPB or Control Language (CLANG) questions or concerns.

(c) Process FLPB/CLANG personnel actions in Electronic Personnel Action Tracker (ePAT); publishes CLANG memo In accordance With (IAW) AR 11-6, *Army Foreign Language Program*, and HQDA G-2 guidance.

(d) Coordinate with HRC, USARC G-8, and subordinate units on all FLPB issues and inquiries.

(e) Provide support on FLPB related Congressional Inquiries.

(f) Update the PAG on FLPB/CLANG related actions.

(g) Responsible for other FLPB/CLANG projects as needed.

(7) USAR PAG.

(a) Update PAG website features/functions and PAG actions.

(b) Provide PAG training as required; works to support the IPPS-A team as necessary.

(c) Review all recommendations for additions regarding the PAG.

(d) Manage USAR PAG inbox and provides feedback.

(8) Total Army Sponsorship Program (TASP).

(a) Develop sponsorship policy and procedures for the USAR.

(b) Serve as USAR liaison for system development and improvements of the Army Career Tracker (ACT) TPU module.

(c) Provide TASP and ACT training and guidance to the MSCs.

(d) Coordinates with HQDA G-1 and TRADOC on the TASP regulation and policy update.

(9) Military Orders.

(a) Serve as USAR proponent for policy related military orders issues.

(b) Coordinate with USARC G-1 stakeholders on policy/regulation review and consolidate feedback/input.

(c) Work with personnel systems coordinators for order format and requirement updates.

(d) Develop and disseminate guidance to the MSCs.

f. Operations Branch. Coordinate the near, short and long-term operations and STRATCOM of the G-1 directorate. Provide the G-1 staff with administrative and human resources support services.

(1) USARC G-1 Plans and Operations.

(a) Review and synchronize all official communications (policies, agreements, briefings, etc.) conducted on behalf of the USARC G-1.

(b) Manage and distribute taskers submitted to the USARC G-1 via automated tasking systems.

(c) Responsible for USARC G-1 sponsored conferences and training.

(d) Conduct periodic teleconferences with MSC Human Resources Officers (HROs) and HR representatives in the MSC commands.

(e) Prepare Situation Reports (SITREP) for the MSC commands and USAR leadership.

(f) Serve as liaison with OCAR Legislative Affairs Division for HR related changes and initiatives being staffed through the Unified Legislative and Budget (ULB) process, as well as input to the CAR and other senior leader testimony to Congressional committees. Consolidate congressional questions for the record related to the HR support activities of the USAR.

(g) Serve as USAR proponent for ADPAAS events, training, and coordination with HQDA G-1 and system access for MSCs.

(h) Represent USARC G-1 on CAT and Continuity of Operations (COOP) events.

(i) Conduct Staff Assistance Visits (SAV) and G-1 Organizational Inspection Program (OIP) when requested by field units or instructed by USARC G-33 or IG Office.

(2) Office Management.

(a) Manage the schedule and activities of the USARC G-1.

(b) Oversee administrative control and tracking of correspondence and staff actions within the G- 1 directorate.

(c) Manage key control, office space, supply activities, and Fire Marshal duties for USARC G-1.

(d) Manage and execute internal controls IAW all USARC policies and procedures.

(e) Manage property accountability and supply services for the USARC G-1 staff.

(f) Manage government purchase card (GPC) activities for the USARC G-1.

(g) Manage USARC G-1 TDA and all associated requirements.

(h) Manage USARC G-1 official Civilian timekeeping duties and Civilian personnel actions.

(i) Manage Soldier administration including leave and passes, medical and personnel readiness, additional duties, training, and in/out-processing procedures.

(j) Maintain G-1 rating scheme and alert roster.

(k) Serve as DTS Administrator for USARC G-1.

g. Records Management and Publishing Branch. Provide program management, oversight, execution, development, and sustainment of the Privacy Act, Freedom of Information Act, and AR's Publications, Records, Forms, Electronic Media, Digital Media, to ensure compliance with applicable Federal, DoD, and DA laws, policies, and regulations past, present, and future.

(1) Records Management (RM).

(a) Provide oversight and program management for the Army Reserve's Records Management Programs ensuring compliance with current Army recordkeeping policies and ensuring government transparency.

(b) Establish programs for records collection and preservation from garrison, training, contingency, and wartime operations.

(c) Operate and sustain an Army Electronic Archive and provide the means to identify, collect, index, and retrieve important Army records, in hard copy and electronic media.

(d) Conduct RM Inspection and training visits for USARC HQ staff agencies and each major subordinate command every three years.

(e) Manage Army Email Records.

(f) Serve as the USAR Records Administrator (RA) in ARIMS.

(g) Provide access to authorized personnel utilizing ARIMS to manage both hardcopy and electronic Army records.

(h) Manage and maintain USARC Staff Directory.

(i) Develop USARC policies, procedures, and standardized formats for official correspondence; create official USARC letterhead; and order General Officer specialized stationary.

(j) Construct and publish command level Office Symbols and publish in a circular.

(k) Manage the Paperwork Reduction Act (PRA) of 1995.

(l) Review all data and electronic filing systems Privacy Impact Assessments (PIA) for

compliance with the RM requirements.

(m) Consolidate and transfer USAR records for archiving with appropriate records centers.

(n) Review all USARC publications and forms for RM requirements.

(*o)* Review all DA, DoD, and USARC publications for reporting requirements.

(p) Assign Requirement Control Symbol numbers to identified reporting requirements and publish in a circular.

(2) Freedom of Information Act (FOIA).

(a) Responsible for management and oversight of USAR-wide implementation of the FOIA programs in accordance with 5 USC 552, *Public Information, Agency Rules, Opinions, Orders, Records, and Proceedings*, and Public Law 106-554.

(b) Approve and manage access of authorized personnel utilizing the Freedom of Information and Privacy Acts Case Tracking System (FACTS).

(c) Establish and operate a FOIA Library Reading Room.

(d) Manage and process FOIA cases and assign to appropriate agency for direct response to the requestor.

(e) Process and respond to FOIA cases assigned to USARC redacting exempted information and coordinating reviews with the SJA.

(f) Manage, review, and close cases in FACTS.

(g) Prepare collection actions for USAR records.

(h) Process and respond to appeals, submit to Office of General Counsel for adjudication.

(i) Prepare annual FOIA report by collecting MSC reports and consolidating for submission of one USAR report to HQDA.

(j) Function as the Initial Denial Authority (IDA) for all USAR records.

(k) Conduct FOIA training.

(3) Privacy Act.

(a) Manage oversight of the USAR-wide implementation of the Privacy Act program in accordance with 5 USC 552 and Public Law 106-554.

(b) Review the need to maintain information about individuals with the rights of individuals to be protected against unwarranted invasions of their privacy stemming from federal agencies' collection, maintenance, use, and disclosure of personal information.

(c) Review all data and electronic filing systems PIAs for compliance with the Privacy Act requirements to ensure that electronic information is collected, stored, or disseminated in a manner that protects the privacy of individuals and their information.

(d) Review, coordinate, and publish Privacy Act System of Records Notices.

(e) Review, safeguard, and report personally identifiable information (PII) incidents and protected health information (PHI) incidents.

(f) Review agency forms and regulations for Privacy Act compliance.

(g) Manage access of authorized personnel utilizing the Privacy Act Tracking System (PATS).

(h) Function as the IDA for all USAR records.

(i) Collect, consolidate, and prepare annual Federal Information Security Management Act (FISMA).

(j) Privacy Management Reports for submission to HQDA.

(k) Serve as the principal advisor to the department head and other officials in the USAR on privacy matters and establish procedures to redress privacy complaints.

(l) Prepare semi-annual Privacy Act report by collecting MSC reports and consolidating for submission of one USAR report to HQDA.

(m) Conduct and provide Privacy Act training and training resources.

(n) Review and approve all publications and forms for Privacy Act compliance.

(o) Create and publish USAR publications establishing procedures for protecting and safeguarding personal information.

(p) Create, review, and approve Privacy Act Statements for all USAR forms.

(4) Publications and Forms.

(a) Assist agencies in producing publications (regulations, circulars, pamphlets, and policy memorandums).

(b) Establish publication staffing procedures for use USAR-wide.

(c) Serve as the USAR Publishing Champion liaison, Publications Control Officer liaison, and Forms Control Officer liaison with HQDA Army Publishing Directorate (APD).

(d) Manage all USAR DA publication Accounts.

(e) Order DA and DoD publications and forms for USARC headquarters.

(f) Review and staff all DA and DoD publications under review/revision.

(g) Review, staff, and edit all USAR publications under review/revision obtaining legal reviews and command approval prior to publishing.

(h) Manage and maintain a public facing publication website posting all USAR publications, forms, and USAR wide policy memorandums for public use.

(i) Responsible for numbering, maintaining a register and index of all USAR publications.

(j) Responsible for ensuring proponents conduct annual reviews of published USAR publications.

(k) Responsible for ensuring proponents re-write publications No Later Than (NLT) every 10-years.

(l) Create, maintain, and update publications as the proponent for Records Management and
Publishing Branch and submit for staffing and publishing.

(m) Responsible for creating all USAR forms coordinating with proponent agency.

(n) Responsible for numbering, maintaining a register and index of all USAR forms.

(o) Responsible for ensuring proponents conduct annual reviews of published USAR forms.

(p) Responsible for archiving all USAR publications and forms as permanent documents.

(q) Responsible for conducting inspections and training for subordinate commands publications and forms.

(5) Printing.

(a) Manage and operate a reproduction and duplication service center.

(b) Review all USAR Form 844s, *Requisition for Local Duplicating Service*, for USAR reproduction and duplication requests.

(c) Review all USAR Form 844s for USARC print requests and direct requests to Defense Logistics Agency for services.

(d) Order supplies and equipment to sustain a reproduction and duplication service center.

(e) Maintain Print Reporting Register.

(6) Official Mail Management.

(a) Responsible for management oversight of the USAR-wide implementation of the Official Mail Management Program.

(b) Approve Official Mail funding from USARC G-3/5/7 Engineers to four Readiness Divisions (RDs).

(c) Request funding for FORSCOM/USARC and OCAR mailrooms.

(d) Manage the FORSCOM/USARC mailroom and the OCAR mailroom.

(e) Conduct daily surveillance of FORSCOM/USARC/OCAR mailroom.

(f) Submit monthly evaluations and payments for vendor services.

(g) Submit annual Centrally Managed Accounts (CMA) report on vendor services.

(h) Manage and maintain three FedEx accounts.

(i) Conduct cost analysis on shipments.

(j) Manage and maintain a United States Postal Service (USPS) account.

(k) Order supplies, equipment, and services for the mailroom.

(l) Conduct Official Mail inspections and training.

(m) Prepare USARC monthly Official Mail Expenditure Report and review the RD reports.

(7) Postal Operations.

(a) Responsible for management oversight of the USAR-wide implementation of the Postal Program.

(b) Manage Automated Military Postal System accounts for USARC and 78 Postal Platoons.

(c) Conduct Postal Operations Recertification Training for deploying postal units.

(d) Validate training requirements with mobilization station.

(e) Conduct postal training for postal units.

7-4. Services and Support Division

Responsible for the development, management, and execution of manpower and personnel plans, programs and policies that assure command wide unity of purpose and effort to maximize the readiness and operational capabilities of the USAR. Integrates HR functions and activities across the staff and Major Subordinate Commands. Establishes and maintains operational balance by recruiting, retaining, training, manning, and sustaining the USAR.

a. Provide USAR oversight of the Reserve Personnel Actions Centers to include development of the business rules.

b. Suicide Prevention Program.

(1) Responsible for the development and enhancement of USAR Suicide Prevention Program policies, training, data collection and analysis, and strategic communications designed to minimize suicide behavior. Preserve mission effectiveness through individual readiness and resilience for Soldiers, Army Civilians and Family members.

(2) Manage the USAR Suicide Prevention and Intervention Program.

(3) Administer the Army Reserve Suicide-Prevention Program (ARSPP) to include coordination of the ARSPP with a goal to reduce suicides.

(4) Serve as the presiding officer for the Suicide Prevention Task Force and manages work output of task force members.

(5) Prepare and conduct Suicide Fatality Review Boards regularly for the USAR to identify best practices and lessons learned from deaths by suicide.

(6) Responsible for reporting of official USAR suicide rates.

(7) Develop, coordinate, and provide training for subordinate units and conducts Staff Assistance
Visits.

(8) Manage Suicide Prevention Program funding for the USAR.

(9) Support the development of the POM during OCAR Program Evaluation Group meetings to
explain or defend POM issues.

c. Casualty Operations Program (CASOP).

(1) Provide accurate accountability and track all deaths of USAR Soldiers, both on and off duty.
Provide training, guidance, and funding for the USAR to execute Casualty Assistance and Military Funeral Honors (MFH).

(2) Establish policies and procedures within the USAR to support the Army Casualty Operations Program.

(3) Ensure compliance with policy and procedures; manages deaths for all USAR

Soldiers through Defense Casualty Information Processing Systems.

(4) Coordinate with Human Resources Command-Fort Knox, KY, RDs, and Casualty Mortuary Affairs Office.

(5) Army Casualty Program within the USAR supports HRC, RDs, and Casualty and Mortuary Affairs Operation Center (CMAOC).

(6) Provide oversight of USAR support to CMAOC and the regional Casualty Assistance Centers (CACs) in support of the Families of fallen Soldiers.

(7) Prepare letters of condolence on behalf of the USARC CG for signature.

(8) Manage Military Funeral Honors funding for the USAR.

(9) Coordinate with MSCs and higher headquarters to develop funding implementation guidance.

(10) Analyze program execution and development of recommended adjustments to program
funding.

(11) Assist in the development of POM; joint coordinate with OCAR Program Evaluation Group
to explain and defend POM issues.

(12) Provide guidance pertaining to Service Member's Group Life Insurance (SGLI) regarding the death of USAR Soldiers.

(13) Provide guidance for Family Service member's Group Life Insurance (FSGLI) regarding the death of eligible Family members.

(14) Provide oversight for the implementation of the SGLI Online Enrollment System (SOES) for the USARC.
Coordinate with Survivor Outreach Services for Family member Survivor benefits.

(15) Develop, coordinate, and provide training for subordinate units and conduct Staff Assistance
Visits.

d. Sexual Harassment and Assault Response and Prevention (SHARP) Program.

(1) Manage the USAR SHARP program and initiatives on awareness and prevention, training and education, victim advocacy, response, reporting, and accountability.

(2) Manage the funding for the USAR SHARP Program.

(3) Interpret policy and doctrine for the CG and represent the ARs equities.

(4) Manage processes and approve LOD processing related to Sexual Assault and Sexual Harassment requests.

(5) Develop and manages training and Staff Assistance Visits for subordinate units.

(6) Process and manages all HRC background checks for SHARP applicants.

e. Army Substance Abuse Program.

(1) Provide service to the Army's workforce and emphasize alcohol and other drug abuse deterrence, prevention, education, and rehabilitation.

(2) Support activities to restore to duty those substance-impaired Soldiers who have successfully completed the program and who have the potential for continued military Service.

(3) Provide effective alcohol and other drug abuse prevention and education at all levels of command and encourage commanders to provide alcohol and drug-free leisure activities.

(4) Ensure all Army Substance Abuse Program (ASAP) staff are appropriately trained and experienced to accomplish their missions.

(5) Provide oversight of the Counter-Drug (CD) funding in the USAR for compliance with congressionally mandated limitations.

(6) Provide advice, assistance, and resources in support of the DoD CD Program.

(7) Publish annual guidance for the USAR ASAP program, policies and procedures.

(8) Develop an internal management control program checklist for ASAP funding execution.

f. Defense Enrollment Eligibility Reporting System (DEERS) / Real-Time Automated Personnel Identification System (RAPIDS) Program Office.

(1) Assist eligible USAR members with TRICARE Reserve Select (TRS) eligibility issues to ensure all Soldiers eligible for this benefit are correctly annotated as eligible in DEERS, enrolled and receiving services or formally decline enrollment.

(2) Provide oversight and management of USAR DEERS and RAPIDS sites.

(3) Provide the USAR's voting member for the Joint Uniformed Services Personnel Advisory Committee. Represents the USAR's "Twice a Citizen" community interest and concerns pertaining issuance, eligibility, entitlements, and benefits associated to Common Access Cards (CAC) and United States Identification (USID) Card.

(4) Provide Mission Command (MC) between the Army Project Office and United States ARs units, by providing technical and policy expertise. Responsible for the management of 121 ID card sites throughout the USAR.

(5) Contracting Officer Representative (COR) for 30 RAPIDS ID Card Office sites.

(6) Conduct staff assistance visits to ensure sites are in compliance with regulatory guidance and established policy by the Army Project Office.

(7) Conduct quarterly teleconference with USAR Site Security Managers to discuss policy updates, new initiatives, and software changes.

(8) Update the USAR DEERS/RAPIDS Desktop SOP with checklist as policy changes; distributed to all USAR ID Card sites.

(9) Resolve eligibility entitlement errors for USAR Soldiers, Retirees, and their Family members, ensuring they receive appropriate entitlements and benefits.

(10) Establish partnerships with DoD Project Officers to ensure cross-servicing is utilized to alleviate extended wait times and provide sound customer throughout USAR AOR.

g. Retirement Services and Financial Literacy Programs.

(1) Provide contract administration for Army Retiring Soldier Commendation packages for USAR Retiring Soldiers annually.

(2) Provide Readiness Division Retirement Services Officer oversight.

(3) Provide quarterly HR Professional Retirement Process Training.

(4) Manage the USAR Retirement Point Information Guide to address problems associated with the management of retirement points.

(5) Develop strategy for Geographic Commands Financial Readiness POC to meet touchpoint training requirements for IET, arrival at first unit, and arrival at new duty station (E-4/O-3).

(6) Develop strategy for Geographic Commands Financial Readiness POC to meet training requirements to address life events such as promotion, birth and adoption, marriage, divorce, disabling condition/death, continuation pay, career transition, and pre/post deployments.

(7) Manage USAR funding and requirements for USAR MDEPs QPSG (MDEP Personnel Services Delivery), VACE (MDEP Army Continuing Education System (ACES)), VATA (MDEP Army Tuition Assistance) to ensure requirements are fully funded.

(8) Interpret DoD directives and develop spend plans to support RDs, Installations, centrally manage requirements to ensure all FY Annual Funding Program (AFP) execution.

(9) Develop ISR performance measures for the RDs level and Reserve Installation levels to identify current funding levels (black, red, amber, or green).

h. Army Education Services Program.

(1) Provide Policy and guidance for Tuition Assistance; the Montgomery GI bill; the Post 9/11 GI Bill; the Yellow Ribbon Program; transfer of education benefits; Student Loan Re-Payment Program (SLRP); Chaplain Loan Re-Payment Program; and the Army Personnel Testing Program.

(2) Manage contract requirements the ACES Contract.

(3) Conduct staff assistance visits to Education Service Centers to ensure compliance with regulatory guidance and established policy by the Headquarters ACES.

(4) Serve as Exception to Policy voting member for Tuition Assistance inquiries.

i. Integrated Prevention Advisory Group (I-PAG).

(1) Adapt and apply prevention science to the Army Reserve environment.

(2) Equip leaders to establish cultures of prevention and facilitate integrated primary prevention activities addressing protective and risk factors across the social ecology.

(3) Provide research-based advisement and support to leaders in their efforts to develop healthy climates increasing protective factors and decreasing risk factors.

(4) To form a more comprehensive and actionable picture of command climate, utilize and holistically interpret multiple-source data to conduct community needs assessments, develop research-based and comprehensive Command Integrated Prevention Plan (CIPP) at echelon in collaboration with prevention stakeholders, and evaluate activities in accordance with Prevention Plan of Action 2.0 (PPoA 2.0) to ensure they are data driven and not duplicative.

(5) Educate leaders on integrated primary prevention and enhance their overall prevention knowledge including their integrated prevention responsibilities IAW relevant policy, laws, and regulation.

(6) Provide an accountability structure through I-PAG execution, as USAR's primary proponent, of the Ready and Resilient (R2) capabilities, processes, goals, objectives and strategies IAW relevant policy, laws, and regulation.

(7) Administer, receive, and use Command Climate Assessment (CCA) information to empower leaders to continuously evaluate and improve climate.

(8) Provide guidance for selecting and evaluating integrated primary prevention activities that address two or more harmful behaviors in a group setting to include sexual assault, harassment, retaliation, suicide, domestic abuse, and child abuse/neglect.

(9) Provide integrated prevention data analysis and research, translate findings into policy and guidance, and provide tools and technical assistance to prevention stakeholders.

(10) Advise and support ongoing prevention efforts while modernizing the content, delivery, and dosage of prevention evaluation and education to decrease training and survey fatigue.

(11) Ensure data, information, research, and evaluation findings are shared across stakeholders for prevention planning and evaluation IAW relevant policy, laws, and regulations.

(12) Ensure formal mechanism(s) exist to support routine bi-directional exchange of feedback and information cross-echelon and cross-functional to support integration and collaboration across prevention stakeholders.

(13) Ensure all I-PAG staff are appropriately trained and experienced to accomplish their missions.

(14) Develop, coordinate, and provide training for subordinate units and conduct Staff Assistance Visits (SAV) / Technical Assistance Visits (TAV).

(15) Manage I-PAG Program funding for USAR.

(16) Support the development of the POM during OCAR Program Evaluation Group meetings to explain or defend POM issues.

(17) Publish guidance for the USAR I-PAG program, policies, and procedures.

j. Ready and Resilient (R2).

(1) Provide guidance and R2 capabilities, processes, goals, objectives and strategies IAW relevant policy, laws, and regulation to strengthen resiliency and improve readiness.

(2) Utilize a holistic, integrated approach through cross-functional coordination across internal and external stakeholders to improve readiness in the physical, psychological, spiritual, social, and family dimensions.

(3) Through a holistic stakeholder coalition, implement and manage a strategic and coordinated approach that will enhance organizational effectiveness through integrated

strategies, quality assessment methods, informed resource allocation, and improved cost efficiency.

(4) As the cornerstone and governance structure for readiness and resilience, execute Commander's Ready and Resilient Councils (CR2C) multidisciplinary council where members collaborate and integrate efforts to identify current challenges and share best practices to enact positive cultural change.

(5) Communicate across mission command lines of effort to support integrated and synchronized preventive actions and to assess and evaluate execution and policy implementation.

(6) Conduct ongoing assessments of readiness indicators, trends, and program effectiveness ensuring unity of effort through the CR2C strategic platform.

(7) Prioritize public health issues, identify gaps and overlaps, identify resources, and take action through partnerships and integration.

k. Health Services Branch (HSB). Supports the Wounded, Ill, Injured (WII) and Medically Non-Ready (MNR) USAR Soldiers via Line of Duty (LOD) and Incapacitation Pay (INCAP) case adjudications. Executes OCAR/HQDA G-1 policy and supports various internal and external stakeholders with data, education, and training with the purpose of facilitating LOD and INCAP process for USAR Soldiers. Works to eliminated barriers to timely and appropriate care and compensation after LOD injuries.

(1) Health Services.

(a) Provide specific guidance, direction, and oversight on all aspects of Line of Duty and Incapacitation process.

(b) Provide specific guidance and recommendations for approval to USAR Resource Management Office (RMO) to authorize active duty for medical care orders ADOS-RC exceeding 30 days.

(c) Maintain liaison with USAR Surgeon to provide input and expertise in the execution of related Warrior Transition Support Programs (Soldier Recovery Unit (SRU) and Disability Evaluation System).

(d) Serve as government functional owner and voting member for Electronic Medical Management Processing System (eMMPS) Module of Medical Electronic Data for Care History and Readiness Tracking (MEDCHART).

(e) Manage access and user roles in the MEDCHART eMMPS application.

(f) Develop, coordinate, and provide training for subordinate units and conducts Staff Assistance
Visits.

(g) Serves as USAR Proponent of AR 600-8-4, *Line of Duty Policy, Procedures, and Investigations*.

(h) Provide oversight of USAR LOD program

(i) Provide quality control of LOD investigations through the eMMPS.

(j) Coordinate and collaborate with DA G-1 and Army Human Resources Command (AHRC) to ensure compliance with LOD policy and the processing of investigations.

(2) INCAP Pay Claims.

(a) Serve as USAR proponent of AR 135-381, *Incapacitation of Reserve Component Soldiers*, and DA PAM 135-381, *Incapacitation of Reserve Component Soldiers Processing and Procedures*.

(b) Provide oversight of INCAP Review Board policies and procedures at the RDs.

(c) Coordinate with USAR OSJA regarding the review and approval of claims.

(d) Provide quality control of INCAP pay claims through the eMMPS.

(e) Respond to field inquiries for policy and procedures related to INCAP Pay.

7-5. Manning Division

The Manning Division provides strategic and operational implementation of manning programs designed to achieve directed manning and personnel readiness objectives of the USAR.

a. Responsible for the evaluation, identification, and recommendation of manpower programs and resources required to achieve the USAR's strategic and operational objectives.

b. Develop and execute strength management programs to attain the congressionally mandated End Strength Objective (ESO) and meet readiness missions directed by HQDA.

c. Provide program management, oversight, policy, and guidance on all activities affecting USAR personnel requirements, recruitment, initial military training and assignments.

d. Coordinate with internal and external commands on manning programs related to readiness programs.

e. Conduct personnel mobilization planning, policy, and procedural guidance and training in support of USARC and its subordinate commands.

f. Manages the Army and USAR personnel management information systems to include REQUEST, RCMS, ePAT, and IPPS-A.

g. Strength and Analysis Branch. Conducts analysis across the spectrum of USAR activities to support senior leaders and MSCs. Perform research and analysis of practical and theoretical issues regarding personnel readiness, system effectiveness, force design and force structure. Analyzes recruiting, retention, strength, mobilization, training, readiness, and structure for the USAR. Determines optimal personnel management and allocation strategies through analysis of force structure, requirements, authorizations and personnel developments. Analyze various issues and their effects on the USAR and develop courses of action and trade-off analysis. Effectively communicate potential solutions to complex problems to decision makers.

(1) Provide analytical support to Commanders and staff at various levels within the Army, USAR, and sister services.

(2) Track USAR personnel strength; analyzes changes and trends; forecasts strength and attrition for USAR leadership.

(3) Provide analytical services to inform and support initiatives aimed at reducing the number of nondeployable Soldiers.

(4) Develop and execute School Quota Letter (SQL) queries and to retrieve required or requested data from the data warehouse.

(5) Manages the analytical actions for the DA G-1 Non-deployable Reduction Initiative.

(6) Assists OCAR with the manpower program (Strength Ramp) for POM / Budget Estimate Submission (BES) submissions.

(7) Assists the Incentives Branch with Selective Reserve Incentive Program (SRIP) and POM submissions.

(8) Assist the Systems Branch and Tiber Creek with the development and modification of Commander's Strength Management Module (CSMM) Reports.

(9) Provide MAVNI Program data to the Initial Military Training (IMT) Branch.

(10) Represent USARC G-1 in the Army Integrated Longitudinal Studies Work Group and various other working groups.

(11) Collaborates with G-33 to determine the best units to fill known, emerging, and contingency requirements.

(12) Provide personnel readiness and Standard Requirements Code (OM) capability analysis on known, emerging and contingency mobilization requirements.

(13) Provide data and analysis for readiness reviews.

h. Systems Branch. Provide personnel systems automation support for OCAR, USARC, MSCs. The confidentiality, integrity, and availability of HR systems ensures the readiness of individual Soldiers and units.

(1) Provide on-time technical support and expertise to the subordinate commands' personnel offices.

(2) Establish USAR personnel systems business requirements and develop software

applications.

(3) Represents USARC G-1 equities for the development, deployment, and training of the IPPS-A.

(4) Supports IPPS-A and RCMS personnel functionality and data accuracy.

(5) Provide RCMS contract oversight and applications management.

(6) Provide training on USAR personnel systems.

(7) Review military pay audit readiness.

(8) Provide oversight and management of system access and permissions for RCMS, IPPS-A, and iPERMS.

(9) Provide Army Organization Server (AOS) support for IPPS-A.

(10) Reinforce policy and systems guidance for user implementation for all HR systems.

(11) Conduct Staff Assistance Visits (SAV's) and participate in various inspection programs to improve USAR personnel systems.

(12) Conduct training on Electronic Soldier Record Brief (eSRB), iPERMS, and ePAT.

i. Personnel Readiness Branch. Develops, implements, manages, and provides oversight on all personnel readiness matters to enhance readiness for Mission Force, deploying, mobilizing, and USAR units.

(1) Serve as the USARC G-1 Personnel Mobilization Manager.

(2) Responsible for the development and implementation of Personnel Mobilization guidance and procedures.

(3) Provide policy guidance, direction, and oversight of Soldier Readiness Processing.

(4) Cross-leveling deployable USAR forces in order to fill shortages in deployment requirements.

(5) Provide analysis of the personnel readiness metrics for USAR major subordinate commands.

(6) Responsible for the personnel readiness areas of the USAR Readiness Review.

(7) Conduct Staff Assistance Visits and with MSCs and participate in various inspection programs to improve USAR personnel readiness.

(8) Represent USARC G1 equities during forums/reviews/committees related to USAR personnel readiness, such as Reserve Component Readiness Review (RCRR), Strategic Readiness Update (SRU), Army Strategic Readiness Assessment (ASRA), Readiness Progress Review (RPR), Operations Planning Teams (OPT), and Army Forces Policy Committee.

(9) Provide specific policy guidance, direction, and oversight on USAR personnel non-deployability.

7-6. Military Personnel Division

Establishes and manages personnel policies and programs and provides oversight, guidance, and management on officer and enlisted personnel programs to include TPU, AGR, and assigned AC Soldiers. Develops readiness policies and administers select lifecycle management.

a. Officer Management Branch.

(1) Provide policy, procedural oversight, and personnel management for TPU officers assigned to USARC MSCs.

(2) Provide specific guidance, direction, and oversight on the assignment and utilization of officers, to include their reassignment and transfer, promotion, classification and reclassification, resignations, relief for cause actions, MRD, direct appointments, and voluntary and involuntary separation policy and procedures.

(3) Enforce personnel policy and procedures containing in DoD, Army, FORSCOM, and USARC policies, regulations, and orders.

(4) Management and policy pertaining to the assignment, utilization, classification/reclassification, promotion, separations (voluntary and involuntary) and MRD of

USAR warrant officers.

(5) Manage the conditional release of TPU officers with less than 12 months in the Selected Reserve (SELRES), have completed IET, not assigned to Army Reserve Mission Force units, and obligated and non-obligated officers to other components and services.

(6) Manage twice non-selected for promotion TPU officers in accordance with applicable regulations and statutes.

(7) Manage the MRD Program for TPU officers to include processing requests for voluntary selective continuation of mobilized or deployed Lieutenant Colonels (LTC) and COLs.

(8) Manage reassignments of obligated TPU officers from the Selected Reserve to the Individual Ready Reserve.

(9) Manage TPU officer resignations, involuntary separations, vacation of appointments, and discharges.

(10) Serve as Program Manager (PM) for the USAR TPU and AGR COL and LTC Command Selection Program.

(a) Manage and provide guidance for execution of the program.

(b) Manage the Order of Merit Lists (OML) and slating for command boards and their related actions (declinations/deferments/curtailments/realignments).

(c) Serve as the proponent for USAR Reg 140-5, *Colonel and Lieutenant Colonel Command Assignment Selection Board Program*, USAR COL and LTC Command Assignment Program.

(11) Management, and oversight of the Selective Retention Board Program.

(12) Serve as the USAR's proponent for AR 135-175, *Separation of Officers*.

(13) Serve as the PM for USAR's Transgender program to include but not limited to developing policy, managing Soldiers, and conducting training.

(14) Provide advisory opinions to, and performs corrective action when directed by, the Army Board for Correction of Military Records.

(15) Serve as the lead agent for Congressional inquiries concerning TPU officers.

(16) Serve as the PM for the Permissive Parachute Program.

(17) Serve as the proponent for TPU officer personnel actions in the PAG.

b. Enlisted Management Branch.

(1) Provide oversight, and management for USAR TPU enlisted personnel, who have completed IMT, assigned to MSCs.

(2) Provide oversight of the assignment/utilization of enlisted Soldiers to include reassignments and transfers; temporary/permanent promotions and reductions; oversee enlisted evaluation boards; conduct enlisted review boards; classification and reclassification; involuntary and voluntary separation; enlistments and reenlistments; voluntary and involuntary reassignments to the IRR; and removals for Retention Control Point (RCP) formerly MYOS, and maximum age.

(3) Provide oversight to military security clearance requirements, non-citizenship separations, Absent without Leave (AWOL), Drop from the Rolls (DFR), Lautenberg Amendment, and service obligation participation requirements in accordance with applicable regulations.

(4) Serve as PM for matters pertaining to Unsatisfactory Participants and Nonparticipants.

(5) Serve as the USAR's proponent for AR 140-10, *Assignment, Attachment, Details and Transfers*, and applicable programs.

(6) Serve as the USAR's proponent for AR 135-91, *Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures*.

(7) Serve as the USAR's proponent for AR 135-178, *Enlisted Administrative Separations*.

(8) Provide policy regarding conditional releases for USAR Soldiers and manages

conditional releases for TPU enlisted Soldiers with less than 12 months in the SELRES who have completed IET.

(9) Manage and approve age waivers for enlisted Soldiers who have at least 18 years, but less than 20 qualifying years of service for retired pay (10 USC 1176, *Enlisted Members: Retention After Completion of 18 or More, But Less than 20, Years of Service*).

(10) Enforces the personnel policies and procedures contained in the HQDA G-1 Army Mobilization and Deployment Reference (AMDR) and applicable regulations.

(11) Serve as PM and provides policy, procedural management, and oversight of the Qualitative Retention Board Program, USAR TPU enlisted promotions, Lautenberg Offenders, Antedated Contracts and enlisted Soldiers who are Key Federal Employees and Global War on Terrorism (GWOT) Contractors.

(12) Serve as the lead agent for Congressional inquiries concerning TPU enlisted Soldiers.

(13) Provide USAR oversight of the Reserve Personnel Action Centers (RPAC) to include development of the business rules.

(14) Serve as the USAR PM for Suspension of Favorable Personnel Actions (FLAG), which includes providing guidance, oversight, and tracking flags for the USAR.

(15) Serve as the proponent for the above enlisted personnel actions in the Personnel Actions Guide.

(16) Provide policy for USAR TPU Sergeants Major Tenure program and support to Senior Leader Development Office for management.

(17) Provide advisory opinions to, and performs corrective action when directed by, the Army Board for Correction of Military Records.

c. Active Military Management Branch.

(1) Provide oversight, and guidance on personnel management for USAR AGR Soldiers and AC Soldiers assigned to the USARC MSCs.

(2) Provide specific guidance, direction, and oversight on all aspects of the assignment and utilization of officers and enlisted AGR and AC personnel assigned to the USARC Headquarters, to include their reassignment and transfer, promotion, classification and reclassification.

(3) Establish policies and procedures for managing AGR and AC Soldiers attached or assigned to subordinate USAR units.

(4) Provide management, training, and utilization guidance to the HQ USARC, MSCs, FTS military personnel managers.

(5) Establish personnel fill priorities for AGR and AC positions and establish processes for progress towards satisfying these priorities.

(6) Serves as the command lead on all AGR and AC issues that require coordination with OCAR, HRC, FORSCOM, Installation Management Command (IMCOM), and other outside agencies.

(7) Manage the USAR AGR Command Team Assignment Program (CTAP) and Leadership (LDR) positions.
Serve as proponent for AGR Duty Details, which includes providing guidance, direction, and oversight of the program and AGR details.

(8) Serve as the POC for AGR input, issues and concerns for the eSRB via IPPS-A.

(9) Manage the USARC Unit Manning Report (UMR) to ensure the proper assignment and alignment of AGR Soldiers assigned to the USARC HQ.

(10) Coordinate with HRC regarding the assignment of AGR Soldiers to support the execution of Army Reserve Mission Force Model by ensuing correct documentation of Priority codes.

(11) Coordinate and manages the local realignment of AGR and AC personnel within the USARC Headquarters.

(12) Serve as the proponent and publishes the AGR Manning Guidance for the USAR.

(13) Serve as the proponent for the USAR Temporary Manpower Allocation (TMA) Program.

(14) Coordinate and publish Temporary Change of Station (TCS) orders for AGR personnel assigned to the USARC HQ in support of overseas contingency operations.

(15) Serve as the lead agent for Congressional inquiries and Army board for Correction of Military records actions concerning AGR Soldiers assigned to USARC and MSCs.

(16) Create and manage requisitions for AC positions (except O6, E9, and special staff). Manage assignments of O6s, E9s, and AC special staff in coordination with HQDA.

(17) Coordinate with HRC on reassigning AGR Soldiers in support of the Force Validation Committee (FVC) and RPR.

(18) Serve as USARC/OCAR's liaison in prioritizing vacancies with HRC to manage the manning cycle for AC officers assigned to USAR units using the Assignment Interactive Module (AIM) and Assignment Satisfaction Key – Enlisted Module (ASK-EM).

(19) Serve as USAR Liaison between HRC and Commands for all Qualitative Management Program (QMP), Qualitative Service Program (QSP) and Release from Active Duty (REFRAD) board notifications.

(20) Enforces personnel policies and procedures contained in DoD, Army, FORSCOM, and USARC policies, regulations, and orders.

(21) Serves as the proponent for AGR and AC personnel actions in the PAG.

(22) Serves as the action officer for the One Time Occasional Tour (OTOT) Program.

(23) Serves as the PM for the AGR budget.

(24) Serve as the proponent for AGR input, issues and concerns for the IPPS-A.

(25) Serves as the action officer for conditional releases of AGR Soldiers.

(26) Manages the MRD Program for AGR officers to include processing requests for voluntary selective continuation.

(27) Provide oversight to AGR Soldier Duty Status changes to include; Duty Status Unknown (DUSTWIN), Absent Without Leave (AWOL) and Drop from the Rolls (DFR) in accordance with the applicable regulations.

(28) Serves as the proponent for Frocking of AGR officers.

Chapter 8
Deputy Chief of Staff, G-3/5/7

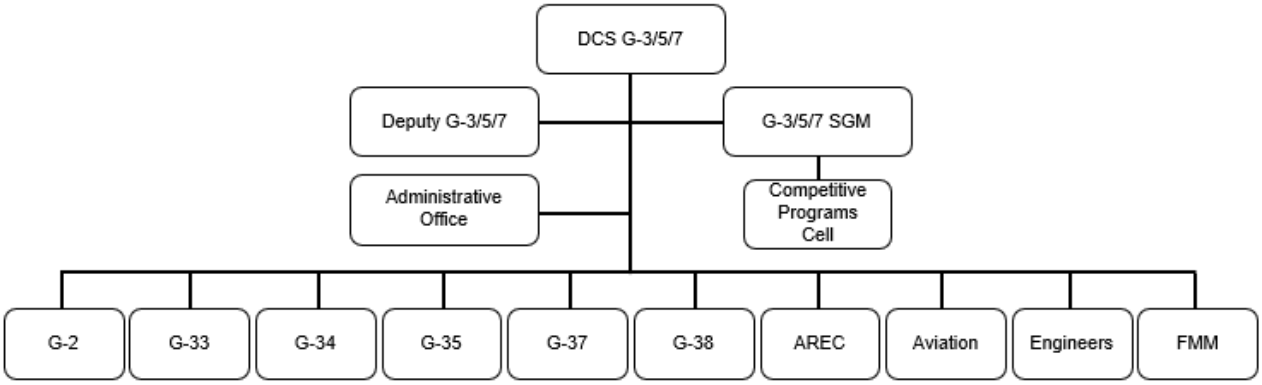

Figure 8-1. Deputy Chief of Staff, G-3/5/7 Organizational Chart

8-1. Mission and responsibilities

a. Mission. The DCS, G-3/5/7 develops, coordinates, and implements guidance, orders, policies, programs, and resources for USAR readiness, operations, plans, training, mobilization,

force management, aviation, cyber/information operations, force protection, and safety. To accomplish this mission, the DCS, G-3/5/7 performs functions associated with current operations, operational planning, force readiness management, mobilization and demobilization, planning and assigning USAR units and Soldiers to support war plans and worldwide contingency operations, force resource prioritization and allocations, homeland defense planning and operations, force protection program, law enforcement, physical security, antiterrorism, DSCA, and manage the Innovative Readiness Training (IRT).

b. Responsibilities.

(1) Plans, directs, and executes current operations involving USAR forces. Provides authoritative guidance for operations. Maintains and operates the Army Reserve Operations Center at HQ USARC for battle command of the USAR.

(2) Conducts operational and strategic force planning for the operational readiness of the USAR forces. Plans, directs, and executes G-3/5/7 short-range and mid-range actions, plans, programs, and priorities with USAR long-range strategic goals and objectives.

(3) Responsible for the execution of USAR forces to meet mobilization and demobilization timelines prescribed by FORSCOM.

(4) Plans USAR support of general war plans, contingency plans, special plans, military operations, and peacekeeping operations.

(5) Responsible for resourcing and force utilization priorities for the USAR. Serves as USARC staff proponent for USAR individual, unit, and/or equipment tasking to HQ USARC, OCAR, and MSCs.

(6) Plans and coordinates major training exercises involving USAR Forces.

(7) Plans and coordinates USAR support for DSCA and Homeland Defense mission requirements. Develops doctrine, plans, programs, and policies pertaining to the management, training, equipping, and integrating USAR forces into USNORTHCOM, HQDA, and FORSCOM Homeland Defense Plans.

(8) Coordinate and direct the planning, resourcing and execution of Force Protection, law enforcement, and Anti-Terrorism operations.

(9) Coordinates and directs USAR projects in support of DoD IRT Program.

(10) Manages the Serious Incident Report (SIR) process for the USAR.

(11) Serves as the USARC staff proponent for the FM 3-0, *Operations*, and FM 5-0, *Army Planning and Orders Production*. Develops policy, program guidance, and allocation of resources for Military Decision Making Process (MDMP) skill development and sustainment.

(12) Deputy Chief of Staff G-3/5/7.

(a) Directs and manages USAR Operations.

(b) Supervises the G-3/5/7 Staff on a daily basis, which consists of ten directorates.

(c) Ensures the USAR meets all its operational requirements, and is resourced to sustain its status as an operational force focused on trained and ready Soldiers, capable units, and competent leaders.

(13) Deputy G-3/5/7.

(a) Supervises the execution of decisions and policies within the directorate, subordinate directorates, and coordinates with other staff organizations.

(b) Provides oversight over the subordinate Directorates in the daily execution of their missions.

(c) Directs staff actions in support of decisions and policies in coordination with the Directorate Executive Officer.

(d) Provide oversight to the following directorates: G-2, G-33, G-34, G-35, G-37, G-38, Aviation, Force Management and Manpower, Engineers, and AREC Program Management Office.

(e) Oversees PPBE of G-3/5/7's program and budget, manpower, contracts and facilities, and administration.

(f) Oversees G-3/5/7 participation in Special Access Programs, Sensitive Activities Programs, and support to agencies outside the Army.

(g) Provides G-3/5/7-wide policy and procedure oversight for Department of the Army Civilian management.

(h) Represents the G-3/5/7 during the acquisition and requirements processes to include the Army Requirements Oversight Council and Army System Acquisition Review Council decision venues.

(i) Oversees the management of Information Technology (IT) systems through Warfighter Mission Area portfolio and Training and Readiness domain of the Business Mission Area Portfolio.

(j) Oversees the integration of Global Force Information Management (GFIM).

(k) Oversees G-3/5/7 development of the Army Reserve force structure through the Total Army Analysis (TAA) process.

(14) G-3/5/7 Sergeant Major.

(a) Serves as the senior enlisted advisor to the DCS, G-3/5/7.

(b) Enforces established policies and standards for enlisted Soldiers pertaining to performance, care, conduct, appearance, effective personnel utilization management, and training, and ensures that subordinate NCOs do the same. The SGM -

(c) Transmits, instills, encourages, and ensures the efficacy of the professional Army warrior ethos and Army Values IAW FM 6-22, *Leader Development*.

(d) Accompanies the G-3/5/7 on inspections, visits, and ceremonies. Assists in reception of visitors to the G-3/5/7. Lead directorate protocol actions to include reception, inspection, visits, and ceremonies.

(e) Directs training of enlisted Soldiers in their MOS as well as in the basic skills and attributes of a Soldier.

(f) Teaches Soldiers the mission of the G-3/5/7 and developing individual training programs to support the mission.

(g) Directs the priorities, timeline, and development of Soldiers initial entry training and culturalization.

(h) Manages the Noncommissioned Officer Education System (NCOES), Noncommissioned Officer Development Program (NCODP), Army Training and Leader Development IAW AR 350-1, *Army Training and Leader Development*, and other training programs (for example, Battle Staff NCO Course (BSNCOC), Additional Skill Identifier (ASI) 2S, for SSG through SGM). Conducts Sergeants Time / NCO Calls to announce information and instruction.

(i) Supervises physical fitness training program and ensures G-3/5/7 Soldiers comply with the weight and appearance standards IAW AR 600-9, *The Army Body Composition Program*, and AR 670-1, *Wear and Appearance of Army Uniforms and Insignia*.

(j) Directs the sections individual and unit equipment accountability program.

(k) Manages the section sponsorship program for newly assigned enlisted Soldiers.

(l) Manages the directorates Non-Commissioned Officer Evaluation Reporting. Builds systems to promote education, training, and support to enlisted Soldiers on the evaluation system,

(m) Responsible for the professional development of junior and company grade officers.

(n) Oversees USARC Competitive Programs.

8-2. Administrative office

The Administrative office consists of the Executive Officer, Executive Administrator, Operations NCO, and Senior Human Resources NCO.

a. Manages administrative and personnel management support for the G-3/5/7 staff.

b. Synchronizes G-3/5/7 directorate activities.

c. Manages the G-3/5/7 Principals' (DCS G-3/5/7, Deputy G-3/5/7, G-3/5/7 Sergeant Major) calendars, including set up and coordination of meetings and office calls with the Command Group, other directorates, and staff of other senior, adjacent, and subordinate headquarters.

d. Responsible for administrative control and oversight of G-3/5/7 correspondence, filing system, and office mail distribution.

e. Arranges travel for G-3/5/7 Principals.

f. Establishes and provides general administrative guidance and support.

g. Manages automated tasking system suspense(s) to ensure all actions and suspense(s) are met.

h. Maintains the G-3/5/7 Organization and Functions, Mission manual.

i. Manages the G-3/5/7 TDA and makes required and periodic changes to the TDA for personnel, grade, or skill specialty changes.

j. Responsible for regulations, policies, guidance, and oversee Civilian personnel management action.

k. Manages the Defense Civilian Payroll System (DCPS), collects, verifies and inputs payroll documents and resolves payroll issues for Department of the Army Civilians (DAC) assigned to the G-3/5/7.

l. Manages Civilian personnel time keeping and attendance reports, compensatory time, travel time, overtime, and leave.

m. Manages funds for Civilian pay, awards, and overtime.

n. Develops and supports training program for Civilians and administer the procedures to request and fund schools.

o. Coordinates security clearance verification, validation, and requests for the G-3/5/7.

p. Manages Personnel Access/Security clearance requirements. Identify positions as Critical/Sensitive or Non-Critical/Sensitive and ensure that incumbents' security clearances are maintained at the level required.

q. Manages the HQ activity budget, including developing the internal supplies and staff training funds.

r. Manages and coordinates for G-3/5/7 personnel mandatory training and professional development.

s. Coordinates telecommunication support service requirement.

t. Maintains and updates all G-3/5/7 roster, including alert roster, run roster, telephone roster, and social roster.

u. Manages access to the G-3/5/7 Conference Room.

v. Manages G-3/5/7 military personnel readiness to include evaluations, assignments, histories, recommendations for awards, leave, documentation, and medical readiness.

w. Conducts the AGR Management process, coordinating with G1 and Human Resources Command for requests for replacements and realignments within the G-3/5/7.

x. Manages G-3/5/7 SharePoint websites.

y. Manages UMR, tracks personnel in-bound and out-bound movement.

z. Manages and maintains daily G-3/5/7 Personnel Status (PERSTAT) Report.

8-3. G-3/5/7 Competitive Programs Cell

a. Provides oversight and execution of the United States Army Reserve NCO and Solder of the Year Best Warrior Competition.

b. Manages command competition budget requirements for submission into the POM.

c. Provides guidance and oversight of MSC competitions.

d. Develop and execute training programs for USARC competitors to compete at HQDA and international level competitions.

e. Serves as subject matter experts for Special Skill Badging Events.

f. Army lead for Interallied Confederation of Reserve Officers (CIOR). Responsibilities

include credentialing, talent management, and logistics.

Chapter 9
Assistant Deputy Chief of Staff, G-2

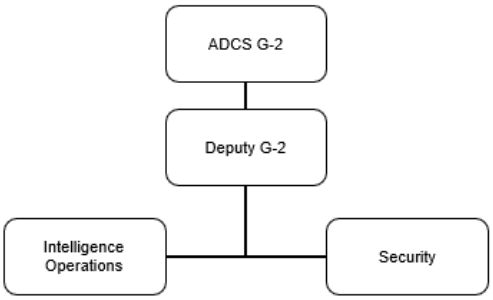

Figure 9-1. Assistant Deputy Chief of Staff, G-2 Organizational Chart

9-1. Mission and responsibilities

a. Mission. The DCS, G-2 is responsible for: the oversight of the USAR Intelligence Warfighting Function (IWF); the management and execution of military intelligence (MI) resources; the provision of intelligence support to HQ, USARC; advising the CG and subordinate unit Commanders on USAR MI Training and Readiness Oversight (TRO) issues; the management and oversight of the USAR personnel, industrial and information security programs; the oversight of USAR Counter-intelligence (CI) and Human Intelligence (HUMINT) responsibilities; the management and execution of the Defense Civilian Intelligence Personnel System (DCIPS) and CP 35; representing the USAR and USAR MI to the Intelligence Community and higher echelons.

b. Responsibilities. The G-2 is responsible for all intelligence matters within the USARC staff and oversees the production of tailored intelligence products in support of USAR requirements and all USAR counterintelligence and human intelligence (CI/HUMINT) matters. The G-2 maintains situational awareness of Intelligence programs and CI/HUMINT policies, and guidance at the Department of the Army and DoD levels and evaluates their impact to the USAR.

