

**FORSCOM Pamphlet 10-1
Organization and Functions
HEADQUARTERS
FORCES COMMAND**



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Organization and Functions
HEADQUARTERS, FORCES COMMAND, FUNCTIONS MANUAL

Summary: This pamphlet covers the principal functions of Headquarters, Forces Command (HQ, FORSCOM).

Applicability: This pamphlet applies to the Active Army, Army National Guard (ARNG) and the United States Army Reserve (USAR).

Changes: Changes to this pamphlet are not official unless they are authenticated by the Deputy Chief of Staff, G6, HQ FORSCOM. Users will destroy changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements: The proponent agency of this pamphlet is the (Secretary of the General Staff (SGS), FORSCOM. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms), to CDR, FORSCOM, ATTN: AFPM, Fort McPherson, GA 30330-1062. This pamphlet can be updated and published as necessary.

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CHAPTER 1

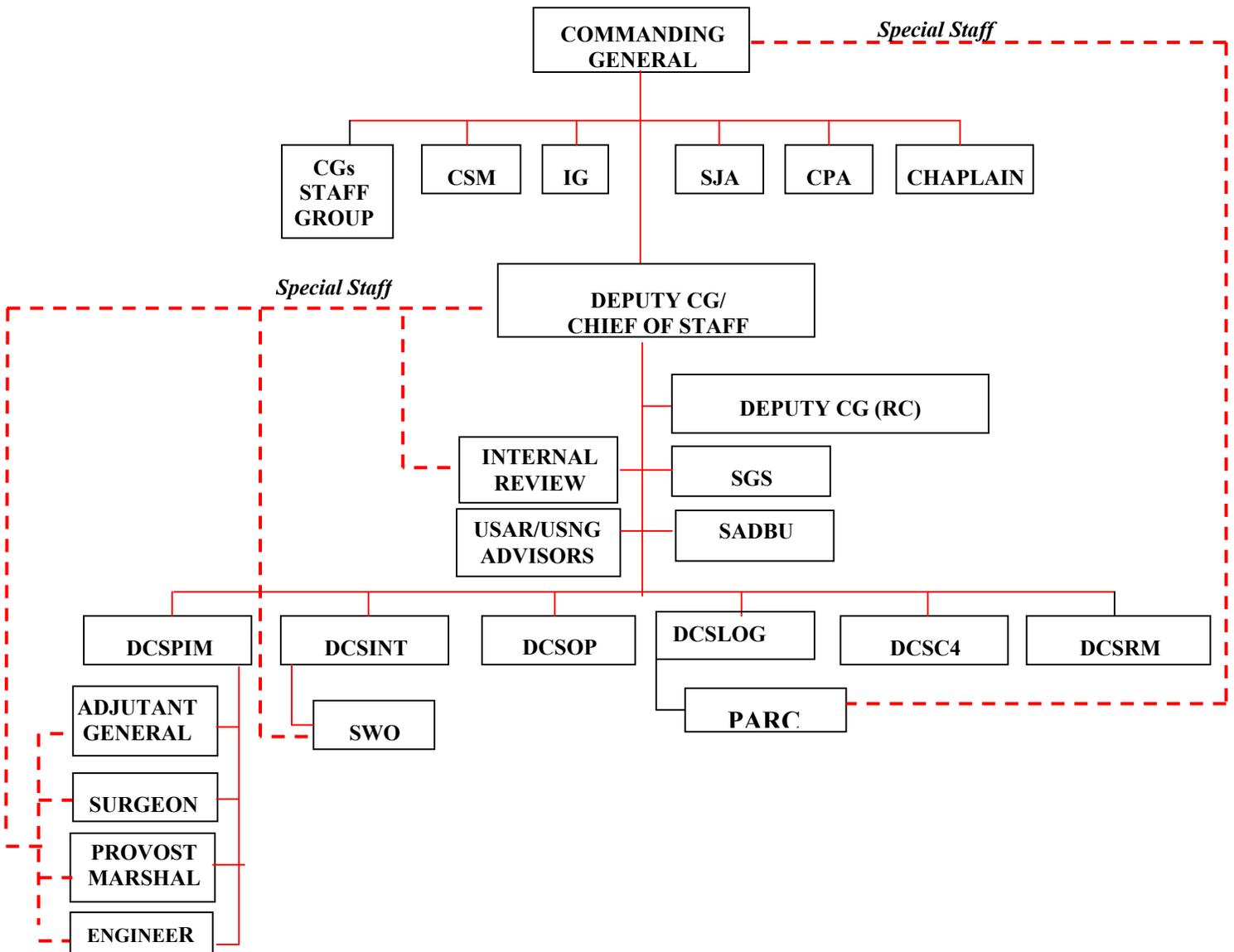
INTRODUCTION

1-1 Purpose: This publication displays Headquarters, FORSCOM functions by responsible (proponent) staff agency. Other staff agencies that provide functional assistance are also indicated. HQ FORSCOM organizational structure is contained in the approved TDA.

1-2 References: Related publications are listed in the Appendix.

1-3 HQ, FORSCOM Organization: HQ FORSCOM principal subdivisions are as follows:

HQ, FORSCOM ORGANIZATION



- a. **The Command Group:**
- (1) Commanding General (CG)
 - (2) Deputy Commanding General (DCG)/Chief of Staff (CofS)
 - (3) Deputy Commanding General, Reserve Component (DCG-RC)
- b. **The Primary Staff:** The primary staff consists of directorates for operations, personnel, resource management, intelligence, logistics and command, control, communications, computers and information technology. Each director has full authority to act on matters within his functional area. The primary staff consists of the following Deputy Chiefs of Staff for:
- (1) Personnel and Installation Management (DCSPIM)
 - (2) Intelligence (DCSINT)
 - (3) Operations (DCSOPS)
 - (4) Logistics (DCSLOG)
 - (5) Command, Control, Communications and Computers (DCSC4)
 - (6) Resource Management (DCSRM)
- c. **The Special Staff:** The special staff consists of officers who assist and advise the CG in specialized areas. Special staff officers have direct access to the CofS; however, normal supervisory responsibility applies to general staff activities involving general staff functions. Special staff officers support, advise and coordinate actions with other staff agencies having an interest in the subject matter. The special staff consists of the following:
- (1) Adjutant General (Under direction of DCSPIM)
 - (2) Engineer (Under direction of DCSPIM)
 - (3) Internal Review (Report Directly to CofS)
 - (4) Principal Assistant Responsible for Contracting (PARC), (Under direction of DCSLOG, Report directly to CG)
 - (5) Provost Marshal (Under direction of DCSPIM)
 - (6) Staff Weather Officer (Under direction of DCSINT)
 - (7) Surgeon (Under direction of DCSPIM)
- d. **The Personal Staff:** The personal staff consists of staff officers whose activities the CG desires to coordinate and administer directly rather than through normal staff channels. The Chaplain, SJA and the CPA have direct access to the CG but normally work under the supervision of the CofS. The personal staff includes:
- (1) Chaplain
 - (2) Inspector General
 - (3) Staff Judge Advocate

- (4) Chief of Public Affairs
 - (5) Command Sergeant Major (CSM)
 - (6) CG's Staff Group
- e. **Executive Officers and Administrative Offices:** In staff directorates/agencies with a large administrative workload, an Executive Officer and Administrative Office may be authorized within the Office of the Director. The duties consist of providing internal administrative support to the directorate/staff agency.

1-4 Responsibilities:

- a. Staff Agency Chiefs will ensure that the data reflected in this publication is current and accurate. Changes should be reported to CDR, FORSCOM, DCSPIM, ATTN: AFPM, Fort McPherson, GA 30330-1062.
- b. Functional proponency issues, which cannot be resolved within the staff, will be submitted to the CofS for resolution.
- c. The DCSC4 will edit, publish and distribute changes as provided by the DCSPIM.
- d. This document will also be posted to the FORSCOM Website.

CHAPTER 2

MISSION AND COMMAND STRUCTURE

2-1 FORSCOM Vision, Mission and Goals:

a. FORSCOM Vision:

- *Freedom's Guardian.*
- *An integrated Team of Teams.*
- *The heart of America's power projection Army.*
- *World class Active, Guard and Reserve Forces.*
- *Securing our nation's future into the 21st Century with Balanced Readiness, trained and ready soldiers.*
- *Vigilant stewards of precious resources.*
- *Embodying a Winning Spirit and Army values.*
- *Caring for soldiers, civilians, and retirees and families on high quality installations.*

- b. **FORSCOM Mission Statement:** U.S. Army Forces Command is the Army component of the U.S. Joint Forces Command (USJFCOM) and a major Army command. We train, mobilize and deploy combat ready ground forces of America's Total Army to meet operational requirements of our Nation. We are stewards of Army resources, caring for soldiers, civilians, retirees and families, and for the high quality installations from which we project and support the force.

c. FORSCOM Goals:

- (1) Warfighting Readiness
- (2) Power Projection
- (3) Infrastructure Improvements
- (4) Quality of Life
- (5) Information Technology Integration
- (6) Resource Stewardship

2-2 Field Units:

- a. **FORSCOM Explosive Ordnance Disposal (EOD) Detachments:** Within the geographical boundaries assigned, FORSCOM EOD units assist in range clearance and decontamination operations; render safe nuclear, chemical, conventional and special improvised explosive devices; support major field training exercises and provide support to the United States Secret Service and

Department of State for protection of the President and other very important persons. These units also provide nuclear emergency search team response authorities on explosive safety, explosive ordnance reconnaissance and bomb threats. The 52nd Ordnance Group (EOD) and subordinate units are directly under the command of the CG, FORSCOM; assigned to HQ FORSCOM; and attached for administrative and logistical support to the installations at which they are located. HQ FORSCOM DCSOPS has primary coordinating staff responsibility.

- b. **FORSCOM UC-35 Jet Training Detachment:** Plans, coordinates and executes UC-35 Aircraft Qualification Course for the Army. Training is conducted at Dobbins Air Force Reserve Base (ARB), Atlanta, GA. FORSCOM Chief, Aviation Division, DCSOPS has operational control with administrative and logistical support from Headquarters, Fort McPherson.
- c. **44th Military History Detachment:** This detachment collects information by photographic, electronic and written means to supplement corps historical records; ensures the preparation and preservation of pertinent historical records; advises on the preparation of corps and division staff journals; and prepares special historical reports as part of the evaluation of new tactics and techniques, as required. HQ FORSCOM SGS (Historical Office) has operational control and the detachment is stationed at Fort McPherson.
- d. **FORSCOM Public Affairs Detachments:** The detachments listed below are directly under the command of the CG, FORSCOM and are attached for administrative and logistical support to the active component divisions at the installation on which they are located, with the exception of the 22nd Mobile Public Affairs Detachment which is attached to the XVIII Airborne Corps. HQ FORSCOM Chief of Public Affairs has operational control.
 - (1) 4th Public Affairs Detachment (Field Service), Fort Hood, TX.
 - (2) 11th Public Affairs Detachment (Field Service), Fort Polk, LA.
 - (3) 13th Public Affairs Detachment (Field Service), Fort Hood, TX.
 - (4) 14th Public Affairs Detachment (Field Service), Fort Carson, CO.
 - (5) 19th Public Affairs Detachment (Field Service), Fort Riley, KS.
 - (6) 27th Public Affairs Detachment (Field Service), Fort Drum, NY.
 - (7) 28th Public Affairs Detachment (Field Service), Fort Lewis, WA.
 - (8) 40th Public Affairs Detachment (Field Service), Fort Campbell, KY.
 - (9) 49th Public Affairs Detachment (Field Service), Fort Bragg, NC
 - (10) 50th Public Affairs Detachment (Field Service), Fort Stewart, GA.
 - (11) 22nd Mobile Public Affairs Detachment (Field Service), Fort Bragg, NC.
- e. **214th Army Ground Forces Band (Fort McPherson):** The band is under the command of the CG, FORSCOM with special staff assistance provided by