(1) Assistant Deputy Chief of Staff G-2. Responsible for the IWF and is the central authority for all related program planning, policy and guidance and provides USAR leadership at all echelons with in-depth subject matter advice in all Intelligence and Security matters.

(2) Deputy G-2. Responsible for the management of the G-2 staff, DCIPS and Career Program 35. The Deputy provides subject matter expertise to the HQ Staff and subordinate Commanders on intelligence, security, and civilian intelligence personnel matters.

(3) The G-2 staff manages the following programs:

(a) Intelligence Collective Training Program.

(b) Individual Intelligence Training Program.

(c) Command Language Program.

(d) Funded-Reimbursable Authority (FRA) Program.

(e) Command Intelligence Program.

(f) Intelligence support to Foreign Travel (Isolated Personnel Report (ISOPREP) Management).

(g) Intelligence support to the Command Crisis Action Team.

(h) Intelligence support to the Operational Inspection Program.

(i) Personnel Security Program.

(j) Industrial Security Program.

(k) Information Security Program.
(l) Continuous Evaluation Program.
(m) Security Education Training and Awareness Program.
(n) Foreign Disclosure Program.
(o) Sensitive Compartmented Information Program (Command Special Security Officer (SSO) / Department of Defense Intelligence Information System (DODIIS).
(p) Security support to the Operational Inspection Program.
(q) Security support to Foreign Travel (Foreign Travel Briefing).
(r) Security support to Intelligence Oversight Program.
(s) Covering Agent Program.
(t) Threat Awareness and Reporting Program.
(u) G-2 Support to Insider Threat Program.
(v) G-2 Support to Anti-terrorism / Force Protection.
(w) G-2 Support to MAVNI.

Chapter 10
Assistant Deputy Chief of Staff, G-33 (Operations)

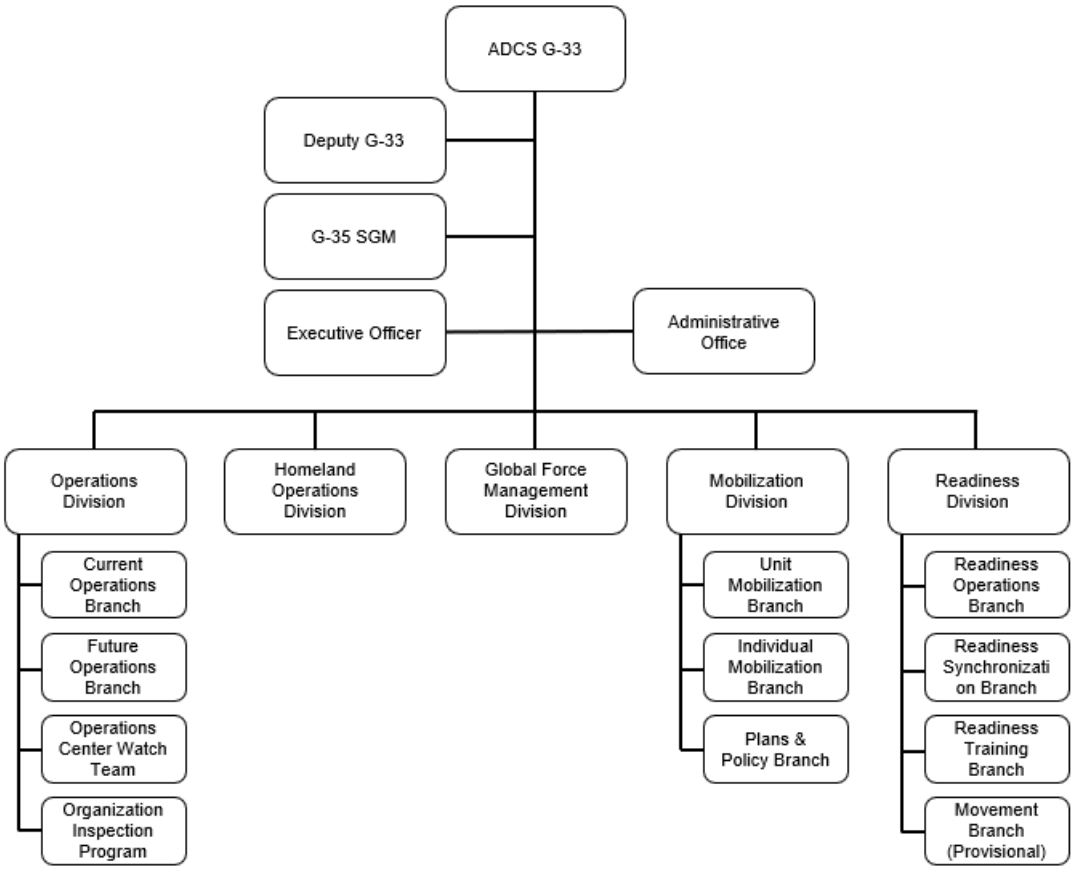

Figure 10-1. Assistant Deputy Chief of Staff, G-33 Organizational Chart

10-1. Mission and responsibilities

a. Mission. Organize, direct, execute, and control USAR Operations, Readiness Management, and Mobilization. Ensure the USAR provides trained, equipped, and ready units and Soldiers. Support Department of the Army Title X responsibilities, support Regional and

Specified Combatant Commander's capabilities requests. To accomplish this mission, the G-33 performs functions associated with current operations, readiness management, mobilization, and demobilization, to support war plans and worldwide contingency operations, force resource prioritization and allocations, homeland defense planning and operations, and DSCA.

b. Responsibilities.

(1) Plan, direct, and execute current operations involving USAR forces. Provides authoritative guidance for operations, maintains and operates the AROC at HQ USARC for operational oversight of the USAR.

(2) Conducts operational and strategic force planning for the operational readiness of the USAR forces. Plans, directs, and executes G-33 short-range and mid-range actions, programs, and priorities with USAR long-range operational and strategic goals and objectives.

(3) Responsible for the execution of the USAR forces to meet mobilization and demobilization timelines prescribed by FORSCOM.

(4) Plans and coordinates USAR support for DSCA and Homeland Defense mission requirements.

(5) Manages the SIR and Commander's Critical Information Requirements (CCIR) reporting process for the USAR.

(6) Serves as the G-3/5/7 proponent for the FM 3-0 and FM 5-0. Develops policy, program guidance, and allocation of resources for MDMP skill development and sustainment.

(7) Provide liaison with the USAR Engagement Teams in the ASCCs. The primary duties are maintaining situational awareness of USAR activities through each ASCC. This includes, but is not limited to, addressing issues such as systemic personnel, mobilization, training, and equipping problems. The primary focus must be on communicating these systemic issues to the USARC and ASCCs. The objective is twofold, resolution of USAR unit issues and improvement of the mobilization, deployment, and redeployment process.

(8) Assistant Deputy Chief of Staff G-33. Directs and manages USAR Operations, Readiness, Sourcing, Mobilizations, and Homeland Defense, Directs and leads the G-33 Staff daily, consisting of five divisions, 80 Soldiers and Civilians.

(9) Deputy G-33. Supervises the execution of decisions and policies related to G-33. The Deputy Director provides oversight over the staff in the daily execution of our missions. Provides oversight of all Civilian actions within the G33.

(10) Sergeant Major (SGM). As the senior enlisted and spokesperson in the G-33, the G-33 SGM enforces established policies and standards for enlisted Soldiers pertaining to performance, care, conduct, appearance, effective personnel utilization, management, and training, and ensures that subordinate NCOs do the same.

(a) Transmits, instills, and ensures the efficacy of the professional Army warrior ethos and Army Values IAW FM 6-22.

(b) Accompanies the G-33 on inspections, visits, and ceremonies.

(c) Manages G-33 NCOES, NCODP, Army Training and Leader Development IAW AR 350-1, and other training programs. Holds Sergeants Time / NCO Calls to announce information and instruction.

(d) Manages and maintains individual enlisted soldiers and unit equipment under their control.

(e) Provide sponsors to newly assigned enlisted Soldiers.

(f) Provide feedback to Directorate leaders at all levels based on training assessments. Notes discrepancies and initiates appropriate corrective action.

(g) Inspects duties performed by subordinate NCOs.

(h) Process NCOERS accurately and efficiently within prescribed timelines. Provide education, training, and support to enlisted Soldiers on the evaluation system.

(i) Responsible for the professional development of junior and company grade officers.

(j) Provide advice and recommendations to the G-33 and staff on all matters pertaining

to enlisted Soldiers and their families. Provide counsel and guidance to NCOs and other enlisted Soldiers of the G-33 on and off duty.

10-2. Administrative office

a. Manages administrative and personnel management support for the G-33 and staff.

b. Manages tasks to Directorate staff through automated systems to ensure all actions and suspense(s) are met.

c. Provide administrative control and oversight of G-33 correspondence, filing system, and office mail distribution.

d. Manages G-33/Deputy G-33 calendars, including coordinating meetings and office calls with the Command Group, other directorates, and staff of other senior leaders, adjacent and subordinate headquarters.

e. Maintains the G-33 Organization and functions.

f. Reviews the TDA and coordinates for required and periodic changes to the TDA.

g. Manages and tracks personnel gains and losses.

h. Manages G-33 military personnel readiness to include evaluations, assignments, histories, recommendations for awards, leave, in/out-processing, and process requests for replacements or realignments within G-33.

i. Manages Personnel Access/Security clearance requirements, verification, validation, and requests for the G-33.

j. Identify positions as Critical/Sensitive or Non-Critical/Sensitive and ensure that incumbents' security clearances are maintained at the level required.

k. Manages Civilian personnel timekeeping and attendance reports, compensatory time, travel time, overtime, and leave.

l. Manages funds for Civilian pay, awards, and overtime.

m. Manages the HQ activity budget, including developing the internal supplies and staff training funds.

n. Manages and coordinates for G-33 personnel mandatory training and professional development.

o. Conducts property accountability, equipment requirement, supplies, and office keys.

p. Conducts procurement replacement of office equipment.

q. Coordinates telecommunication support service requirement.

r. Maintain and update all G-33 rosters, including alert, telephone, daily Temporary Duty (TDY), and leave roster.

s. Coordinates space allocation/management and processes facility management repair request.

t. Coordinates building facility management repair request with Building Management Office.

10-3. Operations Division

a. The Operations Division directly supports the G-33 Directorate’s core functions. The division ensures timely and accurate tasking, reporting, and coordination/synchronization through the capabilities of its subordinate branches.

b. Operations Division Leadership Functions.

(1) Manage and direct USAR Watch Branch, 24/7 operations.

(2) Manage and direct USAR Current Operations.

(3) Manage and direct USAR Future Operations.

(4) Manage the weekly Commanding General’s Operations, Training, and Readiness (OTR) Brief.

(5) Manage the bi-weekly G-3/5/7 Synchronization (SYNC) meeting.

(6) Integrate the USARC Continuity of Operations (COOP program/plan into the USARC HQ operational planning process.

(7) Integrate the USARC CAT program into the USARC HQ operational and planning process and, when ordered, conduct CAT operations during an actual emergency/event.

(8) Manage the USAR Official OCONUS program.

(9) Integrate USARC operations functions within USARC staff, FORSCOM, OCAR, and HQDA relationships, rhythms, and processes.

(10) Provide guidance, resources, and support to USAR subordinate commands.

c. Current Operations (CUOPS).

(1) Manage the USARC HQ COOP Program and O-Plan and facilitate training, revision, modernization, and integration with the USARC Staff. Plan rhythmic and consistent training events to ensure USARC Staff is prepared to execute the COOP, on no-notice, if required.

(2) Manage the USARC CAT program and facilitate training, revision, modernization, and integration with the USARC staff. Plan rhythmic and consistent training events to ensure USARC staff is prepared to execute the COOP, on no-notice, if required.

(3) Plan, organize, synchronize, and conduct the weekly Commanding General's OTR.

(4) Plan, organize, synchronize, and conduct the bi-weekly G-3/5/7 SYNC meeting.

(5) Manage and coordinate the USAR Official OCONUS program. Process OCONUS travel for all US Army Reserve General Officers. Receive COL/O-6 and below travel from the Geographic and Functional Commands. Process OCONUS travel requests for USARC Headquarters personnel and select OCAR personnel.

d. Future Operations (FUOPS).

(1) Serves as the lead for receipt, review, editing, and publishing of all USARC HQ current Base OPORD, actions (e.g., message releases), and taskers (automated tasking systems). FUOPS initiates and ensures effective communication, coordination, and follow-up with HQDA and the USARC regarding staff actions and assignments.

(2) Responsible for receiving, logging, analyzing, processing, and directing all USAR Warning Orders (WARNORD), OPORDs and FRAGORDs to USARC staff and for quality assurance doctrinal compliance prior to publishing to the field.

(3) Provide centralized tasking management for all actions received for G-3/5/7, including tasking directorates and establishes suspense.

(4) Management and tracking G-3/5/7 automated tasking systems.

(5) Participates in various venues to discuss status updates and the suspense of all USARC taskers, including General officer Approval taskers.

(6) Coordinate operations with OCAR and assist CUOPS Branch in monitoring flow and presentation of relevant information.

(7) Participates in Staff Action Process Tasking System Working Group to recommend and implement process improvements to the OCAR/USARC tasker process.

(8) Ensures proper publication of all Orders, automated tasking systems taskers, and Message Releases.

e. Army Reserve Watch Team.

(1) Staff and operate the USAR Watch Team, 24 hours a day, seven (7) days a week. Maintain continuous and emergency communications (Non-classified Internet Protocol Router Network (NIPR), Secret Internet Protocol Router Network (SIPR), and secure voice) with higher headquarters, Geographic, and Functional Commands. Maintain situational awareness of natural or man-made worldwide emergencies that can impact the USAR personnel or facilities. Watch Team receives, reviews, and processes all incoming message traffic informing Leadership and following up on requests for information (RFI).

(a) Maintain USAR communications and situational awareness 24/7/365.

(b) Support FUOPS in the receipt, distribution and tracking of official message traffic, orders, and taskers as received from FORSCOM and HQDA.

(c) Receive and distribute RFIs to appropriate office of primary responsibility (OPRs) for action, and track completion.

(d) Receive, forward, compile, and analyze all CCIR.

(e) Produce and distribute the G-3/5/7 Army Reserve Daily Update (ARDU).

(f) Provide oversight of the Emergency Mass Notification system - ALERT! and assist USARC Headquarters staff with enrolling or disenrolling.

(2) Provide support to:

(a) Track Search and Rescue (SAR) and Fire Bucket missions for USAR Aviation units.

(b) Track and monitor all Immediate Response Authority (IRA) actions initiated by subordinate units.

(c) Provide necessary communications support for all DSCA and disaster response operations.

(d) Provide support to USARC CAT and COOP operations.

(e) Track and monitor Imminent and Non-Imminent Threat Notifications.

(f) Notify, track, and monitor Open Skies Mission notifications and mission segments.

(g) Process Stand Alone Facility Emergency Communication Plan and receive reports - Situation, Action, Location, Time, Your Actions report (SALTY).

f. Organizational Inspection Program (OIP) Coordinator. The OIP Coordinator directs administrative, logistical, and technical support for matters concerning the USARC OIP. Serves as OIP Specialist and technical advisor in planning, coordinating, and executing the Command and Staff Inspections as part of the OIP. Additionally, the OIP Coordinator advises and assists USARC Staff Directorate counterparts and inspectors on conflicts of interest regarding scheduled inspections and staff visits. Provides oversight for the OIP Master Database for USARC, ensuring Command Inspections, Staff Assistance Visits, and other inspections and evaluations are fully integrated with the command master database. Coordinates with MSC OIP coordinators, USARC Staff OIP counterparts, and staff inspectors to schedule OIP and conference activities to obtain scheduling information for inclusion in the master database.

(1) Review OIP compliance of USAR staff and MSCs and report results to the commander through the USARC Deputy Chief of Staff, G-3/5/7.

(2) Coordinate to fill requests from subordinate commands' OIP coordinators for the USAR Automated Inspection Program (AIP) mobile training teams (MTTs) with the USARC Headquarters IG.

(3) Develop and publish the annual USARC OIP written guidance.

(4) Publish and maintain the USARC master calendar of inspections, Staff Assistance Visits (SAVs), and other assessments of the Headquarters (HQ) and MSCs, as defined in AR 1-201, paragraph 3-1.

(5) Plan and coordinate the USARC staff's quarterly Quality Assurance Working Group (QAWG) meetings. At the QAWG, verify AIP is used by the USARC staff to schedule and record results of inspections, SAVs, and other assessments as defined in AR 1-201, paragraph 3-1, and verify that inspection standards are updated at least semi-annually.

(6) Maintain a consolidated USARC staff point of contact list for AIP functional/subject areas.

(7) Maintain a consolidated list of MSC OIP Coordinators.

(8) Develop an annual schedule to review each MSC's OIP execution progress.

10-4. Global Force Management Division

Serves as the G-33 lead for identifying and sourcing USAR forces in support of the Global Force Management Allocation Plan (GFMAP), Army Service Requirement (ASR), Contingency Response Forces (CRF), Follow on Forces (FOF), and Mobilization Support Forces (MSF) IAW the USAR Regionally Aligned Readiness & Modernization Model (ReARMM). ReARMM provides the unit lifecycle management model that balances current demand with modernization. As the USAR force provider to FORSCOM, provide force capability sourcing

solutions to meet Combatant Commander's requirements.

a. Conducts strategic and operational planning and coordination with USAR MSCs and FORSCOM to shape and develop policies and business practices, which enhance the USAR's capabilities in support of the National Military Strategy (NMS).

b. Ensures the USAR capabilities are understood, and optimally utilized IAW established doctrine and the intent of the USARC CG.

c. Serves as G-33 representative to the FORSCOM, CCMD, USAR Staff (OCAR and USARC), and MSCs in support of operational requirements.

d. Responsible for analyzing, coordinating, and nominating units for theater specific requirements for USAR capabilities.

e. Develop business rules to prioritize unit allocation for USAR units against ReARMM and process justification for non-concurs.

f. Validate and approve Mobilization and Deployment Information System (MDIS) orders.

g. Serve as G-33 representative at FORSCOM Sourcing Conferences.

10-5. Mobilization Division

Plan, organize, control, and direct USAR mobilization orders processing operations. Proponent for USAR mobilization orders processing. Process requests for unit and individual alerts, de-alerts, mobilizations, demobilizations, amendments, extensions, execution orders, requests for forces (RFF), request for support (RFS), and hardships. Develops, coordinates, and disseminates mobilization policy for planning, and policy execution, for all phases of mobilization from Presidential Selected Reserve Call-up through Total mobilization for mobilization and deployment of USAR forces to augment supported Combatant Commanders and for Army Service Requirements. The mobilization division consists of a Chief of Mobilization, Unit Mobilization Branch, Individual Mobilization Branch, and Mobilization Plans and Policy Branch.

a. Manages USAR mobilization processes.

b. Manages Requests for Orders (RFOs) for unit and individual alerts, mobilizations, demobilizations, amendments, extensions, execution orders, RFF, RFS, and manages the coordination for processing hardship requests.

c. Requests Derivative Unit Identification Code (DUIC) in support of mobilization.

d. Manages approval process for Department of the Army Mobilization Processing System (DAMPS) packets for the USAR.

e. Represents USARC G-33 at Multi-Component Joint Assessment conferences with First Army to authenticate mobilization deployment timelines for USAR units.

f. Validates Contingency Operation – ADOS (CO-ADOS) requirements in support of contingency operations, which are funded by Military Personnel, Army (MPA).

g. Analyzes, validates, and obtains HQDA approval for mobilization augmentation requests from subordinate units.

h. Validates and approves TOD requests for individual USAR Soldiers.

i. Proponent for drafting and publishing the USAR Mobilization Plan to supplement the Army Mobilization Plan and FORSCOM mobilization regulations. Provides recommendations to revise and adapt Army Total Force mobilization policies and authorities as required to ensure continuous access to cohesive USAR units.

j. Provide analysis, recommendations, oversight, and distribution of USAR equities related to all Army Mobilization Enterprise (HQDA, FORSCOM, IMCOM, AMC, United States Army Medical Command (MEDCOM), and First Army) policies, regulations, and guidance.

k. Provides information in conjunction with G-33 Readiness to support USAR participation in Joint Staff, Department of the Army, and FORSCOM directed mobilization exercises.

l. Coordinates sourcing of Army service requirements with G-33 Global Force Management (GFM), FORSCOM, MSCs and HQDA.

10-6. Readiness Division

Serves as the lead for reporting, synchronizing, events, special projects, working groups, operational planning teams, and emerging requirements to improve USAR unit readiness. Manages USAR readiness in accordance with 10 USC 117, *Readiness Reporting System*, Regionally Aligned Readiness and Modernization Model, Operation Orders, regulations, and directives. Develops and publishes readiness reporting guidance to the MSCs and units, makes recommendations to improve unit readiness, and implements actions to enhance unit readiness conditions. Ensures the Command and unit higher headquarters have full and accurate situational awareness of unit readiness. Critical function is the Unit Status Reporting requirements as defined by HQDA, Joint Staff, and USC.

a. Readiness Synchronization Branch. Primary responsibilities are in-depth unit readiness analysis and reporting. The branch:

(1) Coordinates unit-level readiness and synchronizes MSC readiness management in accordance with the Commander's Unit Status Reporting (CUSR) System as defined in AR 220-1, *Army Unit Status Reporting and Force Registration – Consolidated Policies*.

(2) Responsible for oversight of operational/tactical readiness and capability of USAR forces. Establishes and promulgates readiness criteria for USAR forces to meet the requirements of published Operations Orders, contingency plans, and operational deployments.

(3) Provide readiness data in support of HQDA, the office of the Secretary of Defense, Combatant Commands, the Joint Staff, and Congress. Coordinates readiness and resource issues and actions with officials from the Executive Branch and Legislative Branch through OCAR.

(4) Lead proponent for depictions of USAR Readiness. Prepares and provides depictions of unit readiness, and resource shortfalls to USARC leadership, FORSCOM leadership, and HQDA.

(5) Lead proponent for the monthly FORSCOM Reserve Component Readiness Review, quarterly HQDA Deficiency Memorandum (in coordination with OCAR, drafts the monthly HQDA Total Army Readiness Review (TARR) (readiness data), Joint Quarterly Readiness Reviews (JQRR), and lead for planning and work group activities initiated and directed by higher headquarters.

(6) Coordinates and provides input into plans, policies, and programs impacting training readiness throughout Current Operations, Mobilization, and Deployments of the USAR impacting training readiness.

(7) Represents G-33 equities during the USARC FVC, which is comprised of staff representatives lead by G-3/5/7 Force Management. Identify readiness shortfalls and issues early and provides solutions which result in activating or converting USAR units reach C3 or better prior to the effective date (EDATE). The RD provides data on overall readiness ratings and identifies and monitors all critical Functional Area Milestones that each unit must complete prior to EDATE.

(8) Manages the USAR portion of the Unit Identification Code Information Officer (UICIO) duties in the JCS Defense Readiness Reporting System-Army (DRRS-A) database. Processes Basic Identity Data Element actions. Performs a select Command Unit Identification Code (UIC) functions for unit mobilization.

b. Readiness Operations Branch. Primary responsibility to ensure Mission Force (Allocated) units meet manning, training, maintenance and equipment readiness standards at the time of Mobilization Force Generation Installation arrival.

(1) Coordinates unit-level readiness through a series of reviews starting with Notification of Sourcing Plus Sixty Days (NOS+60) mission analysis through Home Station and Mobilization Station arrival. Readiness reviews include NOS+60, Multi-Component Joint Assessment, Road-to-War / Road-to-Readiness, Readiness Progress Reviews, Mobilization Readiness and Movement Working Group and Mobilization Synchronization Board.

(2) Conducts enhanced staff coordination to identify and implement corrective actions ensuring all units meet readiness goals.

(3) Ensures USARC Command has full and accurate situational awareness of unit readiness through weekly Staff Estimates and Operations, Readiness and Training briefings.

c. Readiness Training Branch. Provides direct support to the Operational and Functional Major Subordinate Commands with Subject Matter Expertise, liaison support, deliberate lines of communication into the processes and organizations with the principle focus to resolve readiness issues. This branch interacts within the U.S. Army Reserve Command headquarters staff on behalf of the Operational and Functional Major Subordinate Commands petitioning for support and resources to resolve readiness inhibitors and systematic issues impacting readiness at all levels. Core functions include:

(1) Develops and distributes the Chief of the Army Reserve unit readiness and information references.

(2) Coordinate and manage readiness review related command issues for resolution.

(3) Conduct in-depth readiness analyses.

(4) Executes the knowledge management functions within the division and in support of the G-33 directorate.

(5) Develops and distributes executive level readiness information, metrics, and references.

(6) Manages readiness targets and goals to synchronize and support current and future sourcing and resourcing decisions in accordance with the Army Reserve supply-based force provider strategy.

d. Readiness Movement Cell (Provisional). The Movement Readiness Cell (a provisional structure) manages the G33 mobility deployment program by identifying, and planning, movement and deployment operations concepts and/or requirements.

(1) Participate in workgroups representing G-33 that identify movement shortfalls and provide solutions endorsed by G-3/5/7 leadership.

(2) Work with external movement partners such as HQDA, Surface Deployment and Distribution Command (SDDC), Army National Guard (ARNG), FORSCOM G-35, FORSCOM Strategic Movement Cell, and USARC Staff (i.e., G-4, G-35, G-37) to gather information that affects the mobility of mobilizing units.

(3) Nest the Movement Cell Battle Rhythm with the Readiness process already established Road to War (RTW) Man-Day Resource Model (MRM), RPR, Multi-Component Joint Assessment (MCJA), etc.)

(4) Provide strategic level analysis and advisement of movement for current operations and Large-Scale Combat Operations (LSCO).

(5) Provide technical guidance and assistance to mobilizing units, and assist the chain of command in preparing, maintaining, and executing movement plans.

(6) Track organizational equipment list (OEL) completion and unit deployment list (ULN) validation progress for mobilizing units, ARF units or equivalent, and ensure timely submission.

(7) Implement and report unit movement readiness metrics using the USAR Mobility Status Report (MSR).

(8) Verify units have trained and certified Unit Movement Officer (UMO), Container Control Officer (CCO), and HAZMAT personnel, Transportation Coordinator's-Automated Information for Movements System II (TC-AIMS II), Integrated Computerized Deployment System (ICODES), Load Teams, and Air Load Planner for mobilizing and ARF units.

(9) Perform random Audits of mobilizing and/or contingency response force units for movement readiness.

10-7. Homeland Operations Division

a. Provides oversight of USAR Homeland Defense (HLD), Homeland Security (HLS), and

DSCA activities, and coordinates the integration of USAR forces into the DoD/DA/USNORTHCOM plans for defense against Weapons of Mass Destruction (WMD) as initially outlined in Defense Reform Initiative Directive (DRID) 25 and in support of Chairman of the Joint Chiefs of Staff (CJCS) Chemical, Biological, Radiological, and Nuclear (CBRN) Response Execute Order (EXORD).

b. Provide oversight and expertise relating to defensive actions involving CBRN, and operations, training, logistics, and force requirements for USAR CBRN units involved in HLD and HLS activities/operations.

c. Advises senior USAR leaders, higher headquarters, and other governmental agencies on USAR capabilities in the preparation of USAR units to support Consequence Management Operations in response to a domestic or foreign CBRN/WMD incident.

(1) Coordinates with USAR staffs, Joint and inter-service staffs, and other governmental agencies, such as Federal Emergency Management Agency (FEMA), National Fire Academy, and Environmental Protective Agency (EPA) on the development of plans and implementation of the Defense Against WMD Act of 1996. Coordinates the review of HLD/HLS Contingency Plans (CONPLAN), directives, and publications and provides guidance on these publications to appropriate headquarters. Implements USAR programs to enhance Federal, State and local emergency first responders during CBRN Consequence Management operations.

(2) Coordinates changes to approved chemical doctrine and Mission Training Plan (MTP) development for CBRN reconnaissance and decontamination with the US Army Chemical School (USACMLS) and Maneuver Support Center of Excellence (MSCoE). Coordinate training opportunities to enhance USAR capabilities to respond to domestic WMD incidents.

(3) Coordinates with HLD/HLS/DSCA governmental and non-governmental agencies for USAR participation in HLD/HLS/DSCA exercises and attends in-process reviews (IPR)s and conferences. Coordinates with FORSCOM/USNORTHCOM for TRO of the CBRN reconnaissance and decontamination training program. Tracks training readiness of the USAR CBRN reconnaissance and decontamination units. Provide input to the USAR HAZMAT certification training. Provide training support for DoD HLD/HLS programs and is the Executive Agent providing TRO of USAR Elements assigned to the ongoing HLD/HLS mission sets.

(4) Determines USAR Emergency Preparedness Liaison Officer (EPLO) / Regional EPLO (REPLO) requirements to support National Special Security Events (NSSE), Special Event Assessment Rating (SEAR) events, and incident response under the National Response Framework (NRF).

(5) Determines Regional Emergency Management Specialist (REMS) requirements to conduct unit DSCA training, and to support units conducting DSCA operations. Directs the training and support activities of REMSs. Determines needs, and in coordination with REMSs, conducts DSCA training based on regional threat/hazard.

(6) Develops and implements USAR policy for the defense against CBRN/WMD. Recommends response strategies to a CBRN incident. Develops an HLD/HLS/DSCA focused WMD program that will enhance Federal, State, Tribal, and Local emergency responders' capabilities in the event of an incident. Acquires and maintains WMD information and references required to determine assistance required to provide DSCA.

(7) Coordinates CBRN Response Enterprise (CRE) operations for the USAR by providing the Command and Control Response Element (C2CRE)-A and by supplementing C2CRE-B and the Defense Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Response Force (DCRF) with additional operational forces as directed by FORSCOM.

(8) Responsible for planning and participation in support of incident response exercises in coordination with partner organizations such as HQDA, USNORTHCOM/USINDOPACOM, and FEMA. Develops capability solutions for identified incident response municipality shortfalls. Provide a capability to conduct DSCA operations based on a request from civil authorities.

(9) Coordinate with USARC G-37 for planning and participation in support of incident response exercises.

Chapter 11
Assistant Deputy Chief of Staff, G-34 (Protection)

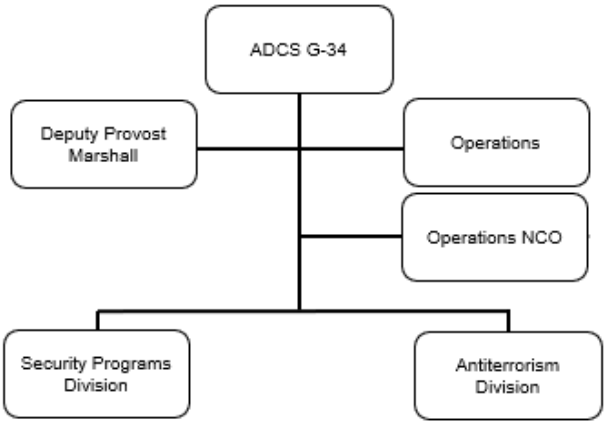

Figure 11-1. Assistant Deputy Chief of Staff, G-34 Organizational Chart

11-1. Mission and responsibilities

a. Mission. Coordinates, integrates, and synchronizes the functions of the Army Protection Program (APP) to maximize unity of effort and facilitate informed decision making and resource allocation to manage risks relative to the security of the Army Reserve. The Directorate's day-to-day mission consists of managing and synchronizing integrated processes designed to ensure the availability, function, and resilience of USAR capabilities and assets critical to carrying out assigned missions.

b. Responsibilities.

(1) Conducts direct command-level oversight, management, supervision, policy, and resourcing of the Protection Program.

(2) Executes all Command-level requirements of the Army Protection Program (APP) and provide management oversight of APP execution throughout the Command.

(3) Provides policy, guidance, oversight, and management of the execution of Army Insider Threat program functions. Serve as Army Reserve lead for "Insider Threat as a System" and Insider Threat Working Group (InTWG) activities.

(4) Ensures proactive and consistent protection-focused strategic communications.

(5) Manages all aspects of protection doctrine, guidance, resourcing, organizations, training, materiel and technology, leader development and education, personnel, facilities, and policy (DOTMLPF-P).

(6) Establish and maintain protection program internal controls and program evaluation criteria and standards.

(7) Supports operational objectives and serves as the primary staff office for coordination and execution of the DoD Mission Assurance Strategy.

(8) Manages, formulates, and publishes authoritative policy implementation guidance for the following APP functional elements (Antiterrorism, Emergency Management (EM), Critical Infrastructure Risk Management, Physical Security, Electronic Security Systems (ESS), Crime Prevention, High Risk Personnel Security and Operations Security Programs.

(9) Establishes and implements Army Reserve policy, guidance and resourcing for conducting protection activities.

(10) Develops and manages the Army Reserve Critical Asset List (ARCAL).

(11) Supports the Protection Executive Committee (PEC) and serves as the integrator for USAR Protection initiatives.

(12) Coordinates and synchronizes protection functions with USAR staff, higher headquarters, ARNORTH and Army Reserve Major Subordinate Commands.

(13) Provides centralized program management and ensures decentralized program-related execution.

(14) Develops, manages, and oversees execution of program resources. Manages program-related functional training.

(15) Establishes program assessment methodologies, manages Command-level program and functional assessments, and oversees execution of subordinate command assessment programs.

(16) Assistant Deputy Chief of Staff G-34 Director / Provost Marshal.

(a) Directs and manages USAR Protection Program functions under the staff supervision of the DCS, G-3/5/7.

(b) Provide expertise and program management for all matters involving the employment, training, operation, and direction of USAR Military Police, security management, and protection program functions.

(c) Coordinates policing, security, antiterrorism, and emergency services support with subordinate organizations, other staff sections, and higher headquarters to ensure the protection of personnel, security of facilities, and preservation of combat power for the entire USAR component of the United States Army.

(d) Represents USAR equities at meetings and conferences for plans, policies, and decisions on Protection with authority to commit USAR Antiterrorism, Physical Security, Law Enforcement, Critical Infrastructure Risk Management, Operations Security, and Emergency Preparedness (EP) program resources.

(e) Provide overall direction and prioritization for PPBE to PMs for MDEPs for Anti-terrorism (VTER), Installation Preparedness Program (VIPP), Physical Security (QPSM), Law Enforcement (QLPR), and the Operations Security portion of (WDAC).

(f) Represents the USAR in APP forums. Represents G34 equities at APP Working Groups, serves as USAR lead in APP CoCs, and coordinates USAR senior leader representation in APP General Officer Steering Committee and APP Board of Directors meetings (AR 525-2, *The Army Protection Program*).

(17) Deputy Provost Marshal.

(a) Serves as USAR proponent and coordinating staff element for Military Police (MP) Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF).

(b) Provide advice and assistance related to MP functions with FORSCOM, TRADOC, Office Provost Marshal General (OPMG), and the 200th MP Command to ensure USAR readiness for current and future operations.

(c) Manages criminal history reporting to the National Crime Information Center (NCIC), law enforcement related reporting, and other Provost Marshal activities.

(d) Supports USAR funded garrisons, reviews installation Law Enforcement programs, provide liaison with Installation Management Command and HQDA.

(e) Provide policy management for the execution of Army Insider Threat program functions in the USAR; serves as USAR lead for “Insider Threat as a System” and Insider Threat Working Group activities.

11-2. Operations

a. Integrate and synchronize with the USARC headquarters planning horizons in current operations, future operations, and plans.

b. Consolidate, coordinate, and prepare plans and orders for the directorate.

c. Manage G-34 input to the command training guidance.

d. Monitor receipt and respond to Army, ARNORTH, FORSCOM and USARC messages and taskings.

e. Coordinate directorate participation and compliance with internal headquarters training, exercises, special event requirements.

f. Consolidate directorate inputs to Army Reserve Campaign plan.

g. Track progress of key task completion in support of major objectives.

h. Integrate and synchronize with the headquarters planning horizons in current operations, future operations, and plans.

i. Provide Military Police / Provost Marshal advice to Army Reserve leaders. Receive, analyze, and provide recommendations regarding Law Enforcement operations, policies, taskings, issues, and requirements.

j. Receive, analyze, and provide recommendations to HQDA OPMG for Military Police DOTMLPF-P initiatives.

k. Develop and coordinate staff recommendations for the execution of Army Reserve Military Police training and operations.

l. Assist in coordinating Military Police functions with FORSCOM, TRADOC, OPMG, and the 200th MP Command to ensure Army Reserve readiness for current and future operations.

11-3. Security Programs Division

a. Develop and direct physical security plans, analyses and activities for the Army Reserve.

b. Advise Army Reserve leaders, managers, and staff on all PS program and policy matters.

c. Provide senior level policy guidance for the establishment and operation of an effective Command Physical Security program.

d. Serve as the Army Reserve technical authority for the development of physical security objectives, plans, policies and requirements.

e. Ensure synchronization of physical security with related security and protection programs and functions, providing advice and guidance to ensure successful integration of physical security into comprehensive security and protection plans and policies.

f. Contribute to Army Reserve Protection Working Group and Threat Working Group meetings.

g. Serve as senior level physical security representative for the Army Reserve at HQDA and FORSCOM level boards, conferences, and workshops. Designated as the CAR's representative on the HQDA Physical Security Equipment Action Group (PSEAG).

h. Develop program objectives, policy directives, and guidance on physical security matters.

i. Conduct liaison with HQDA G34 and OPMG, the National Guard Bureau (NGB), FORSCOM, IMCOM, other services, federal, state, and local agencies on Physical Security matters.

j. Represent the Provost Marshal and DCS G-3/5/7 in meetings and conferences to present and explain USARC plans, policies, and decisions on physical security with authority to commit Army Reserve Physical Security program resources.

k. Assess physical security and protection policies and systems to ensure a comprehensive, active, and viable physical security program.

l. Serve as Career Program 19 (Physical Security and Law Enforcement) Activity Career Program Manager for the Army Reserve.

n. Monitor security procedures for Physical security of AA&E

o. Analyze information received on loss/theft/recovery of AA&E.

p. Develop guidance for mitigation of Physical Security vulnerabilities.

q. Prepare information and planning considerations for the synchronization and coordination of physical security with antiterrorism, operations security (OPSEC), crisis action planning, and

emergency management.

r. Develop, coordinate, and manage PS training, education, and professional development programs of Civilian PS inspectors, IDS alarm monitors, and PS specialists as well as military additional duty-appointed PS officers and NCO's throughout the USAR.

s. Conduct PS program training and information briefings to CDRs and other leaders in pre-command courses and other forums.

t. Provide PS and protection awareness throughout the USAR, using the command information program and other strategic communications initiatives.

u. Ensures physical security and protection awareness throughout the Army Reserve using the command information program and other strategic communications initiatives.

v. Manage Physical Security program (MDEP - QPSM) resources

w. Develop and prioritize resource requirements in support of program objectives.

x. Review and prioritize all Army Reserve Physical Security requirements and coordinates with HQDA OPMG, USARC staff, Army Reserve installations, and Readiness Divisions for the proper justification and allocation of those requirements.

y. Represent the Army Reserve at HQDA physical security requirements determination forums and other funding panels.

z. Monitor execution of budgeted Physical Security funds.

aa. Develop and review un-resourced requirements and approve changes to spending during the execution year.

ab. Develop and implement Physical Security program funding execution guidance for the Army Reserve and subordinate commands.

ac. Analyze requirements and distribute funding to subordinate commands and Army Reserve installations.

ad. Develop procurement strategies in order to provide maximum use of Army Reserve resources in all types of contingencies.

ae. Coordinate with all Protection MDEP managers to ensure program synchronization and nesting.

af. Conduct program analysis and develop long-range plans to improve effectiveness.

ag. Direct changes and implement better business practices for USAR Physical Security.

ah. Evaluate and assess program effectiveness using Installation Status Report (ISR) processes and metrics.

ai. Manage the USARC ESS program.

aj. Centrally manage the Army Reserve Physical Security Compliance Inspection program, including policy, resources, and reporting.

a*k.* Manage Law Enforcement resource allocation (QLPR)

al. Analyze requirements and distribute funding for personnel and operating costs associated with Army Reserve installation law enforcement to include, but not limited to; salaries, overtime, benefits, material and supplies, equipment and facilities, vehicles, training and management.

am. Monitor installation Directorate of Emergency Services (DES) execution of annual distribution of funds to ensure effective use of resources.

an. Consolidate, analyze, and report resource data to support OCAR Army Reserve Installation Management Division (ARIMD) resource management forums.

ao. Assistance provided to site surveys, design basis threat, construction plan review, and review of contracts and contractor activities.

ap. Conduct staff assistance visits and participate in the OIP. Analyze and provide inspection results. Provide synopsis of key items of concern to the Command Group.

aq. Provide functional expertise support to the Military Police SRC Managers in Force Programs (force structure initiatives) and G-37 (collective training matters), and Military Police Branch Managers in G-37 (individual training matters).

ar. Maintain a positive command relationship with Army Reserve Installation DES and IMCOM Provost Marshal / Protection staff regarding Law Enforcement and Physical Security operations. Focus is on MDEP QLPR and QPSM and policy oversight (e.g., AR 190-45, *Law Enforcement Reporting,* AR 190-11, *Physical Security of Arms, Ammunition, and Explosives*, AR 190-13, *The Army Physical Security Program*, AR 190-51, *Security of Unclassified Army Property (Sensitive and Nonsensitive*, & AR 190-56, *The Army Civilian Police and Security Guard Program*). Ensure compliance with LE management tools such as COPs (Common Operating Picture) and NCIC.

11-4. Antiterrorism Division

a. Serve as the functional proponent for Antiterrorism and establish Army Reserve Antiterrorism Program policy and objectives; coordinate and evaluate policies and procedures consistent with FORSCOM / DA G-34 directives; and provide resources.

b. Ensure Antiterrorism is executed as a unit level combat task and is an integral part of training plans, major training exercises/events, and a special interest item at training management reviews.

c. Assess the posture of the Army Reserve Antiterrorism Program by conducting higher headquarters assessments of each Command at least tri-annually.

d. Assign an Army Reserve Command Antiterrorism Officer.

e. Ensure Antiterrorism policy and guidance at a minimum include:

(1) Risk management (threat assessments, criticality assessments, and vulnerability assessments.

(2) Antiterrorism planning.

(3) Antiterrorism awareness training and command information programs.

(4) Antiterrorism protection measures to protect designated critical assets and information.

(5) Civil and military partnerships.

(6) Force Protection Condition systems to support terrorist threat and incident response plans.

(7) Comprehensive Antiterrorism Program assessments.

(8) Annual Installation Status Report (ISR) Service 602.

f. Determines Antiterrorism Program-level priorities.

g. Participates in HQS USARC Protection Coordination Group and Executive Committee meetings.

h. Manage and synchronize the Emergency Preparedness Program.

i. Establish an Emergency Preparedness Executive Committee or similar forum that meets annually or as required.

j. Assess the posture of the Army Reserve Emergency Preparedness Program at Major Subordinate Commands by conducting higher headquarters assessments of each Command at least tri-annually.

k. Serve as the functional proponent for Emergency Preparedness and establish Army Reserve Emergency Management policy and objectives; coordinate and evaluate policies and procedures consistent with FORSCOM / HQDA G-34 directives; and provide resources. Develop and direct EM planning, analyses, and activities for Army Reserve subordinate Commands.

l. Advise Army Reserve leaders, managers, and staff on unit level EM program and policy matters.

m. Provide senior level guidance for the establishment and operation of an effective Command EP program.

n. Assign an Army Reserve Command Emergency Preparedness Officer.

o. Evaluate the Army Reserve Emergency Preparedness Program annually and provide

policy, guidance, and assistance as required.

p. Validate and prioritize staffing and administrative requirements for Army Reserve Preparedness Program functions. Manage the Installation Preparedness Program (VIPP) Program budget, track resource execution and labor functions. Monitor execution of Emergency Preparedness budgeted funding, un-financed requirements and recommend changes to spending during the execution year.

q. Conduct Emergency Preparedness labor and funding requirements analysis, submit Emergency Preparedness requirements through the PPBE for approval to FORSCOM/DA.

r. Establish policy governing the Emergency Preparedness program management, training, exercises and assessments.

s. Review Army Reserve Emergency Preparedness policy and training to ensure conformity with FORSCOM, US Army North, and Department of the Army Emergency Preparedness policy, guidance and intent.

t. Manage planning, preparation, response, and recovery to prepare subordinate Commands for emergencies; respond appropriately to protect personnel, save lives; and recover and restore operations for mission assurance.

u. Review requests for Army Reserve Emergency Preparedness training to ensure allocation of school quotas support operational requirements.

v. Facilitate relationships between Army Reserve units and local sources of hazard information in order to provide fused hazard/threat information to form a single threat picture.

w. Assess and report on the effectiveness of the EP Program across the Army Reserve.

x. Develop long- and short-range goals and objectives for the EP Program.

y. Responsible for long range Emergency Preparedness planning.

z. Serve as the Army Reserve technical authority for the development of EP program objectives, plans, policies and requirements.

aa. Coordinate Army Reserve Emergency Preparedness Program issues with other agencies.

ab. Represent Army Reserve leadership at conferences, panels and meetings.

ac. Manage inputs to the Installation Status Report (ISR) Service 604 Emergency Preparedness.

ad. Serve as senior level EP representative for the Army Reserve at HQDA, ARNORTH, and FORSCOM level boards, conferences, and workshops.

ae. Conduct liaison with HQDA G34 and OPMG, the NGB, FORSCOM, ARNORTH, IMCOM, other services, federal, state, and local agencies on EM matters.

af. Critical Infrastructure Risk Management (RM):

(1) Develop and direct CIRM planning, analyses and activities for Army Reserve critical assets.

(2) Advise Army Reserve leaders, managers, and staff on Command level CIRM program and policy matters.

(3) Provide senior level policy guidance for the establishment and operation of an effective Command CIRM program.

(4) Provide planning, advice and recommendations regarding CIRM program requirements.

(5) Ensure Army Reserve organizations comply with CIRM requirements.

(6) Serve as the Army Reserve technical authority for the development of CIRM program objectives, plans, policies and requirements.

(7) Ensure synchronization of CIRM with related protection programs and functions, providing advice and guidance to ensure successful integration of EM into comprehensive protection plans and policies.

(8) Serve as senior level CIRM representative for the Army Reserve at HQDA, ARNORTH, and FORSCOM level boards, conferences, and workshops.

(9) Develop program objectives, policy directives, and guidance on CIRM matters.

(10) Conduct liaison with HQDA G34 and the NGB, FORSCOM, ARNORTH, IMCOM, other services, federal, state, and local agencies on CIRM matters.

(11) Represent the G-34 in meetings and conferences to present and explain USARC plans, policies, and decisions on CIRM with authority to commit Army Reserve CIRM program resources.

(12) Assess USAR CIRM policies and systems to ensure that a comprehensive, active, and viable CIRM program.

(13) Manage CIRM asset identification requirements.

(14) Provide policy, guidance, and resources for the conduct of CIRM assessments.

(15) Develop long- and short-range goals and objectives for the CIRM Program.

Chapter 12
Assistant Deputy Chief of Staff, G-35 (Plans)

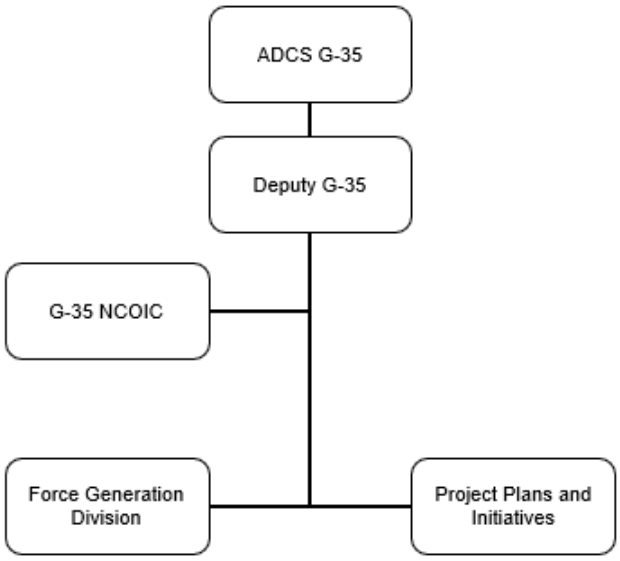

Figure 12-1. Assistant Deputy Chief of Staff, G-35 Organizational Chart

12-1. Mission and responsibilities

a. Mission. Serve as the principal staff office for planning operations for the mid-to long-range planning horizons (18 months to 72 Months). Execute operational planning activities and strategies. Plan, prepare, and issue operational guidance supporting implementation of Army strategic initiatives. The G-35 develops, and coordinates plans and policy with HQDA, FORSCOM, OCAR, and MSCs; plans, coordinates, and synchronizes the cyclic generation of USAR forces to provide mission ready Soldiers and units to support Combatant Commander requirements. The G-35 performs functions associated with operational planning, force resource prioritization and allocations, and sourcing USAR units and Soldiers to support war plans and worldwide contingency operations.

b. Responsibilities.