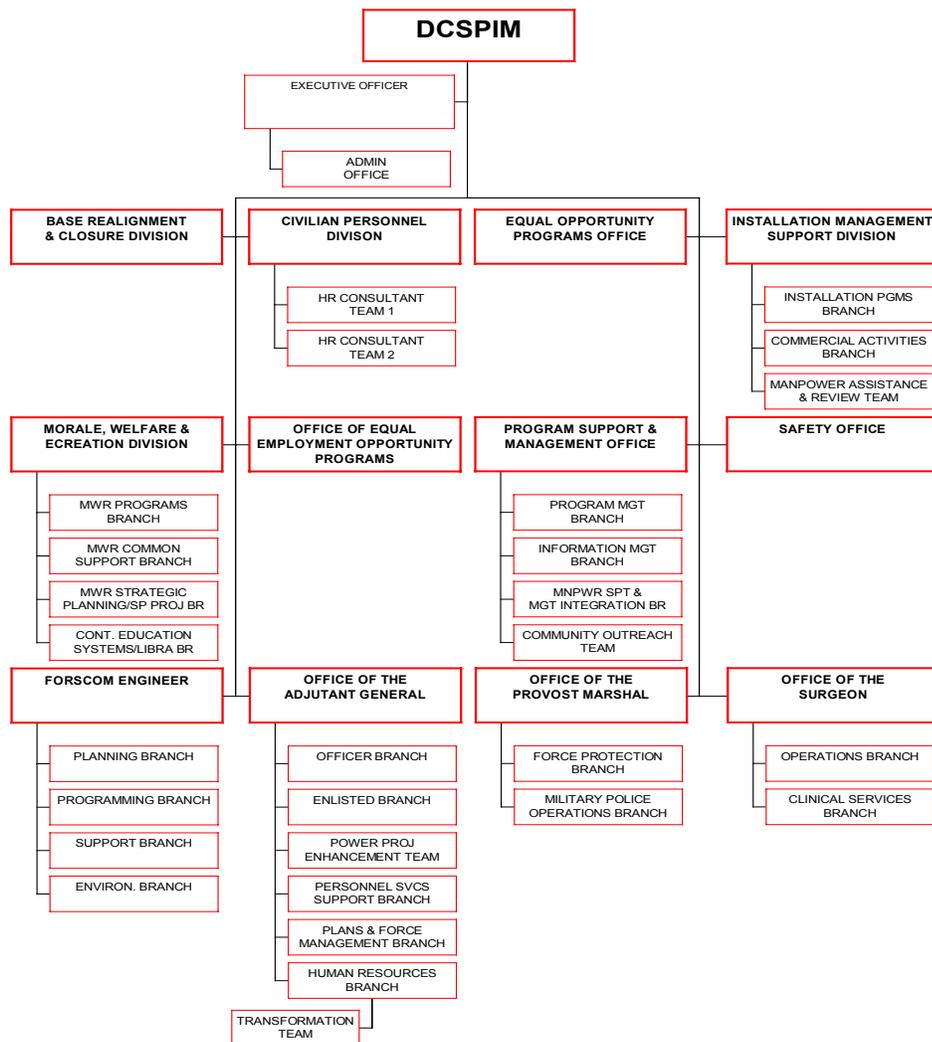
FORSCOM Staff Band Office, DCSPIM. The FORSCOM Chief of Public Affairs has operational control, with administrative and logistical support from Headquarters, Fort McPherson. FORSCOM protocol will have taped ceremonial music to be used for any commitments on Fort McPherson not listed below. When available the band will:

- (1) Perform ceremonial music for CG and general officer changes of command and retirements.
 - (2) Provide music support for monthly retirement ceremonies at Fort McPherson/Gillem.
 - (3) Provide music support for major commands in the metro Atlanta Area.
 - (4) Perform patriotic or appropriate concert music for CG hosted events.
 - (5) Perform civic and community concerts and ceremonies.
 - (6) Provide buglers for funeral details.
- f. **FORSCOM Special Security Detachments:** Provides security and dissemination of Sensitive Compartmented Information (SCI) and privacy communications for FORSCOM subordinate commands, USAR and ARNG organizations throughout CONUS.

CHAPTER 3

COMMAND RESPONSIBILITY

3-1 DCSPIM: The DCSPIM has general staff responsibility for military and civilian personnel management, quality of life activities, safety and various installation management programs. The DCSPIM develops concepts, plans and policies for Engineer support of FORSCOM requirements. It also has general supervision of the Adjutant General, Engineer, Provost Marshal and Surgeon and serves as the HQDA Executive Agent for repatriation operations in CONUS.



a. **Office of the Adjutant General (AG)**: The AG is a special staff element, which functions under the general staff supervision of the DCSPIM. The AG performs the following:

- Strength management of the FORSCOM officer and enlisted force
- Specified enlisted management functions
- Enlisted personnel actions
- Retirement services
- Evaluation report systems
- Awards and decorations
- Military personnel field operations
- Band staff actions and inspections
- FORSCOM leadership programs
- Alcohol and Drug Abuse Prevention Program
- Suicide Prevention
- Controlling Smoking Program
- Reserve Component Personnel Management
- Joint Billet Management
- Active retention and reserve component transition
- Personnel operational planning
- Personnel mobilization planning
- Personnel force modernization and integration

b. **Administrative Office**: Performs administrative support for DCSPIM:

- Responsible for DCSPIM Message/Distribution Center.
- Processes, assigns action and monitors DCSPIM, SGS, Reengineering and Major Staff actions for DCSPIM.
- Serves as the Webmaster for the DCSPIM for both the INTER and INTRANET.

c. **Civilian Personnel Division (CPD)**: Supports the DCSPIM and FORSCOM mission by developing, directing and administering a Civilian Personnel Management Program for appropriated and nonappropriated fund employees assigned to the command. Develops and implements, within the framework of set statutes, Code of Federal Regulations and DA, DOD and Office of Personnel Management (OPM) policies, regulations and procedures, a program that will guide and govern civilian personnel management throughout the command.

d. **Office of Equal Employment Opportunity Programs (OEEOP)**: Develops, directs, administers and manages FORSCOM Equal Employment Opportunity (EEO) Programs for civilian (appropriated and non-appropriated fund) employees to include:

- Affirmative Action
- EEO complaints

- EEO training
 - Prevention of Sexual Harassment
 - Special Emphasis Program
 - Individuals with Disabilities Program
 - Disabled Veterans Program
- e. **Equal Opportunity Program Office (EOPO)**: Manages and directs Forces Command (FORSCOM) Equal Opportunity (EO), Affirmative Action, Consideration of Others Programs for military personnel, civilians and family members to include monitoring EO complaints, EO training, Prevention of Sexual Harassment and Ethnic Observances. AR 600-20 mandates all functions.
- f. **Program Support and Management Office (PSMO)**: Responsible for manpower and management programs related to manning the force. Responsible for the following:
- Manages DCSPIM budget formulation and program execution.
 - Provides overall resource guidance.
 - Serves as the principal DCSPIM advisor for appropriated funds.
 - Responsible for DCSPIM manpower to include TDA maintenance, organizational and manpower analysis.
 - Oversees implementation and ongoing support of management programs instituted to improve effectiveness of the DCSPIM workforce.
 - Processing DCSPIM personnel actions.
 - Manages the FORSCOM Community Outreach Program.
 - Responsible for DCSPIM Information Management.
 - Conducts HQ Staff Orientation Sessions.
 - Prepares Command/Organization Briefings.
 - Responsible for DCSPIM Review and Analysis.
 - Oversees DCSPIM Total Quality Management.
- g. **Safety Office (SO)**: Principal advisor to the command and staff in all matters related to safety and occupational health and develops, directs and administers the Command Safety Program. Responsible for the following:
- Accident Investigation and Reporting
 - Army Safety Augmentation Detachment
 - Aviation Safety
 - Ammunition and Explosive Safety
 - Occupational Safety and Health
 - Radiation Safety
 - Range Safety
 - Safety Management Career Program
 - System Safety

- Tactical Safety
- Vehicle Safety

- h. **Base Realignment and Closure Division (BRACD)**: The BRACD manages the Command's base realignment initiatives (Public Laws 100-526 and 101-510) as directed by HQDA and prescribed by Army Regulation 5-10, Stationing. Specifically, the organization executes the Base Closure and Realignment Commission process. The project management responsibilities include: implementation planning, National Environmental Policy Act (NEPA) documentation, construction, movement of units, transition of installation missions, environmental restoration, property disposal, interfacing with communities and Base Closure Account (BCA) fund management.
- i. **Installation Management Support Division (IMSD)**: Develops, directs and administers policies, programs and initiatives pertaining to organization and overall management of FORSCOM installations. Responsible for the following programs:
- Commercial Activities (CA)
 - FORSCOM Civilian Prison Labor Program
 - FORSCOM Manpower Assessment Program
 - Army Ideas for Excellence (AIEP)
 - Area Support Responsibilities (AR 5-9)
 - Interservice and Intragovernmental Support
 - Installation Management (FM 100-22)
 - Headquarters support for garrison commanders
 - Installations Management Action Plan
 - FORSCOM Investment Fund (FIF) Program
 - Installation Management Steering Committee (IMSC)
 - Installation Management FAA
 - FORSCOM Installation Decision Support System (FIDS2)
 - Installation Status Report
 - Career Program 29 Development-Installation Management Generalist
 - Army Well Being (AWB)
- j. **Office of the Provost Marshal (PM)**: The Provost Marshal serves as the principal military police (MP) advisor to the Commanding General and special staff officer for MP matters, ranging from base operations to contingency and wartime operations. Responsible for the following:
- Prioritizes MP resources to meet theater CINC's and garrison MP requirements.
 - Coordinates and tracks worldwide deployment of FORSCOM AC and RC MP units.
 - Provides guidance concerning MP combat support doctrine.

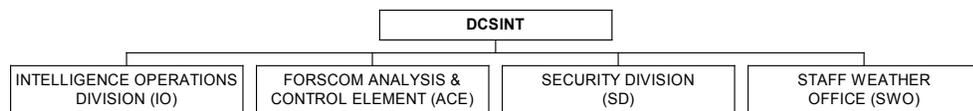
- Monitors training and readiness of FORSCOM AC and RC MP force structure.
 - Provides input on force modernization and force structure issues for FORSCOM AC and RC MP units.
 - Develops MP RC mobilization and contingency plans.
 - Manages the FORSCOM Military Working Dog Program.
 - Manages the FORSCOM Force Protection Program.
 - Coordinates force protection interface with all security programs within the overall Force Protection Program.
 - Assists in the identification and coordination of FORSCOM operational law enforcement and physical security requirements and procedures.
 - Manages and coordinates Level II Antiterrorism Training.
 - Provides law enforcement policy guidance to all FORSCOM Installation Provost Marshals.
 - Collects and analyzes FORSCOM crime statistics.
 - Serves as FORSCOM physical security officer; reviews physical security plans; provides technical guidance; and develops policies, procedures and program requirements for FORSCOM physical security programs.
 - Serves as program manager for Management Decision Packages (MDEPs) QLPR (Law Enforcement and Physical Security) and VJAL (Corrections).
 - Provides administrative assistance to the DCSOPS for MDEP VTER (Antiterrorism).
 - Oversees FORSCOM Corrections Program and the Fort Lewis Regional Corrections Facility.
- k. **Office of the Surgeon (SURG):** The Command Surgeon has special staff responsibility for all operational medical issues throughout FORSCOM. Serves as the FORSCOM medical functional expert for medical force structure; readiness of FORSCOM medical units; review/validation of medical support to JSCAP directed plans; medical personnel management; medical logistics; medial intelligence; medical sourcing of current operations/exercises and wellness of FORSCOM soldiers. Provides Command interface with the Joint Forces Command, Office of the Surgeon General, U.S. Army Medical Command, U.S. Army Reserve Command, National Guard Bureau and other appropriate organizations for all aspects of combat health services policy and support.
- l. **Engineer (ENGR):** Responsible for management of FORSCOM Real Property Programs to include: Family Housing, Transient Facilities, Utilities, Environment, Maintenance & Repair, Construction, ASMP OMA and NATO infrastructure and Engineer services. Develops concepts, plans and policies for Engineer support of FORSCOM. Assists other FORSCOM staffs in Engineer requirements for their