(1) Conduct mission analysis of higher headquarters plans and orders, and provide risk informed solutions to Senior Leaders, FORSCOM, and MSCs.

(2) Plan, coordinate, and model USAR forces in the Force Generation / Sustainment process.

(3) Plan, coordinate, execute, and synchronize force requirements through the

Sustainable Readiness Model (SRM) construct based on the CG's intent and guidance.

(4) Plan, coordinate, and synchronize Force Projection and Force Generation capabilities.

(5) Develop and coordinate USAR priorities and provide input to the Department of the Army Resource Priority List (DARPL), Army Mission Command efforts, and other initiatives directed by higher headquarters.

(6) Synchronize USAR plans and operations to Army Strategies; integrate FORSCOM Campaign Plan into the USAR Plans Framework.

(7) Develop, manage, and publish the USAR Force list.

(8) Prioritize and optimize USAR input to senior headquarters for resources, structure, manpower, equipment, and financial equities.

(9) Conducts USAR operational and strategic force planning.

(10) Plans USAR support of war plans, contingency plans, special plans, military operations, and peacekeeping operations.

(11) Analyzes and synchronizes the operational readiness of USAR forces.

(12) Develops policy, program guidance, and allocation of resources.

(13) Establishes overall resource and force utilization priorities for the USAR.

(14) Staff proponent for the ADP 5-0, *The Operations Process*, and AR 525-29, *Force Generation – Sustainable Readiness.*

(15) Staff Proponent for USARC MOA/MOU. Including maintaining the MOA/MOU Library.

(16) Coordinate Initiative planning and monitor execution new Initiatives for the USARC Chief of Staff.

12-2. Force Generation Division

Lead the USARC efforts in planning and implementing operational activities and strategies, pertaining to force generation models and Regionally Aligned Forces (RAF). Plans, prepares, and provides operational guidance to transition USARC subordinate commands in evolving Army strategies.

a. Provide the link between long term strategic planning and operational planning of USAR initiatives and objectives. Manages the USAR's mid-range to long-range deliberate planning actions to develop, integrate, and synchronize all external and internal processes related to USAR forces.

b. Supports USAR policy planning efforts to achieve USAR strategic goals and objectives that support the National Security Strategy (NSS) and the NMS.

c. Develops and publishes USAR guidance, procedures, business rules, and processes to support the implementation of the SRM.

d. Provide Force Generation planning, coordination, and implementation to provide USAR forces in support of strategic and operational objectives. USAR lead for developing rotational package capabilities and unit alignments in accordance with Force Generation doctrine.

e. Lead for micro level detail of the Force Generation Master List and for Sustainable Readiness policy, business rules, and implementation.

f. Prepares and disseminates USAR guidance, establishes business practices, and develops strategies that support the long-term vitality of the USAR.

g. Prepares, coordinates, authenticates, publishes, and distributes Planning Orders (PLANORDs) and WARNORDs.

h. Manage future plans coordination with OCAR G-35 Plans, Commander's Initiative Group (CIG), FORSCOM, and MSCs.

i. Produce risk analysis and cost studies of short-term and long-term plans and the impact of those plans on USAR units, Soldiers, and families.

j. Produces databases to support in depth statistical studies of the force packaging and

Sustainable Readiness sourcing processes and link to the Army Synchronization Tool (AST).

k. Conducts Wargames of USAR capabilities and match theater demand to the available force supply of USAR units.

l. Develops and conducts annual statistical studies of present or past USAR unit deployments to identify trends by SRC. Produce reports for the USAR Command and staff, DA staff, and Congress with statistical studies conclusions.

m. Conducts deliberate planning for USAR force utilization in Combatant Commander's areas of operations.

n. Provide Force Generation briefings to internal USAR staffs as well as DA, OSD, and Secretariat members as requested to enhance the USAR's efforts to support Sustainable Readiness through the current and bridging phases.

o. Represents G-35 equities at internal and external conferences, workshops, and other events.

p. Manages and provides resource priorities relating to USAR force structure and internal processes to include programming and budgeting, provides integrated macro alternative for POM decisions, and input and analysis on force structure actions and transformation that may impact future operational requirements.

12-3. Project Plans and Initiatives

Serves as the G-35 lead for deliberate planning and establishment of Operational Planning Groups (OPG).

a. Plans, prepares, and provides operational guidance to the USARC Headquarters and Major Subordinate Commands.

b. Conducts operational planning and coordination with Major Army Commands to shape and develop policies and business practices, which enhance Army reserve capabilities.

c. Coordinates MOA/MOU staffing for Senior Leader Approval Process (SLAP).

d. Serve as G35 lead for the IAP process. Including management of the IAP Council of Colonels, General officer Steering Committee and the Commanding General IAP Updates.

e. As IAP manager, coordinates across USARC and OCAR staffs to develop staff plans which address longstanding issues or readiness concerns affecting the United States Army Reserve.

f. G-35 Strategic Management System (SMS) Local Administrator will support the facilitation of SMS development for owners and action officers of IAP products.

g. Publishes, reviews, and updates the IAP SOP.

h. Prepares and disseminates USAR guidance, establishes business practices, and conducts deliberate planning that support Command guidance.

i. Serve as G-35 MOA/MOU manager for the Army Reserve.

j. Maintains the MOA/MOU Online Library.

k. Publishes, updates MOA/MOU processing Guidance and approval authorities.

Chapter 13
Assistant Deputy Chief of Staff, G-37 (Training)

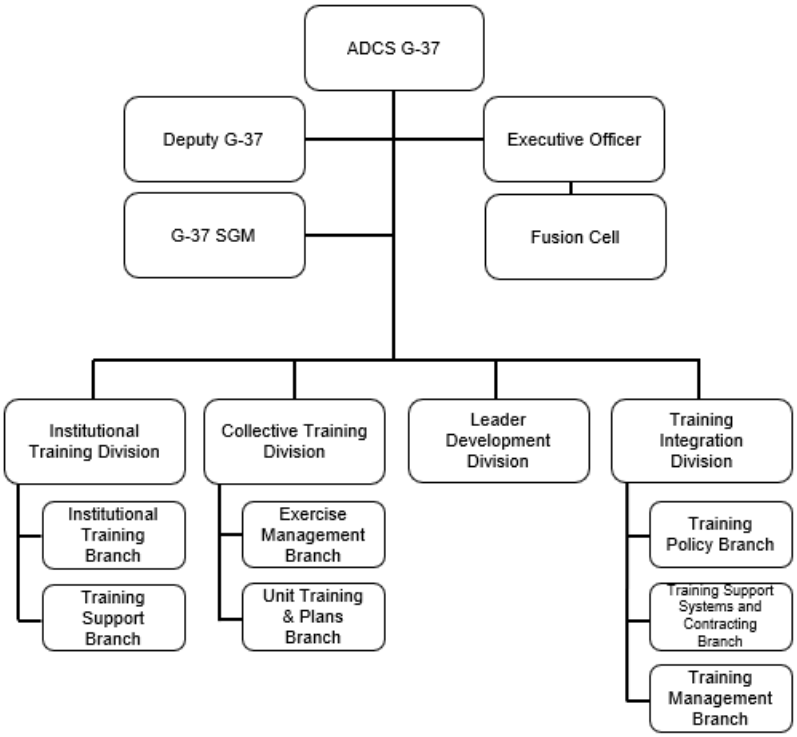

Figure 13-1. Assistant Deputy Chief of Staff, G-37 Organizational Chart

13-1. Mission and responsibilities

a. Mission. The G-37 plans and provides training strategies, guidance, policies and programs, manages and oversees USAR Individual, Leader, and Collective training and manages USAR training facilities, enabling Commanders to create and sustain trained Soldiers, civilians, qualified leaders, and ready units.

b. Responsibilities. Advise the CG, USARC for all training programs, resources, and activities. The director is the senior planner, programmer, and coordinator of individual training, collective and leader training for all USAR units and the Operations and Plans Officer, Sergeant Major, and Senior Training Officer support these activities. The G-37 is directly responsible to the DCS, G-357 for planning, coordinating and programming USAR training strategies, Command Training Guidance, and policies to enable USAR Commanders to develop and sustain trained Soldiers, leaders, Civilians, battle staffs, and units in support of Army Force Generation requirements.

(1) Provide staff oversight and management to the Commanding General for all matters relating to the training of USAR leaders, Soldiers, Civilians, and units.

(2) Establishes training strategies, requirements, programs and policies.

(3) Manage individual and institutional training, less initial entry training for officer and enlisted personnel and aviation.

(4) Manage and schedule unit collective training, less aviation.

(5) Develop and Implement USAR training strategies and training support structures.

(6) Provide staff oversight and management of USAR training support systems for unit training requirements and installation training infrastructure programming and development.

(7) Manage training related MDEPs, training contracts, POM training inputs, and proper resourcing of Army Reserve Training Strategy (ARTS).

(8) Assistant Deputy Chief of Staff G-37. The ADCS G-37 is the principal advisor to the CG for all training programs, resources, and activities. The G-37 is the senior planner, programmer, and coordinator of individual training, collective and leader training for all USAR units. The G-37 is directly responsible to the DCS, G-3/5/7 for planning, coordinating and programming USAR training strategies, Command Training Readiness Guidance, and policies to enable USAR Commanders to develop and sustain trained Soldiers, leaders, Civilians, battle staffs and units in support of Army Force Generation requirements.

(9) Deputy G-37. The deputy shares full program and managerial responsibilities with the Director of G-37 for the successful operations of the organization. The Deputy Director provides oversight of staff for daily support and execution of USAR training missions.

(10) G-37 Sergeant Major. The principal advisor to the ADCS G-37; supervises the execution of all aspects of training programming, planning, execution, and readiness for Individual, Leader, Institutional, and Collective training programs.

(11) Executive Officer.

(a) Manage the G-37 TDA structure and recommend changes.

(b) Manage Personnel Status Report (Daily/Monthly).

(c) Manage, track, and report administrative suspense(s).

(d) Review and update G-37 correspondence.

(e) Record Management and Personnel Files.

(f) Physical Security Management actions.

(g) Manage all aspects of Director and Deputy Director travel to include travel and activity itineraries.

(h) Manage all military and Civilian actions to include evaluations (NCOER/OER), awards, and leave/passes.

(i) Maintain property accountability of all Directorates' equipment.

(j) Supervise directorate's operations to ensure effective distribution of workload of taskers/actions.

(k) Maintain and manage Director and Deputy Director calendars

(l) Manage UMR, track personnel in-bound and out-bound movement.

(m) Oversee military personnel readiness to include evaluations, assignments, histories, recommendations for awards, leave, in/out processing, and process requests for replacements or realignments within G-37.

13-2. Fusion Cell

The Fusion Cell reports to the G-37 Executive Officer. The mission is to assist in the creation, organization, integration and sharing of knowledge to facilitate shared understanding and learning while enabling effective decision making within the directorate.

a. Coordinates the integration and synchronization of institutional, collective, training integration, and leader development training to facilitate visibility and enable interoperability.

b. Oversees G-37 KM Assist with developing KM skills, SharePoint essential capabilities, and drive awareness of KM organizational benefits. Update G-37 email distribution lists and SharePoint site.

c. Responsible for facilitating and maintaining Directorate Battle Rhythm and Events.

d. Process and monitor incoming actions in Enterprise Task Management Solution System (ETMS2) and Automated Message Handling System (AMHS) for orders and mission assignments affecting the G-37.

e. Review, edit and coordinate all G-37 WARNOs, OPORDS, FRAGORDs and incoming outgoing operational correspondence for quality assurance.

13-3. Institutional Training Division

Coordinate, integrate, and synchronize Individual and Institutional Training to support USAR

Army Program for Individual Training (ARPRINT). Analyze and evaluate USAR Training Structure (capacity, capability, and resourcing) to execute ARPRINT. Coordinate Institutional Training policy, regulations, and procedures with DA, FORSCOM, NGB, and TRADOC to support the Army Campaign Plan (ACP) / Army Reserve Campaign Plan, vision, mission, and Strategy. Manage and maintain the Army Training Requirements Resources System (ATRRS) for requirements. Validate USAR TRAP & SMDR requirements. Serve as the G37 PM for all MDEPs that support Institutional training. Coordinate with 80th Training Command, TRADOC, and Army proponent schools and Army Training Centers.

a. Institutional Training Branch.

(1) Principal staff advisor to the ARPRINT execution, ensuring proper resourcing of individual Military Occupational Specialty Transition (MOS-T), enlisted MOS specific PME training per Program of Instruction (POI).

(2) Review AC and RC Training Requirements Analysis System (TRAS) documents including Course Administrative Documents (CAD) and POI for MOS-T, NCOES, functional and ASI producing courses.

(3) Develop plans to include the review of proposed strategies and policy documents to ensure synchronization of USAR Individual Training.

(4) Coordinate with appropriate USAR Training Commands and subordinate Training Divisions to determine USAR training support structure.

(5) Coordinate Institutional Training Policy and procedures with HQDA and TRADOC schools to ensure One Army School System (OASS) compliance.

(6) Coordinate USAR institutional training policy and procedures with HQDA G-37, TRADOC, NGB, and proponent schools.

(7) Develop concepts for efficient individual training concepts, strategies, and structures for the USAR.

(8) Create and publish automated taskers to conduct MOS Critical Tasks Site Selection Boards (CTSSB).

(9) Representative for USAR in Institutional CoCs.

(10) Representative for USAR in the One Army School System Training Management Forum (OATMF).

(11) Plan and coordinate USAR support to Reserve Officer Training Corps (ROTC) Summer Camp and Initial Military Training (Echo) mission.

(12) Review and manage USAR inputs into Total Army Centralized Individual Training Solicitation (TACITS) process.

b. Training Support Branch.

(1) Manage ATRRS database for the USAR.

(2) Manage the Air Force Oracle Training Administration (OTA) database to obtain training seats for USAR Soldiers.

(3) Collaborates with the Institutional Training Branch and the Leader Development Division to balance school quota distribution.

(4) Validate USAR school training capacities throughout the TRAP and SMDR processes and update as required.

(5) Validate USAR requirements for training seats through the Air Force Training Management Cycle.

(6) Provide oversight to USAR Training Commands to ensure classes built in ATRRS IAW the ARPRINT.

(7) Provide data analysis and information support for transformation planning, prioritization, resource management, subordinate unit mission assignments, mobilization operations, and readiness reviews and provide support to CMF managers.

(8) Facilitate and Coordinate with TRADOC for mission resourcing, specifically regarding requests for Off-Line TRAPs and Mobile Training Team (MTT) support.

(9) Provide individual training guidance and assistance to subordinate commands on doctrinal, process and structural changes.

(10) Assist MSCs with scheduling Soldiers for individual and institutional training courses.

Coordinate with AC schools and NGB to obtain MOS-T, ASI, Special Qualification Identifier (SQI) and functional training seats as required seats.

(11) Update ATRRS to reflect approved school/course site selection IAW POI.

(12) Conduct Schools Managers Training Courses.

(13) Lead for the Army Reserve Readiness Training Command (ARRTC) Quota Manager Training and ATRRS Basic Courses.

(14) Represents the G-37 at RC SMDR and SMDR.

13-4. Leader Development Division

Shapes and operationalize the Army Leader Development Strategy across the USAR. Synchronizing the institutional, operational and self-development domains to increase readiness and develop leaders. Develop related guidance and manage select Functional Training, Professional Military Education courses, and broadening opportunities to enhance Leader Development for USAR Soldiers and Civilians.

a. Provide direct support and oversight of PME policy changes for Officers, Warrant Officers and Non-Commissioned Officers.

b. Responsible for analyzing and assessing the Army Reserve equities for doctrinal leader training.

c. Review and provide guidance to USAR Courses taught by 80th Command course at ARRTC for the conduct of CTSSB and course curriculum changes.

d. Provide guidance and assistance to Major Subordinate Commands for all Leader Development issues and initiatives.

e. Manage USAR Broadening Opportunities Program, to include participation in Strategic Broadening Seminars and CIOR. Does not include Fellowship, Internships or participation in any opportunity that require as continuum service agreement.

f. Manage Electronic Based Distributed Learning (EBDL) Program.

g. Manage the USAR PME Constructive Credit and Exception to Policy for Mobilized/Deployed Soldiers Attending PME program.

h. Plans and develop state-of-the–art programs and initiatives, evaluate results and implement findings in managing an overall leader development program to include Leader Development Tool Kit

i. Manage enrollment of USAR Command Courses (BDE/BN Pre-Command Course (BBPCC), Company Commander / 1SG Course (CCFSC), Company Leader Development Course (CLDC)).

j. Manage enrollment of USAR New Accession into the Active Guard Reserve Integration Training (AGRIT) workshop.

k. Review Basic Leader Course (BLC), Advanced Leader Course (ALC), Senior Leader Course (SLC), and Master Leader Course (MLC) quota usage as it applies to enrollment of USAR TPU Soldiers IAW this policy and update on a continuous basis.

l. Remove unauthorized Soldiers from reservations and waits and replace with Soldiers on the Permanent Promotion Recommendation List (PPRL) or OML as applicable. ATRRS users that continually input unauthorized Soldiers will be contacted by USARC G-37 to remedy violations.

m. Assist all commands with enrolling eligible Soldiers into SLC and MLC based on their OML standing and availability of quotas within the Soldiers' Career Management Field or Primary Military Occupational Specialty (PMOS).

n. Centrally manage all Senior Enlisted enrollments for the USAR TPU. The OML replaced

the senior enlisted promotion board PPRL. The OML ranks NCOs (E6-E7) against their peers by PMOS as Most Qualified (MQ) or Fully Qualified (FQ) for promotion annually. OML standing determines NCOPDS attendance. NCOs at the top of the OML are provided an opportunity first. This is achieved by the following categories, allocated based on projected career management field (CMF) vacancies.

13-5. Collective Training Division

Collective training is a critical component of achieving unit proficiency. The Collective Training Division (CTD) develops, implements, and manages collective training programs and supporting databases (Army Training Information Management System (ARTIMS)) for Joint Exercise Program (JEP) and Overseas Deployment Training (ODT), Unit Training Scheduling Tracker (UTST) for other training events) to ensure units are trained to meet ReARMM and the ARTS requirements and thus ready for operational employment and deployment.

a. Coordinate collective training requirements, opportunities, and training support with external organizations as required. Represent USAR training equities in major training and scheduling conferences (Army Synchronization and Resourcing Conference (ASRC), First Army Training Support Synchronization Working Group (TSSWG) Army Reserve Synchronization and Resourcing Conference (ARSRC)).

b. Serve as G-37 PM for MDEPs that support Annual Training (AT), OCONUS support, Continental United States (CONUS) training events, and Combat Training Centers (CTCs) to include MDEPs PRAT (MDEP RC Pay and Allowances - Annual Training), TRCD (MDEP ARNG Exercise & Simulation Training), TRCS (DEP RC Training Support), RJT9 (MDEP Force Projection Outload), ARP2 (MDEP US Army Reserve (USAR) Surface Operational Tempo (OPTEMPO).

c. Manage scheduling and resource allocation of RPA AT, Other Training Duty (OTD), and Operation and Maintenance, Army Reserve (OMAR) for collective training events of assigned units (AR 140-1, *Mission, Organization and Training*, AR 135–200, *Active Duty for Missions, Projects, and Training for Reserve Component Soldiers*, FORSCOM Reg 350 series, Army Reserve Training Program.

d. Unit Training and Plans Branch.

(1) Performs SRC Training Management and their associated Functional Exercises.

(2) Manage scheduling, training opportunities, and unit training requirements, including conduct of the scheduling process with MSCs and coordination with external commands for participation and training support through CTAG and other scheduling events.

(3) Develop collective training inputs to the USAR Training Strategy and the resourcing (MRM; RPA) and Training Resource Model (TRM; OMAR).

(4) Develop concepts (and planning/programming within PPBE process) for more efficient collective training concepts, strategies, and structures for the USAR.

e. Exercise Management Branch.

(1) Manages the Combat Support Training Program (CSTP) which includes Combat Support Training Exercise (CSTX) and GLOBAL MEDIC, Warrior Exercise (WAREX) and REGIONAL MEDIC, Functional Exercises, and Mission Command Staff Training (to include Command Post Exercise – Functional (CPX-F) efforts).

(2) Manages the CONUS mission and exercise support to Combatant Commands CCMD and ASCCs, Army Commands (FORSCOM, TRADOC, AMC, and AFC) and Army DRUs to include associated funding processes and exercise assessments (AR 350-28, *Army Exercises,* FORSCOM Reg 350-5, *Joint Training Exercises).*

(3) Manages USAR participation in Combat Training Center Program (National Training Center (NTC), Joint Readiness Training Center (JRTC), Joint Multinational Readiness Center (JMRC), Joint Pacific Multinational Readiness Center (JPMRC) and Mission Command Training Program's Warfighter Exercises (WFX)) activities (AR 350-50, *Combat Training Center*

Program, TRADOC Reg 350-50-3, FORSCOM Reg 350-50-1, *Training at the National Training Center*, and FORSCOM Reg 350-50-2, *Training at the Joint Readiness Training Center).*

(4) Manages JEP and other OCONUS mission and exercise support (ODT to include allocation of resources, and assessment of program performance (AR 350-9, *Overseas Deployment Training*, and AR 55-46, *Travel Overseas*).

(5) Manage USAR support in the IRT Program and provide technical support to CONUS AC forces (DoDD 1100.20, *Support and Services for Eligible Organizations and Activities Outside the Department of Defense*).

(6) Coordinates USAR support to special missions, which impact collective training (e.g., Cadet Summer Training (West Point and ROTC), Testing and Experimentation, augmentation to First Army for support to RC (ARNG and USAR) post-mobilization Culminating Training Events).

(7) Manages required commander-to-commander dialogs to ensure units are prepared to execute missions. Back briefs will occur in a timeframe that allows higher headquarters to address deficiencies including, at a minimum, personnel attendance, materiel readiness, and required prerequisite training and certification.

13-6. Training Integration Division

Integrates and synchronizes USAR training requirements and defends USAR training equities at DoD, HQDA, FORSCOM, and TRADOC.

a. Coordinates with TRADOC and HQDA for training support requirements and resourcing.

b. Provide trained COR and/or Technical COR for contracts providing support to USAR-wide collective training systems.

c. Training Policy Branch.

Reviews, integrates, and defends USAR interests in applicable training policies, procedures, guidelines, and regulations from DoD, HQDA, FORSCOM. Generates training policy and guidance to MSCs to build readiness within the USAR.

(1) Coordinates training strategy events such as the Army Reserve Synchronization and Resourcing Program (ARSRP) CoC.

(2) Develops, publishes, and manages USAR training policy and training procedures.

(3) Manages training capabilities and development; provides oversight of training change management plans.

(4) Manage congressional responses and submissions regarding Army Reserve Training

(5) Provide responses to requests for information regarding training policy from MSCs.

(6) Synchronize USAR training with FORSCOM's Command Readiness Guidance.

(7) Plan, facilitate, and synchronize POM input for emerging training concepts, platforms, and strategy execution requirements.

d. Training Support Systems and Contracting Branch. Provides Program Management (planning, resourcing, and management) of USAR Training Support Systems identified in AR 350-52, *Army Training Support System,* as well as non-program of record training enablers procured via National Guard and Reserve Equipment Appropriations (NGREA) to facilitate Live-Virtual-Constructive training across all three training domains (Individual, Leader, and Collective) in support of USAR training readiness. Work in conjunction OCAR for fielding of new Training Aids, Devices, Simulators, and Simulations (TADSS). Track usage, sustainment and unit reported issues with TADSS. Identify and maintain visibility of all contracts that directly support USAR training strategies and programs

(1) The Sustainable Range Program (SRP).

(a) SRP is defined by its core programs, Ranges and the Integrated Training Area Management (ITAM) Programs, which focus on the doctrinal capability of the Army's ranges and sustainment of Army's training lands.

(b) Provide life cycle management for USAR training platforms withing the SRP. These Programs of Record (POR) platforms support individual, maneuver, and collective training

environments.

(c) Provides oversight for range and training lands in accordance with TC 25-8 25-1, and AR 350-19, *The Army Sustainable Range Program*.

(2) The Mission Command Training Support Program (MCTSP) provides a training environment in support of combined arms training. The MCTSP replicates joint, interagency, intergovernmental, multinational operations in a full spectrum contemporary operational environment, at worldwide locations, IAW the readiness model. Army Senior MCs develop current, relevant, campaign quality, Joint and expeditionary mission command instincts and skills through MCTSP generated training.

(3) The Soldier Training Support Program (STSP) includes Training Support Centers (TSCs) and virtual training facility operations and facilities. The STSP does not provide products but, focuses on TSC operations services and TSC and Virtual Simulation Center facilities. The STSP also manages TADSS production and fabrication of training devices, manages loan and issuance of TADSS, and provides instructor/operator support for specific virtual TADSS and other TADSS support that enables the MC to execute individual and collective training at installations and TRADOC schools.

(4) Training Contract Management.

(a) Coordinates with the Contract Administrator Support Office (CASO), G-3/5/7 and other staff directorates, develop a list of all training and training support contracts.

(b) Develop and maintain G-37 KM site listing all applicable training contracts with data fields which identify; vendor and contract number, programs supported, cost and funding source, period of performance with option years, and determine COR, Associate Contracting Officer Representative (ACOR), quality assurance and other contract management responsibilities.

(c) Develop and maintain Training Support Contracts Common Operating Picture (COP) and provide support and connectivity to requesting commands.

e. Training Management Branch. Oversees all Unit Training Management (UTM) aspects to support commanders in assessing Training Proficiency reporting. Training Management Branch manages, coordinates, and reports the OIP, Readiness Reviews, and Staff Assistance Visits (SAVs) for the G-37. Develop and validate USARC Munitions Requirements, including war, operational reserve, training, and testing ammunition requirements. Office of Primary Responsibility for command-level, training-focused briefings, including the USARC to FORSCOM MRB and MSC to USARC Yearly Training Brief (YTB).

(1) Oversees and assists the USAR Unit Training Management program.

(2) Serves as the USAR lead for integration of munitions management; determines munitions requirements and Total Ammunition Management Information System (TAMIS) training.

(3) Calculates and validates FY Training ammunition requirements, enables the preparation, validation & routing of electronic ammunition requests, collects ammunition expenditures, and prepares reports for the Command.

(4) Review develop and conduct the YTB and coordinate the communication between the Commander and the MSCs.

Chapter 14
Assistant Deputy Chief of Staff, G-38 (Resource Management)

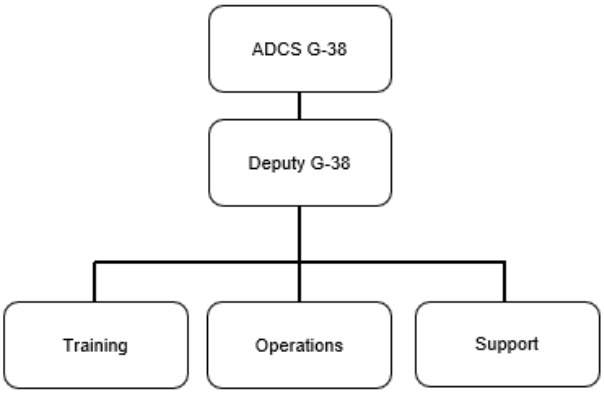

Figure 14-1. Assistant Deputy Chief of Staff, G-38 Organizational Chart

14-1. Mission and responsibilities

a. Mission. G-38 provides input and assists with the PPBE for all USAR G-3/5/7 MDEPs through the seven-year PPBE cycle ensuring compliance with applicable accounting policy, standards, and principles; providing timely and credible financial information, guidance, and services while fostering stewardship and accountability in support of Focus Readiness Units and Focus Readiness Units standards.

b. Responsibilities. The G-38 is responsible for the management of all USAR financial resources under the DCS, G-3/5/7, and it is involved in three distinct processes throughout each fiscal year (FY). While they occur simultaneously, each has unique requirements and timelines. The processes are Execution Year (1 October to 30 September), Budget Year (FY beginning 1 October after the end of Execution Year), and the POM / Program Budget Review (PBR).

(1) Responsible for PBG funding levels for the USARC G-3/5/7 programs.

(2) Oversee and manage the execution of G-3/5/7 MDEPs by Headquarters and subordinate Commands and make recommendations for adjustments to funding distribution and amounts.

(3) Provide MDEP and Training Resource Model (TRM) data analysis to OCAR Program Analysis & Evaluation (PA&E) in the POM development and during briefings to the PEGs, ensuring adequate resourcing for training and readiness requirements.

(4) Manage UFRs for USARC subordinate Commands.

(5) Build USARC G-3/5/7 resource requirements for the budget year and upcoming FY budget to OCAR Comptroller.

(6) Represent the G-3/5/7 at the USAR Resourcing Council (ARRC) and provide input and recommendations for the ARRB.

(7) Oversight and management of Command Assistance Visits to subordinate Commands and participate in Mission Readiness Reviews (MR2).

(8) Training and Force Structure funds in the Training PEG and sustainment training funds in the Manning PEG and Sustaining PEG PM.

(9) Training / BASOPS / Force Protection / Aviation funds in the Manning PEG and Installation PEG PM.

(10) Assistant Deputy Chief of Staff G-38. The ADCS G-38 is responsible for the overall operation of the G-38 in support of the DCS, G-3/5/7. Serve as senior advisor to the DCS, G-3/5/7 on USAR resourcing and provides expert advice on execution issues as they relate to the intent of Congressional appropriations. Provide programmatic formulation and justification of training, operations, and sustainment resources of two Army appropriations: OMAR and RPA.

Responsible for defending resource requirements during POM to accomplish collective training requirements supporting Army Reserve Mission Force and the ARTS. Support USAR Readiness by execution oversight of Operational Tempo, Annual Training, Institutional Training, and ADOS-RC program accounts. Coordinate actions with FORSCOM, OSD, HQDA, TRADOC, First Army, IMCOM and AC and RC Installations and MSCs. Provide mentorship and counseling to financial professionals.

(11) Deputy G-38. Serves as the senior administrator in the directorate. Performs full range of human resources, including performance management, adherence to merit principles and alignment of performance expectations with organizational goals. Review and provide guidance on legislation, law, policy, and regulations as it impacts the G-3/5/7. Assist the G-37 Training Officers with coordination between other staff directorates, subordinates commands, or higher headquarters with financial management. Assist units and staff in solving complex resource management issues inherent in supporting the various training and man-day statuses and appropriations. Act as overall control for all funding levels during the execution year, ensuring all ledgers are balanced, and distribution is correct and verified.

14-2. Training

a. Responsible for G-3/5/7 programs to include, School Training, AT, Exercises (JCS CONUS/OCONUS, operational/local), distance learning, unit sustainment, foreign exchange program, innovative readiness training, marksmanship, and the civil military cooperation program funds.

b. Responsible for G-3/5/7 PMs in developing USAR input to the DA/DoD POM as they relate to Operations Team programs and DA Command Program Guidance Memorandum (CPGM).

c. Assist PMs and Training Commands for individual training and training support programs. Programs include: Total Army School System (TASS), Reserve Officer Training Corps (ROTC)/IET programs, Military Occupational Specialty Qualification (MOSQ), officer continuing education, medical training (individual, collective, as well as Regional Training Sites-Medical), career development, refresher proficiency training, NCOES, and safety training.

d. Develop G-3/5/7 activity ceilings requirements for program execution input for submission to G-3/5/7 Training Team Programs. Responsible for providing USARC G8 PBG at the beginning of the year and updates throughout the year.

e. Maintenance and management of G-3/5/7 UFRs database.

14-3. Operations

a. Provide training support and management responsibility for Ground and Air Operational Tempo funding in support of all USAR training.

b. Provide oversight of the CD Program funding in OMAR and RPA, to ensure compliance with congressionally mandated limitations.

c. Provide oversight of the Overseas Operational Cost (OOC) funding in RPA and OMAR Appropriations for compliance with congressionally mandated limitations.

d. Responsible for resourcing the following non-training type requirements: emergency response to natural and man-made disasters; operational training in support of active and reserve missions; safety, aviation; and all operational and training support to the Force Protection and Anti-terrorism Programs.

e. Development of resource strategies and plans for the Training PEG and other PEGs assigned programs training in the execution year, budget year, and the 5 POM years.

f. Direct and assist G-3/5/7 PMs in developing USAR input to the DA/DoD POM as they relate to Operations.

14-4. Support

a. Management of training support requirements to USAR units on non-USAR installations and training enclaves.

b. Provide funding in coordination with G-37, for USAR Training Installations to have the appropriate level of manpower, resupply targets, and fix ranges.

c. Manage the GPC. Responsible to purchase office supplies for all of G-3/5/7, to include the Training Card that pays for most of the individual training for the USARC staff.

d. Serve as the lead DTS administrator for all G-3/5/7 Directorates. Responsible for ensuring the funding of G-3/5/7 Line of Accountings (LOA), organizational structure and cross-org LOAs are correct.

e. Direct and assist G-3/5/7 PMs in developing USAR input to the DA/DoD POM relating to Installation training sites, G-34 Related Programs, and DA CPGM.

f. Development of resource strategies and plans for the Installation PEG and other PEGs assigned programs training in the execution year, budget year, and the 5 POM years.

Chapter 15
G-3/5/7 Aviation

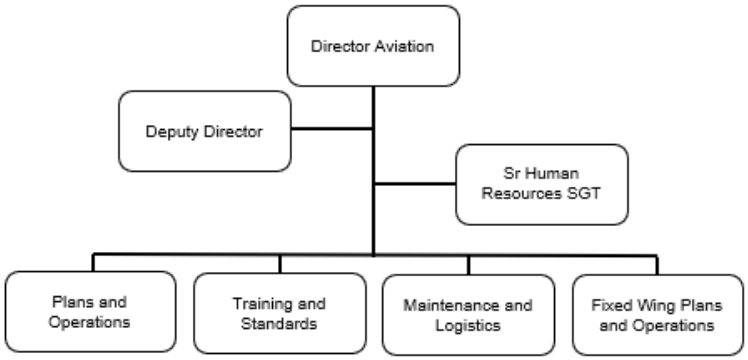

Figure 15-1. G-3/5/7 Aviation Organizational Chart

15-1. Mission and responsibilities

a. Mission. Support USAR aviation forces and ensures wartime readiness. Organize, train, and prepare aviation and units for mobilization and commitment to a wartime theater of operations.

b. Responsibilities.

(1) Manage expenditure of aviation appropriations allocated by HQDA and OCAR.

(2) Evaluate aviation and training, plans, operations, and functions.

(3) Management and oversight of USAR aviation units, in conjunction with the Army Reserve Aviation Command (ARAC) and 377th Theater Sustainment Command in Operational Support Airlift (OSA) and Air Traffic Services (ATS).

(4) Support USAR aviation operations, organization, standardization, training, personnel, information management, resource management, readiness, logistics, mobilization, evaluation and assistance, and SMDR/TRAP.

(5) Provide policies, programming, procedures, and resourcing to the USAR aviation.

(6) Provide USAR leadership aviation reports and capabilities to make informed decisions.

(7) Develop, coordinate, staff, and respond to HQDA operational requirements, scenarios, and new Army or joint publications and manuals.

(8) Provide planning assistance to external organizations and the staff in aviation warfighting capabilities in support of contingency or other operational missions.

(9) Responsible for the transformation of USAR Aviation structure.

(10) Provide oversight and assistance to the US Army UC-35 Jet Training Detachment.

(11) Aviation Director. Advise the CG and USAR staff on USAR aviation units and capabilities. Manages aviation training, operations, maintenance, safety policies, and procedures for USAR Aviation. Serve as the USAR proponent for aviation at the HQDA-level. Responsible for management and oversight of the US Army's UC-35 Jet Training Detachment; the proponent for all UC-35 related training, doctrine, standardization, and qualification.

(12) Deputy Aviation Director. Responsible for the full program and managerial responsibilities for the successful operations of the Aviation Directorate.

(a) Advise the CG and USAR staff on aviation training, operations, maintenance, and safety policies and procedures.

(b) Develop priorities for aircraft, equipment acquisition, resources, distribution and redistribution
plans.

(c) Act as the USAR proponent for aviation to HQDA, FORSCOM, the Joint staff, combatant
commander, US Army Aviation Center of Excellence (USAACE), and the Aviation Enterprise.

(d) Responsible for DoD, HQDA and OCAR operational oversight of the USAR Aviation operations.

(e) Manages current and out year requirements and associated resourcing within the POM to support Aviation training, operations, and accommodate force structure changes.

(f) Manage the Aviation audit program composed of the management of unit readiness reports (URR), funding authorization document development, cross component resourcing, and coordination with DoD, HQDA, Individual Mobilization Augmentee (IMA), Engineering Support Activity (ESA), FORSCOM, TRADOC, Aviation and Missile Command (AMCOM) and other major commands.

(g) Program, budget, and execute the USAR Flying Hour Program, Aviation Contract Services for Rotary Wing aircraft, Life-Cycle Contractor Support for Fixed Wing aircraft, Aviation Depot Maintenance, and Aviation Counter-Drug Air Operating Tempo funds.

(h) Manage resources distributed to subordinate units and those funds designated for use by the Directorate Staff and Jet Training Detachment.

(i) Provide aviation resource management program standardization oversight.

(j) Develop Aviation emerging requirements and address associated resourcing requirements.

(k) Manage and process leaves, passes, awards and decorations recommendations.

(l) Process and manage directorate evaluation requirements to maintain rating scheme, review evaluations for accuracy, process, and submit evaluations to HQDA.

(m) Maintain suspense control of essential personnel services (EPS).

(n) Supervise in and out processing actions for directorate assigned personnel.

(o) Manage the directorate medical and training readiness status program.

(p) Manage the USAR aviation program.

(q) Responsible for distribution of taskers, preparation of information papers, letters, Executive Summaries (EXSUMs), and briefings.

(r) Responsible for the coordination and assistance of audits, responding to Congressional inquiries, and providing analysis and evaluation of the impact of budget reductions Program Budget directives.

(s) Responsible for the development, execution and analysis of the directorate funding.

(t) Develop, manage, train staff on KM practices that support the Directorate's mission.

(u) Incorporate the Aviation KM program into adjacent staff sections KM programs to promote efficient and effective KM practices.

15-2. Plans and Operations

Serves as the coordinating and approval authority for USAR Aviation mobilization, contingency, special missions, and on-going aviation operations.

a. Current Operations.

(1) Manage aviation operations across the USAR.

(2) Provide operational oversight of aviation operations through OPORDs, Operations Plans (OPLANs), SOPs, and policy.

(3) Coordinate with Aviation Component Commander POCs to ensure coordination is between USAR forces and Army Forces.

(4) Represent USAR Aviation equities at service schools, HRC, Major Army Commands (MACOM) and the ARSTAFF for impacts to USAR Aviation structure.

(5) Provide mission scheduling for USAR personnel through the Joint Operational Support Airlift Command.

(6) Responsible for Aviation response to automated taskers for planning, developing, organizing, and implementation of Aviation actions across the USAR

b. Future Operations.

(1) Develop integrated USAR aviation positions on policy matters regarding emerging mobilization, demobilization Active Army-RC interoperability, support IT requirements and Joint/Army lessons learned programs.

(2) Approve and coordinate taskings for special aircraft mission requests (including orientation flights, aerial demonstrations supporting community relations and public affairs travel) and provide recommendation to Director.

(3) Manage the nomination and coordination of USAR Aviation units in DA and FORSCOM sourcing conferences for current and future operations.

(4) Conduct Planning and Crisis Action Planning for current and contingency operations.

c. Unit Readiness.

(1) Develop and implement guidance for USAR Aviation URR.

(2) Manage the Aviation Resource Management Survey Team evaluations and assistance
reports.

(3) Develop programs to improve training, standardization, maintenance, and logistics based on
results from ARMS inspections.

d. Mobilization.

(1) Manage pre-mobilization training requirements and Latest Arrival Dates.

(2) Develop and manage pre-mobilization readiness requirements incorporating USAR, FORSCOM, MACOM, and HQDA readiness and training strategies.

(3) Develop and implement ODT training strategies based on USAR and HQDA training guidance sustaining aviation units' readiness requirements.

(4) Develop the USAR Aviation 5 year training plan and incorporate into the FORSCOM 5-year ODT/EX plan.

e. Aviation Force Management.

(1) Manage USAR Aviation integration into the ACP and TAA process to manage aviation structure changes through continuous coordination, integration, and synchronization of all aspects of Army Force management with MACOM and DA staff.

(2) Plan and prepare command long-range plans for current and future force integration, stationing, and resource strategy.

(3) Support FMM develops FTS models for Aviation units and Aviation Support Facility (ASF).

(4) Coordinate and process all requested changes to Table of Organization and Equipment (TOE) / Modified Tables of Organization and Equipment (MTOE) / Table of

Distribution and Allowances (TDA) for USAR Aviation forces.

(5) Manage the execution of force structure actions for the current and out-years.

f. Aviation Mission Survivability (AMS).

(1) Responsible for AMS and Personnel Recovery (PR) support to the ARAC and subordinate units as required.

(2) Serve as liaison to Department of the Army, Military Operations – Aviation (DAMO-AV) Survivability Branch and FORSCOM PR on issues effecting USAR Aviation.

(3) Coordinate with FORSCOM ARMS team concerning AMS inspection criteria: performing inspections, reporting results, and implementing corrective measures within the USAR AMS Program.

g. Air Traffic Services Management. Responsible for matters relating to ATS, airspace coordination, and airspace control.

(1) Air Traffic Services Program Management.

(a) Manage programmed Air Traffic Control (ATC) equipment fielding and modification plans.

(b) Develop standards based on Federal Aviation Administration (FAA) and DA guidance for evaluation of subordinate elements in the performance of assigned functions and adherence to established policies.

(2) Air Traffic and Airspace Control.

(a) Serve as the USAR Air Traffic and Airspace Control manager integrated with HQDA, FORSCOM, Department of Army Regional Representative (DARR), FAA, and other MACOMs, installations or agencies.

(b) Manage Special Use Airspace and rulemaking or non-rulemaking proposals concerning environmental assessments or impact statements.

(c) Manage USAR installations annual restricted airspace use database to ensure efficient employment and coordinate waivers as required.

(d) Process alleged flight violations filed against USAR Aviators.

(e) Coordinate requests from civil/commercial aviation organizations interested in the joint use of military airports for public service.

(f) Manage reference files and coordinate runway paving evaluations.

(g) Conduct annual airfield obstruction surveys and issue validations.

(3) ATS Budget and Inspections.

(a) Develop long range budget planning, POM, program analysis and resource review, and ATS command operating budget.

(b) Manage MACOM application and initiatives, and recommend new policies or changes to existing policies, regulations, objectives, or procedures as they relate to ATS.

(c) Manage ATS budget, its resources, and provide oversight to contract personnel performing USAR ATS mission duties.

(d) Coordinates ARMS support between FORSCOM and the US Army Installation Management Agency for a singular assessment of USAR ATS and Base Flight Operations.

(e) Develop and staff MACOM level MOUs and LOAs between agencies that affect Air Traffic Services Command (ATSCOM).

15-3. Training and Standards

Serves as the proponent for USAR Aviation training and standardization.

a. Training Management.

(1) Responsible for training requirements to support the Army Aviation Plan and aviation current and future operations.

(2) Analyze and manage the USAR Aviation training model and forecast officer and enlisted aviation training requirements for the POM years to provide input to the annual SMDR.

(3) Coordinate with TRADOC and DA G-1 to obtain shortfall quotas and critical quotas

for deploying units through the offline TRAP process.

(4) Process all grade and age waivers for enlisted Soldier and officers to attend aviation proponent TRADOC schools.

(5) Manage aviation quotas to ensure maximum utilization of training opportunities including Active Army schools and the UC35 Jet Detachment training center.

(6) Responsible for input on annual undergraduate and graduate aviation course quota requirements for crewmember and non-crewmember personnel at formal DA schools, USAR Schools, ASFs and TPUs.

(7) Manage aviation training readiness and design and implement programs to resolve readiness deficiencies.

(8) Manage the USAR Aviation enlisted bonus program to ensure maximum utilization of all aviation IET quotas.

b. Standardization.

(1) Lead proponent and responsible for the maintenance of aviation standards for the USAR.

(2) Coordinate training requirements with First Army, USAR G-33, USAR G-37, FORSCOM, and Army Power Projection Platforms (PPP) for mobilizing USAR aviation units and determine the effectiveness of training through on-site inspections and evaluations.

(3) Manage all aviation standardization policies.

(4) Process all USAR aviation unit Aircrew Training Program (ATP) waivers requiring OCAR approval.

(5) Manage USAR ARMS program to ensure USAR aviation units and ASFs training, operations, and standardization programs are compliant with FORSCOM and DA directives.

(6) Coordinate all aviation simulation training support and training aids, devices, simulator, and simulations force modernization actions with the Army Aviation Enterprise.

(7) Represent USAR Aviation within the FORSCOM ARMS team developing Standardization related inspection criteria, performing inspections, reporting results, and implementing corrective measures within the USAR Standardization Program.

c. Officer Accessions.

(1) Coordinate with G-1 to ensure annual Lieutenant (LT) ROTC branching goals and ARCG Warrant Officer Candidate (WOC) recruiting goals support the needs of USAR aviation and are in agreement with the USAR goals established in the Army's Aviation Plan.

(2) Program and manage all USAR IET and follow-on training for ROTC Lieutenants and Aviation WOCs.

(3) Coordinate to ensure all IET aviators receive MOS qualification and assignment orders IAW the needs of the USAR.

(4) Coordinate with the G-1, ARCG, and AREC for the future accession requirements, which best supports DA directed guidance and goals established in the Army's Aviation Plan.

15-4. Aviation Maintenance and Logistics

The proponent for Aviation Maintenance and exercises staff supervision and responsibility for aviation maintenance and supply programs for USAR aviation units and ASFs.

a. Aviation Maintenance Program.

(1) Exercise management controls of USAR Aviation maintenance programs to assure effectiveness and compliance with directives in areas of funding, staffing, and organization. Provide staff and technical assistance to ASFs and USAR aviation units.

(2) Develop policies, procedures, plans, standards, methods, and programs related to management of aviation maintenance and logistics in order to provide aircrews with safe, reliable, and fully mission capable (FMC) aircraft; sustaining materiel in an operational status and/or restoring equipment to a FMC condition; enhancing or upgrading aircraft functional usefulness through modification work orders (MWOs), materiel changes, and product

improvement.

(3) Develop, establish and administer distribution policy and determine requisitioning, withdrawal, disposal, receipt, storage, redistribution, and issue of aviation-related supplies and equipment within the USAR based on changes to the DARPL.

(4) Manage all maintenance matters including facilities, personnel, materiel and unit readiness, support agreements and plans.

(5) Serves as the aviation system integrator between AMCOM and USAR aviation units/ASFs on USAR overhaul programs and other USAR support functions and technical assistance.

(6) Manage USAR aviation assets with AMCOM, Program Executive Officer (PEO) – Aviation (PEO- AVN), and HQDA DAMO-AV regarding RESET plans (scheduling and pickup), aircraft transfers, and fielding of aircraft, aircraft systems, and aviation support equipment.

b. Readiness Reporting.

(1) Manage the implementation of MWOs in order to enhance and upgrade the functional usefulness of USAR aircraft (AR 70-62, *Airworthiness of Aircraft Systems*).

(2) Ensure monthly DA Form 1352, *Army Aircraft Inventory, Status and Flying Time*, reports are complete, accurate and submitted to HQDA G-4 and Logistic Data Analysis Center (LDAC).

(3) Manage Mission Equipment Package (MEP) configuration of Reserve Army aircraft to assure modifications to aircraft are in keeping with HQDA and AMCOM policy and guidance (AR 70-62, DA PAM 738-751, *Functional User's Manual for the Army Maintenance Management System – Aviation*).

(4) Manage USAR Flying Hour Program (FHP), Aircrew, and Aircraft OPTEMPO (monthly and quarterly execution) using the DA Form 1352. Providing FHP execution and OPTEMPO to OCAR, USARC G-3/5/7, and G-38 (AR 95-1, *Flight Regulations*, AR 700-138, *Army Logistics Readiness and Sustainability*, and HQDA, Department of the Army Military Operations - Training Operations (DAMO-TRO) policy and guidance)).

(5) Manage the operational impacts for affected systems and equipment of Safety of Flight (SOF) Messages, Aviation Safety Action Messages (ASAM), Aviation Maintenance Action Messages (AMAM), Aviation Maintenance Information Messages (MIM), and General Aviation Maintenance Action Messages for USAR aircraft and aviation equipment (AR 95-1, AR 385-10, *The Army Safety Program,* AR 750-6, *Army Equipment Safety and Maintenance Notification System*, and USAR Reg 385-2, *Safety Program*).

c. Contract Maintenance Management.

(1) Program Management of the USAR Contract Support Maintenance; provide maintenance capabilities to support aviation unit and intermediate level requirements.

(2) Manage and approve funding of all aviation depot level maintenance and repairs.

(3) Develop and approve with Contracting Office annual contract support maintenance requirements for ARAC.

(4) Manage funding of all aviation maintenance contracts supporting Reserve Rotary Wing aircraft.

(5) Program Management for the USAR Aviation Fuel Card program and budget.

d. Force Modernization, New Equipment Training, New Equipment Fielding.

(1) Manage all equipment distribution plans, force modernization fielding, and new equipment training with fielding commands and gaining units.

(2) Develop and manage fielding timelines for new equipment, evaluate and manage training and manning requirements for new equipment issues.

(3) Develop acquisition, mission support, distribution, and equipment fielding plans with HQDA, AMCOM, and Program Executive Office – Aviation (PEO-AVN).

(4) Develop acquisition strategy and program for aircraft and aviation equipment with OCAR and AMCOM.

(5) Serves as Force Modernization and Aviation Systems Integrator for new aviation related systems fielded under the Force Modernization Program, Domestic Preparedness Program (DPP), and other new or displaced equipment.

(6) Manage impact of fielding new systems on unit readiness and overall operational capability.

15-5. Fixed Wing Plans and Operations

Provides oversight of all USAR Fixed Wing program actions.

a. Responsible for execution of Fixed Wing maintenance contracts, modifications, and supply. Integrates with the Plans and Operations Team for Fixed Wing mobilizations, current operations, and assist with Operational Support Airlift mission coordination.

b. Responsible for USARC Senior Leader Traveler coordination including USAR integration into the Joint Operational Support Airlift Center (JOSAC) and Joint Air Logistics Information System (JALIS).

c. Ensures integration of Fixed Wing into the Training and Standardization program.

Chapter 16
G-3/5/7 Engineers

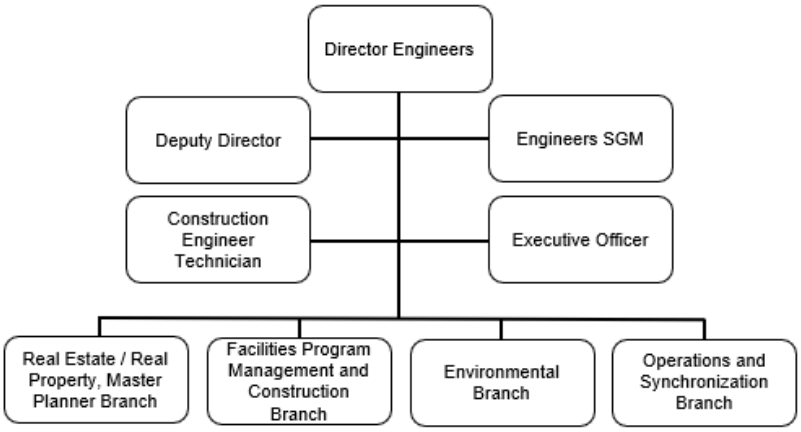

Figure 16-1. Engineers Organizational Chart

16-1. Mission and responsibilities

a. Mission. The G-3/5/7 Engineers (EN) executes support for RDs, Mission Support Commands, Geographic Commands, and Functional Commands.

b. Responsibilities.

(1) Manage funded programs, base operations, real property, and organization inspections.

(2) Support the acquisition, construction, sustainment, enhancement, and disposal of all United States Army Reserve (USAR) Real Property through judicial planning, oversight, and execution of Army programs supporting our Citizen Soldiers

(3) G-3/5/7 Engineers Director.

(a) Responsible for providing advice and coordination to the DCS, G-3/5/7 on matters pertaining to acquisition, construction, sustainment, enhancement, and disposal of USAR Real Property through judicial planning, oversight, and execution of Army programs supporting Citizen Soldiers.

(b) Manages and executes budget for base operations (BASOPS) within the USAR. Coordinates with United States Army Corps of Engineers (USACE), IMCOM, OCAR ARIMD, and MSCs to ensure support and care for over 790 sites worldwide, three USAR–funded

installations and five virtual installations.

(c) Executes the USAR Facility Investment Strategy. Works closely with HQDA and USARC staff to ensure Readiness of the Force.

(d) Keeps USAR leadership informed.

(4) Deputy Director G-357 Engineers.

(a) Develops, directs, and administers policies, programs and program segments with worldwide scope pertaining to organization and overall management of the G-357 EN Directorate.

(b) Oversees base support, real estate, environmental, facility alterations, logistics, safety, personnel management, workforce development, and master planning. Provides automated engineer systems support to RDs, Europe and Pacific USAR facilities and USAR funded Installations throughout CONUS and Puerto Rico.

(c) Directs USAR issues concerning requirements for facility management, Intra- service Support, and table of distribution and allowances.

(d) The Command Career Program Manager (CCPM) for the Construction Engineer and Infrastructure-Career Field (CEI-CF) for the USAR. The CCPM is responsible for Strategic Human Capital Planning (SHCP) efforts and Training Education & Professional Development (TE&PD) programs and activities for the USAR CEI-CF.

(5) Executive Officer.

(a) Provides oversight of day-to-day operations to ensure synchronization within the G-3/5/7 EN Directorate.

(b) Coordinates meetings for the Director as required to communicate with general officers, directors, and staff.

(c) Conducts staff updates and general officer (GO) briefs as required.

(d) Develops and reviews internal policies and procedures to ensure relevance and compliance with business processes.

(e) Meets with branch chiefs routinely to review working procedures and ensure individual branch goals are being met in a timely manner.

(f) Responds to taskers from USARC, OCAR, HQDA, Office Secretary Defense (OSD), Joint Service, and other agency taskers and requests for information. Collects information for Congressional Inquiries from HQDA, DoD and other component headquarters working groups as required.

(g) Manages internal policies and procedures to ensure that they are effective with business processes ensuring that the organizational goals are met. Develops recommendations, plans, and oversees directorate actions and potential mission impacts. Assist with personnel and administrative support for assigned military, Civilian, and contractor personnel. Supervises responsibilities of the Construction Engineer Technician. Ensures the director and staff has sufficient and up-to-date information. Present G-3/5/7 EN's briefing for the SOTO.

(6) Construction Engineer Technician.

(a) Serve as the senior engineer for base operations technician to the Director, senior leaders, and staff on major Installation Management responsibilities.

(b) Ensure Army Regulations policies, programs are adhered to worldwide for overall management of USAR base support, real estate, environmental, facility alterations, logistics, safety, strategic plan development, USAR and automated engineer systems support to RDs, Europe, Pacific USAR facilities and USAR Installations throughout CONUS and Puerto Rico.

(c) Manage the Automated AIP.

(d) Conduct OIP with RDs to assist MSC Commanders with Infrastructure management of facilities.

(e) Management complexed base support and facility management throughout the USAR that may require changes to regulations and operational procedures.

(f) Serve as the co-chairperson for Army Regulations for update and changes with OCAR ARIMD. Serves as the Senior Army Reserve Proponent Advisor (ARPA).

(g) Represent G-3/5/7 EN at conferences (Base Operations Advisory Forum (BOAF), Real Property Planning Board (RPPB), Senior Commander & Garrison Commander (SCGC) and Construction Requirements Review Committee (CRRC)), ceremonies, and social functions maintaining open channels of communication.

(7) G-3/5/7 Engineers Sergeant Major.

(a) Serve as the senior enlisted advisor to the G-3/5/7 EN Director by providing sound counsel and advice necessary to achieve organization's goals.

(b) Assist the Director on matters pertaining to acquisition, construction, sustainment, enhancement, and disposal of USAR Real Property.

(c) Assist the Director in coordinating with HQDA, USACE, IMCOM, OCAR, MSC, and USAR funded Installations.

(d) Utilize staff coordination and communication to support the Director regarding all branch functions in the management of BASOPS, real estate, environmental, facility alterations, logistics, safety, personnel management, workforce development, master planning, strategic plan development, USAR and automated engineer systems support to RDs, Europe and Pacific USAR facilities and USAR Installations throughout CONUS and Puerto Rico.

(e) Represent G-3/5/7 EN as the senior enlisted advisor at meetings and conferences (BOAF, RPPB, SCGC, CRRC and Engineer Program Review (EPR), ceremonies, and social functions to maintain open channels of communication. Participate in NCO calls, NCO conferences, and other enlisted assemblies to disseminate and receive information or to announce change in policy. Ensure moral events such as hail, farewell, team events, and off-sites are conducted. Serves as the Army Reserve Proponent Advisor for the Enlisted Engineers in CMF 12.

16-2. Master Planning, Real Estate / Real Property Branch

The Master Planning Realty Branch is responsible for management and oversight of the Master Planning, Stationing, Real Estate (RE) and Real Property (RP) Programs, to include, translating USAR facility fiscal and stationing policy into operational level master planning and stationing actions. Based on the USARC CG Delegated Authority, has oversight, review, or approval for RE actions from the RDs and Installations for in-grants and out-grants. Coordinates all disposal actions and submits for approval of Acquisitions. Provides oversight and Subject Matter Expert (SME) assistance to RDs and Installations for Real Property accountability, IAW the Chief Financial Officers Act (CFOA) and Army Audit Agency (AAA).

a. Provide Quality Assurance (QA) / Quality Control (QC) and oversight to the implementation of each RD Master Plan to maximize the overall readiness of the USAR through proper execution of the CG's Facility Investment Guidance, Stationing Guidance, and USAR Campaign Plan.

b. Reviews USARC OPORDs to identify potential facility impacts and recommend solutions that achieve the desired end state while ensuring compliance with all applicable facility policies and regulations.

c. Validate all USARC Stationing actions (both programmed and un-programmed) in coordination with USARC G357 FM by reviewing each request for feasibility, and ensure compliance with the CG's Stationing Guidance, and all applicable policies and regulations.

d. Plan and execute Spring and Fall RPPB, which provides USARC and the RDs a forum to review and refine all proposed stationing and Military Construction (MILCON) actions, and to develop each RDs MILCON 1-N list for use at the CRRC.

e. Synchronize the execution of the USAR facility planning programs in support of the USAR Facilities Investment Strategy.

f. Synchronize all facility planning between the RDs, USARC, OCAR, and IMCOM to ensure

all stakeholders have a shared COP.

g. Support USARC OIP by conducting Real Estate, Real Property, and Master Planning inspections IAW AR 1-201.

h. Conduct assigned analysis of Real Property Planning & Analysis Systems (RPLANS), ASIP, Enterprise Proactive Real Property Interactive Space Management Systems (ePRISMS) and Headquarters Installation Information System (HQIIS) real property data to provide context and supporting information for Senior Leader decision-making.

i. Synchronize execution of the USARC Real Estate and Real Property programs.

j. Manage the USAR Disposal Program. This program is responsible to permanently divest the USAR of ownership, control and responsibility of real estate deemed to no longer support current missions, authorized future missions, or mobilizations.

16-3. Environmental Branch

The Environmental Branch provides Soldiers and stakeholders with environmentally compliant and sustainable resources through proactive environmental quality program management. Responsible for ensuring that all USAR organizations and activities comply with applicable Federal, State, and local environmental laws, regulations, or executive orders; developing and implementing pollution prevention and control strategies; and establishing environmental priorities in consideration of the benefits to the sustainment of missions and operations.

a. Coordinates execution of USAR environmental compliance, conservation, pollution prevention, and restoration programs.

b. Assists Sustainment and Resiliency Division with the development of USAR environmental program policy.

c. Conducts OIP audits of supported command environmental programs.

d. Oversees execution of Environmental Performance Assessment System (EPAS) audits of supported commands.

e. Provide technical guidance to supported commands to resolve non-compliance issues.

f. Advises G-3/5/7 EN Directorate, USARC staff, and supported commands on proper environmental program management and environmental impact analysis.

g. Reviews supported command environmental plans, reports, and documents to ensure regulatory compliance.

h. Develops and implements best management practices to improve environmental program execution.

i. Conducts annual audits to verify environmental program contracted work align with Performance Work Statement requirements and limitations.

j. Execute HQDA G-9 quarterly environmental data calls.

k. Oversees supported command input and responses to the quarterly data calls to ensure timely reporting and accuracy.

l. Assists MDEP manager with development of annual environmental budget and current year execution.

m. Manage and track delivery of Environmental services.

16-4. Facility Programs Management and Construction Branch

a. Translate engineering policy into operational level directives, providing technical guidance to the USARC staff, and supported commands on the proper operation, maintenance, and repair of facilities, and improving Installation Status Report (ISR) ratings for critical USAR real property assets through the execution of centrally funded programs. Responsible for developing, implementing, and managing the following centrally funded USAR programs:

(1) Fire and Emergency Service Program.

(2) Fire Alarm Monitoring Program.

(3) Off-Post Fire Prevention Inspection Program.

(4) Nation Roofing Program (NRP).

(5) Facility Reduction (Demo) Program.

(6) Army Reserve Transportation Infrastructure Program (ARTIP) (Bridge, Dam, Airfield, Rail and Pier inspections).

b. Execute the USAR construction program of Unfunded Requirement (UFRs), local training areas, and other facility construction projects. Serves as the senior USAR representative and RD liaison in support of all types of construction.

c. Provide technical guidance on the operation, repair, and maintenance of facilities to the USARC staff and supported commands.

d. Implement the Sustainment Management Systems BUILDER, ROOFER, PAVER, and RAILER programs within the USAR.

e. Translate strategic policy into operational level directives and guidance.

f. Advise OCAR ARIMD Sustainment and Resiliency Division on operational level issues.

g. Prepare responses to requests for information (RFI) and Congressional Inquiries related to centrally managed engineering programs and facility operations.

h. Secure annual Enterprise Services Contract Approval for Municipal, Environmental, Facility Preventive Maintenance, Energy, and Demolition Services.

i. Plan and conduct operations & maintenance working group meetings to enhance communication within the installation management community and to help standardize public works operations.

j. Validate and assist MDEP managers in the prioritization of UFR requests related to facilities engineering and critical assets maintenance.

k. Prepare annual relocatable buildings report for submission to HQDA G-9 and assist supported commands in preparing requests for the use of relocatable buildings.

l. Support OCAR ARIMD Energy Team in operational level implementation of USAR Energy Policy.

m. Direct the timely execution of the construction budget allotted by congress for USAR military assets and infrastructure.

n. Provide technical and operational direction to include administrative guidance to Architectural and Engineers (A&E), contractors and other subject matter experts as assigned to ensure the timely completion of construction projects.

o. Direct and manage scope planning, scope definition and problem resolution in areas of general engineering, design, customer requirements, funds management, and interpretation of plans and specifications.

p. Coordinate with several different groups of individuals to ensure progress of construction projects according to schedule.

q. Maintain specific status on assigned projects.

r. Advise G-3/5/7 EN and RD leadership, including modifications or schedule changes.

s. Represent G-3/5/7 EN with the USACE Site Selection Team (SST).

t. USAR lead in the design process and plans effective use and allocation of space.

u. Monitor solicitation for facility construction projects and tracks USACE execution schedules.

v. Approve user requested project change and monitors projects from design through construction and execution to ensure authorized scope is not exceeded and costs are maintained.

w. Conduct MILCON training for RD and reserve-funding installation personnel as needed. USAR proponent for use of functionality within master planning systems to include the Army Stationing and Installation Plan (ASIP), the Real Property Planning & Analysis Systems (RPLNS), and Installation Geospatial Information & Systems (GIS).

x. Represent the USAR in the enterprise management of these systems and the policy development related to those activities as requested by Office of Assistant Chief of Staff Installation Management (OACSIM).

y. Support the coordination of RPPB in advance of the CRRC.

z. Manage and execute the USAR signage specifications and program.

aa. Analyze USACE construction project reports for programmatic issues and develop recommendations to the MILCON Program Manager and USACE to improve construction processes and Project Development Team processes.

16-5. Operations and Synchronization Branch

The Operations and Synchronization (OPS & SYNC) Branch coordinates the internal and external communications with DoD entities for the USARC G-357 EN Directorate regarding engineer related issues and actions to include OCAR ARIMD resource management for funding.

a. Coordinate BOAF activities for the directorate.

b. Coordinate OIP activities for the directorate.

c. Integrate G-3/5/7 EN operational precepts into Change Management Plans (CMP) and operational directives. Serves as the Liaison Officer (LNO) to IMCOM Readiness. Provides and coordinates staffing to USARC OPORDs/FRAGOs, working groups and planning conferences in support of USARC G-3/5/7 EN initiatives and the Facility Investment Strategy.

d. Conduct assigned analyses that support the USARC G-3/5/7 EN mission. This cell provides installation damage / utility tracking, facility recommendations, and damage mitigation guidance to the affected RDs and Senior Leadership during CONUS contingency operations.

e. Serve as USARC G-3/5/7 EN lead for the CAT and COOP Program.

f. Serve as the Contracting Officer Representative (COR) for the directorate and will execute duties in accordance with FAR, part 2-101, *Definitions*.

g. Knowledge Management representative for the directorate. Maintain and verify all facility data on the USARC portal and synchronizes data from the RD's.

h. Coordinates and process personnel actions and related Human Resource matters for assigned and departing Civilian personnel.

i. Assist management with manpower and TDA authorization issues. Handles in processing, out-processing, and awards eligibility of G-357 EN personnel.

j. Act as G-3/5/7 EN Security Manager. Reviews and advises G-357 EN personnel in processing travel orders via DTS.

k. Coordinate directly with G-3/5/7 EN senior leadership, branch chiefs, military personnel offices, Civilian Personnel Advisory Center, and Civilian Personnel Operations Center personnel to ensure that required actions are completed/coordinated in a timely fashion.

l. Serve as the program manager for G-3/5/7 EN training program and budget.

Chapter 17
G-3/5/7 Force Management and Manpower

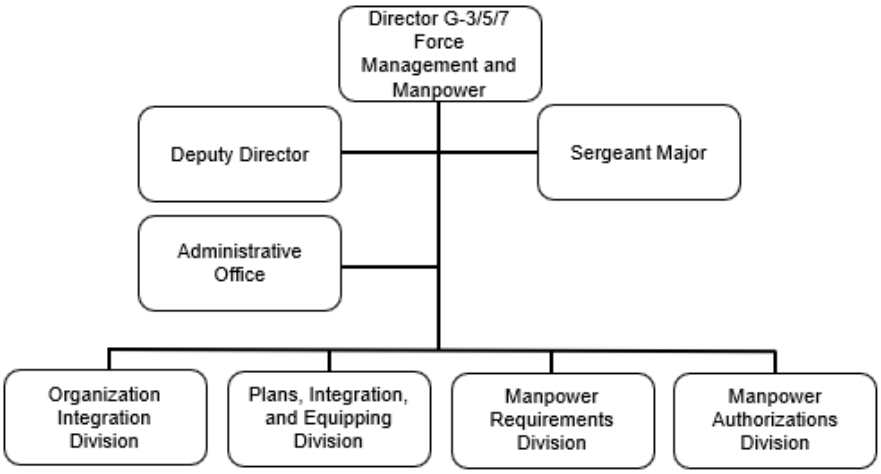

Figure 17-1. G-3/5/7 Force Management and Manpower Organizational Chart

17-1. Mission and responsibilities

a. Mission. The G-3/5/7 Force Management and Manpower integrates the planning, programming, and budgeting of manning, equipping, and stationing of USAR units.

b. Responsibilities.

(1) Provide oversight of full-time support, manpower requirements, and authorizations.

(2) Establish priorities for manning, structuring and equipping of the USAR as prescribed by the USARC CG.

(3) Director G-3/5/7 Force Management and Manpower. Perform staff management for all force structure related policies, procedures, and actions through USAR and HQDA processes. Responsible for integrating and synchronizing DOTMLPF-P considerations into Army organizations enabling USAR commanders to build readiness.

(4) Deputy Director G-3/5/7 FMM.

(a) Supervises the USARC Directorate on a daily basis. Effectively attract/recruit a high caliber workforce in accordance with measurements identified in organizational staffing/hiring goals; ensure successful transition/retention into Federal Service by providing opportunities for orientation and tools for enabling employees to successfully perform during the probationary period. Identify current/future position requirements to ensure recruiting is appropriately focused and timely to produce high quality candidate pools. Act responsibly and timely on all hiring decisions.

(b) Lead FMM on actions needed to execute the USAR force program prescribed by HQDA through TAA. Ensure organizations are structured/resourced appropriately in support of MSCs to organize, resource, station, man, equip, and train all USAR units. Ensure execution of FMM operational programs/tasks. Directly responsible for execution of the Force Validation Committee, organization of resources/processes to complete the annual Command Plans (TPU/FTS), publication of the United States Army Reserve Structure (USTRUC), stationing, and G-3/5/7 and Command Group taskers. Instill collaboration and enhanced communication between FMM and OCAR Force Management, and address strategic/operational FMM issues. Represent the Directorate in forums and meetings, advise FMM Director and G-3/5/7 providing recommendations that ensure sound analysis and resolution of issues. Constantly evaluate performance and make operational corrections. Represents the Director in his/her absence.

(5) Administrative Office. Consists of the following personnel, Administrative Officer, Operations NCO, Information Systems Chief, and Information Systems NCO. Responsible for

the management of administrative actions to include, but not limited to:

(a) Provide operational and administrative support to all members of the G-3/5/7 FMM.

(b) Schedule and maintain the official/social calendars, meetings, conferences, etc. for the Director / Deputy Director.

(c) Manage all taskers in automated tasker system with the office POCs, ensuring all actions were answered appropriately and timely. Track suspense dates, work with initiating staff members to close out and update Deputy Director on suspense status.

(d) Receive/Review all incoming correspondence. Provide administrative guidance to Force management and Manpower personnel on correspondence policies, procedure, and formats.

(e) Process all personnel management actions for military and Civilians, to include rating schemes, evaluations, personnel actions and records, awards, and leaves and passes.

(f) Staff training management actions.

(g) Provide organizational development support.

(h) Management of office space, to include key control and maintenance of the FMM area (appearance, furnishings, job orders, etc.).

(i) Manage the Directorate supply program.

(j) Process Automated Time Attendance and Production System (ATAAPS) Civilian payroll on a bi-weekly basis with minimal discrepancies. Reviews the compensatory time aging report and inform Deputy Director on a monthly basis.

(k) Perform Directorate reception duties, monitor telephones into executive offices.

(l) Maintain FMM organizational notification chart, alert rosters, and bulletin boards.

(m) Provide backup Administrative and pay support to G-3/5/7, G37, and CPMO as per coordination between the Directors.

(n) Coordinate common area maintenance (breakroom, copy room, recycling containers) with CPMO, G-3/5/7 EN and G-37.

(o) Consolidate weekly EXSUM input for submission to the DCS G-3/5/7.

(p) Reviews and corrects all staffing packets and memorandums prior to Director / Deputy Director approval

(q) Coordinate and confirming all VTC's/Teleconferences.

(r) Manage and input training in DTMS for all FMM personnel.

(s) Fire/Natural Disaster Evacuation POC for FMM.

(t) Maintain Duty Roster for FMM.

(u) Primary Medical Protection System (MEDPROS) Taskforce Manager for FMM.

(v) Reserve Component Automation System Website (RCASWEB) System Administrator for USARC HQ.

*(w)*Check RCASWEB daily for new account requests.

(x) Process all requests for RCASWEB accounts and determine the roles and responsibilities necessary for new accounts.

(y) Analyze daily and weekly reports for the overall health of RCASWEB and administer corrective action for systems effected.

(z) Respond to requests for assistance with issues from RCASWEB users and non-RCASWEB users.

(aa) Open and track tickets with USAR Help Desk regarding related issues until corrected.

(ab) Open and track tickets with RCASWEB Help Desk regarding RCASWEB issues until corrected.

(ac) Perform RCASWEB database maintenance as necessary.

(ad) Perform research and analysis on RCASWEB applications to prepare and submit Engineering Change Proposals (ECP) for submission to contractor support for changes/corrections to functionality and performance on RCASWEB.

(ae) Serve as primary representative for FMM to PEO Enterprise Information System (PEO EIS) Reserve Component Automation System (RCAS) for the semi-annual Requirements Control Board meetings.

(af) Provide information technology support, guidance, and assistance for the G-3/5/7 FMM.

(ag) Provide software support, ordering, and approval through USARC G6.

(ah) Assist FMM staff to open, work, review and close remedy/incident tickets.

(ai) Maintain and manage support for SIPR systems.

(aj) Requests and receives SIPR images quarterly for updates.

(ak) Primary Information Management Office (IMO) for G-3/5/7 FMM.

(al) Primary Life Cycle PM.

(am) Maintains hand receipts and accountability of all Directorate equipment.

(an) Maintains and accounts for all items for turn-in and lateral transfers.

17-2. Organization Integration Division

The Organization Integration Division (OID) formulates and analyzes all plans for current and proposed Army Reserve force structure. Integrate organizational change and MTOE documentation in coordination with Readiness Divisions and Direct Reporting Commands (DRC) using the TAA, FVC, and Command Plan (CPlan) processes. OID ensures the programmed force structure action are at the Army standard for readiness on their effective dates (EDATE). Analyze force structure action by assessing the nine Force Integration Functional Areas (FIFA).

a. Manage the Operating Force.

b. Station the Operating Force.

c. Execute Operating force Structure Analysis.

d. Execute USAR Force Program at UIC detail.

e. Support USAR Mission Force / Army Ready Force.

f. Interpret and implement Army Structure (ARSTRUC) guidance.

g. Maintain Operating Force File data.

h. Support Global Force Management.

i. Provide Force Modernization COP.

j. Support AST.

k. FM Development / USAR FMM Course.

l. Station the force.

m. Staff lead for USAR stationing.

17-3. Plans, Integration, and Equipping Division

The Plans, Integration, and Equipping Division (PIED) is responsible for documenting the force, maintaining and managing the USARC Force File, Command Control Relationships (C2R), and the publication of organizational permanent orders. Manages and provides analysis of Generating Force structure. Serves as the proponent for all CMP, Command Plans, and liaison with United States Army Force Management Support Agency (USAFMSA). Provides oversight of TDA equipment, validates USARC Equipment Review and Validation Board (ERVB) submissions, and implementation of Basis of Issue Plans (BOIPs). Manges and integrates Force Management automation systems.

a. Manage the Generating Force.

b. Execute Generating Force Structure.

c. Document the Force.

d. Maintain/Manage the USA Force File.

e. C2R Alignment.

f. Publish Organizational Permanent Orders.

g. Implement/Manage TPU Command Plan.
h. Manage Out of Cycle Process.
i. Staff lead for Change Management Plans.
j. Liaison with USAFMSA.
k. TDA Equipment Surveys.
l. ERVB.
m. Implement BOIPs.
n. DRRS-A Validation / Force Registration.
o. Automation/Systems troubleshooting & Reporting.
p. Automation/Systems Integration Management Support.

17-4. Manpower Requirements Division
The Manpower Requirements Division serves as the primary staff office with the responsibility to determine FTS requirements for the USAR. Providing the capability to perform day-to-day operations in support of Title 10 responsibilities (See 10 USC 129a, *General Policy for Total Force Management*, DoDD 1100.4, *Guidance for Manpower Programs*, DoDD 1205.18, *Full-Time Support to the Reserve Components,* DoDI 1100.22, *Guidance for Determining Workforce Mix,* and AR 570-4, *Manpower Management*).
a. Manage Manpower Requirements.
b. Force Structure Analysis.
c. Develop Staffing Guides based on Force Structure Changes.
d. Conduct Manpower Studies.
e. Develop Manpower Models.
f. Workload Analysis.
g. Workload Validation.
h. USAMAA Integration.
i. Review Special Programs Requirements.
j. Data Analysis / Quality Assurance.
k. Process Change request for FTS requirements.
l. Proponent for USAR Regulation 10-5.

17-5. Manpower Authorizations Division
The Manpower Authorizations Division (MAD) is responsible for developing and publishing FTS documentation policies, procedures and functions for HQ USARC and MSCs. MAD maintains accountability of all FTS TDAs as a result of force structure actions; ensures requirements and authorizations for personnel and equipment are correct within each unit in coordination with HQDA Staff, OCAR Staff and USARC Staff.
a. Execute the FTS Program.
b. Manage Manpower Authorization.
c. Force Structure Analysis.
d. Analysis, and Application of Staffing Guides/Models.
e. Review of Unit Permanent Orders.
f. Review and Process Change Requests.
g. Update Execution, Budget, and Program Year FTS TDAs.
h. Data Analysis / Quality Assurance.
i. Data Accounting / Identifying Schedule 8 Change Package Submissions.
j. Maintain Execution and Budget Year FTS TDA Work Files.
k. Document FTS Requirements/Authorizations.
l. Prepare and execute FTS TDA File Transfers.
m. Manage HQs USARC TDA.
o. FTS Integration.

p. Annual Command Plan (CPLAN) (TPU/FTS).

Chapter 18
G-3/5/7 Army Reserve Engagement Cell Program Management Office

18-1. Mission and responsibilities

a. Mission. Provide an operational control (OPCON) point of coordination for the AREC and Army Reserve Affairs, located with ASCC, Army Corps, Eighth U.S. Army, and U.S. Army Japan to produce measurable strategic effects and provide theater specific information required by USARC senior leadership. Coordinate with ASCC / Army Corps AREC actions within the USAR Staff. USARC retains ADCON.

b. Responsibilities.

(1) Synchronize AREC/Army Reserve Affairs (ARA) strategic efforts to maintain Chief Army Reserve (CAR) / CG intent.

(2) AREC Program Management Office (PMO) Director is responsible for coordination with United States Indo-Pacific Command (USINDOPACOM) (Japan/Korea), ASCCs (United States Army Pacific Command (USARPAC), United States Army Europe (USAREUR), United States Army South European Task Force, Africa (SETAF-AF), United States Army Central (USARCENT), United States Army South (USARSOUTH), and United States Army North (ARNORTH); Army Corps (I Corps, III Corps, V Corps, XVIII Airborne Corps) and ARA Japan

(3) Tracks USAR activities throughout the CCMD/ASCC AOR to include forward stationing, deployments, exercises, engagements, plans, and operational activities.

(4) Plan and conduct a weekly, monthly and quarterly meetings (SIPR & NIPR VTC) to share information with senior leaders and supporting units.

(5) Tracks USAR forces training and mobilizing within each CCMD/ASCC.

(6) Advise senior USARC leadership on all regional Strategic-Military operations and planning matters.

(7) Provide analysis of current issues impacting the CCMDs.

(8) Act as a liaison between with USARC Homeland Operations Division and AREC ARNORTH for theater-specific data on USNORTHCOM.

(9) Manage Memorandums of Agreement for ARECs.

(10) Integrate ARECs into the supported commands planning activities and shaping events for the mutual benefit of readiness for the USAR and the supported commands.

(11) Coordinate between AREC Teams and USARC staff to influence key training events that generate readiness for Army Reserve units and fulfill the Theater Commander’s requirements.

(12) Ensure theater requirements for USAR support are properly documented in the appropriate database of record, prioritized, sourced by the appropriate USAR capability, and are approved for funding.

(13) Monitor that ARECs maintain continuous communication with USARC and the MSCs.

(14) Provide training, logistical, budgetary, and operational support to all ARECs/ARAs not provided by MOA/MOU or Army Corps.

Chapter 19
Deputy Chief of Staff, G-4

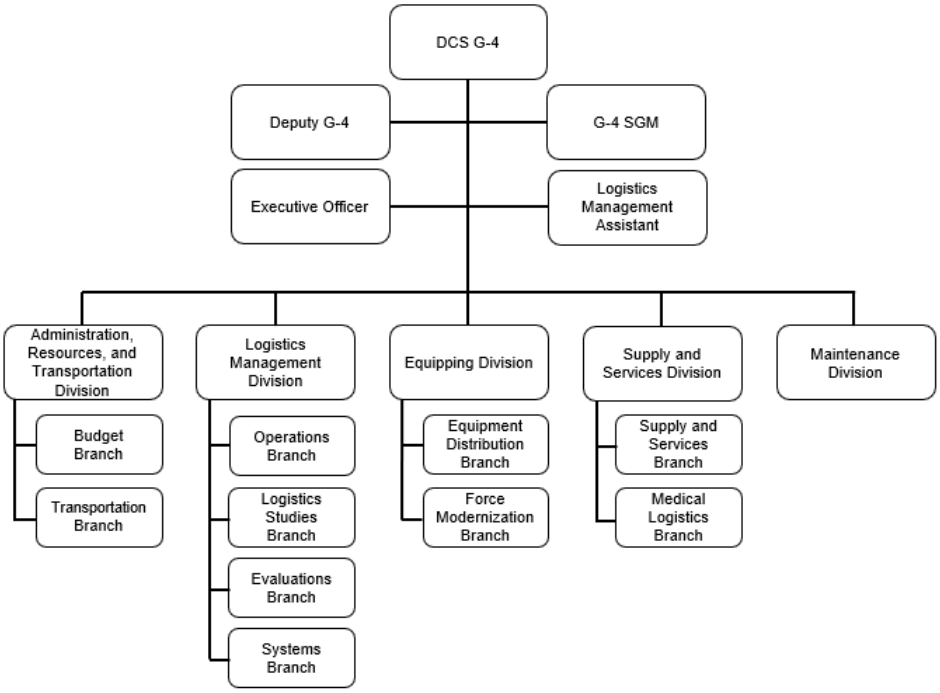

Figure 19-1. Deputy Chief of Staff, G-4 Organizational Chart

19-1. Mission and responsibilities

a. Mission. The USAR G-4 equips, maintains and sustains the USAR and ensures forces are prepared for mobilization and deployment. The key functions for the USAR G-4 are asset visibility, equipment distribution management, maintenance management, operations management, readiness management, strategic re- sourcing, and requirements determination.

b. Responsibilities.

(1) Provide the CG situational awareness of logistics in support of the USAR mission.

(2) Analyzing, planning, and execution of USARC logistics readiness and operations.

(3) Maintain a COP of USARC logistics readiness and operations through collection, analysis, and presentation of logistics data, by creating, deploying, and sustaining logistics IT and through the planning and conducting of inspections and evaluations.

(4) Generate G-4 requirements for the USARC budget planning and execution process.

(5) Deputy Chief of Staff G-4. Directs and manages USAR Logistics, Equipping, Sustainment, and Modernization. Directs and leads the G-4.

(6) Deputy Director. Supervises the execution of decisions and policies related to G-4. The Deputy Director provides oversight over the staff in the daily execution of our missions. Additionally serves as the CCPM for Supply Management Career Program (CP) 13, Materiel Maintenance Management CP 17, and Transportation Management Career Program (CP) 24.

(7) G-4 Sergeant Major. As senior enlisted and spokesperson in the G-4 the Sergeant Major enforces established policies and standards for enlisted Soldiers pertaining to performance, care conduct appearance, effective personnel management, training, and ensures the efficacy of the professional Army Warrior ethos and Army.

(8) Executive Officer.

(a) Primary assistant to the Director and Deputy Director G-4. Coordinates with USAR SGS, Command Group, and other directorates, and other Army commands and agencies.

(b) Provide administrative control and oversight of all DCS G-4 correspondence, G-4

internal and external suspense(s), and appointed duties to include formal taskings, conferences, calendar events, monthly Supervisory

(c) Supervisory Logistics Management Specialists (SLMS) Process Action Team (PAT) meeting, and staff interactions and morale.

(d) Manage G-4 actions in the automated tasker systems to ensure suspense(s) are met.

(e) Oversee administrative details of working groups/meetings.

(f) Maintain USARC Master Events Calendar for the G-4.

(g) Provide recommendations to leadership for improving staff coordination within the G-4.

(h) Manage military inbound reception to ensure Soldiers are on a rating scheme and that a copy of their last OER/NCOER is on file and maintain Military Biographies for assigned or attached military personnel.

(i) Manage military outbound G-4 clearing actions.

(j) Perform all assigned administrative and clerical duties and maintain the DCS G-4 and Deputy G- 4 calendar.

(k) Support Distinguished Visitors, key events, SITREPs, and weekly Staff Updates to the Command Group.

(l) Coordinate G-4 meetings, office calls with the Command Group, other agencies, and directorates.

(m) Receive, research, assign and respond to all Congressional inquiries and requests for information coming into the G-4.

(n) Manage the G-4 Alert Roster, SLMS/G-4 POC List and the G-4 Staff Directory List.

(o) Schedules and manages the monthly G-4 Professional Development events.

(p) Plan and execute the quarterly G-4 hail and farewell and awards ceremonies.

(9) Logistics Management Assistant.

(a) Provide direct administrative and clerical support to the DCS G-4 and the Deputy G-4.

(b) Supports Executive Officer with all G-4 administrative actions.

(c) Responds to routine and non-technical requests and or refers questions to appropriate action office, mid-level manager, or supervisor.

(d) Assists with travel arrangements for the G-4 and Deputy G-4.

19-2. Administration, Resources and Transportation Division

Provide, sustain, control, and enhance resources (manpower and funds) for the USAR logistics mission in USAR operations. Exercises primary staff responsibility for all G-4 matters pertaining to Civilian personnel management, military personnel management, budget and funds management.

a. Serve as adviser to the G-4 on Civilian personnel administration.

b. Maintain records on Civilian personnel management and administer the automated Civilian Personnel Program for personnel actions.

c. Maintain status on all assigned military personnel, including periodically required evaluations, assignments, and recommendations for awards, and actions to request replacements or realignments within the organization.

d. Coordinate analysis of logistics manning levels for MSCs, procedures, and staffing levels to support logistical programs.

e. Supports USARC G-3/5/7 FMM manpower study/modeling efforts for determining logistical FTS requirements. Review and coordinate changes to authorization documents and provide technical comments.

f. Administer the G-4 Annual Assurance Statement (AAS) Program and the Management Control Program (MCP). Analyze and report material weaknesses within the logistics

community.

g. Manage G-4 semiannual input to the USAR Historian.

h. Coordinate security clearance verification, validation, and requests for the G-4.

i. Coordinate G-4 supplies and equipment requirements with the USARC Property Book Officer (PBO) and Supply Sergeant.

j. Prepare and process Civilian leave and attendance records.

k. Develop and support training programs for Civilians and request funding for schools.

l. Manage the DCPS. Collect, verify, and input payroll documents and resolve payroll issues for DAC assigned to the G-4.

m. Budget Branch.

(1) Responsible for the management of the USARC G-4 budget.

(2) Coordinate program execution of all logistical funding with internal and external PMs.

(3) Train new PMs in PPBE skills and requirements.

(4) Serve as DTS Manager for the G-4.

(5) Coordinate UFR with the G-4 divisions, subordinate commands and the USARC G-8.

(6) Represent G4 during USARC's PBAC in the total budget process providing G-4 input to the Command Operating Budget and the POM for all G-4 managed programs.

(7) Manage the G-4 DCPS. Collect, verify and input payroll documents and resolve payroll issues for assigned G-4 Civilians.

n. Transportation Branch. Facilitates movement of USAR equipment in support of readiness training, mobilization, and deployment.

(1) Responsible for coordination of transportation, travel, and traffic management for USAR units.

(2) Serve as USARC Activity Manager for Career Program 24 (Transportation Management).

(3) Provide traffic management assistance (passenger, personal property, and freight) to the G-4 staff and supported units.

(4) Manage transportation automated systems' business processes. Coordinate implementation and improvement of transportation automation systems.

(5) Coordinate mobilization and deployment policy, procedures, and guidance with FORSCOM and First Army for MSCs. Develop transportation input to mobilization, contingency, and deployment plans and policy. Coordinate transportation for post mobilization equipment training sets.

(6) Provide guidance and ensure compliance on Defense Transportation Regulations (DTR) within the USAR.

(7) Perform liaison with SDDC, Transportation Command (TRANSCOM), Military Sealift Command, Air Mobility Command, Deployment Process Modernization Office (DPMO), FORSCOM, First Army, Defense Logistics Agency (DLA), and HQDA.

(8) Review and make recommendations to MSCs on the transportation annex for USARC supported exercises.

(9) Provide guidance and updates on transportation of hazardous materials and ensure units understand HAZMAT Training requirements for drivers and certification personnel.

(10) Develop transportation G-4 policies, guidance, procedures, regulations, and pamphlets.

(11) Manage the Emergency Highway Traffic Regulation (EHTR) plans for emergency situations affecting highway movement throughout CONUS.

(12) Conduct transportation studies and analyses to determine costs and recommended modes of transportation.

(13) Administer the Defense Travel Management Office (DTMO) regional contract and serve as the Quality Assurance Evaluator (QAE) and Voucher Examiner for the HQ USARC travel account. Provide coordination and resolve issues with the HQ USARC Commercial

Transportation Office and the COR.

(14) Serve as PM for the USAR Second Destination Transportation (SDT) Program.

(15) Coordinate transportation support for the USARC sponsored events.

19-3. Logistics Management Division

Responsible for strategic plans, concepts, initiatives, directives, guidance, programs, policy, and Transformation. Integrate, direct, manage, and provide oversight of the operations of the Logistics Management Division.

a. Operations Branch.

(1) Coordinate all G-4 AROC taskers and suspense(s).

(2) Coordinate with USARC G-3/5/7 and FORSCOM for mobilization logistics requirements and manage the logistical shortfalls of units sourced one year out from deployment.

(3) Provide the DCS, G-4, and the CoS with the logistical update on units during their deployment year at the RPR.

(4) Support the DCS, G-3/5/7 in the validation of sourcing solutions for Operations Needs Statement (ONS) and Equipment Sourcing Document (ESD) submissions via the Equipment Common Operating Picture (ECOP).

(5) Provide management support for logistics operations planning and execution for USAR COOP and the AROC, when activated.

(6) Develop USARC G-4 contingency plans in support of FEMA and other civilian agencies who require USAR support for internal/external equipment requests in support of CAT teams.

(7) Responsible for G-4 operations, automated systems, and branch mailbox supporting the G-3/5/7, FEMA and other civilian agencies request for logistics support.

(8) Manage the G-4 Defense Messaging System (DMS) and G4 training on DMS message development and transmission.

(9) Support ADCS G-37 in management of Hands-On-Training (HOT) Programs.

(10) Serve as the G-4 lead for planning at the First Army Pre Mob planning meetings.

(11) Process equipment requests (FORSCOM 156-R) from G-37. Validate and develop equipment sourcing solutions for G-4 approval and development of equipment distribution plans.

(12) Review and publish OPORDs and annexes in support of contingency mobilization, exercises and G-4 initiatives.

(13) Responsible for G-4 unit sourcing recommendations to G-33 GFM.

(14) Conduct the logistical analysis of Army Reserve Mission Force units within the ReARMM and provide recommendations for improvement.

(15) Analyze the logistical shortfalls of units converting, and activating, and stationing during current FY and recommend actions to the G-4 staff to assist units in achieving the highest state of readiness prior to their EDATE.

(16) Coordinate and plan mobilization logistics with FORSCOM, other Army Commands (ACOM), First Army, ADCS G-33 and ADCS G-35.

(17) Coordinate the USARC Logistics input to automated systems such as FORSCOM's AST and USARC automated systems such as the Force And Asset Search Tool (FAAST).

(18) Develop policy and procedures for USARC logistics readiness reporting.

(19) Coordinate the DCS G-4 input for the FORSCOM RCRR.

b. Logistics Studies Branch.

(1) Conduct logistics studies and reviews in areas impacting the USARC.

(2) Serve as G-4 proponent for FORSCOM/USARC logistics initiatives supporting units re-structure, equipment readiness priorities in support of USAR mobilizations.

(3) Conduct studies of USARC missions, organizational structure, the USAR Technician Program, functions, procedures, and staffing as relates to USARC logistics operations.

(4) Review all MOA/MOU processed by USARC G-4 for format and regulatory compliance.

(5) Evaluate and recommend revisions to support policies, procedures, geographic assignments, inter/intra-service support agreements.

(6) Manage G-4 participation and input to the SMS.

(7) Serve as the G-4 proponent to the USARC staff and MSCs for the development and execution of logistics planning and support to USARC initiatives, concepts, and command plans.

(8) Manage G-4 planning of logistics manning levels for USARC units and commands, procedures, and staffing levels to support logistical programs.

(9) Represents USAR G-4 equities during periodic updates of logistic regulations and pamphlets.

(10) Coordinate with G-3/5/7 Force Management and Manpower directorate for review of all draft and proposed MTOE and TDA changes.

c. Evaluations Branch.

(1) Responsible for the administration of the Philip A. Connelly Award Program, Army Award for Maintenance Excellence Program, Army Supply Excellence Award Program, and the Deployment Excellence Award Program.

(2) Responsible for the management of USAR nominations for the USAR National Defense Transportation Association (NDTA), SDDC and Army Transportation Corps Regimental Award programs.

(3) Serves as the G-4 OIP Coordinator analyzing findings and recommending solutions during IG inspections. Coordinate discipline policy inspections, external audits, discipline reviews, and liaison visits. Supports the IG AIP for logistics; recording findings for current and historical reports.

(4) Direct and manage the USAR Command Logistics Review Program (CLRP). Supervise and coordinate logistic inspections and discipline reviews to assess the following areas during a CLRP:

(a) Command Maintenance Discipline Program (CMDP).

(b) Command Supply Discipline Program (CSDP).

(c) Command Deployment Discipline Program (CDDP).

(d) Command Food Service Discipline Program (CFSDP).

(e) Medical Logistics.

(5) Maintain schedule of evaluation events (Gold Team, CLRP, and OIP).

(6) Represent the G-4 in the Sustaining PEG POM process and incorporate all of the Combined Logistics Excellence Award (CLEA) and CLRP requirements under MDEP FALO (MDEP ODCS G-4 Field Support) and ASLP.

(7) Manage development of the G-4 position pertaining to the Government Audit Office, United States Army Audit Agency (USAAA), IG, and IR audits and inspections for logistics.

(8) Coordinate and manage the administration of the Army Award for Maintenance Excellence (AAME) Program.

(9) Coordinate and manage the administration of the CoS, Army Supply Excellence Award Program.

(10) Supervise and coordinate maintenance policy inspections, external audits, maintenance discipline reviews, and liaison visits.

d. Systems Branch.

(1) Represents G-4 equities for modernization and transformation of Army Sustainment Information Systems that consist of Logistics Information Systems and Tactical Enterprise Logistics Systems.

(2) Responsible for the development of USAR policy for G-4 managed Sustainment Information Systems.

(3) Represent the G-4 in the Sustaining PEG POM process and incorporate all of the

Sustainment Information System requirements under MDEP ERPA.

(4) Develop and sustain a Service Level Agreement for ARNET support requirements for Sustainment Information Systems operation with the DCS G-6 / Chief Information Officer.

(5) Provide COR and management of Sustainment Information Systems support contracts.

(6) Manage Sustainment Information Systems support annual funding requirements and management of spend plans and funding execution.

(7) Plan and manage distribution, redistribution, and disposition of MTOE and TDA authorized Sustainment Information Systems within the USAR.

(8) Manage the sustainment, configuration, and distribution of Sustainment Information Systems software to ensure USAR systems are operating on the most current version.

(9) Perform duties as G-4 KM, Information Assurance Officers, and SharePoint Administrators IAW USAR policy.

(10) Provide automation technical helpdesk support and manage cyber security annual training tracking for G-4 personnel.

(11) Provide Global Combat Support System-Army (GCSS-A) data analytical support to the USAR.

(12) Interface with GCSS-A Program Office and Combined Arms Support Command (CASCOM) to ensure USAR equities are established in GCSS-A and Army Enterprise Systems Integration Program.

19-4. Equipping Division

Develop policies, procedures, plans, and programs related to the management, review, and monitoring of USAR equipment, including force modernization initiatives less Logistics Automation Systems, Class VIII (Medical), Organizational Clothing and Individual Equipment (OCIE), and Aviation equipment. Assist Maintenance Division in the determination of Depot rebuild/overhaul programs. Validate programs requirements in the year of execution. Support Homeland Operation (HLO) equipment requirements.

a. Equipment Distribution Branch.

(1) Develop plans, policies, and procedures for the redistribution and/or divestiture of Class II and VII MTOE and TDA items (less Class VIII and Aviation items).

(2) Manage equipment redistribution to equip units for contingency operations coordinated with Logistics Management Division (LMD) through established process.

(3) Coordinate with Force Modernization Branch and develop equipment redistribution plans for equipment displaced by Force Modernization distribution (less Aviation and Medical specific equipment).

(4) Develop policies for reporting and disposing of excess MTOE and TDA Class II and VII (less Class VIII and Aviation specific items).

(5) Conduct coordination visits with Army Sustainment Command (ASC), AMC, and HQDA G-4 and G-8 to maintain requirement visibility.

b. Force Modernization Branch.

(1) Develop plans, policies, and procedures for all Force Modernization activities to include the Total Package Fielding (TPF) of Classes II and VII for MTOE and TDA (less Class VIII and Aviation specific items).

(2) Coordinate with HQDA G-8 PMs and gaining commands on all aspects of new equipment fielding, to include de-processing, New Equipment Training (NET), and hand-off.

(3) Coordinate with the Equipment Distribution Branch to ensure displaced equipment is redistributed or divested.

(4) Oversee operational activities of New Equipment Fielding Facilities (NEFF).

19-5. Supply and Services Division

The Supply and Services (S&S) Division provides USAR policy, programming, plans, and oversight of the Army Supply and Services Systems, and Food Service Operations.

a. Supply and Services Branch.

(1) Manage disposition of excess equipment turned in by USARC units by creating policy, directing operations, and maintaining oversight of the GCSS-A Retrograde Sites (RS).

(2) Develop and coordinate policy for the requisition, receipt, storage, issue, and disposition of all classes of supplies within the MSCs, less Aviation end items and repair parts.

(3) Develop supply annexes for logistics plans and review supply capabilities. Coordinate plans with HQDA, FORSCOM, ASCC, and MSCs. Establish policy to implement DoD supply programs to improve supply accountability, sustainability, and readiness across the USAR.

(4) Serve as the Army Distribution Management Change Agent for the USAR. Analyze requisitions and repair data to identify problem areas and implement corrective actions to increase the responsiveness of the supply system.