programs. Synchronizes programs involving FORSCOM Engineer Units and Military Engineering support to other commands.

- m. **Morale, Welfare and Recreation Division (MWRD)**: Responsible for general oversight of morale, welfare and recreation (MWR) program management within FORSCOM. This oversight includes, but is not limited to, the following:

- MWR Strategic Business Planning
- MWR Resource Planning
- MWR Programming and Budgeting
- MWR Specific Program Activities (Recreation, Sports, Outdoor, Family, Child and Youth, Golf, Bowling and Clubs)
- MWR Construction Program
- Maintains financial management oversight of the Installations MWR funds
- FORSCOM MWR Fund
- Administers the distribution of Active Army/Army Reserve. Component authorized unit dividends
- Serves as the liaison to the Army and Air Force Exchange Service and the Defense Commissary Agency
- Coordinates activities of the MWR Board of Directors (BOD). within FORSCOM
- FORSCOM Family Action Plan
- Army Education Programs

3-2 DCSINT: The DCSINT provides timely and accurate intelligence, security, geospatial and information services and weather policy, guidance, information and assistance to the command in support of the execution of Forces Command’s core competencies.



- a. **Intelligence Operations Division**: Plan and coordinate intelligence unit and individual personnel support for operations, contingencies, exercises and training. Perform the following:

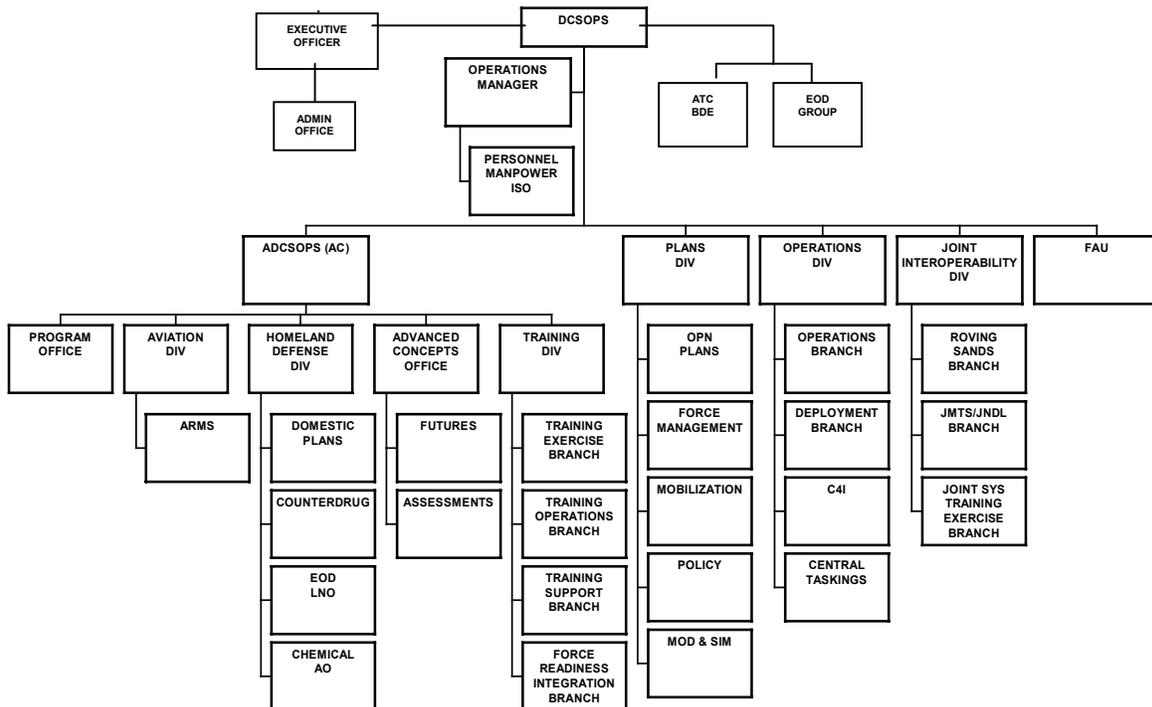
- Provide intelligence and counterintelligence subject matter expertise to support command force modernization, forces structure, intelligence systems integration and fielding.
- Provide automated intelligence support to FORSCOM, Army Central Command (ARCENT), U.S. Army Reserve Command (USARC) and Joint Task Force Six (JTF-6).
- Manage The Army Language Program (TALP) and Tactical Intelligence Readiness Training (REDTRAIN) Program.
- Execute System Integration Management Office (SIMO) functions.