(5) Process Financial Liability Investigations of Property Loss (FLIPL) originating from MSCs.

(6) Review and analyze trends in property accountability. Provide guidance and directives to resolve unsatisfactory trends, failures, and provide solutions to meet accountability standards.

(7) Analyze CSDP compliance and assist subordinate units with property book operations, management, and maintenance.

(8) Provide oversight of the Campaign on Property Accountability (COPA) by reviewing Sensitive, Cyclic, Annual Inventories, Property Accountability Adjustment Data (PAAD) reports, and FLIPL reports.

(9) Conduct CLRP Inspections; provide commanders with a holistic view of logistics readiness. Maintain AIP logistics data for the USAR.

(10) Support MSCs with SAV.

(11) Augment IG inspection team with logistics subject matter experts.

(12) Conduct USAR Internal Self-Test Audits. Support HQDA external audits to account for general equipment (GE).

(13) Provide logistical assistance to MSCs with Material Management Teams (MMT), and training.

(14) Analyze MR2 data for property accountability readiness.

(15) Serve as the G-4 Manager for DoD Activity Address Codes (DODAAC).

(16) Develop and review execution of policies and procedures pertaining to storage of supplies and equipment.

(17) Exercise staff oversight over USAR storage operations in Equipment Concentration Sites (ECS) and central storage facilities.

(18) Review command-wide logistics storage requirements and centralized logistics storage programs.

Manage acquisition, issue, storage, and disposal of OCIE and Kentucky Logistics Operation Center (KYLOC).

(19) Support USAR nominees for the Supply Excellence Award (SEA) Program.

(20) Implement the Item Unique Identification (IUID) process for the USAR.

(21) Food Services.

(a) Provide advice and assistance to the DCS, G-4 and subordinate commands in achieving objectives for the Army Food Program.

(b) Provide guidance for the Army Food Program implementation in the USAR.

(c) Provide supervision of Food Service activities for the MSCs.

(d) Review and approve special subsistence requests for support from commercial

sources or other DoD agencies.

(e) Review DA Form 2969-1-R, *Food Cost and Feeding Strength Summary, US Army Reserves*.

(f) Coordinate USAR Food Program Management Courses.

(g) Develop and manage command food program budget to ensure funds are available to performance of food service duties and responsibilities.

(h) Manage USAR use of the Army Food Management Information System (AFMIS).

(i) Conduct annual food program reviews for MSCs.

(j) Review the Food Service Sanitation Adjunct Instructor Training Program.

(k) Support the USAR unit nominees for Phillip A Connely Award Program.

(l) Conduct Annual Food Service Management Board.

(m) Manage USAR garrison food service equipment replacement program.

(n) Provide annual food service operation's training for MSC Food PMs.

(o) Review the annual USARC Subsistence Source Report.

(22) Fuel and Ammunition.

(a) Manage USAR Government Fuel Program.

(b) Manage USAR Ammunition Operational, Combat and Sustainment Loads.

(c) Serve as a G-4 liaison with HQDA and US Bank Voyager

(d) Provide Government Fuel Card program support to MSC and Installations

(e) Perform duties as the Fuel Level III Agency / Organization Program Coordinator (A/OPC) to establish and implement policies, guidelines, surveillance plan, internal management controls, and reporting mechanisms.

(f) Train USAR Fuel Card Accountable/Certifying Officials on certifying and processing fuel payments in Fleet Card Commander Online (US Bank/Voyager).

(g) Perform duties as the USAR Ammunition Manager to establish and implement policies, guidelines, surveillance plan, internal management controls, and reporting mechanisms.

(h) Train Ammunition Mangers on how to process and enter Ammunition requirements in Total Ammunition Management Information System (TAMIS).

b. Medical Logistics Branch.

(1) Provide medical logistics advice to the DCS, G-4 and USARC staff on medical logistics issues, functions, programs, policies, and readiness.

(2) Conducts staff studies of medical logistics; develops decision memorandums, point papers, and briefs for the staff and Command elements.

(3) Manage capabilities to sustain, test, schedule, and manage repairs, services, and QA of precision driven biomedical equipment used in a joint environment for diagnostic and therapeutic medical treatment to include management of test, measurement, and diagnostic equipment issued to Army Medical units.

(4) Advises the DCS, G-4 on medical equipment systems compatibility, replacement, and economical retention.

(5) Provide medical maintenance policy and guidance to the G4 and MSCs.

(6) Represent the DCS G-4 during meetings with DoD level committees, boards, and joint working groups to address medical maintenance issues

(7) Responsible for reporting the readiness and mission performance factors related to ground and medical maintenance.

(8) Analyze and report the reset dollars for USAR medical equipment used in support of the war fighting efforts and all training exercises; ensuring equipment is brought back to 20 level standards or exchanged as economically as possible prior to being issued back to USAR units.

(9) Coordinate with LDAC, United States Army Medical Materiel Agency (USAMMA), and G-3/5/7 with the development of TRM funds to repair and maintain medical equipment.

(10) Manage medical unit conversions and new equipment fielding by ensuring all

medical equipment being issued by USAMMA to USAR units is at 20 level and/or manufacturers' recommended specifications.

(11) Manage medical logistics requirements, determine programs, and defend logistics requirements for medical units.

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

(13) Coordinate use of equipment in Medical Materiel Readiness Program (MMRP) between USAR and USAMMA to include medical unit conversions and new equipment fieldlings, initial use of all Class VIII medical equipment for all activating a converting or reorganizing medical units, building of Medical Sets, Kits and Outfits (SKO) for deploying medical units, and redistribution of Class VIII medical materials within USAR medical units to improve unit readiness.

(14) Review medical equipment repair policies and scheduled services for USAR medical units.

(15) Review policies for optical fabrication.

(16) Review implementation of the blood retention and distribution program within the USAR Medical Logistics Battalions.

(17) Represent G-4 equities associated facility construction requirements involving Regional Training Site – Medical (RTS-MED).

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

(19) Coordinate all medical equipment and supply requisitions for USAR units to conduct “real patient” health care missions.

19-6. Maintenance Division

Manages G-4 maintenance management policies and procedures for USAR materiel.

a. Provide staff oversight of USAR RESET requirements and USAR OPTEMPO mileage program.

b. Manages USAR compliance with the Army Oil Analysis Program (AOAP) for USAR ground equipment.

c. Validate labor, materiel, and facility standards used in measuring and managing the performance of maintenance operations. Develop the USAR maintenance support plan by reviewing storage programs and equipment density by location.

d. Provide G4 staff supervision of the Army Corrosion Prevention and Control (CPC) Program.

e. Provide staff oversight and assistance to the RD for the management of Army Maintenance Support Activities (AMSA), ECS, and other USAR maintenance facilities.

f. Identify and report maintenance shortfalls and adverse trends impacting readiness, maintenance operations and equipment serviceability.

g. Review and analyze performance of maintenance activities through Work Order production reports, standard maintenance metrics, and man-hour utilization reports. Provide recommendations to correct and improve equipment repair times.

h. Distribute and review compliance of SOUM, Maintenance Advisory Messages (MAM), and Ground Precautionary Messages (GPM) on USAR equipment.

i. Review and analyze trends in equipment serviceability. Provide monthly reports and analysis to the G-4.

j. Review and resolve serviceability issues for mobilizing units. Provide recommendations to the Plans, Operations and RDs for mobilization briefings.

k. Analyze the equipment serviceability reporting programs such as Enterprise Materiel Status Report (EMSR), Usage, Scheduled Services for compliance and accuracy. Provide serviceability reports to the DCS G-4.

Augment command inspection/assistance teams, as required.

l. Manage USAR equipment in Field/Sustainment Level RESET. Coordinate with FORSCOM, IMCOM, First Army, Tank-Automotive and Armament Command (TACOM), Communications-Electronics Command (CECOM), AMC, ASC, LDAC, NGB, and RD to provide asset visibility of USAR equipment during the demobilization (Field/Sustainment Level RESET) process.

m. Manage the Test, Measurement, and Diagnostic Equipment (TMDE) program for the USARC.

n. Coordinate the USARC maintenance training program with the DCS G-37 for integration of field level maintenance elements support to major collective training exercises.

o. Serve as Functional PM in the USARC for field level maintenance.

p. Manage the USAR Modification Work Order (MWO) Program and ensure all MWO applications are reported in the Modification Management Information System (MMIS).

q. Develop, plan, justify, execute, and manage the Depot Maintenance Program for all USAR equipment rebuild initiatives.

Chapter 20
Deputy Chief of Staff, G-6

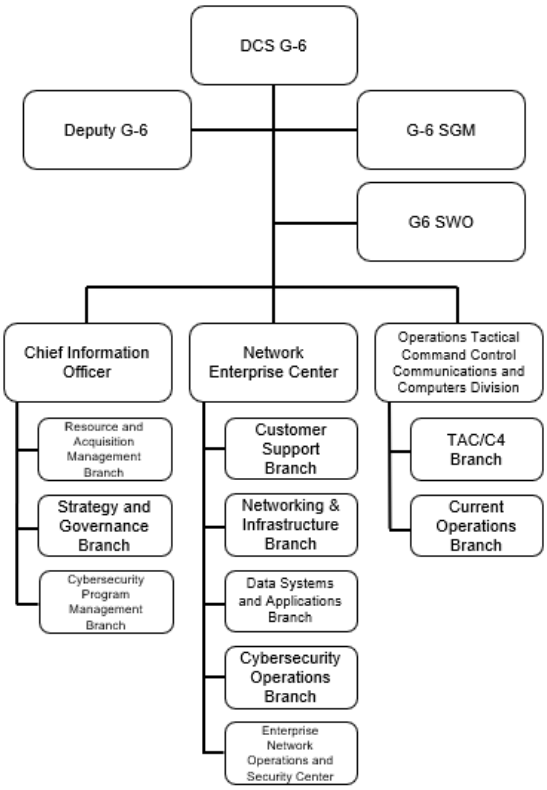

Figure 20-1. Deputy Chief of Staff, G-6 Organizational Chart

20-1. Mission and responsibilities

a. Mission. Provides secure, reliable, and integrated Signal and IT capabilities to strengthen Army Reserve combat readiness. This is accomplished by leveraging internally managed capabilities and mission partners across the Army and DoD.

b. Responsibilities.

(1) Performs key functions to deliver USAR agile network and IT capabilities. These functions allow Commanders to conduct mission command and readiness at all echelons.

(2) Serves as command advisor for all Signal, IT, and related management matters. Acts as central authority for all related program planning, policy, and guidance for IT requirements, while operating, engineering, defending, and sustaining ARNET and the Secure Army Reserve Network (SARNET) as part of the Department of Defense Information Network – Army (DoDIN-A).

(3) Deputy Chief of Staff, G-6. Serves as the principal focal point in HQDA for information management (IM) matters with Congress, the Government Accountability Office (GAO), OMB, other Federal agencies, DoD, Joint Staff (JS), Army organizations and commands, and other military departments, academia, and industry. The DCS G-6 provides policy and guidance on IT systems and networks in accordance with AGO 2020-01. This includes the review and evaluation of existing Army IM and IT policies to determine their adequacy and overseeing the implementation of DoD IT or IM-related policies or guidance. The DCS G-6 is the BMA Champion for IT controls related to access controls, segregation of duties, security management, configuration management, and contingency planning. The DCS G-6 provides oversight and coordination for the implementation of policies as outlined in AR 25-1, *The Army Information Resources Management Program*.

(4) Chief Information Officer / Deputy G-6.

(a) Serves as the Chief Information Officer / Deputy G-6 with responsibility to develop, plan, coordinate, and implement USARC policy in CIO/G-6 specific areas. Responsible for exercising legal, fiscal, and statutory authorities to achieve near-term and operational USARC CIO/G-6 objectives. CIO delivers G-6 focused governance, policy, financial planning, PPBE, and portfolio management to execute and sustain USAR warfighting capabilities. Principle strategic-level IM systems representative for the Command. Responsible for engineering and managing the Commands IM arena resources in a manner consistent with the Commands mission and CIO program objectives, applicable laws, regulations, principles, standards, and resources. Manages daily operation of the office and the technical supervision of the staff. Plans and directs short-and-long term operations for the Commands IM framework, technology systems engineering, and the technical management of IT in accordance with the Public Law 104-106 (*NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 1996*), Clinger-Cohen Act of 1996, Executive Order 13011, 16 July 1996, FISMA, and Federal IT. Develops and maintains road maps to describe the needed technical processes, personnel skill levels, funds, facilities, and equipment to achieve the mission. Implements customer-oriented initiatives and objectives in pursuit of the road maps; chairs high-level committees, review groups, and councils for the planning, development, evaluation, and management of USAR, DoD, Army wide CONUS and OCONUS information systems. Represents the USARC and DoD in technical matters relating to information systems policy, planning, and objectives and provides professional expertise in IM arena functional areas to the USAR. Directs daily operations of CIO/G-6 staff. Evaluates emerging technologies and prototype programs and guides their employment to satisfy valid USARC mission requirements.

(b) Responsible for continuous program oversight and operation of high visibility matters and programs which have considerable impact on both the future of the Command and the manner and ability in which it performs its mission as an operational Reserve for the Army. Develops, plans, coordinates, and implements USARC policy in G-6 areas. These areas include items such as: Network Enterprise, Cybersecurity, Computer Network Defense, and Business Process Reengineering. Responsible for identifying fruitful areas for analysis, formulating proposals for original studies, justifying and presenting such proposals to appropriate authorities within the Command. Develops, plans, and manages implementation of short and long-range plans for acquisition of IT hardware, software, and firmware to support the Command's vision within the Federal budgeting process. Performs business case analyses to determine return on investments utilizing investment strategies and business process reengineering techniques as it applies to IT systems.

(c) Represents the USAR in a variety of high-level government committees, national and international forms, and professional associations focusing activities to meet G-6 requirements, and resolving critical information systems problems.

(d) Makes recommendations to the OCAR, HRC, HQ USARC staff, and major subordinate commands through the AOR.

(e) Makes recommendations to the CIO/G-6 on projects or program segments to be initiated, dropped, or curtailed; determines the optimum mix of reduced operating costs and assurance of program effectiveness, including introduction of labor saving devices, automated processes, methods improvements, and similar actions.

(f) Responsible for devising G-6 policy and long-range planning in connection with prospective changes in functions and programs. Manages and guides efforts of a CoCs composed of O-6/GS-15 level representatives, which make IT investment recommendations and decisions for USARC.

(g) Representative of the Army Reserve, CIO/G-6 to senior leadership, DoD, NETCOM, Army CIO and DCS, G-6, OCAR, and industry. Plans, programs, budgets, and directs execution of funds for the administration of the G-6 programs for the entire USAR IM arena resources. Oversight in preparation of G-6 budgets and control of expenditures; operational planning and service delivery; USAR procurement and pre-approval of all IT hardware and software in accordance with FARs and departmental directives. Plans, prepares, and submits the G-6 Command Operating Budget input to the Deputy Chief of Staff, G-8. Leads the financial management functions for the G-6 program budget to ensure efficient use of resources, keeping the CIO/G-6 informed of major activities in this area. CIO/Deputy G-6 has a specific role concerning Human Resources and Civilian Personnel Management.

(h) Human Resources. Develops, implements, and manages human capital strategies to recruit top quality talent, retain institutional knowledge, and develop future Civilian leaders. Manages, validates, and prioritizes program/budget regarding Civilian positions.

(i) Civilian Personnel Management. Plans, administers, and accomplishes command staff actions involving Civilian human resources throughout USARC CIO/G-6. Develops and implements policy, coordinates actions, and supports multiple functional areas such as personnel staffing, employee benefits, employee management, position classification, labor management, employee relations, employee performance management, mobilization and deployment, Civilian wellness, worker's compensation, Civilian training and leader development, Civilian personnel automation, technical services, career program management, special studies, and Civilian integration in Army transformation.

(j) Serves as the CCPM for Cyber Information Technology / Cybersecurity (CIT/CS) Functional Community (formerly titled Career Program 34 (CP34). This individual is appointed by the organization's Commander and is the senior Army Civilian Career Program official within USARC. Serves as the main point of contact for all command employees belonging to the CIT/CS Functional Community Career Program. As such, they are the subject matter expert on the CP34 Certification at their commands.

(5) G-6 Sergeant Major (SGM). SGM is a primary assistant and advisor to CIO/G-6 on all matters; directly responsible for enforcing G-6 policies and initiatives. Serves as the ARPA for the Cyber and Signal Proponent, CMF 17/25, for enlisted personnel. Supports recruitment/retention program, ensuring that the best Soldiers are recruited/retained. As senior Signal enlisted NCO for CIO/G-6, manages enlisted Signal Soldier issues including Soldier readiness, professional development, leader development, and family readiness. Administers CIO/G-6 NCODP through written directives and use of the NCO support channel. Manages the CIO physical fitness program. Serves as member of the CIO Personnel Management team. Assists with the design of the CIO force structure, identification and procurement of manpower for the CIO, and coordination and delivery of requests for personnel actions, ensuring that CIO required staffing levels are met and TDA structure issues are resolved. Directs development of

administrative and supply management, physical security, key control, personnel security, and information system security within CIO/G-6.

(6) G-6 Senior Warrant Officer. Senior Warrant Officer is the Chief Information Management Technical advisor to CIO/G-6 who is a highly specialized expert in IT and consults with senior leadership on executive level technical systems and supports IT decisions.

20-2. Chief Information Officer

a. Strategy and Governance Branch. The Strategy and Governance Branch conducts Mission Analysis, Course of Action (COA) Development and Decision briefings for operations, deployment/implementation, and resourcing requirements to ensure Command priorities and NETCOM's global DoDIN-A operations are planned and coordinated for successful execution and integration to ensure global Network operations. The Strategy and Governance Branch is responsible for the following:

(1) Responsible for publishing policy governing USARC CIO/G-6, developing, facilitating, and execution of operational plans, policies, to include IM and IT investments that meet USAR priorities and ensure synchronization with Army's CIO/G-6 strategies. Develops and executes USAR IM and IT operational policy, plans, portfolios, and programs, and tracks the execution of IM and IT policies and plans by other Army organizations. Manages implementation and enforcement of Army global network requirements and operations to achieve standardization, compatibility, security, interoperability, and fiscal discipline of IM and IT services supporting the warfighter.

(2) Manages USAR IT Enterprise governance framework and establishes a decision-enabling framework that controls and assigns accountability of enterprise IT. Performs investigation and design necessary to initiate and plan for enterprise-wide integration and enhancement; and researches ways to maximize return on investment (ROI); prepares documentation, communicating individual design elements to the implementation staff; and investigates USAR sites and organizations, directing internal and external installation IT services, core enterprise services, computing and infrastructure requirements to determine enterprise requirements in areas of new capabilities, initiatives, or directives.

(3) Develops operational implementation and integration plans, including transition planning. Manages the USARC CIO/G-6 Program MDEP; evaluates and prioritizes investment, expense, and operations proposals for initial resource allocation, inclusion in the portfolio, and POM integration. Provide Portfolio and Program IM and IT investment, expense, and operations management training for decision-makers and staff. Conducts program reviews and provides recommendations on consolidation of IM and IT investments, expenses, and operations based on resource requirements; analyzes requirements documentation to validate compliance to standards, completeness, and deliverable enforceability. Responsible for Army Information Technology Portfolio (AITP) (formerly Command, Control, Communications, Computers, and Information Management (C4IM) Services list) and IT program.

(4) Develops specific architecture designs (both business and technical) and implementation procedures for network integration and enhancement; and documents the development processes. Develops essential USAR architecture models and artifacts built to inform decision-makers at all levels, and analyzes current, future, and emerging technologies aligning with the CIO/G-6 strategic goals and objectives. Documents "As Is" and "To Be" architectures consistent with DoD Architecture Framework, (DoDAF); enforces business process reengineering to examine and standardize processes and practices.

(5) Manages the IT Metrics and Installation Status Reporting (ISR) Program and represents the Army Reserve on the Army IT Metrics Working Group, providing qualitative performance guidance for AITP Services, 700, 701, 702, and 703. Ensures collection of data for the quarterly Army IT Metrics Program in support of the USARC CIO/G-6 and provides IAW published timelines. Assists in maintaining a positive relationship with customers and provides

catalogue of services. Advises on the potential benefits / use of automation and management practices to improve the efficiency of the Service Level Management (SLM) program/process; analyzes AITP service requirements to develop SLM program or Service Management (SM) reporting systems including service specifications, performance measurement, data gathering and analytical techniques and service evaluation methodology; identifies data required for use in the management of common AITP base level services and Service Level Agreements (SLA). Develops operational concept which will be part of overall Concept of the Operation (CONOPS). Develops service definitions for IT Consolidated Services. Develops applicable SLA, Operational Level Agreements (OLA), MOU, MOA, and Theater Service Level Agreements (TSLA) to be used for IT Consolidated Services and incorporate in the Theater AITP Services Catalog, and development of performance measures to be used.

(6) Prepares project plans, functional requirements, charters, timelines, coordinate meetings, budgets, statement of work, standard operating procedures, status reports, cost benefit analysis and resource utilization estimates. Leads or assist in the development and completion of Problem Statements and Business Case Analysis. Coordinates work tasks and provide technical direction for programming efforts. Coordinates on-going system design and development; produces environment specifications for each application module, revises design specifications as needed during the system development process, conducts post-design and post-implementation reviews. The incumbent overseas the coordination of the installation, testing, operating, troubleshooting, and maintenance of systems. This includes the allocation of systems resources, monitoring the performance, capacity, availability, serviceability, and recoverability of installed systems, resolving interfaces and interoperability problems, ensuring systems functionality, integrity, and efficiency, maintaining systems configuration, and managing the installation and integration of patches, updates, and enhancements. Ensures rigorous compliance of information security / information assurance policies, principles, and practices to the applications development and support process.

(7) Prepares the Statement of Work (SOW) / Performance Work Statement (PWS) and Independent Government Cost Estimate (IGCE) to include market research and develops a Quality Assurance Surveillance Plan (QASP). Verifies the availability of funding and evaluates proposals from vendors/contractors. Monitor and document contractor's performance in accordance with the requirements, terms and conditions of the contract and agreed schedule. Validate contractor's reimbursable purchases are received before being billed to the Government. Assure Government Furnished Equipment (GFE) is being properly maintained and accounted for by the contractor. Validates contractor personnel have required licenses, certifications, and security clearances as required by contract. Verify timeliness and accuracy of contractor reports and data required to be delivered to the Government. Assures contractor/vendor is paid for acceptable performance and not paid for unacceptable performance.

(8) Assists USARC Customer and the USARC CIO/G-6 Portfolio Manager for the proper execution and G6 approval authority of all IT procurement related requirements, such as Information Technology Approval System (ITAS), Statements of Non-Availability (SoNA), Army Portfolio Management System (APMS), Army Data Center Consolidation Program (ADCCP) Decision Tool, Computer Hardware Enterprise Software Solutions (CHESS).
ICW the USARC CIO/G-6 Enterprise Software License Manager, track software licenses and above-baseline software requests through CHESS and Insight portals for NETCOM Headquarters.

(9) Executes or assists in the execution of Army technology pilots / proof of concepts to prove the operational validity of technology and technical solutions, capture and infuse technologies and commercial/government solutions into the DoDIN-A, identify comprehensive solutions that move the Army forward in IT and DoDIN-A Operations.

(10) Postures the Army Reserve and its networks for mission success by identifying

emerging technologies and technical solutions that assure continued operations in a compromised environment and enhance DoDIN-A operations using advanced technologies, concepts, and solutions.

(11) Serves as entry point for all Enterprise Requirements for the command with a process for validation, gap analysis, and requirements reviews for the Information Technology Capability Working Group (ITCWG), the Engineer Review Board (ERB), the Technical Review Board, and the change control board (CCB) to determine resourcing, planning, testing, and execution decisions.

b. Resource and Acquisition Management (RAM) Branch. Directs, manages, and executes financial management activities and operations within the USARC CIO/G-6. Responsible for budget execution and analysis, reprogramming actions, and appropriation funds control/distribution. Maintains overall responsibility and provides guidance for Army Reserve policy and practices regarding accounting, travel, and vendor pay. Responsible for ensuring efficient operation of existing financial management platforms and supporting/implementing fielding of new financial management systems and processes. Conduct pre-award acquisition activities to ensure accurate, timely, approved requirements-driven acquisitions and post-award contract activities to ensure supplies and services of the required quantity and quality are received on schedule and within forecasted costs.

(1) Coordinates the Program Objective Memorandum (POM).

(2) Analyzes budgets and programs to develop annual and long-term budget estimates.

(3) Ensures budget phase plan milestones are achieved.

(4) Performs joint review with G-3/5/7 Engineers and USARC G-8 on a quarterly basis.

(5) Manages the DTS for the G-6, serving as the technical authority on travel entitlements.

(6) Serves as the primary G-6 DTS Reviewing and Authorizing Officials (AOs).

(7) Manages the Government Purchase Card (GPC) and Government Travel Charge Card (GTCC) programs.

(8) Coordinates Un-Resourced Requirements submission for the G-6.

(9) Assists Contracting Officer Representatives (CORs) with preparing requirement packets.

(10) Provides QA/QC on CRRB / SCRRB presentation slides.

(11) Maintains 1-N List for acquisition priorities.

(12) Contract Operations Cell supports both pre-award and post-award phases of the G-6 acquisition lifecycle. During the pre-award phase, the Contract Operations Cell is responsible for the Determining Specifications, Market Research, Performance Work Statement/Statement of Work / Statement of Objectives, Quality Assurance Surveillance Plans (QASPs) and IGCEs as well as other documentation required to complete an acquisition ready package. During the post-award phase, the Contract Operations Cell is responsible for Contract Management; Contract Management activities include directing and assessing contract performance, voucher and invoice review, dispute resolution, payment, and closeout.

c. Cybersecurity Program Management Branch. Serves as the USARC CIO/G-6 Information System Security Manager (Program) responsible for establishing, managing, and assessing the effectiveness of all aspects of the command's Cybersecurity Program.

(1) Serves as the USARC CIO/G-6 primary POC for cybersecurity-related actions, information system and network security, and CIO/G-6 Cybersecurity Program. Manages security risks within the organization, specific program, or area of responsibility, to include strategic, personnel, infrastructure, policy enforcement, planning, security awareness, and other resources.

(2) Conducts necessary technical and cybersecurity training of personnel within the organization; coordinates and delivers or evaluates training course methods and techniques as appropriate.

(3) Manages USAR Risk Management Framework (RMF) assessment and authorization process activities and related documentation (e.g., system lifecycle support plans, concept of operations, operational procedures, and maintenance training materials) for ARNET and SARNET. Ensures that all networks maintain Authority to Operate on DoDIN-A. Provides technical support and reports to the designated Authorizing Official.

(4) Conducts announced and unannounced cybersecurity inspections and assessments. Manages FISMA compliance and reporting of mandated cybersecurity tests and controls, supports major subordinate commands with SAVs and Communication Security (COMSEC) Program, and conducts reviews for USAR.

(5) Programs, manages, executes, and reports MDEP cybersecurity resource requirements.

20-3. Network Enterprise Center

The Network Enterprise Center (NEC) responsible for mission assurance operations, DoDIN OPS, Cybersecurity, and IM functions to include customer support for various internal and external users. Exercises primary staff responsibility for management of automation, data communications, and telecommunications, hardware, and software operations for USAR.

a. Ensures standards compliance on all IM network and telecommunication hardware and software procurements.

b. Provide automation and communication resources to customers in a simple, responsive, and cost-effective manner.

c. Provide technological direction within the directorate and is involved in the strategic planning of emerging technology under the direction of the executive team.

d. Manages information IAW Army regulations and guidelines.

e. Maintains USAR portion of the Army Enduring Data Center (AEDC) property accountability. Provide VTC access services for HQ.

f. Interacts with senior executives responsible for a variety of command programs for the purpose of exposing, explaining, defending and promoting command IT programs. Negotiates compromises with various commands and supported elements, when required, to ensure continued and adequate support. Arbitrates and resolves controversial or complicated issues among key command program officials that are related to information systems. Collaborates with heads of other organizations to negotiate, decide on, and/or coordinate work-related changes affecting supported units. Advises higher level officials on problems involving the relationship of the work of the organization with broader programs, and their impact on such programs.

g. Monitors command, control, communications, and computer (C4) networks. Monitors networks and maintains network status. Ensures all systems connected to the C4 network meet all established requirements. Enforces configuration standards and advises commanders on configuration changes. Conducts troubleshooting for all C4 networks and systems.

h. Ensures that community-wide information NETOPS services, such as information assurance (IA), network management, and information dissemination management, are provided to customers within the Community. Provides a variety of telecommunications services to include management of computer communication lines, voice and data (secure and non-secure), and local and wide area networks (LAN/WAN) in support of base communications.

i. Customer Support Branch. Provide users with a single POC for service requests, incident reporting, problem management, and inquiries related to ARNET services 24 hours per day, 7 days per week, and 365 days per year.

(1) Facilitates the innovative use of technology in support of command requirements.

(2) Assesses the contributions made by information and technology support assets to mission performance through customer feedback to ensure continuous improvement.

(3) Provide services to assist customers in accomplishing their mission.

(4) Provide secure, reliable, next generation IT, and business capabilities support.

(5) Provide IT Tier I/II support to all USAR users and mobility support to all users.

(6) Develop services to meet and exceed customer expectations and contribute to the success of the enterprise through provide timely, consistently high quality and professional IT support.

(7) Provides troubleshooting and mobility device support to HQ USARC by collecting information, coordinating with DISA for applicable mobile services and customer training of current capabilities throughout the HQ. Provides assistance with requests, research, and validation for USAR wireless mobile devices and services, to include DoD Mobility Unclassified Capability (DMUC) and DoD Mobility Classified Capability (DMCC). Coordinates with DISA on behalf of USARC and major subordinate commands when required and provides process advice for DMCC.

(8) Provide technical and operational VTC support, as well as A/V support for local events, both on-site (via NIPRNet, SIPRNet) and off-site to HQ USARC, MSCs, and outside organizations as requested.

(9) Provide local and escalated technical support, IT (hardware and software) lifecycle management support, COOP support, and cybersecurity support to HQ USARC personnel.

j. Networking and Infrastructure Branch. Responsible for implementation and maintenance of the ARNET technical architecture.

(1) Plans, manages, and delivers infrastructure, services, and capabilities for secure and non-secure voice, data, and video for networks to deliver electronic information to facilities.

(2) Designs, engineers, and configures common user building IT infrastructure for data, voice, video, collaboration services, and systems management data analysis, trend analysis of performance, responsiveness, and capabilities.

(3) Performs administrative functions, including procurement, budget, personnel, and staff coordination.

(4) Coordinates all network implementation and integration with the Data Systems and Applications Branch. Coordinates network and infrastructure design and implementation with functional proponents to ensure that capability needs are met; and collects and documents ARNET users and stakeholder's requirements.

(5) Develops, implements, and maintains processes and procedures to manage USAR voice and data networks through analysis of network activities; performance of routine and emergency maintenance; establishing and implementing standard troubleshooting procedures.

(6) Manages network devices, bandwidth utilization, traffic analysis, and circuits.

k. Data Systems and Applications Branch. Responsible for directing and managing IT contracts, fielding USAR application software to ACOMs, power projection platforms, and power support platforms; evaluates and recommends Commercial of the Shelf (COTS) software and provides software advice and assistance for KM. Provide C4IM services (operations, maintenance, and cybersecurity compliance) to ARNET, including core services, i.e., authentication, Radius, Defense Switched Network (DSN), Widows Integrated Network Sensors (WINS), Terminal Access Controller Access Systems (TACAS), Active Directory, Software Delivery, Distributed File System (DFS), Enterprise Print Services, and Simple Mail Transfer Protocol (SMTP) Relays.

Manage Disaster Recovery (DR) planning.

l. Cybersecurity Operations Branch. Develops security compliance processes or audit reviews to ensure compliance and develops risk mitigation strategies to resolve vulnerabilities and recommend security changes to system or system components as needed.

(1) Validates all cybersecurity personnel have received necessary technical and security training and certifications required to carry out their duties. Assesses and designs key management functions (as related to cybersecurity).

(2) Conducts protective and defensive operations and provides solutions, products, and

services that manage and facilitate availability, integrity, authentication, confidentiality, and non-repudiation on ARNET and SARNET.

(3) Responsible for the identification analysis and mitigation of threats to internal IT systems or networks.

(4) Conducts command's incident response management program.

(5) Enforces compliance for enterprise access controls to manage authentication, authorization, and access privileges, to include providing enterprise access control guidance and policies.

(6) Performs Trusted Agent responsibilities.

m. Enterprise Network Operations and Security Center (ENOSC). Responsible for providing situation awareness and Command and Control (C2) for USARC CIO/G-6 in coordination with the Global Network Operations and Security Center (GNOSC), DISA and DoD Community. Conducts daily operations and monitor the DODIN-A, ARNET and SARNET networks for any abnormalities that would impede service or application functionality. Responsible for monitoring the DODIN-A, ARNET and SARNET to guard against IT failures and to spot unusual events in order to resolve issues in a quick and efficient manner.

(1) Operate, manage and defend all assets on all networks in support of mission readiness.

(2) Serves as the central source of information on a real-time basis for senior military and Civilian leadership regarding all aspects of all networks.

(3) Serves as the focal point for operating, defending, managing and reporting the network infrastructure and services.

(4) Responsible for Network Operations, Network management, Cybersecurity, and Information Dissemination Management.

(5) Responsible for System and Network Availability, Information Protection and Information Delivery.

(6) Monitor and troubleshoots the performance and availability of USARC Enterprise Network infrastructure, services and applications.

(7) Monitor IT infrastructure, services and capabilities for secure and non-secure voice, data, video and collaboration services.

(8) Responsible for Tier II triage and troubleshooting of downed network devices on ARNET and provides Tier II support and visibility across the SARNET enterprise.

(9) Monitor, performs and provides systems management data analysis, trend analysis of performance, responsiveness, capabilities and situational awareness within the G-6.

(10) Monitor C4IM services (operations, maintenance, and cybersecurity compliance), including core services.

(11) Manage Disaster Recovery (DR) planning.

(12) Monitor and report cyber security threats, breaches and perform in-depth analysis of data related to potential security threats to identify significant activity.

(13) Receives routine updates and information from many sources regarding the health and welfare of all networks.

(14) Logs all notifications, maintenance conducted, events, incidents, escalation, and escalation instances.

(15) When required, the ENOSC escalate outages, degradation of services, and any other incidents that have a direct effect on either network or its users.

(16) Provides event management and major incident management for all IT-related events within the networks and is responsible for communicating with associated service owners when an information source indicates an event is happening.

20-4. Operations Tactical Command, Control, Communications, and Computers Division

Operations Tactical Command, Control, Communications, and Computers (TAC/C4) serves as

proponent for tactical C4 operations mission, to include tactical Signal force training, tactical Signal force readiness, HQ battle staff support, exercise support, crisis actions, and contingency operations. Provide tactical C4 expertise, advice, and assistance in support of USAR operating forces and USARC G-3/5/7, to include plans and initiatives involving concepts, tactical Signal systems, implementation plans, war plans, contingency plans, support plans, transition plans, transformation, operational needs statements (ONS), sustainable readiness and request for forces, mobilization, deployment, redeployment, and homeland security/defense. Directs G-6 CAT.

a. TAC/C4 Branch. Responsible for coordination of USARC G-6 and other organizations to anticipate, identify, and mitigate shortfalls in the institutional training of the Signal Force. Mission Command functions include subordinate or down trace units automation equipment and training requirements; IT policy, procedures, and doctrine development; new technology insertion; and IT projects.

(1) Responsible for integration Training Network planning, programming, and implementation; providing Sustainment of Tactical Command, Control, Communications, Computers, and Information Technology (C4IT) and War Fighting C4IT Capability Reviews.

(2) Coordinate, assist, and facilitate communications requirements for exercises and training events. Spectrum management operations are the interrelated functions of spectrum management, frequency assignment, host nation coordination, and policy that together enable planning, management, and execution of operations within electromagnetic operational environment during all phases of military operations.

(3) Employ Spectrum Management Operations (SMO) to ensure access to the frequency spectrum in order to support Commanders during unified land operations.

(4) Provide the G-6 lead for Signal-related Spectrum Management Programs in support of provisioning campaign-capable DoDIN-A Forces to Combatant Commanders.

(5) Coordinate and direct Mission Command Network and Information Systems modernization.

(6) Conducts mission and gap analysis of USAR Signal force readiness ISO the total Army.

b. Current Operations Branch. Manages all operational functions for CIO/G-6. Directs development of general operational policies, procedures, and support services policies for CIO/G-6. Responsible for the management of incoming/outgoing correspondence, records management, internal publications/forms and organizational files management. Schedules synchronize and conducts battle rhythm events to ensure timely distribution of information of operational responsibilities and requirements. Manages strategic situational awareness of USAR C4/IT and the flow of communication between organization and all stakeholders concerning operational status, policies, procedures, available services; manage stakeholder expectations as outlined in AR 25-1 and DA PAM 25-1-1, *Army Information Technology Implementation Instructions*.

(1) Serve as G-6 automated tasker system and routing correspondence SME using Global Electronic Automated Routing System (GEARS) and ETMS2.

(2) Manage USARC CIO/G-6 COOP Management process for personnel and equipment coordination in support of the OPLAN and mission essential task lists.

(3) Synchronize and coordinates all USARC G-6 actions in support of subordinate units request for information (RFIs) and requirements tracking.

(4) Synchronize directorate’s staff processes, workflows, and battle rhythm.

(5) Serve as G-6 staff liaison on AROC battle staff for all Signal-related issues.

(6) Provide the G-6 representative to the CAT during times of crisis as required.

(7) Serve as the G-6 SME and provide professional IT advisory service and assistance to leadership ISO USAR Command Readiness review for Mission Command Systems.

(8) Analyze and communicate / release critical C4/IT messages and orders.

Chapter 21
Deputy Chief of Staff, G-8

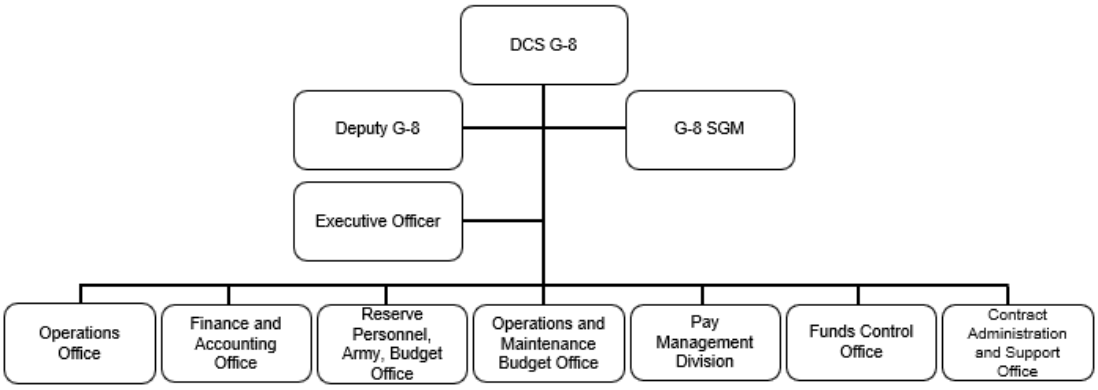

Figure 21-1. Deputy Chief of Staff, G-8 Organizational Chart

21-1. Mission and responsibilities

a. Mission. The G-8 has fiduciary responsibility for all fiscal resources provided by appropriation sponsors to Operating Agency 24 (OA24), the USARC fiscal identity. Inherent in this mission is the management of all resources in support of command missions, adherence to legal and regulatory fiscal guidance, and enabling supported unit resource managers to execute their missions. The G-8 has an additional mission to deliver Military Pay services to the TPU, IMA, and IRR USAR Soldier populations. The G-8 also has the proponency mission for MTOE TPU Finance units, and Branch Code 36 Soldiers and Career Program 11 (CP 11) Civilians.

b. Responsibilities.

(1) Develop and execute funds control processes for USARC OA24, which includes multiple appropriations each FY.

(2) Manage and support budget execution within USARC and subordinate elements. Primary appropriations include, but are not limited to, OMAR and RPA.

(3) Oversight of TPU and IRR Soldier pay program, serves as the USAR's pay entitlement transactions expert, and provides pay support to all USAR units.

(4) Maintain overall responsibility for USAR policy and practices regarding accounting, travel, and vendor pay, and provides guidance related to these functions.

(5) Maintain overall responsibility for operations and maintenance, and operational policy, of select USAR automated tools supporting Military Pay.

(6) Execute training, education, certification, and organizing proponency for CP 11 Civilians and Branch Code (BC) 36 Finance Soldiers.

(7) Deputy Chief of Staff G-8. Responsible for the overall operation of the G-8 in support of the Command.

(a) Sets standards of performance for Resource Management across USARC.

(b) Coordinates with staff peers to support the Commander’s imperatives.

(c) Coordinates with external agencies such as Army and DoD.

(d) Lead the G-8 staff.

(e) Proponent for all Finance Corps Officers in USARC.

(8) Deputy G-8. Responsible for daily operations of the G-8 in support of our subordinate commands.

(a) Ensuring funds control processes operate in an effective and compliant manner.

(b) Providing direct assistance to our supported units in the funds execution processes.

(c) Directly executing funds in accordance with law, regulation, and command guidance.

(d) Ensuring that resource management systems and supporting feeder systems operate

as designed.

(e) Proponent for all CP 11 employees in USARC.

(9) G-8 Sergeant Major. The senior enlisted advisor to the DCS G-8 with responsibility for assessing and guiding the readiness of the enlisted Finance Soldiers in USARC.

(a) Execute specific missions that leverage their experience and expertise, such as Exercise Diamond Saber.

(b) Assess and recommend Finance units for specified missions.

(c) Proponent for all Finance Corps Soldiers in USARC.

21-2. Operations Office

a. The G-8 Operations Office has two primary responsibilities. The first responsibility is to provide support services to the G-8 staff to enable their operations. This responsibility includes, but is not limited to:

(1) Personnel administrative support.

(2) Supply and equipment support.

(3) Operations coordination in support of emergency operations.

b. The second responsibility is to provide external support to MSCs and other external agencies. This responsibility includes, but is not limited to:

(1) Organizing Diamond Saber exercises.

(2) Responding to Congressional inquiries.

(3) Department of Defense Financial Management (DoD FM) Certification.

21-3. Finance and Accounting Office

The Finance and Accounting (F&A) Office provides and develops policy and guidance related to accounting functions, financial processes, financial system implementations, delegation of authorities and appointments for accountable officials, and establish fiscal policy within USARC Headquarters and subordinate elements in accordance with laws, regulations, directives, circulars, and guidance mandated from Department of Army and/or DoD. The F&A Office coordinates, advises, and provides technical support for all financial systems and implementations, to include the financial aspects of feeder systems. The office implements new accounting policy, reviews existing accounting, finance system processes, and implement changes and standardizations to include those concerning Financial Improvement and Audit Readiness (FIAR) and the Joint Reconciliation Program (JRP). Performs operational and technical problem solving and serves as liaisons between DFAS, Assistant Secretary of the Army, Financial Management and Comptroller (ASA (FM&C)), and the USARC community.

a. Analyze prior year performance measures for determining the effective use of prior year resources.

b. Provide oversight of policy and guidance for USARC Tri-Annual JRP. Ensures Army JRP goals are met.

c. Coordinate with fund holders for prior year reprogramming.

d. Review financial transactions to ensure data is timely, accurate, and complete.

e. Coordinate actions to ensure clearance of abnormal conditions. Performs analysis of Miscellaneous Obligation Documents and other accounting documents. Assesses accounts payable, accounts receivable, and liability balances.

f. Provide oversight and ensures compliance of budget execution and transactions with established finance and accounting policies/guidance.

g. Develop and disseminates accounting policy and procedures to subordinate activities.

h. Responsible for processes and procedures to meet audit readiness as it relates to financial resource management and process owners.

i. Provide instructional guidance to subordinate commands on accounting issues.

j. Coordinate accounting actions between DFAS, DA, OCAR, and other agencies.

k. Coordinate with DFAS on all new joint accounting systems to ensure USAR needs are considered.

l. Assist, approve and advise, and develop accounting data structure.

m. Responsible for all delegations of authority within OA24 for administrative control of funds, certification of funds availability, and appointment of certifying officers / departmental accountable officials.

n. Responsible for all financial systems and platforms fielding, troubleshooting, and implementation of DoD mandated Enterprise Resource Planning (ERP).

o. Responsible for oversight of Government Travel Card program and centrally billed accounts as it relates to financial reconciliations and reporting.

p. Managerial Accounting Team. Provide accounting services directly to USARC subordinate Fund Centers, such as USARC HQs, Geographic and Functional Commands, and other entities funded by USARC/OA24. These services include, but are not limited to:

(1) Develop policy and guidance related to accounting functions and proper delegations of authority over financial processes.

(2) Assist USARC activities executing OMAR and RPA appropriations with accounting procedures and fund certification.

(3) Maintain overall responsibility for all policy regarding accounting support systems within the USARC community.

(4) Provide support to Army Reserve Command entities on accounting, Prior Year adjustments, Year End Closeout and Audit Readiness.

(5) Serve as Army Reserve Command coordinator of the JRP, executed as an internal control practice used to assess whether commitments, obligations, and payments are properly recorded and unliquidated obligations represent a valid need for undelivered goods or services.

q. Accounting Operations Team. Focuses on the operations of financial management systems (General Fund Enterprise Business System (GFEBS), GCSS-A) and supporting feeder systems (DTS, GPC, etc.). Services the USARC HQs Staff and supported MSCs. These services include, but are not limited to:

(1) Liaison to DFAS regarding GFEBS/GCSS-A technical system operations, troubleshooting, and fielding of new financial systems and processes.

(2) Conduct financial and feeder system validations to ensure compliance with financial system brownouts and to ensure transaction accuracy.

(3) Identify and resolve system reporting and design problems; reports unresolved problems to the proper agencies for changes to scheduling and/or system change requests.

(4) Assist DA and DFAS in resolving problems between automated non-financial system interfaces and the Army accounting system.

(5) Manage system accesses for all finance and accounting systems.

(6) Responsible for Tier II help desk in resolving processing and navigational matters.

(7) Provide accounting policies, procedures, and systems operations assistance to the subordinate commands.

(8) Perform various comparative analyses and prepares reports for management review and decisions.

(9) Provide support regarding Accounting Processing Codes.

(10) Research, review, and interpret legislative guidance and financial management directives from DoD, HQDA, and Defense Finance and Accounting Service–Indianapolis (DFAS-IN) for applicability to USARC operations.

(11) Ensure guidance pertinent to accounting systems is disseminated to USARC HQ staff and supporting commands in accordance with procedures outlined in directives.

(12) Manage access to accounting (GFEBS, Standard Financial System (STANFINS), etc.) and supporting feeder systems (DTS, GPC, etc.).

(13) Evaluate reports generated by all systems to ensure discrepancies and out of

balance conditions are corrected Unmatched Transactions, Intermediate Documents (IDOC).

(14) Provide support and training on accounting and feeder systems. Provide guidance on recurring processing issues and reporting inaccuracies.

r. Defense Travel Forensic Team (DTFT). The DTFT performs full forensic audits on Solider and employee travel. The team evaluates travel transactions and maintains sensitive and confidential source data as evidentiary documents for use in referring case files to other agencies, offices, or leadership to determine course of actions and disciplines. DTFT conducts forensic audits on individual and group travel to capture inappropriate use, fraud, waste, abuse, misuse, and embezzlements by false claims. The team conducts invasive and in-depth audits to determine negligence or intent to defraud the government. Repetitive reporting of cardholders on reports of potential abuse, misuse, or fraud may provoke audits that entail variation of accounting systems to develop patterns to solidify inappropriate use or reflect individual training requirements to prevent future recurrences. Responsibilities include:

(1) Pull specific intelligence reports to comply with DA Government Travel Card (GTC) Program guidelines and forensics usage to randomly check GTC accounts based on standard algorithms hard coded into DA approved official system.

(2) Manage the Government Travel Charge Card Program for USARC. Serves as Agency Program Coordinator (APC). Serves as Compliance Tool Administrator (CTA).

(3) Responsible for the day-to-day operations of the DoD travel card program to include in and out processing, credit limit increases and pulling all reports as directed by DoDI 5154.31, *Commercial Travel Management*.

(4) Responsible for examining Compliance Tool records for accuracy. Tracks Compliance Tool records to ensure that travelers and approving officials are correcting vouchers in a timely manner. Runs Compliance Tool reports of records belonging to their organization and any sub-organizations. Troubleshoots Compliance Tool false positives (i.e., times when Compliance Tool incorrectly identified an item as an error). Grants administrator privileges to other personnel.

(5) Serve as the DTS Debt Management Monitor who ensures that all travelers having DUE U.S. vouchers are served due process (given 30 days to make restitution on their debt). Initiates payroll collection. Initiates out of service debt collection as required.

(6) Provide additional instructions to the traveler on how to make payments. Provide instructions on the waiver/appeal process. Actions DTS travel debt utilizing the debt management report. Updates waivers and appeal request statuses.

(7) Serve as the Lead Defense Travel Administrator responsible for establishing and managing the establishment of organizational routing structures for approving and certifying travel. Assigns roles and permission level procedures. Maintains travelers profile information. Adds, detaches, receives, and deletes users (or establishing delegation procedures). Initiates and maintains appointment orders using the DD Form 577, *Appointment/Termination Record – Authorized Signature*, for accountable officials. Reports problems to the Travel Assistance Center as required. Manages Organizational Defense Travel Administrators (ODTA) and Finance Defense Travel Administrators (FDTA).

(8) Download daily GFEBS Unmatched Transactions reports and distribute to subordinate commands. Manages and clears all DTS Unmatched Transactions for fund center A24AA and provide assistance to subordinate command in clearing prior year Unmatched Transactions as requested. Manages and clear DTS IDOCs for fund center A24AA and provide assistance to subordinate command in clearing DTS IDOCs as requested.

21-4. Reserve Personnel, Army Budget Office

The RPA Budget Office manages and supports RPA budget execution within USARC Headquarters and subordinate elements (Operating Agency 24) in accordance with law, regulation, and command guidance.

a. Execute funds directly through the Reserve Pay Accounts team. Funds include Inactive Duty Training, Initial Entry Training, Incentives, Education Benefits, Death Gratuities, and Disability & Hospitalization.

b. Execute the Retired Pay Accrual and Medicare-Eligible Retiree Health Care Fund (MERCHF).

c. Provide direct assistance to MSCs to execute resources.

d. Serve as the system owner and administrator for the RLAS platform.

e. Reserve Pay Management Team (RPMT). This team supports the execution and management of the RPA appropriation allocated to USARC on behalf of the USAR for Reserve Pay Management (RPM).

(1) Develop and disseminates policy for execution of the RPA RPM within USARC.

(2) Provide current FY and Budget Year projections for RPMT execution trends providing courses of action as necessary to respond to budget issues.

(3) Processes and validates cumulative phase plans in Automated Schedule and Reporting System (ASARS) for the RPMT and Retirement Points Account Management (RPAM) MERCHF appropriation as required.

(4) Ensure sufficient AFP and Allotment are available for all RPMT accounts.

(5) Process payments for MERCHF, Montgomery GI Bill (MGIB), Retired Pay (RETPAY), and SGLI.

(6) Process Accruals for Undisbursed/Unrecorded Earnings for IDT, IET, Incentives, and RETPAY (BAGs 1A, 1B, 1D, 1E, 1F, 1G, and 1R).

(7) Analyze current year execution and provide deviation justification to management.

(8) Provide PMs and MSCs both routine and ADHOC execution reports, as required.

(9) Provide information and complies with Audit requirements for the RPA RPMT.

(10) Develop Standard Operating Procedures and other guides for staff to utilize to assist with audit compliance and process standardization.

(11) Provide information and complies with JRP requirements for the RPA RPMT.

(12) Manage Year End Closeout (YEC) for the RPA RPMT accounts.

(13) Maintain accounts post YEC through cancelling year activity.

(14) Serve as the functional proponent for the Specified Allotment Reporting Application (SARA) and assist resource management and reserve pay personnel in the use of SARA. Identify new requirements and system modifications for SARA to the contract software programmer. Ensure that all SARA personnel and pay-related enhancements are developed, coordinated, programmed, tested, and fielded timely.

(15) Coordinate with DoD, Army, and USAR system owners to meet Reserve RPA RPMT financial requirements.

(16) Research, reviews, and interprets legislative guidance and financial management directives from DoD, HQDA, OCAR, and DFAS-IN for applicability to USARC RPMT operations.

f. Command Execution Team. Provides support to all MSCs providing management oversight for all RPA funds distributed to commands.

(1) Manage and coordinates GFEBS Funds distribution (AFP and Allotment) to all USARC Funds Centers.

(2) Coordinate with USARC Control Branch and to ensure adequate AFP and allotment are on hand.

(3) Develop and disseminate FY start up guidance for RPA appropriation within USARC for
GPC, DTS, RLAS, and GFEBS.

(4) Develop policy related to the execution of RPA funds and distributes to all USARC subordinate commands.

(5) Respond to inquiries from all Funds Centers to ensure all RPA requirements are met, including phase plans, quad charts, out of cycle distributions, and other requests as required.

Ensures Funds Centers have tools to operate effectively and efficiently.

(6) Develop methodology to ensure accurate recording of RPA financial transactions in GFEBS accounting system.

(7) Responsible for the coordination required to manage USAR fiscal resources. Conduct detailed analysis regularly to determine the status of major programs and the factors that influence these programs.

(8) Develop, coordinate, and present courses of action and decision recommendations to the OCAR DRIM and senior USAR leadership.

(9) Perform independent analyses to identify trends, ensure program, and command balance.

(10) Develop monthly obligation plans for Army Reserve Command. Assesses monthly obligation performance against the obligation plan.

(11) Manage actions associated with development of supplemental appropriations requests and execution of funds.

(12) Manage year-end execution, prepares memorandum, disseminate policies, and procedures for Year End closeout.

(13) Coordinates with USARC Program Directors to determine FY program requirements to capture appropriate Functional Areas and Budget Activity.

(14) Produces FY FMY (GFEBS T- Code) Crosswalk for RLAS Table maintained by RLAS contractors. Loads FY RLAS duty purposes in RLAS for Funds Centers to use in producing RLAS RFOs.

(15) Responsible for PBG and ensures RLAS Duty Purposes are visible when new PBG is issued to a Funds Center.

(16) Publishes daily reports for OA24 execution and RLAS Pending Commitments. Analyzes reports and coordinate with commands that have issues identified on the reports.

(17) Research GFEBS IDOC errors and coordinates corrective actions for IDOC errors. Assists USARC Funds Centers with Unmatched Transactions, Unmatched Disbursement (UMD), and Unliquidated Obligation (ULO) reconciliation for the RPA appropriation.

(18) Trains USARC Funds Centers as required on any system changes or process changes within the RPA appropriation.

(19) Drafts and submits policy for FY closeout related to RPA appropriation. Coordinates with subordinate commands to ensure a successful closeout each FY.

(20) Assists Funds Centers in meeting Audit Success and responding to any Audit samples. Develops Standard Operating Procedures and other guides for staff to utilize to assist with audit compliance and process standardization.

(21) Prepares various RPA financial management briefings at training events, workshops, and conferences. Performs Staff Assistance Visits as needed to support command requirements.

g. Reserve Personnel, Army Financial Systems Team. Manages the RLAS System for the USARC for operations, enhancement, and lifecycle management. Provide RLAS system and program level support to the IPPS-A program office to ensure all USARC requirements are identified. Perform data analytics, data integration, system user management, and system access control for RLAS. Perform contract management, contract selection, contract solicitation coordination and other acquisition coordination tasks for RLAS.

(1) Coordinate with OCAR Comptroller, DA G1, DA Office of Business Transformation, and other internal and external staff to obtain authority and approval of Research, Development, Test and Evaluation (RDTE) funding in order to properly develop RLAS software. This includes submitting out of cycle requests to DA G1 for additional RDTE authority in order to meet ongoing requirements.

(2) Prepare, review, and finalize System Interface Agreements (SIA) between RLAS and other Army systems, DoD systems and authorized non-DoD systems.

(3) Prepare, review, and finalize other documents to ensure RLAS meets all requirements

(4) Coordinates with the RLAS contractor, USARC G6, and other USARC stakeholders to mitigate network or cyber issues. Coordinates with the RLAS contractor and USARC Audit staff, and external audit personnel to mitigate IT audit risk related to RLAS. Review, provide input, and finalize Notice of Findings and Recommendations (NFRs) and Corrective Action Plan (CAP) related to RLAS.

(5) Coordinate with ASAFM(C) on NFRs and CAPs while developing solutions and timelines to mitigate identified issues.

(6) Ensure RLAS functionality is available and maintained to meet G-1, G-3/5/7, and G-8 requirements including personnel transactions, resource management, and pay processing for USAR Units and Command level elements including USARC staff.

(7) Provide qualified COR and assistance COR to support the RLAS Contract management.

(8) Coordinates with appropriate staff and RLAS Contractor to develop ECP to update RLAS as needed to meet new requirements.

(9) Coordinates with IPPS-A Program Office on all RLAS/IPPS-A data exchange to develop System Interface Agreements. Provide sample data as needed to IPPS-A for data testing. Coordinates with IPPS-A program office to develop Funds Management capability within IPPS-A to manage RPA funds. Represents G-8 equities and provides input for the IPPS-A Informal Funds Management Module design/build meetings as required in addition to quarterly Stakeholder Reviews.

(10) Coordinates with IPPS-A program office to support the development of PCS capability for TPU Soldiers to meet the needs of the USARC. Coordinates with subordinate commands and other stakeholders to develop IPPS-A procedures and processes related to RPA orders functionality including RFO, Review RFOs, Approve Orders, Distribute funds, etc.

21-5. Operations and Maintenance Budget Office

The Operations and Maintenance (O&M) Budget Office manages and supports OMAR budget execution within USARC Headquarters and subordinate elements (OA24) in accordance with law and guidance from higher headquarters. The O&M Budget Office also manages and supports the execution of other appropriations and special funding as required.

a. Headquarters Operations Team. This office services the USARC HQs Staff supporting the execution of OMAR, OMA, Operations & Maintenance Defense (OMD), Other Procurement, Army (OPA), National Guard Reserve Equipment (NGRE), RDTE, and special initiative funds. Manages the quarterly Joint Review Program for current and expired FYs for HQ USARC. Serves as liaison to Department of the Army CP 11 Program. Provides technical advice, training, and guidance on budget control and execution management of USARC funds to budget analysts/assistants throughout the USARC. Manages the USARC HQs GPC Program. Represents G-8 equities in meetings, conferences, and provides budgetary assistance and or financial data to assist USARC Directorates and Special Staff and external customers of the command in managing their programs effectively and efficiently. Performs various comparative analyses and prepares reports for management review and decisions. Provides certifying officer duties to include verification of fund availability on HQ, USARC financial documents in various financial system platforms. Responsibilities include:

(1) Research, review, and interpret legislative guidance and financial management directives from DoD, HQDA, and DFAS-IN for applicability to USARC HQ operations.

(2) Ensure guidance pertinent to budget execution is disseminated to USARC HQ staff in accordance with procedures outlined in directives.

(3) Serve as the POC directly responsible for current year budget execution of direct and reimbursable funding that supports USARC HQ Staff Directorates operations.

(4) Provide budgetary execution advice and assistance to USARC HQ Staff Directorates in maintaining and reconciling current and prior year execution.

(5) Manage program funding by Sub-Activity Group (SAG) and MDEP. Maintains and issues daily GFEBS status of fund reports, balanced to GFEBS, for USARC HQ PMs. Performs analysis of monthly execution for G-8 Leadership.

(6) Processes and validates cumulative phase plans for USARC HQ PMs for all appropriated funds issued to USARC HQ.

(7) Serve as coordinator for the JRP Triannual for the USARC HQ staff in accordance with the Department of Defense Financial Management Regulation (DODFMR), and DFAS-IN guidance for current year and prior year appropriations.

(8) Manage the Government Purchase Card program for USARC HQ staff through the web-based program and Insights on Demand (IOD) system.

(9) Manage GFEBS commitment ledgers in tracking and reporting the status of funds for Fund Center A24AA accounts. Certifies funds for all GFEBS Purchase Requisitions and Miscellaneous documents prior to obligation.

(10) Correct financial system errors (intermediate documents, unmatched transactions, and unmatched disbursements) as required.

(11) Serve as Comptroller Junior Executive Council (CJEC) Member for USARC. Review and process applications for Short Term Training, Long Term Training, and Professional Development (PDI) Opportunities to ensure requirements are met. Provide feedback on Career Management Programs and issues/concerns of Financial Management Workforce.

(12) Perform analysis and evaluation of financial and program budgetary execution data.

(13) Manage and assist customers with GCSS-A.

(14) Establish and maintain DTS lines of accounting and budget targets for USARC HQ staff.

(15) Manage and coordinate the Budget Management Course (BMC) designed for Budget Analysts and Resource Manager Officers and facilitated by the ARRTC. Manages and coordinates the Financial Manager's Operations Course (FMOC) facilitated by the ARRTC. The purpose of this course is to orient students to their financial management responsibilities while serving in newly assigned position as a Comptroller, Financial Manager or Budget Officer.

(16) Represent G-8 equities as one of the subject matter experts and contributes to ARRTC Critical Task Selection BMC and Course Design Board (CDB). Advises and assists in the coordination/execution in hosting the FMOC CDB.

b. Command Execution Team. Supervises the budget execution processes of the USARC, which includes Geographic and Functional Commands and other organizations receiving OMAR funds. The office manages USARC OMAR mobilization actions ranging from phased mobilization to deployment of USAR Comptroller assets to stateside disasters, such as hurricanes or natural disasters.

(1) Manage execution of five appropriations: OMAR, OMA, OPA, NGRE, and OMD.

(2) Reviews, analyzes, and interprets programming/budget-related directives.

(3) Develops policies and procedures on managing current year OMAR funds for distribution to USARC subordinate commands.

(4) Provide OMAR budgetary support to MSCs.

(5) Develop, review, and analyze OMAR funding data relating to MSCs.

(6) Review, analyze, and adjust annual OMAR MSCs funding and operating programs. Coordinate with Program Directors on redistribution of any MSCs funding changes. Manage yearend closeout to ensure compliance with available funding levels.

(7) Prepare, conduct, and present OMAR current year execution updates to the USARC staff and USARC G-8 leadership. Prepare and present various financial management briefings at annual conferences conducted by RDs installations, and other activities receiving OA24 OMAR funds as required.

(8) Analyze OMAR funding levels against current requirements and determine if excess funding will be available from subordinate commands. Inform subordinate commands on the policy and procedures for submission of Unfunded Requirements.

(9) Perform analysis of individual major subordinate commands monthly OMAR execution, peer comparisons, conducts mid-year reviews, and prepares updated status reports for G-8 leadership. Performs staff assistance visits to subordinate commands as required.

(10) Develop and publish OMAR budgetary guidance and OMAR budget-year fund distribution for major subordinate commands.

c. Civilian Pay Team. Manages the Civilian Pay Program for the USARC (includes salaries, benefits, incentives, PCS cost, awards, and overtime); Civilian Pay systems (includes internal and external feeds such as DCPS, ATAAPS, GFEBS, and Defense Civilian Personnel Data System (DCPDS) to support analytical studies, management and efficiency reviews and trends, future workforce assessments, and a variety of independent reporting requirements for the USAR. Maintain several integrated systems (personnel, manpower, accounting system data warehouse).

(1) Serve as the MDEP VING activities for planning, budgeting, and execution.

(2) Serve as the coordinator and liaison agent for the USAR Command Civilian pay actions with HQDA, ASA (FM&C), FORSCOM, OCAR, DFAS, Defense Civilian Personnel Advisory Services (DCPAS), Department of Labor (DOL), Civilian Human Resources Agency (CHRA), Corps of Engineers, Deputy Assistant Secretary of the Army Financial Operations (DASA FO), and adjacent command.

(3) Provide oversight and management of the USAR Command Civilian pay program. Serve as the advisor and principal consultant on Civilian pay management matters for the USAR.

(4) Serve as the Fund Manager for centralized pay, with fiscal responsibilities governed under the Anti-deficiency Act, DODFMR, and DFAS-IN Regulations.

(5) Fund manager for Civilian payroll, benefits, allowances, and other costs associated with the Civilian pay program for the USARC OA24.

(6) Manage and analyze Civilian pay for USARC OA24.

(7) Analyze current and future year performance measures for Civilian pay, identifying trends, issues, and programmatic changes to assess the funding requirements and articulate Civilian pay projected shortfalls. Prepare reprogramming actions when required.

(8) Analyze trends and evaluates effectiveness of Civilian Pay resources at the appropriation level against missions, goals, objectives, and priorities to ensure program and command balance.

(9) Develop, analyze, validate, and disseminate the Civilian overtime, award, and quality step increase program.

(10) Review, analyze, and provide fund certification for PCS orders, record obligations, maintain fund center A24SS, and coordinates accounting classification data with the DCPS Customer Service Representative for the USAR Civilian Jury Duty.

(11) Develop, analyze, validate, and submit obligation plans and monthly status of funds reports. Assesses monthly obligation performance against the obligation plan.

(12) Manage Civilian pay year-end execution. Prepare and provide input for year-end guidance to disseminate policies and procedures for year-end closeout.

(13) Serve as the functional proponent and staff coordinating agency and system administrator for the GFEBS HR Database System.

(14) Establish and maintain the LOA for Civilian pay.

(15) Create and change employee records in the HR module.

(16) Modify employee records by adding the LOA.

(17) Maintain inbound and outbound interfaces for pay and labor files and maintains the tables required for these interfaces for the HR module.

(18) Analyze DCPS Master Employee Record file that is sent to GFEBS from DCPS.

(19) Manage the alignment of personnel in GFEBS HR against DCPDS to the full-time structure by functional area and Civilian type.

21-6. Pay Management Division

Pay Management Division (PMD) manages the USAR TPU/IMA/IRR Soldier pay program. The division establishes military pay policy and procedures, processes pay actions for TPU, IMA and IRR Soldiers, trains, inspects and provides pay support to all USAR units in CONUS, Puerto Rico, Europe and IMA and IRR Soldiers serving worldwide. The Pay Management Division is comprised of the division chief and staff in Indianapolis, IN, the USAR Pay Branch (UPB), Fort McCoy, WI (FMWI), and the IMA/IRR Pay Team (IIPT) at Fort Knox, KY (FKKY).

a. Serve as the executive office for the USAR Reserve Pay Management Program. Focus on pay trends and systematic improvements to USAR TPU, IMA and IRR Soldier pay.

b. Coordinates the development and review of all military pay policies and directives from DoD, HQDA, and DFAS, and disseminates these policies and associated impacts to the field. Coordinates USAR pay issues with HQDA, DFAS, US Army Financial Management Command, ARNG, and OCAR/USARC staff.

c. Provide support to audit success to support subordinate commands.

d. Publish USAR pay policy and procedures and disseminates to subordinate units.

e. Develop and maintain USAR Pamphlet 37-1, Finance Guide for USAR Soldiers.

f. Develop and maintain USAR pay automation.

g. Conduct compliance reviews of subordinate commands under the USARC OIP.

h. Develop compliance review products and policy for inclusion in the Automated Inspection Program and use by commands s in inspecting units.

i. Coordinate with the IPPS-A program office, DCS G-1, and DFAS on requirements and changes to IPPS-A military pay functions to ensure USAR needs are addressed.

j. Provide debt management services for in-service and out-of-service USAR Soldiers.

k. Serve as functional proponent for the Unit Pay Administration Course.

l. Develop and conducts recurring refresher training for RD and unit personnel.

m. Provide procedural and technical guidance for payment and financial support of mobilized USAR Soldiers.

n. Develop and reviews monthly pay metrics to identify pay trends requiring action.

o. Respond to pay inquiries from Congress, the Army Legislative Liaison Office, the Office of the President, and IG.

p. Respond to USAAA, DoDIG, GAO, and other audits of military pay.

q. Provide input to HQDA, OCAR and USARC in support of legislative initiatives regarding military pay.

r. Support Army Audit Success efforts for military pay.

s. Conduct STRATCOM operations via various mediums to inform Soldiers and Commanders of military pay issues.

t. Analysis Section. The Analysis Section is responsible for providing procedures, processes, and automation to promote the efficient operation of the USAR Pay Center and accurate payment of USAR Solders.

(1) Plan and organize the operations of the USAR Pay Branch, FMWI, and FKKY operating locations.

(2) Develops automation and system enhancements to improve accuracy and efficiency of pay processing.

(3) Provide RC pay system training to Defense Military Pay Officers (DMPO) and deployed and non-deployed Army Finance units.

(4) Supports DFAS and Army in testing of new military pay systems, feeder systems, and system changes.

(5) Coordinates with DFAS, US Army Financial Management Command (USAFMCOM), DFAS DMPOs, and Army Financial Offices (FO) on pay support for USAR TPU/IMA/IRR Soldiers.

(6) Develops procedural guidance and SOPs for pay processing.

(7) Provide technical support and training to the Processing Section.

(8) Responds to data inquiries from USARC staff and HQDA.

u. Processing Team. The Processing Team is comprised of four teams supporting routine TPU Soldiers pay actions and 4 specialized teams that support one or more high-visibility or high risk population or business process. The processing teams input Soldier pay actions to the Reserve Pay system.

(1) Process military pay actions and incentive payments for TPU, IMA, and IRR Soldiers in all duty statuses.

(2) Provide military pay ombudsman services to mobilized USAR Soldiers and deployed finance
units.

(3) Respond to inquiries from Soldiers, units, commands, internal and external organizations.

(4) Provide monthly reports of incentives disbursements to DCS G-1.

(5) Responds to data inquiries from USARC staff.

21-7. Funds Control Office

The Funds Control Office is responsible for multiple funds (0100, 0350, 2020, 2035, 2040, 2070, and 2080) control processes in support of HQ USARC and its subordinate commands. This responsibility includes all current year funds, and all prior year funds until fully liquidated.

a. Maintain the Program Budget Guidance database and performs those transactions databases that have been established to track budget amounts to support of the G-8 PMs and all supported commands. Manage database script and background data sources to ensure database is accurate at all times and articulating data in automated reports. Develop and implement processes and procedures to ensure that the PBG database is accurate at all times, adjusted as program levels change, and balances with official funding guidance from appropriation sponsors.

b. Manage the process of reprogramming funds with appropriation sponsors and ensures transfers are accurately depicted and auditable.

c. Responsible for management functions of the Program Budget Accounting System (PBAS) for release and control of funds to operating agencies, fund management functions within GFEBS.

d. Maintain Resource Management Tool (RMT) commitment ledgers in tracking and reporting the status of funds for Allotment Serial Number (ASN) 2400 accounts.
(5) Provide ledger oversight for ASN 2070, 2080, 0100, 2020, 2035, 2040, 0350, and 0512 and receive all fund control documents from Army Budget Office (ABO).

e. Manages the receipt and distribution of AFP and allotment and performs those transactions in both Legacy, General Fund Enterprise Business System, and DFAS Enterprise Fund Distribution systems. Serve as the trainer for system operations information and knowledge. Generate customized reports from various automated financial systems for varied data requirements. Manage the distribution of resources.

f. Assess known budgetary/funding shortfalls that have critical impacts on readiness and report accordingly.

g. Manage the process of receiving phase plans from subordinate units and providing operating agency phase plans to appropriations sponsors.

h. Assist command analysts on monthly completion by accommodating commands that have suspense shortfalls.

i. Advise senior leaders of foreseeable problems, trends, unfavorable ratios, and deviation in plans.

j. Ensure the accuracy, completeness, timeliness, reasonableness, and utility of all resource information for distribution purposes.

k. Manage the USARC G-8 Budget Message process.

l. Interpret and provides guidance utilized to make informed decisions.

m. Provide consultant services interpreting, training, and explaining data elements and implications to PMs, Command Analyst, and subordinate Commands.

n. Serve as a coordinating hub for special programs and projects that cross multiple appropriations such as the Road to Budget / Review and Analysis process, and the Cost Management Program. Provide administrative support and advisement regarding the technical acuity to ensure subordinate Commands have full capabilities to meet budget management needs using various automated software.

21-8. Contract Administration Support Office

The CASO serves as Business Advisor for the USAR contracting and provide procurement guidance to all USAR organizations consistent with Federal, Defense, and Army acquisition management policies. CASO serves as the advocate for acquisition changes in the USAR that drive cost savings and efficiencies.

a. Provide the CG, USARC, and subordinate commanders functional oversight of acquisition for the USAR in support of mission requirements for select procurements funded through various appropriations. Procurement instruments include (but not limited to) contracts, blanket purchase agreements (BPA), Task/Delivery orders, Military Interdepartmental Purchase Requests (MIPR) agreements, and other intergovernmental orders used to fund supplies and services.

b. Analyze, develop, plan, recommend, manage, execute, and provide oversight of USAR contracts and operations.

c. Represent the USAR to DoD, the other services, other executive branch agencies, Congress, Department of Army, ARSTAFF, and other Army Commands on acquisition policies, resourcing (budget/funding), support operations, issues and readiness that impact mission requirements.

d. Serve as the USAR's Executive Agent for contracting.

e. Responsible for development of USAR contracting and recommendations to the CG, USARC concerning contracting and acquisition policy. Develop and promulgate USAR procurement policy in accordance with Federal laws, DoD and Army acquisition policies, and regulations. Provide guidance to USAR organizations consistent with Army acquisition management policies. Directs the development of USAR procurement policy consistent with Army and ACC acquisition management policies.

f. Provide functional acquisition oversight of all USAR activities to assess effectiveness of contracting management controls. This includes reviewing existing and proposed acquisitions to ensure compliance with legal and ethical standards.

g. Support USAR activities by providing technical expertise at each phase of the acquisition process to include action officers and/or COR in all facets of contracting actions, pre- and post-award.

h. Coordinate recurring and special training to all levels of command in Federal procurement laws, policies, and practices, including (but not limited to): requirements determination, acquisition planning, market research, performance work statement (PWS) / Statement of Work (SOW) preparation, contract administration, IT acquisition, procurement integrity/business ethics, and COR duties and responsibilities.

i. Serves as liaison with Army Contracting Command (ACC), USACE, Defense Contract Management Agency (DCMA), Defense Contract Audit Agency (DCAA), General Services

Administration (GSA), Government Accountability Office (GAO), Defense Information Technology Contracting Organization (DITCO), and other external contracting agencies.

j. Continuously analyze current and future contracting requirements to identify cost savings and efficiencies.

k. Ensure the operational aspect of contracting is nested with the USARC directed strategic goals.

l. Conducts research and analysis of new developments in Government and industry practices, contract case law and regulations, and other factors governing Federal acquisition policies, planning, and operations.

In conjunction with the USARC IR, identify acquisition process improvements, to include the planning, oversight, integration, management, and evaluation for all USAR requirements.

m. Provide business advice, guidance, and assistance to customers, acquisition personnel, technical and program personnel, Commanders/Directors, and customers on contractual issues.

n. Oversees special projects and initiatives and performs special assignments.

o. Analyzes difficult contracting issues and determines recommended course of action. Analyzes new or proposed legislation or regulations to determine impact on program operations and management.

p. Directs the processing of assigned acquisition management and oversight requests for contract/procurement approval and all related documentation ensuring effective and efficient contract support throughout USARC.

q. Manages Contracting Automation and Programming databases for contract actions to provide monthly updates of procurement metrics and to review data input submitted for procurement requirement packages. Provide oversight and coordinates automated systems upgrades in support of the USAR acquisition mission.

r. Manages and tracks USAR MIPRs ensuring mitigation of “off-loading” of acquisitions.

s. Conduct USAR contract management reviews to ensure procurements are in line with Command initiatives.

t. Manages CASO responsibilities for automated tasking system(s) to ensure all actions and suspense(s) are met.

u. Receives, researches, assigns, and responds to all Congressional inquiries and requests for information coming in to the USARC CASO.

v. Executes and administers revision of acquisition plans, procurement packages, operational, contingency, and deliberate plans associated with USARC CASO operations.

w. Manages the Service Approval process to include (but not limited to) validation, tracking, CRRB / SCRRB process, and CoS or USARC CG approval.

x. Provide oversight of CORs to include (but not limited to) training requirement, appointment orders, and review of contract files.

y. Executes PM responsibilities for Directorate of Contracting funds MDEP QDOC (MDEP Army Contracting Services) to include POM formulation, UFR execution, funds management, and oversight.

z. Coordinates and conducts training for USAR procurement officials to include PMs, resource managers, action officers, and CORs. Conducts on-site SAVs.

aa. Manage the ADOS process within CASO: Tour of Duty input, funding and orders development.

ab. Represent CASO equities at USARC events conducted by assigned commands.

Chapter 22
Secretary of the General Staff

22-1. Mission and responsibilities

a. Mission. The Secretary of the General Staff (SGS) coordinates command group

operations and is the key advisor to the command group for administration and staff action management. The SGS is a critical link to the field for the dissemination of information.

b. Responsibilities.

(1) Secretary of the General Staff.

(a) Serve as primary assistant to the DCoS.

(b) Receive, interpret, and execute guidance from the DCoS, CoS, CG, and the DCG.

(c) Conduct liaison and coordination with OCAR administrative staff to ensure actions are properly coordinated and accomplished, and an accurate COP is maintained across the entire staff.

(d) Advise staff on command policy.

(e) Oversee the administrative control and tracking of all correspondence and staff actions to and from OCAR.

(f) Oversee the daily operations and general housekeeping functions of the Secretary General Staff Office.

(g) Provide supervisory oversight to the Deputy SGS and Senior HR NCOs.

(h) Oversee the coordination and execution of major staff actions, Command Group sponsored conferences, and Command Group sponsored events.

(i) Provide personnel and facility security monitoring, clearance verifications, and courier cards.

(j) Maintain accountability of the Command Group hand receipt.

(k) Provide supply requirements for the Command Group.

(l) Manages and administers the budget, travel, security, logistics, and HR management for the DCG, CoS, and DCoS and selected special staff.

(m) Serves as the CoS' agent for the automated tasker system.

(n) Manage the scheduling of the USARC Command Conference Rooms, Kerwin Conference Room (KCR) and Joint Atrium.

(2) Deputy Secretary of the General Staff. The Deputy SGS assists the SGS with coordinating command group operations and is the key advisor to the SGS for administration and staff action management.

(a) Serve as primary assistant to the SGS.

(b) Conduct liaison and coordination with the Directorate Executive Officers (XO) to ensure the accurate and timely execution of all administrative matters that occur between the OCAR and USARC.

(c) Provide administrative control and tracking of all correspondence and taskers which process between OCAR, USARC and the CAR's office.

(d) Manage the daily operations and general housekeeping functions of the SGS Office.

(e) Maintain appropriate portions of the USARC Staff Guide.

(f) Assist SGS with review and submission of correspondence to ensure compliance with the Staff Guide.

(g) Assist SGS with the oversight and maintenance of automated tasker system.

(h) Coordinate reoccurring USARC Newcomers Orientation.

(i) Maintain an updated Senior Leader Brochure roster of all major subordinate commands.

(j) Maintain an updated Director-level roster of all USARC Staff Directors.

(k) Provide assistance to the DCoS for Battle Rhythm Events, where the DCoS serves as lead, ensuring Command Conference Room setup and read ahead consolidation/review and dissemination.

(3) Secretary of the General Staff Senior Human Resources Noncommissioned Officer.

(a) Provide administrative support to the CoS and DCG; plans, organizes, and executes SGS office operations.

(b) Manage personnel actions for the Command Group section and USARC Directorates

through automated tasker systems.

(c) Manage scheduling of the Command Group conference rooms.

(d) Provide alternate driver support to the CG, DCG, CoS, CCWO, CSM, and distinguished visitors.

(e) Serve as the Security Manager for Command Group.

(f) Maintain the SGS team rating scheme.

(g) Accountable for the USARC Command Group Personnel Accountability Report.

(h) Process USARC Command Group security badge requests.

(i) Serve as the front desk operator for the Deputy Chief of Staff.

(j) Responsible for two GSA vehicles, maintenance, dispatch, and overall care of the vehicles.

(k) Ensure mail distribution is made within the Command Group.

(l) Maintain sub-hand receipt for all Command Group property.

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

(n) Serve as command group Key Control Officer.

(o) Serve as command group Information Management Assurance Manager.

(p) Maintain general housekeeping functions for the DCoS.

(q) Ensure mail distribution is made within the command group.

(r) Support the DCoS office with required materials and supplies.

(s) Serve as the government purchase card, billing official for the Command Group.

22-2. United States Army Reserve Conference Manager

Reviews and processes USAR conference requests.

a. Coordinate with MSCs on required corrections.

b. Coordinate with FORSCOM SGS for FORSCOM-level review and approval of USAR.

c. Trains USARC Staff and MSC conference managers on conference requirements.

d. Review and process conference requests through ETMS2 within 10 days of receipt.

e. Provide complete and accurate conference packets to OSJA for legal review.

f. Ensure documents are proper and complete for CoS to make properly informed decisions.

g. Provides packets requiring FORSCOM approval to FORSCOM within the proper timelines set by FORSCOM.

h. Provides feedback and solutions to conference requestors to ensure current and future conference packets are complete.

i. Utilize AR 1-50, *Army Conference Policy*, to shape information and decisions on conference packets.

Chapter 23
Protocol

23-1. Mission and responsibilities

a. Mission. Provide guidance and support for command protocol matters in order to preserve the history and tradition and advance the goals of the USAR.

b. Responsibilities.

(1) Manage the USARC Command Protocol program.

(2) Apply an orderly, uniform set of rules and governing codes of behavior to distinguished visits, forums, meetings, and ceremonies to maintain a diplomatic environment void of distractions.

(3) Serve as the action agency to coordinate all aspects of Very Important Person (VIP) visits to USARC HQ for brigadier generals and above and Civilian members of the Senior Executive Service (SES), foreign officials regardless of grade, and other distinguished visitors

designated by the CoS. Arrange for VIP escort officers, lodging, and security badges as required.

(4) Act as the liaison between USARC and key stakeholders to ensure the proper protocol support to all meetings and special, social, and ceremonial events.

(5) Coordinate and assist the USARC staff in the preparation of visitors' itineraries.

(6) Develop, interpret, and administer protocol policies and guidance for USARC.

(7) Advise special projects associated with conferences, meetings, and briefings hosted by the USARC Command Team.

(8) Coordinate USARC Command Group military retirement ceremonies.

(9) Prepare Protocol key events and visitors report for inclusion in the weekly Staff Update.

Chapter 24
Office of Army Reserve History

24-1. Mission and responsibilities

a. Mission. As the proponent of all historical activities within the USAR, the Office of Army Reserve History (OARH) accurately collects, preserves, interprets, and communicates the USAR's history and material culture to the USARC Commander, Decision Makers, the Force, and the Nation. Additional intent is to develop a fully integrated and properly resourced network of history programs and professionals, who preserve the history of the USAR, serve Soldiers through education and training, support decision-making; and use advanced technologies, providing relevant, timely historical products and services for the USAR, the Army, and the general public. (AR 870-5, *Military History: Responsibilities, Policies, and Procedures*, paragraph 2-1*b*).

b. Responsibilities.

(1) Program Management.

(a) Provide direct historical support to the Office of the CAR and the USARC HQ, and general historical support to the commanders and staffs of MSCs by bringing historical perspective and institutional memory to the planning and decision-making processes.

(b) Direct the USAR History Program and provide technical historical expertise to the command history programs of all-major USAR units and activities.

(c) Provide support to all USAR divisions, commands, units, and activities that maintain an historical artifact collection or museum activity.

(d) Provide education and training programs and opportunities using the history of the USAR in all aspects to ensure unit and Soldier readiness and develop esprit de corps.

(2) Historical Coverage of Combat and Contingency Operations. A primary mission of the USAR Historian is to capture the role and activities of the USAR in support of contingency and wartime operations. The functions involved in such coverage include:

(a) Collection of unit historical reports, autobiographical sketches, key documents, maps, photographs, video and audio recordings, artifacts, and other historical material that might not be preserved through the records retirement process.

(b) Conducting and transcribing oral history interviews of significant and key participants.

(c) Production and publication of monographs or historical reports on important actions by USAR units and/or personnel.

(d) Processing for storage of all materials collected to the accepted standards of the archival profession for inclusion in the USAR Historical Research Collection.

(e) Train historical liaison officers in subordinate units on the collection, processing, and submission of historically significant records.

(3) Publications. The OARH is responsible for writing the official history of the USAR. This history not only provide a comprehensive account of USAR activities in peace and war, but

also serves as an important tool in the on-going training of officers and NCO in the profession of arms. The following are the specific sub-functions:

(a) Coordinate component-wide historical research and publication efforts, to include development of the USAR Historical Publications Plan—encompassing historical products of the USAR community—and technical review and evaluation of USAR historical publications.

(b) Prepare and publish historical monographs and special historical studies on topics and events of historical significance to the USAR or the Army.

(c) Prepare the Biannual USAR Historical Summary (ARHS) IAW AR 870-5, *Military History: Responsibilities, Policies, and Procedures*.

(d) Responsible for technical review and evaluation of all subordinate unit and installation annual histories.

(e) Provide professional training for personnel assigned to perform historical duties at OCAR, USARC and in subordinate units.

(4) USAR Oral History Program. The USAR Oral History Program focuses on conducting oral history interviews of key personnel involved in events and topics of historical significance to the USAR that otherwise may not be part of the more traditional written word and record.

(a) Tapes and transcripts of these interviews are retained permanently in the USAR Historical Research Collection, and available to the Army's decision-makers. Selected interviews are published.

(b) Military history detachments, command historians, unit historical officers, and students at the Army War College are utilized to execute this program.

(5) Military History Detachment Training. The OARH has oversight responsibility for training of military history detachments according to AR 870-5. The Chief of Military History is the HQDA proponent, has doctrinal oversight and will be the final certifying authority for all (Active, Army National Guard and Army Reserve) MHD training to include the assignment of qualified Observer Controllers (OC) during major training exercises (i.e., Warfighter, Overseas Deployment Training (ODT)) prior to deployment. The OARH, USARC has responsibility for providing logistical and administrative support for MHD training. OARH, USARC develops training cycles and schedules with the Chief of Military History.

(6) United States Army Reserve Historical Research Collection (USARHRC). The USARHRC consists of copies of historically significant documents, non-artifact, but multi-media, from USAR organizations. The collection provides the basis for original research and preparation of the annual command history, adds historical perspective to the decision-making process, supports leadership development programs, facilitates transitions in command, and supports on-going operations. The USARHRC is also used to interpret the USAR's history and heritage for the purpose of military training, education, and research. These holdings foster morale and esprit de corps and inform the American people about the USAR's service to the nation.

(a) Coordination/Acquisition of Material. Historians and archivists will coordinate with staff division chiefs, action/project officers, and other key personnel to ensure that copies of documents, oral interviews, visual images, and other source materials pertaining to historically significant developments and events that take place in the command are placed in the historical research collection. They will establish working relationships with organizational or installation records managers, librarians, and museum curators during the selection of materials for the collection to ensure that all source materials are available to the command. Historians and archivists will coordinate with museum personnel to differentiate between historical documents held by museums in support of their collections (as defined in AR 870–20, *Army Museums, Historical Artifacts, and Art*) and documents held in historical research collections.

(b) Storage. Storage of and access to Army historical research collections will be IAW AR 25-55, *Department of the Army Freedom of Information Act Program,* AR 380-5, *Department*

of the Army Information Security Program, and 36 CFR 1234.10, *Facility Standards for Records Storage Facilities*.

(c) Access. Manage access by unofficial researchers will be IAW AR 25-400-2, *The Army Records Management Program*, in addition to the aforementioned regulations. While historical research collections are not required to be open to unofficial researchers on a regular basis, intent is to maximize availability.

(d) Preservation. The preservation of materials that are of historical significance to the US Army and to the American people is required by law. Personnel will exercise due diligence, therefore, to prevent the loss, damage, or destruction of historical materials and historical research collections. Personnel will alert the proper entities should loss, damage, or destruction of historical materials and historical research collections occur outside of their normal records disposition schedule.

(7) USAR Historical Artifact Collections and Museum Activities. The OARH is responsible for the management, registration, growth, and preservation/conservation of the USAR Historical Collection located at USARC, HQ, and in the daily management of the USAR's historical collections spanning all USAR commands, units, museums, and other organizations with historical collections. The United States Army Center for Military History (CMH), Museum Directorate, will support, at minimum, one museum professional to be on staff under the OARH located at USARC. OARH will:

(a) Support all USAR museum activities and historians in matters of military history and assist in the guidance on museum practices and policy and financial support.

(b) Coordinate and oversee as liaison to field units, SAVs, CSDP inspection, financial support, training and education, collection care assistance, processes, and more.

(c) Oversee administration of contracts as needed for special exhibits or projects.

(d) Responsible for ensuring all procedures and regulations regarding Army museum operations are followed and processed according to AR 870-20 and the best practices and standards of the American Alliance of Museums.

(e) Serve as the initial POC for all USARC commands, units, and organizations with a museum activity or historical artifact collection.

(f) Responsible for accountability of all artifacts issued on hand receipts to USARC/USAR units, museum activities, historical artifact collections, and heritage displays, and compliance with storage and exhibit guidelines specified in AR 870-20.

(8) Donations/Gifts. Process requests to donate, transfer, loan, or gift objects or historical material to the OARH.

(a) Historical support items. OARH maintains a small number of educational support items (reproduction uniforms, weapons, and equipment) to be used for educational programs and objectives and use in exhibits and heritage displays. The OARH will not support uniform requests for ceremonial use, as this is not part of its core mission.

(b) Exhibits. Historical exhibits are an important aspect of communicating USAR history to Soldiers and the general public. OARH manages a rotational schedule for all exhibits. OARH is responsible for creating basic storyline to include final text, images, and graphics. CMH will review when necessary. OARH staff will assist other USAR locations with exhibit development.

(c) Programs, Education, and Training. As an Army Museum Enterprise activity, the OARH is responsible for developing, managing, and evaluating these programs IAW AR 870-20. All programs will directly support the museum activity’s mission.

Chapter 25
Forces Command-United States Army Reserve Command Special Troops Battalion

25-1. Mission and responsibilities

a. Mission. The FORSCOM-USARC HHC, STB provides multi-functional command, sustainment, and training readiness to subordinate units and key stakeholders in order to enhance the mission success of FORSCOM and USARC HQs.

b. Responsibilities.

(1) Manage military leave and policy.

(2) Conduct physical fitness testing for all assigned Soldiers.

(3) Manage training and readiness for HQ, FORSCOM and USARC.

(4) Manage the Casualty Assistance Officer and Casualty Notification Officer roster.

(5) Provide logistic and administrative support services, which include military justice and the family readiness program to assigned Soldiers.

(6) Manage physical security program for HQ, FORSCOM and USARC.

(7) Daily accountability of assigned Soldiers and Civilians using Personnel Status (PERSTAT) and Army Disaster Personnel Accountability and Assessment System (ADPAAS).

Chapter 26
Continuous Process Improvement Office

26-1. Mission and responsibilities

a. Mission. Provide USAR Commanders, Directors, and Staffs with Continuous Process Improvement (CPI) frameworks and Lean Six Sigma (LSS) disciplined data driven methodologies and tools for eliminating waste (activities/functions) and improving the quality, cost, and/or efficiency in any process on behalf of the CAR/CG IAW AR 5-1, *Management of Army Business Operations*.

b. Responsibilities.

(1) Direct, manage, and administer CPI efforts and LSS programs to reduce costs, improve productivity, performance against mission (availability, reliability, cycle time, investment, and operating costs), and flexibility to meet mission needs, readiness, and safety.

(2) Develop and implement guidance, procedures, performance metrics, and deployment plans for the USAR CPI LSS program.

(3) Ensure CPI LSS efforts and resources meet the guidelines, criteria, and performance measures established by commanders, the organization's senior leadership, and the HQDA LSS Program Management Office.

(4) Analyze current practices to improve efficiency, effectiveness, and productivity through process improvement, quality enhancement, cost reduction, and decreased cycle times.

(5) Lead and/or assist with enterprise wide organizational development initiatives, analyze work practices and operations to improve the USAR readiness postures.

(6) Manage and report CPI LSS project portfolio management activity and results achieved across the USAR enterprise.

(7) Ensure designation of a qualified resource manager to develop and validate projected financial benefits of CPI LSS initiatives and projects.

(8) Train Soldiers and Civilians to perform as LSS Practitioners to identify operational and financial improvement opportunities.

Chapter 27
Knowledge Management

27-1. Mission and responsibilities

a. Mission. To advise and support the Command Group, Directorates, and MSCs on the development and integration of collaborative capabilities to create and maintain a culture of sharing and learning, minimize knowledge loss, and enable timely and effective decisions by providing actionable knowledge at the right place and time in support of effective decision

making while maximizing organizational performance.

b. Responsibilities.

(1) Advises, recommends, and guides commanders and staffs on the dynamic application of people, process, and tools to provide collaborative solutions that ensures the timely and effective application of actionable knowledge that drives effective leader decision making.

(2) Promote and support the development of an organizational culture of innovation and learning.

(3) Trains USAR personnel on KM capabilities and tools that facilitate collaboration, and the right knowledge, at the right place and time in support of the organizational battle rhythm.

(4) Conducts KM assessments and provides solutions through the integration of new KM tools and processes.

(5) Develops/Maintains KM policies, governance, Standing Operating Procedures (SOPs), and USAR Knowledge

(6) Knowledge Management Officer (KMO) / Knowledge Management Representative (KMR) appointment orders.

(7) Recommend KM best practices for use throughout the USAR.

(8) Identify, document, and assess knowledge gaps hindering optimal organizational performance.

(9) Assess subordinate command's KM program IAW the organizational inspection program.

Chapter 28
Internal Review

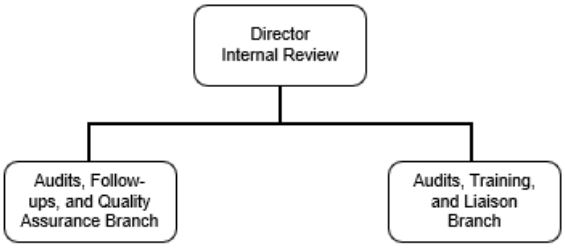

Figure 28-1. Internal Review Organizational Chart

28-1. Mission and responsibilities

a. Mission. Provide internal audit services to the USAR that evaluate risks, assess internal controls, foster stewardship of Army resources, improve quality and efficiency of internal operations, and assure best business practices are implemented across the USAR.

b. Responsibilities. The IR is the USAR focal point for all auditors external to the USAR and facilitates the Command resolution and reply process. The IR conducts follow-up and tracks management actions to correct problems identified in internal and external audit reports and evaluates subordinate commands' IR Program. The IR staff provides supervision and rating services to MSC auditors. Specifically, MSC IR auditors are supervised by an audit supervisor at the RDs or USARC HQs. These auditors are rated by their assigned audit supervisor, and senior rated by a USARC HQ IR Directorate Audit Manager. Audit Supervisors are rated by USARC HQ IR Directorate Audit Managers and senior rated by the USARC HQ IR Director.

(1) Perform audit services.

(2) Perform follow-up audit services.

(3) Conduct Quality Assurance reviews of IR offices across the USAR.

(4) Serve as External Audit Liaison.

(5) Develop and deliver auditor training and professional development.

(6) Assess Military Auditor qualifications.

(7) Perform audit services in accordance with AR 11-7, Internal Review Program, and Generally Accepted Government Auditing Standards (GAGAS).

(8) Develop technical guidance for IR offices across the USAR.

(9) Director Internal Review.

(a) Lead the IR office and USAR audit community in accordance with AR 11-7 and GAGAS.

(b) Provide final supervisory review of all audit reports.

(c) Adjudicate and resolve disagreements on IR audit results and recommendations between IR, subordinate commanders, and functional directors.

(d) Provide senior leaders with status reports on unimplemented recommendations, highlighting those actions not taken in a timely manner to correct identified audit findings.

(e) Prioritize audit execution as directed by the USARC CG or CoS.

(f) Provide technical guidance and policy to IR offices across the USAR.

(g) Prepare and manages the execution of the USAR IR office budget.

(h) Lead the review of 6T Additional Skill Identifier (ASI) packets for military auditors.

(i) Participate in the vetting and interviewing of all IR DAC positions. Provide final approval of all auditors selected to fill vacancies throughout the Army Reserve IR.

28-2. Audits, Follow-ups, and Quality Assurance Branch

a. Develop the annual USAR IR plan that reflects current USAR auditable risks and areas of concerns identified by the CG, staff, and MSCs.

b. Perform follow-up audit services in accordance with AR 11-7 and GAGAS to ensure prompt and effective action is taken to implement external and internal audit recommendations.

c. Manages the Quality Assurance Program for the Army Reserve.

(1) Ensures a representative sample of audit projects are reviewed annual for compliance with AR 11-7 and GAGAS.

(2) Ensures an external peer review is conducted by another Major Commands' Internal Review Office or the DoDIG.

(3) Ensures an annual self-assessment of the Army Reserve Internal Review occurs in the years an external peer review does not occur.

d. Provides administrative support for DAC Auditors they are assigned to supervise.

28-3. Audits, Training, and Liaison Branch

a. Develops and delivers audit training that provides professional development for all USAR auditors as required by AR 11-7 and GAGAS.

b. Manages and tracks Financial Management Certification for USAR full-time auditors.

c. Prepares IR Annual Metrics Report and Annual Assessment of Non-Audit Services as required by Assistant Secretary of the Army (Financial Management and Comptroller).

d. Reviews the USARC Annual Statement of Assurance per AR 11-2 and AR 11-7.

e. Serves as the command representative for external audit agencies including the GAO, DoDIG, and USAAA.

(1) Arranges entrance and exit conferences, in-process reviews, and site visits with external audit agencies and command personnel.

(2) Evaluates and coordinates command responses to tentative findings and recommendations issued by external audit agencies.

(3) Negotiates with external audit agency personnel to bring about resolution regarding controversial findings.

f. Provides administrative support for DAC Auditors they are assigned to supervise.

Chapter 29
Family Programs

29-1. Mission and responsibilities

a. Mission. The USARC Family Programs (FP) directorate provides program guidance on FP and Family Readiness to the MSC's FP personnel. FP serves as the USARC representative and subject matter expert for the USAR FP and Family Readiness delivery of services. Provide oversight for Volunteer Management, USARC Family Programs personnel serve as program points of contact for a variety of DoD, Army and USAR Family initiatives that affect Soldiers and their Families.

b. Responsibilities. FP is responsible for Family Readiness; Soldier Support; Operations; Survivor Outreach Services (SOS); Child and Youth Services (CYS); Army Family Action Plan Program, Financial Literacy, Family Advocacy Program (FAP), and Yellow Ribbon Program (YRP).