- Assess intelligence readiness.
 - Explore technologies with the private sector.
 - Provide intelligence support to: exercises; training; command order and plans; crisis action center; command force structure actions; tactical intelligence readiness; intelligence system force modernization, system integration, experimentation, and fielding; intelligence force doctrine; and models and simulations.
 - Identify intelligence units and individuals for deployment in support of OCONUS contingency operations
- b. **FORSCOM Analysis and Control Element (ACE)**: Provide all-source intelligence products and briefings to the FORSCOM Command Group, staff and external customers. Perform the following:
- Serve as Command Dissemination Manager, Command Production Manager, Command Collection Manager, TROJAN Program Manager, Geospatial Information and Services (GI&S) Requirements Manager, and Special Programs Manager.
 - Assist the Theater Commander and Theater Topographic Engineer in accomplishing topographic missions.
 - Provide automated systems support for all internal networks and communications systems.
- c. **Security Division**: Plan, develop, resource and execute policy, programs and procedures to protect information essential to the FORSCOM mission. Perform the following:
- Establish FORSCOM security policy and coordinate security support to exercises and mobilization.
 - Execute Foreign Disclosure policy and foreign visitor program.
 - Establish and execute the Department of Defense Intelligence Information System (DoDIIS) Information Assurance (IA) Program, Information Systems Security (ISS) Monitoring, provide guidance and policy oversight for the Sensitive Compartmented Information (SCI) Program, provide guidance and policy oversight for Technical Surveillance Countermeasures (TSCM) and the control of compromising emanations (TEMPEST), industrial security (INDUSTSEC), information security (INFOSEC), and personnel security (PERSEC).
 - Provide automated intelligence support to Force Protection.
- d. **Staff Weather Office (SWO)**: Plan, provide and arrange for weather support to HQ FORSCOM, Third U.S. Army and First and Fifth Continental U.S. Armies. Perform the following:
- Assist FORSCOM in managing issues related to Army's role in

training/equipping Air Force Combat Weather Teams supporting FORSCOM forces.

- Help manage tactical weather evaluation programs at the National Training Center (NTC) and Joint Readiness Training Center (JRTC) and assist with FORSCOM Aviation Resource Management Survey (ARMS) visits.
- Provide Air Force weather and Tactical Air Control Party functional inputs to the FORSCOM planning process.
- Brief Air Combat Command (ACC) on readiness reports for all Air Force units supporting FORSCOM Army combat forces.
- Place current weather on all command systems.

3-3 DCSOPS: The DCSOPS has general staff responsibility for directing and supervising training, mobilization and deployment of FORSCOM units. This includes collective and joint training; operations; joint exercises; combat development; force management and force structuring. Establishes training policy and oversees the training of the Army National Guard units. Directs the training readiness of all FORSCOM units to ensure their capability and deploy in support of theater contingencies worldwide.



- a. **Administrative Office:** Performs administrative functions in support of the DCSOPS.

- b. **Information Systems Office (ISO)**: Provide information systems and computer support within DCSOPS.
- c. **Personnel Management (PM) Services Office**: The PM Services Office of DCSOPS manages administrative/personnel data for the DCSOPS staff. The PM Office renders value judgments, develops recommendations to establish management criteria and objectives on behalf of DCSOPS. The office maintains the Table of Distribution and Allowances (TDA), studies and assesses functions and duties to accomplish DCSOPS mission. Ensures the DCSOPS, identifies, validates and manages manpower requirements for gains, losses and backfills of both military and civilian positions. Provides guidance on civilian and military performance evaluations and awards. Develops funding targets for civilian awards. The office is the primary POC in DCSOPS guidance on regulations and annotation for civilian pay (i.e., comp time, overtime, leave). Identifies positions as Critical/Sensitive or Non-Critical/Sensitive and ensures that security clearances are maintained at the level required. Handles the DCSOPS employee labor relations actions. Assists in coordination and overseeing the Army Suggestion Program. Manages the DCSOPS Individual Mobilization Augmentee (IMA) Program, coordinates Division requirements for augmentees with individual's training dates. Maintains DCSOPS official rosters. Processes DCSOPS training requests and oversees the DCSOPS Historical Documentation.
- d. **Program Office**: Directs the financial management, planning, programming, execution and review and analysis, installation resource allocation, program budget guidance input and prioritization for the FORSCOM Operation and Maintenance Army Accounts, Army Reserve and Army National Guard Programs of FORSCOM for which the Director of Operations, DCSOPS is the Program Director. Directs and develops DCSOPS input to the DA/DOD Program Objective Memorandum (POM) for FORSCOM. Directs reviews and analyzes the preparation and coordination of the DCSOPS portion of the Command Operating Budget (COB). Performs other financial management actions associated with the execution and review of DCSOPS managed Operations and Maintenance (OM) programs. Provides overview and monitorship of DCSOPS portion of the FORSCOM internal Army Headquarters Management Activity (AHMA) program. Develops internal DCSOPS activity ceilings and requirements and monitors monthly program execution input for submission to the FORSCOM AMHA. Coordinates the GAO Audits and oversees the Quality Assurance Program.
- e. **Advanced Concepts Office**: Provides the HQ, FORSCOM focal point for Advanced Operational Concepts and equipment testing activities interfacing with OSD, HQDA, USJFCOM, other Services and MACOMs to formulate, execute and monitor new concepts, technologies and tests to improve the commander's ability to accomplish warfighting missions. Plans, coordinates and manages FORSCOM participation in the DA Five-Year Test Program (FYTP), Special Access Program (SAP) tests and Joint/Multi-service Tests (JT&E); TRADOC Concept Experimentation Program (CEP); OSD-sponsored Advanced Concept

Technology Demonstration (ACTD) Program; U.S. Army Research Institute (ARI); coordinates FORSCOM participation in the DA Science & Technology (S&T) Program; Warfighting Rapid Acquisition Program (WRAP); Studies Management and Review Organization (SMRO) Program; Joint Requirements Oversight Council/Joint Warfighting Capabilities Assessment (JROC/JWCA); Army Tactical Command and Control System (ATCCS); OSD/DA Research, Development and Acquisition (RDA) activities; and HQ TRADOC Battle Lab activities, Advanced Technology Demonstration (ATD) Program. Exercises HQ, FORSCOM tasking authority for the aforementioned programs.

- f. **Homeland Defense Division**: Provides integrated joint planning and training for Military Assistance to Civil Authorities (MACA), to include Military Support to Civil Authorities (MSCA) and response to Weapons of Mass Destruction (WMD). Provides coordination and guidance for Joint Task Force-6 (JTF-6) for counterdrug operations, and support Joint Task Force Civil Support (JTF-CS) for Weapons of Mass Destruction-Consequence Management (WMD-CM). Provides Explosive Ordnance Disposal (EOD) expertise and guidance involving all areas of MACA and MSCA. Coordinate with USJFCOM, TRADOC, the Joint Staff, the Director of Military Support (DOMS) and the National Guard Bureau (NGB) on emerging trends and doctrine for Homeland Defense.
- (1) **Domestic Plans Branch**: Provides joint planning and training for Military Assistance to Civil Authorities (MACA) to include: Military Support to Civil Authorities (MSCA), Military Assistance for Civil Disturbance (MACDIS), Mass Immigration, responding to consequences of Terrorism, to include terrorist use of Weapons of Mass Destruction, support to the U.S. Postal Service, Animal Disease Eradication, and Continuity of Operations. Manages the Department of Defense Resource Database (DODRDB). Conducts the Department of Defense Emergency Preparedness Course for Emergency Preparedness Liaison Officers and Defense Coordinating Officers of all services. Conducts Canada/United States planning as the Army component of USJFCOM. Manages the USJFCOM Joint Regional Medical Planner Program. Provides support on MACA to the U.S. Army Training and Doctrine Command, to include the Army War College, Chemical School, and the School of Advanced Military Studies.
 - (2) **DCSOPS Chemical Officer**: The Chemical Office serves as Nuclear, Biological and Chemical (NBC) focal point with USJFCOM, other CINCs, HQDA, MACOMs and MSCs for all NBC matters.
Mission includes:
 - Recommending FORSCOM policy and guidance for NBC Defense matters; i.e., operational planning, training, force integration and logistics.

- Providing NBC expertise to the Homeland Defense Division when required.
 - Monitoring NBC readiness and training for FORSCOM Active and Reserve component units.
 - Coordinating NBC counter-proliferation issues for Joint Requirement Oversight and Joint Warfighting Capability Assessment.
 - Coordinating DA and FORSCOM treaty policy, plans and implementation.
 - Chair FORSCOM treaty working group to facilitate planning and coordination.
 - Monitoring Chemical Office ODP, the NBC threat and FORSCOM recommendation for listing critical NBC items on the CINC, ACOM Integrated Priorities List.
- (3) FORSCOM Explosive Ordnance Disposal (EOD) Liaison Office (LNO): The FORSCOM, EOD LNO acts as liaison for Commanders 52nd and 11th Ordnance Group (EOD). The EOD LNO also is the SRC manager for EOD actions and support requirements and provides input for EOD units to various operational plans. Reports unusual EOD incidents (such as accidents involving military or commercial carriers transporting Nuclear, Biological, Chemical and conventional explosives; incidents on military or civilian locations receiving extensive local or national publicity; improvised explosive devices, to include hoax devices; and any injury or fatality to EOD personnel) through the chain of command as required. Provides EOD expertise to the Homeland Defense Division on security and advisory assistance, antiterrorism, counterdrug operations, training ordnance disposal, arms control, threat verification and support to domestic civil authorities, when required.
- (4) Counterdrug (CD) Branch: The Counterdrug Branch (AFOP-HDC) serves as the FORSCOM POC for all domestic and foreign CD support. Acting as ACOM's Lead Operational Authority (LOA), CD Branch provides and employs forces, and conducts operations, to support domestic drug law enforcement agencies (DLEA), other CD CINCs, and cooperating foreign governments, to disrupt and reduce the flow of drugs into, and their availability within, the United States. Mission additionally includes:
- Staff advice to command group on all CD issues.
 - Oversight responsibility for and support to Joint Task Force-Six (JTF-6).
 - Manage CD funding.
 - Maintenance of CD database for Joint Staff and SECDEF.
 - Coordination of operational CD support for Mexico, Bahamas and other Eastern Caribbean nations as tasked.

- Primary CD intelligence coordinating staff element for FORSCOM.
 - Maintenance of CONUS-wide Anti-Drug Commo Network (ADNET).
- g. **Plans Division:** Identify and source conventional forces for the Unified commands for both, the deliberate Operation Plans (OPLANS) and the Operational or Contingency plans. Prepares FORSCOM's position on policy matters and develops FORSCOM's position on Army force structure. Conducts deliberate and/or Crisis Action Planning as the Army Component to US Atlantic Command (ACOM). Plans for the Department of Defense (DOD) support to Federal agencies for domestic emergencies.
- (1) **Force Management Branch:** Serves as the Command's force integration focal point. Develops the Command's overall position for the Army's Total Army Analysis (TAA). Implements TAA decisions through the FORSCOM Command Plan. The DCSRM and DCSLOG provide support during the TAA and Command Plan process in the areas of TDA force and force documentation, respectively. Responsible for developing DCSOPS' input into command stationing decisions, to include analysis of stationing alternatives, the Army Stationing and Installation Plan (ASIP), and preparation of AR 5-10 packages. Manages the Command's Vertical Force Accounting System (VFAS) database to ensure reconciliation with the HQDA data. Provides input into recurring HQDA force structure programs such as Functional Area Assessments (FAA), Force Design Updates (FDU), Force Validation Committee (FVC), Requirements Review Council (RRC), and Paid Parachute Positions (PPP). Provides command input into HQDA force structure initiatives, which in the recent past have included the Quadrennial Defense Review (QDR) and Force XXI – including the conservative heavy division redesign and Corps XXI. Proponent for AC/RC integration issues to include implementation of multi-component units on a single document, Army National Guard Division Redesign, Light Infantry Division Experiment, Teaming, and issues addressed by the Reserve Component Council of Colonels (RCCC). Provides Organizational Integrators (OI) for units representing all but 4 Standards Requirements Codes (SRC). SRCs included are Aviation, Chemical, Engineer, Field Artillery, Infantry, Medical, all logistical units – Ordnance, Quartermaster, Transportation, and Log HQ – Signal, Adjutant General, Finance, Armor, Military Police, Military Intelligence, Air Defense Artillery, and Army, Corps, and Division/Brigade HQ. The OIs representing the Chaplain, Military History, Judge Advocate General, and Public Affairs are found in the offices of the functional proponent. In addition to addressing force integration issues within their specialties, their duties include reviewing proposed doctrinal changes as expressed in Mission Needs Statements (MNS) and Operational Requirements Documents (ORD). The OIs also serve as subject matter experts in the development of various force lists (e.g.