(1) Represent USAR FP, Family Readiness, Volunteers, Child and Youth Services, Army Family Action Plan (AFAP), SOS, Financial Literacy, FAP, and YRP equities at HQDA and DoD meetings/trainings/conference calls.

(2) Provide planning, analysis, policy and training procedural guidance to assist subordinate commands in the development and implementation of their FPs and Family Readiness programs.

(3) Develop policies and procedures to enable services, staff, and resources to be surged, draw- down or evolved to respond effectively to the needs of Soldiers and their Families during peacetime, war, periods of force structure change, relocation of military units, base realignment and closure, crisis, natural disaster, and other emergencies.

(4) Develop polices and procedure for service delivery that accommodates service modalities and employs technology assistance to improve the capacity to provide Soldiers and their Families rapid access to information and resources.

(5) Responsible for delivery of services through Regional-based team, combination of military/government civilian and DoD/HQDA/USARC contracted services.

(6) Interagency collaboration and service coordination among Federal and non-Federal entities.

(7) Oversee the Army and USAR standards and standardized assessment tools IAW Army guidelines. Provide oversight to ensure that the services provided have the intended impact through Measures of Performance (MOP) and Measures of Effectiveness (MOE).

(8) Provide direct oversight of Family Readiness services through the regular collection and analysis of fiscal, manpower, facility, and program information.

(9) Conduct data analysis to support reporting requirements as prescribe by DoD, HQDA and USARC.

(10) Exercise oversight responsibility for involvement in all phases of the PPBE process for USAR FPs.

(11) Exercise oversight responsibility for USAR equities for MDEPs within the Installation PEG for the Operations and Maintenance MDEPs (QACS (MDEP Army Community Services (ACS)), QCYS (MDEP CYS), VFRA (MDEP Family Readiness Support Assistants (FRSA)), and RPA.

(12) Develop and execute the USARC FP COOP and CAT trains Family Programs personnel in COOP and CAT operations and serves as FP representative for COOP/CAT exercises and in the event all-hazard incident.

(13) Direct program analysis, formulations, presentations, and execution of USARC appropriated funds under FP responsibility.

(14) Develop MDEP program requirements for the POM, PBG, and other related resource actions and documents.

(15) Receive and distribute resources based on RDs submitted and approved spend plans.

(16) Develop policies and procedures to ensure Soldiers and their Families are familiarized with the range of services available through the DoD, HQDA, USAR and community-based resources.

(17) Develop policies and procedures to ensure ongoing outreach, communication, activities, and events with Soldiers and their Families throughout all phases of deployment to promote prevention and early identification of Family problems that may compromise military or Family Readiness.

(18) Develop curriculum and marketing collateral to educate Soldiers and their Families about challenges of the military lifestyle and services available to enhance quality of life.

(19) Manage the USAR AFAP and USAR virtual focus group process; Informs and briefs the CG on quality-of-life issues with USAR equities slated for discussion and resolution at the bi-annual DA AFAP General Officer Steering Committee (GOSC).

(20) Develop and manage FP centralized contracts; modified contracts to meet regional requirements.

(21) Develop procedures to manage the adherence to volunteer standards in AR 608-1, *Army Community Service*, appendix J.

(22) Develop procedures to manage the adherence to FP branding and message guides and standardized curriculum.

(23) Represent USAR equities in the Total Army SOS program, jointly executed by the RA, ARNG, and USARC, as part of the overall long-term case management to support eligible survivors.

(24) Develop policies and procedures to ensure Soldiers with children under the age of 17 are familiarized with the range of services available through the DoD, HQDA, and community based resources.

(25) Provide planning, analysis, policy, branding guidelines, and standardized training curriculum and procedural guidance to assist subordinate command in the development and implementation of their FP and Family Readiness programs and services.

(26) Provide training support information, infrastructures, products, and materials to develop Commander, command team and volunteer competence across the institutional, operational, and self- development training domains.

(27) Execute the certification process per AR 608-1 and DoDI 1342.22, *Military Family Readiness*, and DA Form 7419-1, *Family Programs Certification Report*, to accredit Geographic Commands.

(28) Serve as USAR/OCAR liaison to the CSA Survivor Advisory Working Group (SAWG) to address USAR equities.

(29) Provide oversight of pre-deployment, deployment, demobilization, and post-deployment reintegration support programs conducted in geographically central locations to maximize opportunity for USAR Soldier and Family participation.

(30) Provide oversight and implementation of the Army Reserve Financial Literacy Program to support the Readiness Division management of Personal Financial Counselors.

(31) Provide oversight and implementation of the Army Reserve Family Advocacy Program to support commands with preventive programs and services to support the prevention of destructive and harmful behaviors within the Army Reserve Community.

Chapter 30
Safety

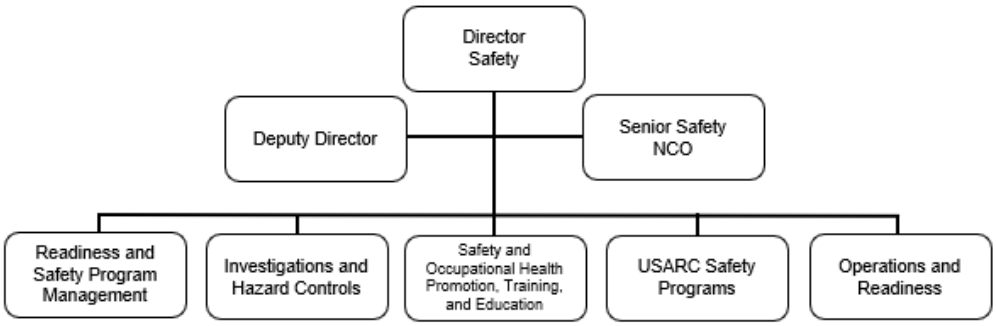

Figure 30-1. Safety Office Organizational Chart

30-1. Mission and responsibilities

a. Mission. The USAR Safety Office directly supports the USARC's employment of safety techniques that prevent fratricide, property damage, personnel injury, and mission disruption to eliminate the effects of accidents and unsafe or unhealthful workplaces on mission or unit readiness. Create an organizational culture in which safety awareness, enforcement of standards and use of the risk management processes are synonymous with mission success, welfare of Soldiers and the Civilian workforce, training, and leadership.

b. Responsibilities. Responsible for integration of Risk Management, and loss prevention activities associated with USAR accidents, occupational exposures, and material damage to USAR equipment and facilities.

(1) Management of the USARC Safety and Occupational Health Program and the Safety and Occupational Health Management System (SOHMS).

(2) Manage, coordinate, and review accident, incident, and occupational exposure investigations.

(3) Conduct subordinate organization program evaluations, inspections, and assessments.

(4) Develop, provide, and manage Safety and Occupational Health (SOH) and risk management education, training, and promotion programs.

(5) Ensuring prompt identification, notification, abatement, and resolution of recognized hazards.

(6) Provide technical SOH consultation for mission planning, training, exercises, and joint and multinational operations.

(7) Maintains close liaison and coordination with HQDA, Army commands, Combatant Commands CCMDs, ASCCs, DRUs, the U.S. Combat Readiness Center, IMCOM, TRADOC, and Federal, State, and local safety and occupational health officials.

(8) Responsible for the Program Management of Safety and Occupational Health program securing adequate resources (personnel, equipment, funds) to sustain an accident prevention program.

(9) Interpret safety and occupational health statutes, standards, and policies. Develop, implement, and oversee the execution of doctrine, plans, and policies pertaining to the safety and occupational health program of the USAR.

(10) Planning, organizing, directing, and evaluating the safety and occupational health program for the Command Program elements including tactical, non-tactical, privately owned vehicle operations, rail, marine, and air operations, range operations, ammunition and explosives, military training, exercise, and readiness, aviation, industrial operations, accident

investigation and reporting, hazardous materials operations (handling, storage, transportation, and disposal), ionizing and non-ionizing radiation sources/equipment, control of public exposure to USAR operations, Family and off duty accident prevention, and risk management procedures and training.

(11) Conduct analysis of accident trends and other statistical data to identify specific safety problems and develops effective controls and countermeasures.

(12) Provide counsel to the CG, USARC staff, and MSCs on accident prevention, risk management process, and compliance with Safety and Occupational Health Laws, Standards, and Regulations.

(13) Develop, manage, and provide technical guidance to MSC Safety Professionals providing safety and occupational health guidance and support to their subordinate units.

(14) Establish an USAR Safety and Occupational Health Advisory Council (SOHAC).

(15) Provide oversight and facilitates the resolution of issues/concerns involving the common levels of service/support SOH provided by IMCOM and maintain liaison with the USAR element of Assistant Chief of Staff, Installation Management (ACSIM).

(16) Identifies trained and qualified Safety Professionals for deployment and “Reach-back” capability in support of USAR training/exercise, and joint and multinational operations.

(17) Plan, program, develop; manage; counsel, coach, and mentor personnel; provide oversight of the USAR Safety and Occupational Health Management Career Program (CP 12) and the Ground Safety Officer Program (ASI: 6Q).

(18) Provide USAR Safety office member(s) or technical advisor to Centralized Accident Investigation Boards (and other investigative committees, as appropriate).

(19) Manages aspect of the public health program not managed by the Surgeon’s Office, including the industrial hygiene (IH) and environmental health (EH) programs, and interfaces with their occupational health (OH) program.

(20) Safety Director. Senior and principal SOH director for the USAR, advising the CG and HQ staff on matters pertaining to the effectiveness of the USARC SOH program.

(a) Responsible for the full and comprehensive management of the USARC SOH program.

(b) Technical advisor to the Commander and staff on matters pertaining to the effectiveness of SOH.

(c) Serves as the primary staff adviser and authoritative expert on all Army Reserve accident prevention, reporting, investigation, and Risk Management matters.

(d) Serve as the activity PM for Career Program 12 (CP 12).

(e) Represents USAR safety equities at DoD, HQDA, and other federal, state, and local agency/activity conferences, workgroups, councils, and other events.

(21) Deputy Safety Director. Supports full program and managerial responsibilities to the Director to ensure the successful operations of the USARC SOH program. Performs the duties and responsibilities of the Director in his/her absence.

(a) Direct the day-to-day operations of the USARC SOH office.

(b) Assist in the development of strategic plans, policies, and strategies.

(c) Coordinate programs, budgets, and provide oversight of USARC SOH resources.

(d) Support the development of safety transformation and restructure initiatives.

(e) Serve as the USAR's Installation Management Command liaison for Safety, advising the USAR Command and Staff on technical and managerial safety, occupational health, and risk management integration services and base operations support, affecting mission accomplishment.

(f) Provide support and technical advice to the director in the management of the USARC RCAS – SOH and SMS.

(g) Analyze, review, and provide recommendations pertaining to USARC SOH performance metrics, structure, and human resource requirements.

(h) Support the USARC SOH Accident Investigation Boards (and other investigative committees, as appropriate).

(22) Senior Safety NCO. Serve as the liaison with the CSM, the HQ staff and MSC Senior NCOs to inculcate safety and risk management principles into the NCO Corps.

(a) Develop an NCO Safety Program and manages implementation of the Command's SOH Program at the Soldier-level.

(b) Mentor, train, and assist MSC NCOs and enlisted Soldiers on Safety and Risk Management Process integration.

(c) Provide technical advice and assistance to the USARC CSM on safety and occupational health issues affecting Soldiers.

30-2. Readiness and Safety Program Management

a. Responsible for records and policy Information management, and SOH Policy letters, and general administrative support to the Safety staff.

b. Responsible for the management of the USARC SOH long and short range planning calendars.

c. Responsible for the timely submission of the DA Safety Model, and management of staffing correspondence with Ft. McCoy Civilian Personnel Advisory Center (CPAC).

d. Responsible for daily office administration (time and attendance, personnel actions, budget and policy). Manages the USARC SOH Safety Office Supplies & Equipment.

e. Responsible for Accident/Injury statistics and USARC Civilian Injury Prevention Program.

(1) Coordinate USAR Safety workshop, councils, and other off-site activities.

(2) Provide general administrative support to the Safety staff.

(3) Manage correspondence, suspense(s), automated tasking system, functional file system, mail distribution, travel, telephone control, key control, classified documents control, supply support, and office security.

(4) Prepare, coordinate, and manage internal office budget programs, to include programming and execution of the office travel requirements, supplies, training; maintains library of technical reference materials and maintain bulletin boards (electronic and printed).

(5) Manage Civilian personnel actions and all Civilian time and attendance reports.

(6) Provide receptionist services for the Safety Office, directing visitors to the appropriate staff member.

(7) Coordinate telephone, video conferences, meeting sites and contracts for off-site meetings.

(8) Maintain directories of subordinate safety staffs, MSC Additional Duty Safety Officer (ADSOs), and other agencies and organizations.

(9) Provide a representative as a recorder during USAR Safety workshop, councils, and off-site activities.

f. Administers, executes, and reviews subordinate execution of Safety and Occupational Health program funds; distribution and utilization of Safety personnel and equipment; and the Safety Management and Ground Safety Officers career fields.

(1) Develop Safety OMAR program requirements for the POM, PBG, and other related resource actions.

(2) Evaluate program execution and recommends appropriate program modifications to maintain fiscal responsibility and program viability.

(3) Receive and allocates resources required to support all Safety and Occupational Health programs.

(4) Develop and defend USARC POM submissions for the Safety and Occupational Health Program.

(5) Coordinate with Directorate of Resource Management, Program Executive Groups, DA Safety Office, and other activities/agencies as required to secure resources for the safety

program.

(6) Develop safety personnel requirements to support the USAR mission and the SA directive to provide safety professionals down to brigade level.

(7) Coordinate with G-3/5/7 FMM to ensure safety requirements are documented appropriately.

(8) Review CMPs that impact safety requirements.

(9) Review unit structures to ensure all military Safety and Occupational Health positions are coded with the Ground Safety ASI: 6Q.

(10) Provide oversight and technical guidance for the recruitment, placement, training and qualification of USAR Safety and Occupational Health personnel, in coordination with the Civilian Personnel Advisory Center (CPAC), subordinate commands, FTS and the CP 12 Program's Functional Representative.

(11) Provide oversight and technical guidance for selection and placement of all AGR Safety Officers and NCOs assigned to MSCs, in coordination with G-3/5/7 FMM, G-1, and HRC.

30-3. Investigations and Hazard Controls

Responsible for reviewing and reporting accident statistics (Civilian and Military), evaluation of MOPs/MOEs for Accidents, management of USARC accident log, investigation recommendation tracker, range safety, Motor Vehicle Accident Prevention, and Safety Program Evaluations.

a. Aviation Safety provide technical support and guidance to the Director and staff on safety, occupational health, training, and composite risk management procedures related to fixed and rotary aircraft operations and maintenance.

b. Review and analyzes aviation accident data to identify trends and develops countermeasures.

c. Provide safety oversight of the USAR Aviation Program and reviews aviation accident/incident reports for compliance with higher headquarters directives.

d. Develop USAR Aviation Accident Reduction Campaigns based on accident trend analysis.

e. Serve as the USAR Safety liaison to the FORSCOM Aviation Resource Management Survey (ARMS) Team and a member of the USAR ARMS team.

30-4. Safety and Occupational Health Promotion, Training, and Education

Responsible raising awareness of SOH, and risk management (RM) across the command to improve USARC Safety culture.

a. Develops professional development and certification plans for the Safety Staff.

b. Develops and maintains the USAR Safety website to provide up to date information on safety issues.

c. Provide Risk Management Training throughout the command and provide education and training opportunities required to maintain the professional proficiency.

d. Develops and manages the Safety Awards program, recommending approval of USAR, as well as FORSCOM, DA, and DoD awards.

e. Coordinates with other federal agencies and Civilian contractors to provide safety, occupational health, and risk management training.

f. Develops memoranda, messages, and campaigns, which target specific Soldier behaviors or activities.

g. Develops and implements marketing strategies for USAR safety program.

30-5. USARC Safety Programs

Provide oversight of the operational readiness aspects of those programs that are part of both base operations support and mission support.

a. Develop safety program evaluation standards.

b. Administers the centralized Occupational Health / Industrial Hygiene program.

c. Analyzes accident/incident trends to develop a positive prevention approach within operations and activities.

d. Manages the Safety portion of the Civilian Resource Conservation Program.

e. Develops and manages the USAR Radiation Safety Program.

f. Evaluates the impact of environmental factors on the safety of Soldiers and Civilians.

g. Reviews and interprets laws and regulations concerning the use, storage, and transportation of hazardous materials.

h. Reviews accident reports for accuracy, completeness, and to ensure compliance with applicable regulations.

i. Develops and manages the Ergonomics program.

j. Coordinates fire prevention issues with IMCOM and IMCOM-ARIMD.

k. Reviews requests for waivers and exemptions involving facility workplaces.

30-6. Operations and readiness

The USARC Safety Office provide technical consultation, training, and on-site safety and risk management process support to the USARC.

a. Ensures operations involving ammunition and explosives conform to DoD and Army standards.

b. Develops supplements to guidelines developed by higher headquarters and initiates written procedures implementing transportation safety standards, to include all military and privately owned land and marine vehicles/vessels.

c. Responsible for on-site support to major training exercises, overseas deployments, and Rotational Force movements.

d. Conducts Special Surveillances/system safety evaluations of operations involving the introduction of Commercial-off-the-Shelf equipment and coordinates with G-4, FMM, AMC, and TRADOC on new equipment fielding actions and, as well as other force modernization issues.

e. Reviews requests for waivers and exemptions involving explosives and range safety standards; explosive site plans and unexploded ordnance/chemical agent/biological material remediation safety plan submissions for approval, as required. Reviews compliance and tracks renewals/changes/updates.

Chapter 31
Surgeon

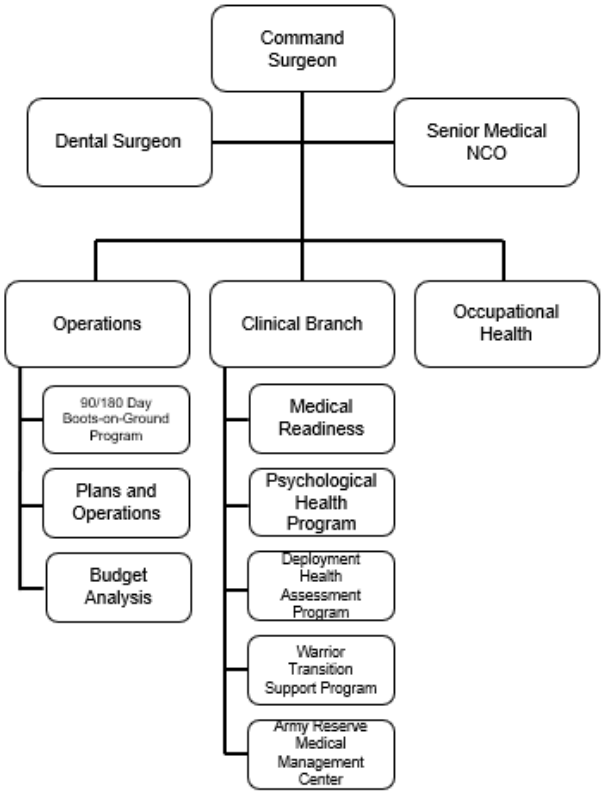

Figure 31-1. Surgeon Organizational Chart

31-1. Mission and responsibilities

a. Mission. Army Reserve Surgeon office implements health services and medical policies, directives, and initiatives for assuring a ready medical force and a medically ready force. Focuses on medical and dental readiness initiatives while providing expert advice and input to appropriate staff sections regarding policy, manning, training, equipping, maintaining, mobilizing, and resourcing of medical units.

b. Responsibilities.

(1) Coordinates with national health authorities Defense Health Agency (DHA), OTSG / US Army Medical Command (MEDCOM), TRADOC, FORSCOM, 1st Army, Army North, OCAR, and USNORTHCOM) on matters of health services and medical policy.

(2) Coordinates with CCMDs, FORSCOM, TRADOC, MEDCOM, Department of Veterans Affairs (VA), and Congressional offices on the following USAR medical and dental activities:

(a) Medical and Dental Readiness.

(b) Administration.

(c) Supervisory/Management.

(3) Manages the 90/180 Day Boots on Ground (BOG) program, advises, USARC Global Force Management on sourcing medical units for wartime missions.

(4) Advises Force Management on force structure development of medical units, and appropriate staff sections regarding policy, training, manning, equipping, maintaining, mobilizing, and resourcing of medical units.

(a) Plans and Operations.

(b) Resource Management.

(c) Systems and Training.

(5) Command Surgeon. Regular Army Physician serves as the principle Medical Staff advisor to the CG on matters pertaining to medical readiness of personnel and units and all medical and dental matters.

(a) Develop initiatives for medical readiness, training, manning, equipping, maintaining, mobilizing, and resourcing.

(b) Provide advice to the CG and HQ staff on medical issues, functions, programs, policies, and readiness.

(c) Manage command health medical programs, health aspects of mobilization and the readiness of Army Reserve units.

(d) Coordinate among medical staffs of the USAR, Department of Defense, and other governmental agencies.

(e) Coordinate Army Reserve medical mission requirements and provides recommendations for Army Reserve medical unit force structure.

(f) Interact with subordinate unit staffs to provide subject matter expertise on all deployment medical and dental readiness issues including Medical Readiness Classification (MRC), Individual Medical Readiness (IMR), mobilization medical Soldier Readiness Processing, and Class 3 Dental treatment.

(6) Command Dental Surgeon. Regular Army Dentist serves as the advisor to the CG on matters pertaining to dental readiness.

(a) Managing and directing dental readiness activities.

(b) Provide analysis and action to improve USAR readiness.

(c) Serve as SME for MTOE and TDA dental positions.

(d) Approval authority for USAR Service Member high value treatment plans.

(e) Serve as dental liaison with contract dental services and USAR Units.

(f) Develop vision and programs that enhance dental readiness.

(g) Coordinate dental activities with USAR Surgeon.

(h) Serve as liaison for both Component (COMPO) 1 and 3, and FORSCOM Surgeon.

(i) Advise on AMEDD (Dental) Force Structure.

(7) Senior Medical NCO. Serves as senior enlisted representative with FORSCOM, OTSG, OCAR, First Army, MEDCOM, and MEDCoE.

(a) Manage oversight of proposed changes to the MEDCoE on policies and Army Regulations effecting USAR AMEDD enlisted Soldiers.

(b) Analyze the future force structure changes on USAR AMEDD enlisted requirements.

(c) Responsible for oversight for 68W recertification in the USAR.

(d) Manage medical readiness and administrative compliance for the Surgeon's office.

31-2. Operations

Serve as the principal staff advisor to the CoS, CG and DCG on Medical plans, programs, and policies, in the absence of the Surgeon.

a. Plans and Operations. Responsible for the overall operational process of the Surgeon Directorate. Serves as the medical operations, plans, and training subject matter expert and integrator with USARC, FORSCOM, MEDCOM, OCAR and the MSCs.

(1) Function as the primary integrator with the USARC G-33, G-35, and G-37 for medical collective and individual training, medical mobilization/demobilization processes, and health service support.

(2) Maintain situational awareness of major subordinate command medical readiness and prepares this information for the Command Surgeon, Deputy Surgeon, and command leadership.

(3) Provide consultation, mentoring, and technical supervision to operations, administrative, and plans personnel.

(4) Operations.

(a) Receive and initiate taskings and send to appropriate Commands and Subject Matter Experts for action; deliver expert and responsive staff actions.

(b) Ensure MSC trained personnel have all applicable medical readiness information systems access.

(c) Develop programs and provides resources for programs that enhance medical readiness and training.

(d) Coordinate and liaise to resolve medical operations issues or concerns as assigned.

(e) Review Civilian and military medical assets available (treatment, evacuation, critical medical equipment, and personnel).

(f) Collaborate with USARC G-4 on Class VIII supply to include blood management facilitation and medical equipment maintenance and repair, and drug supply issues.

(g) Assess environmental health effects on military forces.

(h) Analyze medical threats (to include occupational and environment health hazards).

(i) Develop patient estimates (medical workload).

(j) Advise on maximum limits to low density MOS or AOC with resources used verse available.

(k) Advise on force health protection.

(l) Compile and review patient evaluation across all combatant commands.

(m) Coordinates and support ATRRS training conflicts with all MSCs and work with G-37 on individual training requirements.

(n) Assists in the development of operational plans for USAR medical operations.

(o) Lead and manage MSC OIPs/SAVs on all medical operating procedures.

(5) Administration.

(a) Provide general administrative support to the Surgeon staff.

(b) Manages correspondence, automated tasking system, filing system, mail distribution, travel, supply support, office security, and maintaining bulletin boards (electronic and printed).

(c) Prepares, coordinates and reviews internal office budget programs, to include programming and execution of the office travel requirements.

(d) Maintains library of technical reference materials and consolidated office files.

(e) Manages Surgeon’s input to the USAR personnel actions.

(f) Manages all Civilian time, attendance reports, and personnel actions.

(g) Provide receptionist services for the Surgeon Office, directing visitors to the appropriate staff member.

(h) Responsible for office copiers and other office support requirements.

(i) Coordinates telephone, videoconferences, meetings, sites, and contracts for off-site meetings.

(j) Maintains directories on medical agencies, RD surgeons, and units.

(k) Responsible for multi-media communication for medical activities and administrator for directorate.

(6) Plans.

(a) Reviews and prepares medical and dental readiness products for USAR units.

(b) Serves as liaison to areas assigned.

(c) Coordinates with FMM on USAR force structure initiatives for medical units.

(d) Coordinate with MSC commanders for medical unit(s) designated site support missions.

(e) Serves as Surgeon representative with Armed Forces Medical Intelligence Center (AFMIC) to disseminate medical intelligence for health situations identified for deployment.

(f) Manage medical support requirements In Support Of (ISO) Hurricane sourcing strategy USNORTHCOM, HLO, and CBRNE Consequence Management Response Forces (CCMRF).

(g) Coordinate with G-37 and Army Reserve Medical Command (ARMEDCOM) on low density MOS training.

(h) Assess the readiness of Army Reserve Ready medical units.

b. 90/180 Day Boots on Ground (BOG) Program. Manages the 90-day "Boots-On-The-Ground" Rotation Policy for AMEDD RC Medical Corps, Dental Corps, Nurse Anesthetist, Nurse Practitioners, Physician Assistants, Psychologists, Social Workers and Veterinary Corps officers' deployment-to-dwell and mobilization-to-dwell cycles.

(1) Provides analysis to OCAR, OTSG, and USARC senior leaders on critical medical personnel inventories.

(2) Coordinates with the MSCs, FORSCOM, MEDCOM, and DHA to source medical providers in accordance with the ASA M&RA 90/180-day BOG policies to Global Force Management OCONUS operations and MTOE Aligned Provider CONUS backfill missions.

(3) Advises USARC Global Force Management on sourcing capabilities and deployment manning document (DMD) composition of medical units for wartime missions in support of medical Contingency Operations CONUS/OCONUS.

(4) Generates Interfacility Credentialing Transfer Brief (ICTB) requests and all transfer and mobilization orders for deploying BOG personnel.

(5) Serves as Surgeon representative and medical subject matter experts at all Multicomponent Joint Assessments and Joint Assessment Operational Pre-planning conferences.

(6) Informs all incoming BOG personnel during BOLC on the 90/180-day BOG program.

c. Budget Analysis.

(1) Responsible for USAR Surgeon's requirements for the PPBE process.

(2) Exercises oversight responsibility for USAR medical MDEPs within the Manning PEG for the OMAR and RPA appropriations.

(3) Management of program analysis, formulations, presentations, and execution of USAR appropriated funds.

(4) Allocates resources for personnel programs- ADOS-RC and ADT.

(5) Serves as Surgeon's representative to the WPBAC.

(6) Coordinates with MSCs and higher headquarters to develop implementation guidance involving funds for Surgeon programs.

(7) Manages Surgeon's modules of the USARC Command Management System and Installation Management (CMSIM).

(8) Consolidates office requirements for submission in the POM and command operating budget submissions.

31-3. Clinical Branch

Serves as the principal staff advisor to the CoS, CG and DCG on medical readiness related to plans, programs, and policies, in the absence of the Surgeon. Responsible for executing medical and health services policy from OSD, DHA, OTSG/MEDCOM with OCAR/USARC as related to medical readiness, deployment health program, recovery care, behavioral health, Disability Evaluation System (DES), and clinical support activities. Further responsible for the development, planning and execution of these programs within USARC. Guides the strategic direction and priorities of the USAR clinical affairs and medical readiness. Develops policies, directives, programs, and resources that enhance medical readiness, clinical competencies, and professional development.

a. Medical Readiness.

(1) Provide oversite and coordinate with Army Reserve Medical Management Center

(AR-MMC), Psychological Health Program (PHP), Deployment Health Assessment Program (DHAP), Warrior Transition Support Program (WTSP) and Reserve Health Readiness Program (RHRP).

(2) Maintain liaison with OTSG, DHA, MEDCOM, 1st Army and MRCs on medical, dental readiness, and clinical issues, new requirements, and mobilization issues.

(3) Responsible for access to CSMM, Medical Operations Data Systems (MODS) and MEDCHART modules.

(4) Develop medical direction from current policies.

(5) Coordinate with USARC G-1 for Soldier Readiness Process compliance for Fully Medically Ready (FMR) deployability standards; Individual Medical Readiness (IMR), Class 3 Dental treatment, and early TRICARE.

(6) Provide mobilization and ODT mission medical and dental requirement information.

(7) Coordinate and collaborate with MEDCoE (Medical Center of Excellence), HRC, AMEDD Professional Management Command (APMC), USARC G-1 and G-37 to maintain military and Civilian educational proficiency of AMEDD personnel.

(8) Coordinates with and represents Surgeon's equities on G-1 policies.

(9) Responsible for training on MODS supporting Soldier medical readiness data, training data, and MOSQ status.

(10) Coordinate with ASA, M&RA, OTSG, Mobilization medical staffs, and subordinate unit staffs for 25-day Release from Active Duty (REFRAD) issues.

(11) Coordinate Surgeon Office compliance with Army Internal Control Evaluation Program (ICEP).

(12) Provide policy, procedures, and quality assurance for nursing, medical service, and clinical requirements for medical units.

(13) Developing permanent structure and sustainment of medical programs with USARC Force Management.

(14) Provides oversite, guidance, and utilization of the USARC Influenza Program.

(15) Supports and updates units SAV/OIPs.

(16) Clinical Operations Staff Nurse.

(a) Serves as the COR for MEDCHART, PHP Medical Case Management contracts and AR-MMC.

(b) Manages the medical readiness services and record system access support.

(c) Instructs at the Company Commander / First Sergeant Course and the Army Reserve Administrator Basic Course.

(d) Supports and updates units SAV/OIPs.

(e) Serves as the RHRP PM.

(f) Serves as the assistant COR for the RHRP.

(g) Provide USAR specific input to the DoD Performance Work Statement and/or Quality Assurance Surveillance Plan.

(h) Review and modify SOW to ensure appropriate utilization of government resources.

(i) Coordinate with PA&E to program resources for the DoD RHRP; analyze requirements, provide POM input, and execute budgets.

(j) Provide ongoing RHRP implementation guidance to subordinate commands.

(k) Allocate and manage utilization of RHRP funds.

(l) Represent USAR Surgeon's office in the RHRP Working Group to evaluate current services and develop improvements in the RHRP.

(17) Systems Analyst.

(a) Manages systems access and oversite of medical data systems (MODS, MEDPROS, Medical Readiness Portal and MED-CHART.

(b) Prepares medical readiness reports.

(c) Instructs the Medical readiness class at the Company Commander / First Sergeant Course and Army Reserve Administrator Basic Course.

b. Psychological Health Program (PHP). The PHP is the primary behavioral health resourcing program for the USAR. The PHP provide needs assessments, command consultation, psychoeducation, and traumatic event management to facilitate Soldier mental health readiness. Soldiers experiencing behavioral health (BH) issues needing connection to behavioral health resources can contact the PHP network for assistance. Commanders at all levels are encouraged to reach out to PHP for consultation and assistance to include but not limited to Command Directed Behavioral Health Evaluation (CDBHE), crisis intervention guidance, traumatic event management, unit psychoeducation, etc.

(1) Primary subject matter expert and behavioral health consultant to USAR leaders. Soldiers, Family members, and DoD/non-DoD organizations.

(2) Program Manager for the USAR PHP.

(a) Build and maintain the organizational design of the PHP.

(b) Manage oversight of the coordination of clinical, counseling, and other services that promote the psychological health of Soldiers and their families.

(c) Conduct surveillance of the PHP for continuous quality improvement.

(3) Establish, execute, and revise policies, procedures, and mission objectives that will improve and sustain the mental fitness and readiness of the force.

(4) Ensure psychological health coordination with USAR healthcare professionals and consultants, and other DoD and non-DoD organizations that support psychological health to USAR Soldiers.

c. Deployment Health Assessment Program (DHAP). DHAP is a surveillance program for Deployment Health Assessments. Two requirements produced from the DHAP process are Referral Care and Completion/Compliance monitoring. All deploying, deployed, and redeployed Soldiers and units, as well as DoD Civilian and contractors accompanying US Forces, in accordance with DoDI 6490.03, *Deployment Health*, and DHA-PI 6490.03, *Deployment Health Procedures,* will complete Deployment Health Assessments.

(1) Plan and execute DHAP requirements for a comprehensive deployment health assessment and surveillance program.

(2) Develop reporting procedures to track compliance and completion of USAR personnel.

(3) Develop written guidance required for USARC EXORDs, OPORDs, FRAGOs to coordinate with FORSCOM, Army G-1, contracted program support, and OTSG to establish plans, policies, and programs to ensure all USAR Soldiers who meet eligibility criteria complete their Deployment Health Assessment screenings.

(4) Coordinate with the G1 for Yellow Ribbon Reintegration Program (YRRP) IAW DoDI 1342.28, *Yellow Ribbon Reintegration Program*, to ensure all deployment health assessments are accomplished.

(5) Coordinate with MCJA and Joint Operation Assessment Pre-Planning (JAOPP) to ensure deploying units are provided timelines for Soldier Readiness Processing (SRP) level 1 and level 2 as well as the DHAP process.

(6) Oversee the Medical Dental Readiness Events (MDRE) and ensure all required documents are submitted along with soldier rosters to decrease avoidable cost from the RHRP contractor.

d. Warrior Transition Support Program (WTSP). The WTSP provides continued collaboration of efforts with the Army Recovery Care Program (ARCP), MEDCOM, Mobilization Force Generation Installations (MFGIs), and USARC that emphasize involvement throughout the process of addressing and resolving issues encountered by USAR Soldiers as they navigate through their Comprehensive Recovery Plan.

(1) Primary subject matter expert and consultant to USAR leaders on Soldier Recovery Unit (SRU) entrance.

(2) Provide administrative and medical review of SRU entry packets prior to submission to the ARCP.

(3) Provide liaison personnel to assist USAR soldiers assigned at each of the 14 SRUs in any status (Evaluation, Resident or Remote Medical Management (RM2)) in addressing their administrative, medical, and legal issues requiring USARC staff engagement to resolve.

(a) Coordinate and assist with the resolution of Soldier and Family issues.

(b) Coordinate and synchronize Warrior Transition Assistance service efforts between HQDA and USAR.

(c) Facilitate communication between Command Teams and Soldiers attached to the SRU.

(4) Designate worksites for Soldiers transferring into the RM2 program at the SRU.

(a) Educate site managers on their responsibilities and how to interact with their assigned RM2 Soldier.

(b) Assist with the resolution of issues regarding RM2 worksites and the RM2 program.

e. Army Reserve Medical Management Center (AR-MMC). Supports all Army Reserve Commands by providing centralized profiling and comprehensive case management for the enduring MNR mission for TPU Soldiers. This is achieved by managing and tracking all profiles written for greater than 30 days and or to Medical Readiness Decision Point. The AR-MMC is responsible for the construction and submission of Medical Evaluation Board (MEB) packets and Non-Duty Physical Evaluation Board (ND-PEB) packets for Disability Evaluation Processing. In addition, AR-MMC conducts and processes MOS Administrative Retention Review (MAR2) boards. As the Army Reserve profiling approval authority, the AR-MMC is responsible for the execution of Army Combat Fitness Training (ACFT) profile modification initiative that incorporates electronic profiles (e-Profile).

(1) Responsible for Medically Non-Deployable (MND) Profile Tracking Module.

(2) Responsible for generating and management of Soldier temporary, permanent, deployment limiting medical profiles, IAW with AR 40-501, *Standards of Medical Fitness*, chapter 7.

(3) Educate (as requested) USAR AMEDD healthcare professionals rendering medical readiness services, such as profiling, medical health assessments and other readiness initiatives in accordance with established policies and procedures.

(4) Educate and advise unit leadership on the DES process and timeline.

(5) Provide commanders and leaders real-time visibility of Soldiers throughout the DES process.

(6) Standardize the medical profile and medical case management process to document duty and deployment limitations IOT facilitate timely return to duty (RTD) status or prepare for medical board separation.

31-4. Occupational Health

Occupational Health promote the health, safety, and quality of life of Department of the Army workers across the US Army Reserve. Occupational Health works to protect workers from hazards that may occur because of the work experience. Program achieves optimal workforce productivity and health.

a. Directs the preparation of and maintains status reports of Occupation Health program.

b. Plans and conducts program reviews to evaluate the effectiveness of medical support USAR personnel to ensure these meet the criteria and in compliance with regulations and laws.

c. Represents Identification and evaluation of employees with illness, chronic diseases or disabilities and makes recommendations about work assignments, occupational health education to employees about work-related hazards and work practices.

Chapter 32
Civilian Personnel Management Office

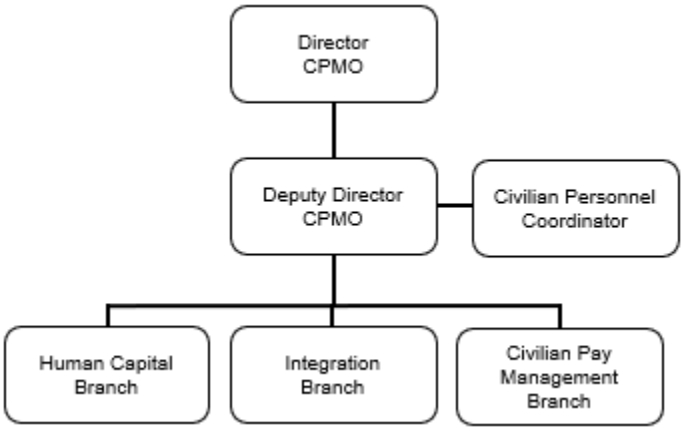

Figure 32-1. Civilian Personnel Management Office (CPMO) Organizational Chart

32-1. Mission and responsibilities

a. Mission. Develop, implement, and adjust Civilian human capital strategies and processes that contribute to the improvement and overall readiness of the USAR.

b. Responsibilities.

(1) Manage the USAR Military Technician (MT) Program.

(2) Conduct Human Capital Planning and Workforce Shaping.

(3) Conduct Classification and Position Management.

(4) Perform Staffing and Recruitment, and Retention.

(5) Manage the Army Civilian and MT Training and Leader Development programs.

(6) Oversight of Labor and Management Employee Relations.

(7) Manage and administer Civilian Pay.

(8) Perform Civilian HR systems integration.

(9) Perform Civilian Human Resources Program Evaluation.

(10) Direct and manage the Civilian Human Resource activities throughout the USAR.

(11) Develop human capital strategies and propose legislative and policy change initiatives in order to improve Civilian personnel and MT programs.

(12) Serves as Program Director / Staff lead for the MDEP Army Reserve Military Technicians Program.

(13) Represent Civilian personnel management in meetings involving the FTS Command Plan (CPLAN), AMHA, Planning Program Budget Committee (PPBC), Program Budget Advisory Committee (PBAC), Civilian Manpower Working Group, Base Realignment and Closure (BRAC), TAA, The Army Plan (TAP), Army Campaign Plan (ACP), Omnibus Supplemental or Reprogramming, and other Army and USAR activities as required.

(14) Manage actions performed in support of FTS and personnel systems to maintain an effective Quality Assurance and Internal Control Program. Manage the effective utilization of manpower resources.

(15) Manage manpower for OCAR, the USARC HQ, Support Group, Mission Support, and subordinate organizations.

(a) Responsible for command level decision memorandums and conducting briefings to resolve critical issues/problems and recommending policy/procedural changes.

(b) Preparing and presenting courses of action for staff reorganization or directed manpower reductions for Command/Component decisions.

(c) Conducting and/or supporting in special studies or projects involving USAR Civilian workforce.

(d) Analyze and execute actions to request changes in mission, organization, or manpower.

(e) Provide technical advice and assistance to staff and enforce manpower and/or full-time support policies.

(f) Responsible for approving/disapproving requests for Civilian hire in supported organizations.

32-2. Integration Branch

Serves as the PM and as principal advisor to the USAR on the MT Program, and coordinate with HQDA, DoD, Congress, and CPAC on all Civilian personnel management issues. Responsible for oversight of execution of MT Pay for the USAR (includes employees' time and attendance, salaries, benefits, incentives, PCS cost, awards and overtime). Execute actions on Human Resource systems (includes system interfaces, internal and external data feeds, and web base applications for servers and microcomputers) and manage integration of personnel and manpower systems and internal data warehouse to support; analytical studies, management and efficiency reviews and trends.

a. Manage the USAR MT Program and DAC.

(1) Provide Program Resource Management; provide input to the POM budgetary planning; monitoring and reporting pay execution; conducting trend analysis and formulating strategic plans to shape, recruit, and retain the MT workforce; publish annual Civilian hiring guidance.

(2) Respond to Congressional inquiries through research and analysis.

(3) Provide management of the MT program and field support by processing requests for extension to MRD; process, approve and review Combat Related Injury status for Non-Dual Status MTs (CRI-NDST); assisting all subordinate commands by creating an online tool to monitor conditions of employment status of assigned MTs for potential Anti-Deficiency Act (ADA) violations.

(4) Review MT military assignments, promotions, personnel actions, Maximum Years of Service (MYOS), Selective Retention Board results, and Enlisted Qualitative Retention Board results for compliance with Conditions of Employment (COE). Advise commands who need to request exceptions or waivers and process such requests through OCAR, DA G-1, Assistant Secretary of the Army Manpower & Reserves Affairs (ASA M&RA), and OSD, as appropriate.

(5) Review USAR major force structure changes/reorganizations for resulting Civilian changes. Identify changes in organization structure, requirements, and authorizations that impact MT and DAC (i.e. CMPs, command implementation plans, stationing packets, USTRUC reviews, etc.).

(6) Review, process, and track Civilian congressional notification requests for relocation of employees outside of normal commute from MSCs.

(7) Develop and implement hiring initiatives/incentives for dual status members. Review MT dual status strength monthly and develop USAR guidance. Submit required reports for DA, ASA (M&RA), OSD, and Congress as required.

(8) Advise MSCs on available tools for managing and tracking MT program COE and removal or transition processes.

(9) Provide policy, procedural, directive, statute interpretation and guidance to senior staff and subordinate commands. Evaluate legal changes in conjunction with SJA and provide

developmental guidance to the USAR.

(10) Access military and Civilian personnel systems to review strength, assignments, losses, personnel changes such as grade, MYOS, MRD, Reserve Category Code (RESCAT), Civilian type (CivType) codes, and other data fields which impact the MTs military and Civilian careers. Prepare queries and generate reports to analyze and initiate action as appropriate.

b. Civilian Human Capital Planning and Workforce Shaping.

(1) Responsible for analysis of the annual Command Plan and provide input to the plan that may significantly affect MT and DAC positions.

(2) Manage planning and actions that potential or negative impacts on Mission Force units (i.e. FTS posture).

(3) Responsible for the planning and analysis of authorization documents identifying issues that may affect the assignment of MT and DAC employees associated with structure changes (i.e. authorization changes, job series, etc.).

(4) Responsible for Congressional responses (National Defense Authorization Act (NDAA) requirements) regarding the program management, use, and relevancy of the MT program (MDEP ARFT).

(5) Develop and execute Human Capital Strategies as they relate to the legislative process, create, and recommend changes to Army Regulations, and responses to DA and DoD and Congressional staffers.

(6) Develop mitigating strategies for placement of surplus personnel or other Civilians impacted by organizational changes.

c. Conduct Classification and Position Management.

(1) Maintain the classification program for the MSCs.

(2) Conduct analysis and study of the total workforce, identifying organizations whose staff may require restructuring of grade and position descriptions, while providing continuity of these changes across similar commands.

(3) Develop position descriptions utilizing appropriate formats, assign positions to the appropriate occupational group(s), and determine appropriate grade level based on the application of classification protocol and standards outlined by the Office of Personnel Management (OPM).

(4) Coordinate with MSC staffs actions required based on position classification/management determinations.

(5) Provide human resource management operational and consultative services for classification and position management activities to ensure consistency in classification decisions and compliance with OPM policies, guidelines, and procedures.

(6) Conduct position reviews to assess the proper pay plan, title, series, and grade level of a variety of positions in the USAR.

(7) Identify positions at MSCs for potential reclassification based on changes to mission.

d. Labor and Management Employee Relations.

(1) Responsible for oversight of labor relations negotiation and consultation with local and nation unions; assist in informing labor unions of potential significant decisions affecting the assignment and utilization and management of MTs and DACs.

(2) Assist in the Management/Employee Relations (MER) process.

(3) Serve as USAR management advisor for personnel program compliance to merit system principals (5 USC 2301, *Merit System Principles*); informing management of prohibited personnel practices; providing guidance on performance management processes; disciplinary and adverse actions; management and employee responsibilities and conduct; hours of duty and work schedules; absence and leave; grievances and complaint procedures; telework policy.

(4) Provide appropriate information to external sources regarding 3rd party grievances and appeals if necessary.

e. Civilian Human Resource and Systems Integration.

(1) Serve as advisor on resource integration matters and access impacts on program operations, organizational structures, functional alignment, and mission assignments in the USAR impacting Civilian personnel.

(2) Responsible for USAR access to Civilian HR systems, data warehouses, and Web Base applications. Coordinate with developers to establish application business rules for building required reports for civilian management. Conduct user testing to include system performance and evaluation of functional requirements, and data quality.

(3) Manage technology solutions to enhance information and knowledge management strategy by integrating data from various sources to create robust solutions for USAR users to assist them in the management and analysis of their civilian workforce. Providing reporting capabilities to monitor civilian leave, TDA position alignment, strength reporting, civilian pay reporting, conditions of employment, training, etc.

f. Civilian Human Resources Program Evaluation.

(1) Execute and enhance Civilian human resource programs to support current and future strategic and operational environments.

(2) Assist with the assessment and evaluation of the USAR Civilian HR program management; providing detailed reporting requirements for on-sight assessment; provide feedback for corrective actions and process improvement.

(3) Establish HR program evaluation methodology for creating a comprehensive organizational status report for Human Resource categories: strength accountability, MT program management, performance management programs, training, career programs, awards, and command climate.

32-3. Human Capital Branch

Serves as the PM and as principal advisor to the USAR on USAR Human Resource Programs, and coordinate with HQDA, DoD, Congress, and CPAC on all civilian personnel management issues. Manage process requests for recruitments, accretions, backfills, PCS costs, exception to policy requests, etc. Develop plans, policies, and programs for efficient and effective restructuring, streamlining, and outsourcing initiatives.

a. Civilian Human Capital Planning and Workforce Shaping.

(1) Manage and execute analysis of the annual Command Plan. Determine deliverables that may significantly affect DAC positions in the headquarters and OCAR.

(2) Forecast retirement eligible workforce and identify issues that have potential negative impact on USAR staff.

(3) Manage the CPMO response to Congressional inquiries.

b. Conduct Classification and Position Management.

(1) Maintain the classification program for the USAR staff.

(2) Develop position descriptions utilizing appropriate formats, assign positions to the appropriate occupational group(s), and determine appropriate grade level based on the application of classification protocol and standards outlined by the OPM.

(3) Coordinate with USAR staffs actions required based on position classification/management determinations.

(4) Provide human resource management operational and consultative services for classification and position management activities to ensure consistency in classification decisions and compliance with OPM policies, guidelines, and procedures.

(5) Conduct position reviews to assess the proper pay plan, title, series, and grade level of a variety of positions in the USAR.

(6) Identify USAR staff positions for potential reclassification based on changes to mission.

c. Perform Staffing and Recruitment.

(1) Develop recruitment and retention strategies based on current needs to solicit and

hire/recruit qualified civilians to fill vacant and projected vacant positions (to include critical positions).

(2) Utilize Expeditionary Civilian Workforce (ECW), bi-weekly/annual pay limitations, and recruitment bonuses, to fill critical positions.

(3) Develop retention strategies to retain skilled workforce by offering retention bonuses (special qualifications), incentives, etc.

(4) Provide benefits and entitlement services and guidance to USAR.

(5) Analyze USAR impacts based on civilian policy changes and submit exception to policies for hiring freezes, reduction in force (RIF), advanced in-hire, funding PCS costs.

d. Management the Army Civilian and MT Training and Leader Development programs.

(1) Serve as the proponent for civilian training and leader development for the USAR.

(2) Develop, validate, and manage quality training and leader development programs for the civilian workforce force.

(3) Evaluate USAR mission, objectives, and goals to determine suitable curriculum and execute, oversee learning requirements.

(4) Responsible of what functions leaders perform that result in organizational success; build programs, tools, and environment to support the USAR workforce in the achievement of leader functions.

(5) Responsible for MT Initial Training program and Leader Development Programs.

(a) USAR representative for Civilian workforce training and leader development.

(b) Conduct training and leadership development assessment on all Army civilian programs and activities.

(c) Serve as the advisor on employee and leader development programs.

(d) Serve as the assessor for organizational and individual civilian training requirements; plan, develop, and execute appropriate syllabus to assist organizations (and individuals) to achieve an extensive knowledge foundation, skills development, and leadership competencies.

(6) Provide CPMO training representative for the Civilian Education System (CES), Supervisor Development Course (SDC), and Individual Development Plan (IDP).

(7) Serve as quota manager for CES and SDC program requirements.

(8) Responsible for organizing and conducting CPMO HR training events for USAR and MSC staffs.

(9) Manage the USAR civilian Onboarding and Acculturation policy and program, to include new employee in/out-processing and orientation, sponsorship program, mentorship program.

(10) Coordinates career development through enhanced training opportunities such as private sector partnership, career PM council, developmental assignments.

e. Labor and Management Employee Relations.

(1) Develop Labor management products for external sources regarding labor relations negotiation and consultation with local and nation unions. Assist in informing labor unions of potential significant decisions affecting the assignment and utilization and management of civilian employees.

(2) Assist in the MER process; serve as management advisor to the USAR and MSC staffs to mitigate issues at the lowest level, if possible, while ensuring personnel program compliance to 5 USC 2301a, *Records Maintained on Individuals*.

(3) Inform management of prohibited personnel practices; providing guidance on performance management processes; disciplinary and adverse management and employee responsibilities and conduct; hours of duty and work schedules; absence and leave; grievances and complaint procedures; telework policy; and provide appropriate information to external sources regarding 3rd party grievances and appeals.

(4) Manage the Quality of Work Life (QWL) programs and initiatives for command, to include Telework, Alternate Work Schedules (AWS), and the Physical Fitness Policy.

(5) Manage the Federal Employees Compensation Act (FECA) Program; reporting employee compensation costs, return to work, POWER Initiative, etc.

(6) Manage Civilian Honorary Awards Program for the USAR.

(7) Serve as PM for Performance Management System.

f. Civilian Human Resources Program Evaluation.

(1) Execute and enhance Civilian human resource programs to support current and future strategic and operational environments.

(2) Assist with the assessment and evaluation of the USAR Civilian HR program management; providing detailed reporting requirements for on-sight assessment; provide feedback for corrective actions and process improvement.

(3) Establish HR program evaluation methodology for creating a comprehensive organizational status report for Human Resource categories: strength accountability, MT program management, performance management programs, training, career programs, awards, and command climate.

32-4. Civilian Pay Management Branch

Perform Customer Service Representative pay functions; producing various payroll reports, remedy tickets, leave transfer program, leave donation, etc.), servicing over ten thousand USAR civilians. Perform duties as the ATAAPS Administrator; processing requests, coordinating training, and generate reports as needed.

a. Manage and administer Civilian Pay; planning, execution, tracking and reporting the status of funds, and Customer Support Services to assigned USAR civilian employees.

b. Coordinate civilian pay accounting issues with the Defense Finance and Accounting Service - Indianapolis (DFAS-IN); produce and distribute bi-weekly payroll reports: civilian overtime, compensatory time, and travel compensatory time reports; submit payroll remedy tickets for individuals; manage the leave transfer program; and publish request for leave donation notice; conduct Timekeeper training as needed.

c. Perform duties as the ATAAPS Administrator for the USAR; coordinate training with Defense Finance and Accounting Service (DFAS) for organizations (commands) for Application Administrator, Timekeeper, Certifiers, and employee users; process Department of Defense (DD) Form 2875 for request for ATAAPS access and user roles; generate individual and command level reports.

Chapter 33
Public Affairs

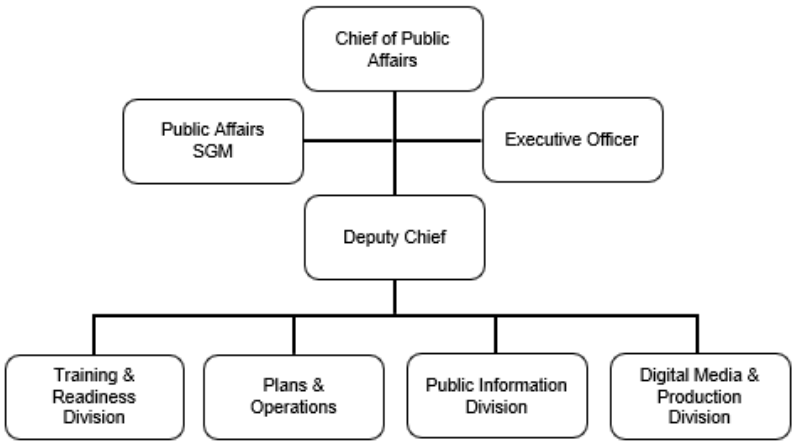

Figure 33-1. Public Affairs Office Organizational Chart

33-1. Mission and responsibilities

a. Mission. Inform internal and external publics and fulfill the Army's obligation to keep the American people and the Army informed as established in Title 10, United States Code, and establish conditions that lead to confidence in the Army and its readiness to conduct unified land operations. Public Affairs is a management function that establishes and maintains mutually beneficial relationships between an organization and the public on whom its success or failure depends.

b. Responsibilities.

(1) USARC Public Affairs Office (PAO) is responsible for operational public affairs support to the USARC and its subordinate units, organizations, and public affairs practitioners. USARC PAO is located at the USARC Headquarters on Fort Liberty, NC.

(a) Provide advice and counsel to the Commander.

(b) Conduct public affairs planning.

(c) Conduct public affairs training.

(d) Conduct media facilitation.

(e) Conduct public information.

(2) USARC PAO is staffed into the following divisions:

(a) Public Information (Media Relations).

(b) Digital Media / Production.

(c) PA Training and Readiness.

(d) PA Plans and Operations.

(3) Develops and executes the public information and command information programs to inform key external and internal audiences about the USAR, to enhance their understanding and positively affect resources and public support. Provide training and readiness management of all USAR PA units.

(4) Army Reserve Chief of Public Affairs (ARCPA). Serves as the principal advisor to the USARC Commanding General on all public affairs-related matters, is supervised and rated by the OCAR Assistant Chief of Army Reserve (ACAR) and senior rated by the USARC Commanding General. Advise Soldiers on career development. ARCPA will teach, coach, and mentor AGR, TPU, IMA, and IRR Soldiers within their branch/functional areas as applicable.

(a) Implements the long-term plan for USARC PAO.

(b) Manages PA development and input to annual PA Plan.

(c) Ensures PA programs that support the communications effort are developed, evaluated, and adjusted to optimize effectiveness.

(d) Lead the synchronization and development of the USARC PAO network.

(e) Manages the USARC PAO staff and resources to prioritize and target opportunities and methods to effectively tell the USAR story.

(f) Ensures productive interaction between PA and the USARC Staff.

(g) Advises the CG, senior leadership and USAR staff on all PA matters affecting the USAR.

(h) Serve as AGR 46A Senior Personnel Management Advisor assignments advisor to the career manager at Army Reserve Active-Duty Management Division (ARADMD) and HRC.

(i) Manage the PA budget; to include MDEP XMGH (MDEP Major Army Management Headquarters Activities (AMHA)) headquarters account and VPUB (MDEP Public Affairs).

(j) Oversee the development and distribution of PAG for subordinate PAOs.

(5) USARC PA Sergeant Major (SGM). Serves as the principle enlisted advisor to the Chief, PA, and all USARC PAO branch chiefs regarding PA enlisted matters, and the training, mobilization, and deployment of USAR PA Soldiers and units.

(a) Provide USAR PA Noncommissioned Officer Professional Development (NCOPD), NCOES, and mentorship.

(b) Advise the Chief PA and Chief, PA Training and Readiness on training management

oversight.

(c) Provide oversight of quota seat management for USAR PA Soldiers and training assistance and liaison to MTOE PA units assigned to RDs through the Mission Command Support Group (MCSGs) through their respective Theater Public Affairs Support Elements (TPASEs).

(d) Review and assist with PA MTOE unit readiness, providing pre-and post-mobilization support to USAR units in support of contingency operations.

(e) Serve as liaison between subordinate units and Chief, PA.

(f) Represents the USARC PAO to Army Public Affairs Center (APAC) for policies and procedures that impact USAR MTOE PA units.

(g) Assist PA Training and Readiness Branch assessment of PA MTOE unit readiness.

(h) Serve as enlisted advisor to Defense Information School (DINFOS) for POI for RC PA classes.

(i) Act as the senior enlisted advisor to the USARC PAO leadership team.

33-2. Public Information (Media Relations) Division

a. Plan and implement combined, operational-level media engagements for U.S. Army Reserve Command.

b. Synchronize media relations activities and provide media guidance, training, and assistance to senior leaders and public affairs officers and Noncommissioned Officer-In-Charge (NCOICs) across the force.

c. Responsible for USAR messages through media outreach activities to promote understanding of the USAR mission and objectives.

d. Serve as the day-to-day USAR spokesperson and the lead for managing crisis communications on matters impacting the USAR and its Soldiers.

e. Respond to queries and facilitate media relations.

f. Provide crisis communications planning and management for the USAR.

g. Provide USARC PA representative to USARC media relations advisor to synchronize media and crisis communication activities, coordinate with external agencies on all matters pertaining to engagement synchronization including, but not limited to OCPA, FORSCOM, OSD-PA, Criminal Investigation Division (CID), HRC, ARNG, and subordinate command PAOs.

h. Develop MOP to measure the identified levels of activity and benchmarks (tangible and intangible) which support achievement of the desired media engagement goals and objectives.

i. Coordinate and facilitate senior leader Executive Media Training (EMT).

33-3. Digital Media / Production Division

a. Provide the Webmaster for the official USAR website including subordinate pages for USAR units or activities, user access, and input to the official USAR website.

b. Manages the enhancements and maintenance of the USAR website and American Forces Public Information Management System (AFPIMS) contract with the Defense Media Activity.

c. Manage the contract for web hosting services from Defense Media Activity (DMA) and coordinate with USARC for funding through MDEP VAMP (MDEP Army Marketing Program).

d. Support the commander's key communication priorities using digital platforms and demonstrate Soldier and unit readiness using public affairs content.

e. Prepare and manage online and in-person training programs for USAR content managers.

f. Coordinate with internal and external agencies, sister organizations, and stakeholders to integrate, synchronize, and expand the reach of Web and social media program content.

g. Manage USAR social media strategy and web presence to include, but not limited to Facebook, Twitter, Instagram, LinkedIn, and Defense Visual Information Distribution Service

(DVIDs).

h. Publish and manage content on the public-facing website https://www.usar.army.mil and social media platforms including articles, images, videos, and graphics. Create and share compelling content to expand and captivate existing audience to increase engagement.

i. Review website media content across the USAR for Operations Security (OPSEC) conflicts and ensure compliance with DoD and DA guidance, policy, and regulations.

j. Create graphics and original design layouts to support both web and social media initiatives.

k. Manage contracted agency support to develop paid promotions/content.

l. Analyze and report public sentiments allowing leaders to adjust or shape strategic communication plan emphasis.

m. Manage the production team.

(1) Responsible for acquiring, editing, producing, and marketing PA products with USAR Soldiers and units.

(2) Create internal and external photojournalist and Video News Release (VNR) products for the USAR and the USARC headquarters.

(3) Collaborate with the Public Information Division to review external media and to gauge public opinion on USAR activities.

(4) Provide technical training and assistance to MSC public affairs personnel on production techniques and systems.

(5) Conduct USAR-wide storytelling operations using mobile production teams.

33-4. Public Affairs Training and Readiness Division

Provide operational and institutional training management/support to all SRC-45 series USAR MTOE units to increase readiness standards and provide trained and ready units to FORSCOM and DA. Responsible for identifying and scheduling annual training for all USAR SRC-45 (PAO) units, to include ReARMM synchronization and implementation process, and identifying and resolving assorting training conflicts.

a. Responsible for the scheduling and management of collective training and evaluations for MTOE units and individual training for public affairs Soldiers and Civilians.

b. Review the schedule of PA units scheduled for an evaluated collective training exercise.

c. Plan and manage Exercise News Day (END) in support of USAR Public Affairs MTOE collective training needs.

d. Provide guidance and coordination between RDs and APAC for equipping of public affairs units. Provide guidance to command PAOs for internal procurement of equipment through APAC.

e. Analyze and project individual public affairs training quotas for Duty Military Occupational Specialty Qualification (DMOSQ) and professional development courses.

f. Coordinate with FORSCOM, DMA, the Defense Information School (DINFOS), the APAC, for SRC 45 training, education, plans and policies.

g. Manage the USAR Brumfield Mass Communications Competition (BMCC) awards program for the command.

33-5. Public Affairs Plans and Operations Division

Supports PA leadership in the development and implementation of USARC PA organizational strategies, policies, and practices. Supports operational planning and PA integration with the USARC Headquarters staff and develops initiatives to support long-term USARC PA operations.

a. Responsible for the performance and development of internal PA services and operations at the USARC HQs.

b. Develop and implement communication strategies, PA annexes, and PA guidance that support USARC staff sections and USARC HQ initiatives.

c. Manage USARC-PA budget execution and coordinates with USARC G-8 for funding predictions and allocation against requirements.

d. Develop yearly budget estimates for future POM cycle justification.

e. Consolidates production and presentation reports and updates for USARC PA.

f. Supports CAT and COOP events with USARC G-33 CUOPS.

g. Serves as the lead PA Planner for Defense Support to Civil Authorities (DSCA) missions.

h. Maintains oversight and execution of tasks assigned to USAR PAO via the ETMS2.

Chapter 34
Equal Opportunity

34-1. Mission and responsibilities

a. Mission. The Army Reserve Equal Opportunity (EO) program formulates, directs, and sustains a comprehensive effort to maximize human potential to ensure fair treatment for military personnel, Family members, and DA Civilians based solely on merit, fitness, and capability in support of readiness. EO philosophy is based on fairness, justice, and equity. Commanders are responsible for sustaining a positive EO climate within their units. The goals of the EO program are to: provide EO for military personnel and Family members, both on and off post and within the limits of the laws of localities, states, host nations, and create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America's Army at home and abroad.

b. Responsibilities

(1) Supervise and evaluate the unit EO training program conducted by the MSCs.

(2) Formulate, develop, coordinate, and implement EO programs, plans, policies, and procedures designed to promote equality, harmony, cohesion, and readiness throughout the Command.

(3) Manage the execution of EO programs, plans, policies, and procedures throughout the Command and recommends actions and methods to define and correct inequities, inadequacies, and imbalances in organizations and systems.

(4) Receive, review, and process all formal EO complaints of discrimination generated throughout USAR.

(5) Recommending resolutions in accordance with applicable laws and regulations. Coordinate complaints and complaint processing with the IG, SJA, Special Actions Branch, and other internal and external agencies.

(6) Determine the need for and will develop, conduct, and monitor required and directed EO training, including senior level executive training, throughout the USAR. Determine the impact of training and assess the results.

(7) Examine and analyze demographic and statistical data to produce reports on EO progress as required by DoD EO Implementing Instructions. Create and evaluate reports of significant institutional processes and systems in order to assess the prevailing EO climate within and throughout the USAR. Develop EO reports for the CG and Command Group based on the findings and analysis of systemic and procedural evaluations.

(8) Conduct research and studies that examine important and contemporary EO issues within the USAR military communities – issues that affect unit cohesion and esprit, racial and gender harmony, combat readiness and effectiveness, and the command climate and EO environments of specific organizations and the USAR. Generate and provide reports of significant findings resulting from these studies.

(9) Develop and implement a SAV program. Plan and conduct SAVs of subordinate elements, and develop and provide strategies for commanders to use in the implementation of specific program initiatives.

(10) Manage attendance of USARC personnel at the Defense Equal Opportunity Management Institute (DEOMI). Monitor and review students' progress in and completion of the appropriate course of instruction.

(11) Coordinate with MSCs to ensure the scheduling of all appointed and assigned EO Advisers for appropriate level training. Responsible for the number of training seats (quotas) required for each training cycle and coordinate with the DEOMI Training Support Staff and the USARC Army Training Requirements Resources System (ATRRS) personnel.

(12) Develop, manage, and evaluate all Special Emphasis Programs to ensure that all race, ethnic, and gender groups are adequately and responsibly represented in the civilian labor force. Articulate and monitor the implementation of special ethnic observances during predetermined periods according to current regulatory guidance.

(13) Develop the USAR Consideration of Others Program. Provide policy guidance and instruction to commanders concerning their role in the process of implanting the philosophy and methodology of Consideration of Others into the core values and fabric of leadership.

(14) Coordinate all reserve Equal Opportunity Leaders Courses (EOLC) and evaluate the effectiveness of training conducted by the MSCs.

(15) Ensure military and civilian EO/EEO programs are integrated.

(16) Review personnel, funding, and other resources to carry out the EO Program. Ensure Funding is being used for the continuous education of command EOAs, local training for Equal Opportunity Leaders (EOLs) and SAVs.

(17) Equal Opportunity Director.

(a) Establish an effective link with the MSC EOAs and EEO representatives and assist with training and complaints, as needed.

(b) Responsible for the EO program complies with all DoD policies and directives, concerning EO.

(c) Review quarterly EO reports from subordinate commands and ensure these reports are submitted to HQDA in accordance with AR 600–20, *Army Command Policy*; compile, analyze, and brief EO data, making recommendations for program improvements from that information; and maintain the EO database.

(d) Manage the EO program advertisements through installations and communities, to ensure all personnel are aware of EO programs, complaint procedures, and the EO link to unit readiness, cohesion, and success on the battlefield.

(18) Equal Opportunity Deputy Director.

(a) Provide oversight over the staff in the daily execution of our missions.

(b) Assist with EO training and represent USAR EO at conferences in accordance with HQDA guidance; write and coordinate for command commemorative letters and/or memorandums, as desired.

(c) Assist and evaluate human relations and EO training programs that support readiness.

(d) Develop, execute, and manage a budget to ensure that the command's EO program is properly resourced.

(e) Supervises the execution of decisions and policies related to the USAR staff EO compliance with AR 600-20.

(f) Coordinate command participation in HQDA supported EO recognition programs (National Association for the Advancement of Colored People (NAACP) - Roy Wilkins Renown Award, Federal Asian Pacific American.

(g) Council Meritorious Service Award, National IMAGE Meritorious Service Award, and League of United Latin American Citizens Meritorious Service Award).

(19) Equal Opportunity Sergeants Major (SGM).

(a) The senior enlisted Soldier for Equal Opportunity within the USAR.

(b) Manage, direct, plan and assist in the coordination of all training for USAR Equal

Opportunity Leaders, Specialist and Advisors.

(c) Manage and assist with coordinating the assignment of potential TPU and AGR Equal Opportunity Advisors.

(d) Assist commanders with the command climate survey and annual assessment for each unit, as needed.

(e) Conduct quarterly or semiannual (annual for USAR) EO training conferences to facilitate professional development for all EOAs.

(f) Act as the appellate authority action office for EO complaints; provide complaint processing guidance to subordinate EOAs as required.

(g) Develop command policy and guidance to supplement AR 600–20, as required.

(h) Coordinate command participation in Merlin G. Pope Jr. Award—Award for the outstanding USAR Equal Opportunity NCO of the Year.

(i) Conduct and participate in pre-command course (PCC) briefings on EO to new company through brigade level commanders, 1SGs, and CSMs.

(j) Conduct EO inquiries and make recommendations as required.

(20) Equal Opportunity Specialist (EOS).

(a) Assess indicators of institutional and individual discrimination in organizations.

(b) Recommend remedies to eliminate and prevent unlawful discrimination.

(c) Collect, organize, and interpret demographic data concerning all aspects of EO climate assessment.

(d) Assist commanders in assessing, planning, implementing and evaluating the EO program.

(e) Organize or assist with training sessions that pertain to EO, unlawful discrimination and the consideration of others methodology.

(f) Receive and assist in processing individual complaints of unlawful discrimination in the informal stage and conduct EO inquiries according to the commander's guidance.

(g) Provide advisory assistance to commanders and investigating officers in the investigation and resolution of unlawful discrimination complaints.

(h) Review and comment on investigative reports of EO complaints for compliance with DoD and DA EO policy and objectives.

(i) Conduct follow-up assessments of all formal EO complaints filed at USARC and OCAR.

(j) Assist in the planning and conduct of ethnic observances / special commemorations.

(k) Assist commanders in developing the EO policy for the Command.

(l) Conduct SAVs to subordinate units and other headquarters (equivalent or lower).

(21) Equal Opportunity Advisor (EOA).

(a) Assist the commander in EO training that employs small-group facilitation methods like the consideration of others' methodology.

(b) Collect, organize and recommend responses for all military correspondence directed to USAR EO in the form of WARNORDs, FRAGORDs, OPORDs, etc.

(c) Provide administrative support for the EO office; request for supplies, purchase supplies and maintain appropriate records for the EO office.

(d) Assess indicators of institutional and individual discrimination in organizations.

(e) Recommends remedies to eliminate and prevent unlawful discrimination.

(f) Continuously assess the command climate through formal surveys, interviews, facilitated small group discussions, and accessibility to the unit.

(g) Collect, organize, and interpret demographic data concerning all aspects of EO climate assessment.

(h) Assist commanders in assessing, planning, implementing and evaluating the EO program.

(i) Organize or assist with training sessions that pertain to EO, unlawful discrimination

and the consideration of others methodology.

(j) Assist in evaluating the effectiveness of unit training conducted by commanders.

(k) Receive and assist in processing individual complaints of unlawful discrimination in the informal stage and conduct EO inquiries according to the commander's guidance.

(l) Provide advisory assistance to commanders and investigating officers in the investigation and resolution of unlawful discrimination complaints.

(m) Conduct follow-up assessments of all formal EO complaints filed at USARC and OCAR.

(n) Assist in the planning and conduct of ethnic observances / special commemorations.

(o) Assist commanders in developing the EO policy for the Command.

(p) Conduct SAVs to subordinate units and other headquarters (equivalent or lower).

(q) Conduct training assessments, inquiries, and make recommendations to the EO SGM, as required.

Chapter 35
Equal Employment Opportunity

35-1. Mission and responsibilities

a. Mission. Advise the CG on EEO matters. Oversee and monitor compliance with EEO and Affirmative Employment policies, practices, and procedures that affect civilian employees. Provide EEO services and support to ensure all current and prospective employees have equal opportunities for employment and advancement based on merit and ability, without regard to race, sex (to include sexual orientation, pregnancy, and gender identity), color, religion, disability, national origin, age, genetic information or reprisal for protected EEO activity.

(1) Process EEO complaints.

(2) Provide EEO training.

(3) Provide EEO related advice and assistance to serviced and supported commands.

(4) Support Commanders, Managers, and Supervisors in achieving a Model EEO program.

(5) Promote alternative dispute resolution to resolve workplace disputes.

(6) Conduct Staff Assistance Visits to serviced and supported commands.

(7) Administer the USAR Collateral Duty EEO Counselor Program.

(8) Provide advice and assistance with reasonable accommodations for Individuals with Disabilities.

(9) Administer and manage the USAR Special Emphasis Programs.

b. Responsibilities. The EEO Office is a centralized office and is the sole provider of EEO services for OCAR, HQ USARC and major subordinate commands, as well as all USAR funded Installations; except Ft. Buchannan (not including the tenants located on these installations).

(1) Manage and supervise the EEO Complaint Process, and accept or dismiss EEO complaints on behalf of the Secretary of the Army in accordance with Federal regulations.

(2) Promote the use of alternative dispute resolution to resolve EEO complaints at the lowest possible level.

(3) Manage the EEO Program for the CAR/CG of the USARC, and provide subject matter expertise, advice, and assistance in the management and execution of the Model EEO Program and Diversity initiatives.

(4) Identify barriers to employment within the USAR, and pursue means of overcoming identified barriers.

(5) Provide technical advice and assistance in the preparation of Command Policies on EEO, Anti-Harassment, Accommodating Individuals with Disabilities, and the Prevention of Reprisal for protected EEO activity.

(6) Conduct visits to supported and serviced Commands within the USAR.

(7) Prepare annual reports in accordance with the EEOC Management Directive (MD) 715.

(8) Produce annual Disabled Veterans Affirmative Action Plan Report and Hispanic Employment Plan Report.

(9) Advise Commanders, Managers, Supervisors, and Employees within the USAR on their rights and responsibilities with respect to Equal Employment Opportunity and Federal laws, guidelines, and instructions.

(10) Serve as a representative of the USAR to the Headquarters Department of the Army Office of Diversity and Leadership, Equal Employment Opportunity Complaints and Compliance Review Office, and on the EEO Board of Directors.

(11) Appoint an USAR Disability PM (DPM) within the USAR EEO Office, provide advice and assistance related to the provision of reasonable accommodations to individuals with disabilities, and perform all other DPM related duties and responsibilities.

(12) Manage the USAR EEO Collateral Duty Counselor Program.

(13) Support Commanders, Managers, and Supervisors in achieving the six essential elements of a Model EEO program as identified by the EEOC.

(14) Provide EEO Training to serviced and supported Commands.

(15) Monitor compliance with Negotiated Settlement Agreements and Findings of Discrimination in EEO complaints within the USAR.

(16) Establish and manage special emphasis programs to affirm the value of workplace Diversity and cultivate a culture of inclusion, and engage in community outreach, as necessary, to further organizational goals.

(17) Participate in the development of the USAR's goals, expectations, standards, vision, operating methods, and culture, as well as the information related to the development of the USAR human capital demographic composition.

(18) Track and report completion of the mandatory EEO, Anti-Harassment, and No FEAR Training required of all civilian employees and military who supervise civilians.

(19) Ensure EEO Office employees regularly engage in professional development, so they keep abreast of current laws, rules and regulations as well as emerging issues in EEO.

Chapter 36
Building Management Office

36-1. Mission and responsibilities

a. Mission. Serves as chief adviser to USARC CoS and FORSCOM CoS on all building matters. Directly responsible to plan, manage, and direct all activities of the USARC and FORSCOM, joint occupied buildings.

b. Responsibilities.

(1) Responsible for the maintenance, repair, security, safety, property accountability, space utilization and management, office layouts, remodeling, alterations, securing and maintaining appropriate levels of support services related to heating, air conditioning, water and electrical service needs, janitorial and custodial services, relationships with vendors, and concessionaires.

(2) Serves as technical authority for the change management efforts to incorporate Army Reserve and FORSCOM unique requirements to improve overall facility functions, operations, and performance.

(3) Responsible for the USARC facility, parking lots and adjacent grounds. Conduct facility assessments and generate status reports for the FORSCOM & USARC Commanders.

(4) Performs or coordinates contracted electrical, plumbing, and carpentry work within all USARC and FORSCOM facilities.

(5) Coordinates with staff organizations, and installations to ensure effective action

planning in support of strategic goals.

(6) Serves as Program Integration Officer and Contracting Officer's Representative for USARC and FORSCOM facility installation management enterprise technology support.

Appendix A

References

Section I

Required Publications

Unless otherwise indicated, all Army publications are available on the Army Publishing Directorate website at https://armypubs.army.mil. DoD publications are available on the ESD website at https://www.esd.whs.mil.

ADP 5-0
The Operations Process (Cited in para 12-1*b*(14).)

AR 1-50
Army Conference Policy (Cited in para 22-2*i*.)

AR 1-201
Army Inspection Policy (Cited in paras 5-1*b*(9)*(e),* 10-3*f*(4), 10-3*f*(5), and 16-2*g*.)

AR 5-1
Management of Army Business Operations (Cited in para 26-1*a*.)

AR 5-14
Management of Contracted Advisory and Assistance Services (Cited in para 6-5*b*.)

AR 5-20
Competitive Sourcing Program (Cited in para 6-5*e*.)

AR 11-2
Managers' Internal Control Program (Cited on title page.)

AR 11-6
Army Foreign Language Program (Cited in para 7-3e*(6)*(c).)

AR 11-7
Internal Review Program (Cited in paras 28-1*b*(7), 28-1*b*(9)(*a*), 28-2*b*, 28-2*c*(1), 28-3*a*, and 28-3*d*.)

AR 25-1
The Army Information Resources Management Program (Cited in paras 20-1*b*(3) and 20-4*b*.)

AR 25-22
The Army Privacy and Civil Liberties Program (Cited in 3-1.)

AR 25-30
Army Publishing Program (Cited on title page.)

AR 25-55
The Department of the Army Freedom of Information Act Program (Cited in para 24-1*b*(6)*(b)*.)

AR 25-400-2
The Army Records Management Program (Cited in para 24-1b(6)*(c)*.)

AR 27-1
Legal Services, Judge Advocate Legal Services (Cited in para 6-4*b*(2).)

AR 40-501
Standards of Medical Fitness (Cited in para 31-3*e*(2).)

AR 55-46
Travel Overseas (Cited in para 13-5*e*(4).)

AR 70-62
Airworthiness of Aircraft Systems (Cited in paras 15-4*b*(1) and 15-4*b*(3).)

AR 95-1
Flight Regulations (Cited in paras 15-4*b*(4) and 15-4*b*(5).)

AR 135-91
Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures (Cited in para 7-6*b*(6).)

AR 135-175
Separation of Officers (Cited in para 7-6*a*(12).)

AR 135-178
Enlisted Administrative Separations (Cited in para 7-6*b*(7).)

AR 135-200
Active Duty for Missions, Projects, and Training for Reserve Component Soldiers (Cited in para 13-5*c*.)

AR 135-381
Incapacitation of Reserve Component Soldiers (Cited in para 7-4*k*(2)*(a)*.)

AR 140-1
Mission, Organization and Training (Cited in para 13-5*c*.)

AR 140-10
Assignments, Attachments, Details, and Transfers (Cited in para 7-6*b*(5).)

AR 190-11
Physical Security of Arms, Ammunition, and Explosives (Cited in para 11-3*ar*.)

AR 190-13
The Army Physical Security Program (Cited in para 11-3*ar*.)

AR 190-45
Law Enforcement Reporting (Cited in para 11-3*ar*.)

AR 190-51
Security of Unclassified Army Property (Sensitive and Nonsensitive) (Cited in para 11-3*ar*.)

AR 190-56
The Army Civilian Police and Security Guard Program (Cited in para 11-3*ar*.)

AR 220-1
Army Unit Status Reporting and Force Registration – Consolidated Policies (Cited in para 10-6*a*(1).)

AR 350-1
Army Training and Leader Development (Cited in paras 8-1*b*(14)*(h)* and 10-1*b*(10)*(c)*.)

AR 350-9
Overseas Deployment Training (ODT) (Cited in para 13-5*e*(4).)

AR 350-19
The Army Sustainable Range Program (Cited in 13-6*d*(1)*(c)*.)

AR 350-28
Army Exercises (Cited in para 13-5*e*(2).)

AR 350-50
Combat Training Center Program (Cited in para 13-5*e*(3).)

AR 350-52
Army Training Support System (Cited in para 13-6*d*.)

AR 380-5
Department of the Army Information Security Program (Cited in para 24-1*b*(6)*(b)*.)

AR 381-10
US Army Intelligence Activities (Cited in para 5-5*d*.)

AR 385-10
The Army Safety Program (Cited in para 15-4*b*(5).)

AR 525-2
The Army Protection Program (Cited in para 11-1*b*(16)*(f)*.)

AR 525-29
Force Generation – Sustainable Readiness (Cited in para 12-1*b*(14).)

AR 570-4
Manpower Management (Cited in para 17-4.)

AR 600-8-4
Line of Duty Policy, Procedures, and Investigations (Cited in para 7-4*k*(1)*(g)*.)

AR 600-9
The Army Body Composition Program (Cited in para 8-1*b*(14)*(i)*.)

AR 600-20
Army Command Policy (Cited in paras 34-1*b*(17)*(c)*, 34-1*b*(18)*(e)*, and 34-1*b*(19)*(g)*.)

AR 608-1
Army Community Service (Cited in paras 29-1*b*(21) and 29-1*b*(27).)

AR 614-200
Enlisted Assignments and Utilization Management (Cited in para 3-3*o*.)

AR 623-3
Evaluation Reporting System (Cited in para 7-3*d*(6)*(f)*.)

AR 670-1
Wear and Appearance of Army Uniforms and Insignia (Cited in para 8-1*b*(14)*(i)*.)

AR 700-138
Army Logistics Readiness and Sustainability (Cited in para 15-4*b*(4).)

AR 750-6
Army Equipment Safety and Maintenance Notification System (Cited in para 15-4*b*(5).)

AR 870-5
Military History: Responsibilities, Policies, and Procedures (Cited in paras 24-1*b*(3)*(c)* and 24-1*b*(5).)

AR 870-20
Army Museums, Historical Artifacts, and Art (Cited in paras 24-1*b*(6)*(a)*, 24-1*b*(7)*(d)*, 24-1*b*(7*)(f)*, and 24-1*b*(8)*(c)*.)

Clinger- Cohen Act of 1996, Executive Order 13011, 16 July 1996
(Cited in para 20-1*b*(4)*(a)*.)

DA PAM 25-1-1
Army Information Technology Implementation Instructions (Cited in para 20-4*b*.)

DA PAM 135-381
Incapacitation of Reserve Component Soldiers Processing and Procedures (Cited in para 7-4*k*(2)*(a)*.)

DA PAM 738-751
Functional User's Manual for the Army Maintenance Management System – Aviation (Cited in para 15-4*b*(3).)

DHA-PI 6490.03
Defense Health Procedures (Cited in para 31-3*c*.)

DoD 5400.11-R
Department of Defense Privacy Program (Cited in para 3-1.)

DoD 5500.07-R
Joint Ethics Regulation (Cited in para 6-7.)

DoDD 1100.20
Support and Services for Eligible Organizations and Activities Outside the Department of Defense (Cited in para 13-5*e*(5).)

DoDD 1100.4
Guidance for Manpower Programs (Cited in para 17-4.)

DoDI 1100.22
Guidance for Determining Workforce Mix (Cited in para 17-4.)

DoDD 1205.18
Full-Time Support to the Reserve Components (Cited in para 17-4.)

DoDI 1342.22
Military Family Readiness (Cited in para 29-1*b*(27).)

DoDI 1342.28
Yellow Ribbon Reintegration Program (Cited in para 31-3*c*(4).)

DoDI 5154.31
Commercial Travel Management (Cited in para 21-3*r*(3).)

DoDI 5400.11
DoD Privacy and Civil Liberties Program (Cited in para 3-1.)

DoDI 6490.03
Deployment Health (Cited in para 31-3*c*.)

FAR Subpart 2.1
Definitions (Cited in para 16-5*f*.)

FAR Part 7
Acquisition Planning (Cited in para 6-5*b*.)

FM 1-04
Legal Support to the Operational Army (Cited in para 6-4*b*(2).)

FM 3-0
Operations (Cited in paras 8-1*b*(11) and 10-1*b*(6).)

FM 5-0
Planning and Orders Production (Cited in paras 8-1*b*(11) and 10-1*b*(6).)

FM 6-0
Commander and Staff Organization and Operations (Cited in para 6-4*b*(2).)

FM 6-22
Leader Development (Cited in paras 8-1*b*(14)*(c)* and 10-1*b*(10)*(a)*.)

FORSCOM Reg 350-5
Joint Training Exercises (Cited in para 13-5*e*(2).)

FORSCOM Reg 350-50-1
Training at the National Training Center (Cited in para 13-5*e*(3).)

FORSCOM Reg 350-50-2
Training at the Joint Readiness Training Center (Cited in para 13-5*e*(3).)

OMB Circular A-76
Performance of Commercial Activities (Cited in para 6-5*e*.)

Public Law 106-554
Agency Information Quality Guidelines (Cited in paras 7-3*g*(2)*(a)* and 7-3*g*(3)*(a)*.)

Public Law 104-106
National Defense Authorization Act For Fiscal Year 1996 (Cited in para 20-1*b*(4)*(a)*.)

TRADOC Reg 350-50-3
Mission Command Training Program (Cited in para 13-5*e*(3).)

UCMJ
(Cited in paras 3-4*c*, 6-1*b*(8)*(b)*, 6-1*b*(8)*(c)*, 6-1*b*(8)*(e)*, 6-3*b*(5), 6-3*c*(1), 6-3*c*(8), and 6-3*c*(10).)

USAR Reg 140-5
Colonel and Lieutenant Colonel Command Assignment Selection Board Program (Cited in para 7-6*a*(10)*(c)*.)

USAR Reg 385-2
Safety Program (Cited in para 15-4*b*(5).)

5 CFR 2638
Executive Branch Ethics Program (Cited in para 6-7.)

36 CFR 1234.10
Facility Standards for Records Storage Facilities (Cited in para 24-1*b*(6)*(b)*.)

5 USC 552
Public Information, Agency Rules, Opinions, Orders, Records, and Proceedings (Cited in paras 7-3*g*(2)*(a)* and 7-3*k*(3)*(a)*.)

5 USC 2301
Merit System Principles (Cited in paras 32-2*d*(3).)

5 USC 2301a
Records Maintained on Individuals (Cited in para 32-2*e*(2).)

10 USC 117
Readiness Reporting System (Cited in para 10-6.)

10 USC 129a
General Policy for Total Force Management (Cited in para 17-4.)

10 USC 1176
Enlisted Members: Retention After Completion of 18 or More, But Less than 20, Years of Service (Cited in para 7-6*b*(9).)

31 USC 1341
Anti-Deficiency Act (Cited in para 6-5*c*.)

Section II

Prescribed Forms

DA Form 1352
Army Aircraft Inventory, Status and Flying Time (Prescribed in para 15-4*b*(2).)

DA Form 2028
Recommended Changes to Publications and Blank Forms (Prescribed in title page and para 1-8*f*.)

DA Form 2969-1-R
Food Cost and Feeding Strength Summary, US Army Reserves (Prescribed in para 19-5*a*(21)*(e)*.)

DA Form 7419-1
Army Community Service (ACS) Accreditation Checklist (Prescribed in para 29-1*b*(27).)

DD Form 577
Appointment/Termination Record – Authorized Signature (Prescribed in para 21-3*r*(7).)

USAR Form 844
Requisition For Local Duplicating Service (Prescribed in paras 7-3*g*(5)*(b)* and 7-3*g*(5)*(c)*.)

Glossary of Terms

Section I

Abbreviations

AC
Active Component

ACES
Army Continuing Education System

ACP
Army Campaign Plan

ACT
Army Career Tracker

ADCS
Assistant Deputy Chief of Staff

AFAP
Army Family Action Plan

AFC
Army Futures Command

AGR
Active Guard Reserve

AIP
Automated Inspection Program

AITP
Army Information Technology Portfolio

AMC
Army Material Command

AMCOM
Aviation and Missile Command

AMHA
Army Management Headquarters Activities

AMS
Aviation Mission Survivability

AOC
Area of Concentration

APAC
Army Public Affairs Center

AR
Army Regulation

ARA
Army Reserve Affairs

ARAC
Army Reserve Aviation Command

ARCP
Army Recovery Care Program

ARCPA
Army Reserve Chief of Public Affairs

ARCG
Army Reserve Careers Group

AREC
Army Reserve Engagement Cells

ARF
Army Reserve Forces

ARIMD
Army Reserve Installation Management Division

AR-MMC
Army Reserve Medical Management Center

ARNET
Army Reserve Network

ARNG
Army National Guard

AROC
Army Reserve Operations Center

ARPA
Army Reserve Proponent Advisor

ARPRINT
Army Program for Individual Training

ARRB
Army Reserve Resourcing Board

ARRTC
Army Reserve Readiness Training Command

ARSLO
Army Reserve Senior Leader Orientation

ARSPP
Army Reserve Suicide-Prevention Program

ARTP
Army Reserve Training Program

ASCC
Army Service Component Command

AST
Army Synchronization Tool

AT
Annual Training

ATAAPS
Automated Time Attendance and Production System

BMC
Budget Management Course

BOAF
Base Operations Advisory Forum

BOG
Boots on Ground

BOIP
Basis of Issue Plan

CAP
Corrective Action Plan

CAR
Chief Army Reserve

CASO
Contract Administration Support Office

CBRN
Chemical, Biological, Radiological, and Nuclear

CBRNE
Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE)

CCMD
Combatant Command

CCPM
Command Career Program Manager

CDB
Course Design Board

CDR
Commander

CEI-CF
Construction Engineer and Infrastructure Career Field

CFR
Code of Federal Regulation

CG
Commanding General

CHESS
Computer Hardware Enterprise Software Solutions

CIOR
Interallied Confederation of Reserve Officers

CIT/CS
Cyber Information Technology / Cybersecurity

CLRP
Command Logistics Review Program

CMAOC
Casualty and Mortuary Affairs Operation Center

CMP
Change Management Plan

CoC
Council of Colonels

COE
Conditions of Employment

COP
Common Operating Picture

CoS
Chief of Staff

CPGM
Command Program Guidance Memorandum

CPI
Continuous Process Improvement

CPMO
Civilian Personnel Management Office

CRRB
Contract Requirements Review Board

CRRC
Construction Requirements Review Committee

CSDP
Command Supply Discipline Program

CSM
Command Sergeant Major

CSMM
Commander's Strength Management Module

CTSSB
Critical Tasks Site Selection Boards

CUOPS
Current Operations

C2CRE
Command and Control Response Element

C2R
Command Control Relationships

C4IM
Command, Control, Communications, Computers, and Information Management

DAC
Department of the Army Civilian

DA Form
Department of the Army Form

DA PAM
Department of the Army Regulation Pamphlet

DCG
Deputy Commanding General

DCoS
Deputy Chief of Staff

DCPS
Defense Civilian Payroll System

DCS
Deputy of Chief of Staff

DES
Directorate of Emergency Services

DHA
Defense Health Agency

DHAP
Defense Health Agency Program

DHA-PI
Defense Health Agency – Procedural Instruction

DMCC
Department of Defense Mobility Classified Capability

DMPO
Defense Military Pay Officers

DoD
Department of Defense

DoDD
Department of Defense Directive

DODFMR
Department of Defense Financial Management Regulation

DoDI
Department of Defense Instruction

DRIM
Director of Resource, Installation, and Material

DRRS-A
Defense Readiness Reporting System-Army

DRU
Direct Reporting Unit

DTFT
Defense Travel Forensic Team

EEOC
Equal Employment Opportunity Commission

EM
Emergency Management

eMMPS
Electronic Medical Management Processing System

ENOSC
Enterprise Network Operations and Security Center

EP
Emergency Preparedness

ePAT
Electronic Personnel Action Tracker

EPLO
Emergency Preparedness Liaison Officer

ERVB
Equipment Review and Validation Board

eSRB
Electronic Soldier Record Brief

ESS
Electronic Security System

EXORD
Execute Order

F&A
Finance and Accounting

FAP
Family Advocacy Program

FAR
Federal Acquisition Regulation

FACTS
Freedom of Information and Privacy Acts Case Tracking System

FEMA
Federal Emergency Management Agency

FISMA
Federal Information Security Management Act

FM
Field Manual

FMM
Force Management and Manpower

FMOC
Financial Manager's Operations Course

FORSCOM
Forces Command

FORSCOM Reg
Forces Command Regulation

FP
Family Programs

FRAGORD
Fragmentary Order

FTS
Full Time Support

FUOPS
Future Operations

FVC
Force Validation Committee

GAO
Government Accountability Office

GCSS-A
Global Combat Support System-Army

GFEBS
General Fund Enterprise Business System

GFM
Global Force Management

HHC
Headquarters and Headquarters Company

HLD
Homeland Defense

HLO
Homeland Operations

HLS
Homeland Security

HPS&I
Health Professions Special Pay and Incentive

HQDA
Headquarters Department of the Army

HR
Human Resources

HRC
Human Resources Command

IAP
Initiative Action Plans

IAW
In Accordance With

IDOC
Intermediate Documents

IET
Initial Entry Training

IMA
Individualized Mobilization Augmentee

IMCOM
Installation Management Command

INCAP
Incapacitation

I-PAG
Integrated Prevention Advisory Group

iPERMS
Interactive Personnel Electronic Records Management System

IPPS-A
Integrated Personnel and Pay System – Army

IRR
Individual Ready Reserve

IRT
Innovative Readiness Training

IT
Information Technology

IWF
Intelligence Warfighting Function

JA
Judge Advocate

JAGC
Judge Advocate General Corps

JEP
Joint Exercise Program

JRP
Joint Reconciliation Program

KFL
Contract & Fiscal Law

LDAC
Logistic Data Analysis Center

LOA
Line of Accounting

LSS
Lean Six Sigma

MAD
Manpower Authorizations Division

MAVNI
Military Accessions Vital to National Interest

MC
Mission Command

MCJA
Multi-Component Joint Assessment

MCTSP
Mission Command Training Support Program

MDEP
Management Decision Packages

MDMP
Military Decision Making Process

MEDCHART
Medical Electronic Data for Care History and Readiness Tracking

MER
Management/Employee Relations

MERCHF
Medicare-Eligible Retiree Health Care Fund

MILCON
Military Construction

MJO
Military Justice Online

MNR
Medically Non-Ready

MOA
Memorandum of Agreement

MOS
Military Occupational Specialty

MOSQ
Military Occupational Specialty Qualification

MOS-T
Military Occupational Specialty Transition

MOU
Memorandum of Understanding

MP
Military Police

MRD
Mandatory Removal Date

MRM
Man-Day Resource Model

MR2
Mission Readiness Reviews

MSC
Major Subordinate Commands

MT
Military Technician

MTOE
Modified Tables of Organization and Equipment

NCIC
National Crime Information Center

NCODP
Noncommissioned Officer Development Program

NCOES
Noncommissioned Officer Education System

NCOPD
Noncommissioned Officer Professional Development

NFRs
Notice of Findings and Recommendations

NGRE
National Guard Reserve Equipment

NMS
National Military Strategy

NOS
Notification of Sourcing Plus 60 Days

NSL
National Security Law

OARH
Office of Army Reserve History

OA24
Operating Agency 24

OCAR
Office of the Chief Army Reserve

ODCS
Office of the Deputy Chief of Staff

ODT
Overseas Deployment Training

OID
Organizational Integration Division

OIP
Organizational Inspection Program

OMA
Operations and Maintenance, Army

OMAR
Operations and Maintenance, Army Reserve

OMB
Office of Budget Management

OMD
Operations & Maintenance Defense

OML
Order of Merit List

OPA
Other Procurement, Army

OPMG
Office Provost Marshal General

OPORD
Operations Order

OPTEMPO
Operational Tempo

OSJA
Office of the Staff Judge Advocate

OTJAG
Office of the Judge Advocate General

OTR
Operations, Training, and Readiness

PA&E
Program Analysis & Evaluation

PAG
Personnel Actions Guide

PBG
Program Budget Guidance

PCS
Permanent Change of Station

PEG
Program Evaluation Group

PHP
Psychological Health Program

PM
Program Manager

PME
Professional Military Education

POI
Program of Instruction

PMOS
Primary Military Occupational Specialty

POM
Program Objective Memorandum

PPRL
Permanent Promotion Recommendation List

QA
Quality Assurance

QC
Quality Control

QAWG
Quality Assurance Working Group

RC
Reserve Component

RCAS
Reserve Component Automation System

RCASWEB
Reserve Component Automation System Website

RCMS
Reserve Component Management System

RCRR
Reserve Component Readiness Review

RD
Readiness Division

RDTE
Research, Development, Test and Evaluation

RE
Real Estate

REMS
Regional Emergency Management Specialist

REQUEST
Recruit Quota System

RHRP
Reserve Health Readiness Program

RLAS
Regional Level Application Software

RM2
Remote Medical Management

ROTC
Reserve Officer Training Corps

RPA
Reserve Personnel, Army

RPM
Reserve Pay Management

RPMT
Reserve Pay Management Team

RPPB
Real Property Planning Board

RPR
Readiness Progress Review

SAMAP
Sergeant Audie Murphy Award Program

SARA
Specified Allotment Reporting Application

SARNET
Secure Army Reserve Network

SCGC
Senior Commander & Garrison Commander

SCRRB
Senior Contract Requirements Review Board

SDC
Supervisor Development Course

SDDC
Surface Deployment and Distribution Command

SJA
Staff Judge Advocate

SLA
Service Level Agreement

SLM
Service Level Management

SLMS
Supervisory Logistics Management Specialists

SMDR
Structure and Manning Decision Review

SME
Subject Matter Expert

SMS
Strategic Management System

SOH
Safety and Occupational Health

SOTO
Staff Officer Training Orientation

SRC
Standard Requirements Code

SRP
Sustainable Range Program

STB
Special Troops Battalion

STRATCOM
Strategic Communication

TAA
Total Army Analysis

TAC/C4
Tactical Command, Control, Communications, and Computers Group

TADSS
Training Aids, Devices, Simulators, and Simulations

TASP
Total Army Sponsorship Program

TDA
Table of Distribution and Allowances

TJAG
The Judge Advocate General

TPU
Troop Program Unit

TRADOC
Training and Doctrine Command

TRADOC Reg
Training and Doctrine Command Regulation

UMT
Unit Ministry Team

URR
Unit Readiness Reports

USAR
United States Army Reserve

USARC
United States Army Reserve Command

USARHRC
United States Army Reserve Historical Research Collection

USAR Reg
United States Army Reserve Regulation

USC
United States Code

USNORTHCOM
United States Northern Command

USTRUC
United States Army Reserve Structure

WARNORD
Warning Order

WPBAC
Working Program Budget Advisory Committee

WTSP
Warrior Transition Support Program

YEC
Year End Closeout

YTB
Yearly Training Brief

1A
First Army