TPFDD, contingency operations, and humanitarian relief) for the Operational Plans Branch.

- (2) Policy Branch: Directs the headquarters policy planning efforts supporting the Department of Defense (DoD), the Joint Staff, and Service planning documents and directives to ensure compliance with stated directives and FORSCOM Senior Leadership guidance. Coordinates the review, analysis and input to HQDA and USJFCOM of the Joint Strategic Capabilities Plan (JSCP), Chairman's Program Assessment (CPA), Joint Planning Document (JPD), National Military Strategy Document (NMSD), Chairman's Guidance (CG), Joint Strategy Review (JSR), and Army Long Rang Planning Guidance (ALRPG). Provides guidance on the establishment of command policies and procedures for the execution of planning directives in the Army Mobilization Operations Planning and Execution System (AMOPES) ANNEX A, and The Army Plan (TAP). Analyzes the total force to ensure planning and programming priorities are being followed based on assigned strategic missions in the JSCP and Strategic Force Packaging in TAP. In conjunction with HQDA, designs the Requirements Objective Code (ROBCO) to interface with the Department of the Army Master Priority List (DAMPL) and manages the program for FORSCOM.
- (3) Mobilization Plans and Exercises Branch: Serves as the focal point within FORSCOM for mobilization, mobilization exercise guidance, the Command Readiness Program and Mobilization Level Application Software. Prepares, develops, coordinates and disseminates mobilization, mobilization exercises and deployment planning and execution policy and procedures for all phases of mobilization from Presidential Selected Reserve Call-up through Total mobilization for call-up and deployment of Army Reserve Component forces to augment supported Commander-in-Chief. Coordinates and executes the Army/FORSCOM Mobilization and Deployment Planning System. Develops and conducts the Command Readiness Program for education of senior commanders and staffs in FORSCOM missions, identifying problem areas and promulgating command guidance. Coordinates development of Mobilization Level Application Software in support of the mobilization of Reserve Component units and deployment of Active Component and Reserve units. Responsible for FORSCOM Regulation 500-3 and 500-3-1 through 500-3-5.
- (4) Operational Plans Branch: Serves as the HQ, FORSCOM staff proponent for the following missions: identification and sourcing of conventional combat support/combat service support (CS/CSS) units to requirements on warfighting CINCs Time-Phased Force Deployment Data (TPFDD) for deliberate planning and crisis action planning; deliberate planning for the Army Component of ACOM associated missions; HQDA Executive Agent responsibilities associated with the management of the Army WARTRACE Program and development of wartime planning associations; management of the Force Support Package (FSP) program for FORSCOM and HQDA;

management of the CONUS Support Package (CSP) for identification of CONUS installation support requirements; and development of Requirements Objective Codes (ROBCO) database files for HQDA which supports development of the DA Master Priority List (DAMPL).

- (5) Analysis Modeling and Simulation (M&S) Branch: Provides oversight and direction for FORSCOM M&S development efforts. Supports customer requirements for M&S tools. Develops interactive, automated decision support tools to support Joint and Service operational and training requirements. Trains and assists customers in model use. Provides advanced M&S technology and expertise to the commander for military significant assessments of force capabilities to meet mission requirements. Provides M&S for assessing the impact of management and resource decisions on capabilities and the advancement and improvement of command processes and procedures. Facilitates FORSCOM M&S master planning and working groups (WG). Represents FORSCOM on the Joint M&S Executive Panel and the Army M&S Management Program WG. Represents the command and participates in DOD M&S activities, forums and symposia. Operates in-house M&S developmental laboratory. Provides staff operations research analytical support.
- h. **Operations Division**: The Operations Division maintains and operates the FORSCOM operations center. Formulates and publishes policy for mobilization, deployment, planning, and execution. Prepares and maintains the FORSCOM mobilization plans. Organizes and oversees FORSCOM mobilization exercises. Executes plans for mobilization, deployment, and disaster response operations. Receives and validates all requests for support and is the central authority for all tasking. Coordinates and executes the power projection mission. To accomplish these missions the Operations Division has assigned branches that perform the following specific functions:
- (1) Central Taskings Branch: Serves as sole authority for release of tasking documents within HQ, FORSCOM. Tasks AC resources to satisfy non-operational unit and individual requirements. Operates and maintains the FORSCOM Tasking Control Number Program. Manages the FORSCOM Visit Program, including FORSCOM Umbrella Week Program. FORSCOM Action Agent for special projects such as Presidential Inaugurals, Olympic, Pan-American and Goodwill Games, National Scout Jamborees, Armed Forces Day/Week observances, air shows and others as directed by higher HQs. FORSCOM Action Agent for the JCS Nickname, Code Word and Exercise Term Program. Serves as the HQDA Executive Agent for U.S. Department of State Program governing movement of military forces across the U.S./Canadian Border. Tasks for individual augmentee in support of ongoing operational/residual forces Central/South America and South West Asia; Joint Readiness and other exercises; USCENTCOM, USJFCOM, USSOUTHCOM individual augmentee requirements. Supports USMA and Cadet Command Cadet Summer Training programs and HQDA enlisted

promotion boards. Releases documents tasking for individual augmentees in support of the DA Five-Year Test Program and Combat Training Center rotations. Responsible for FORSCOM Regulations 350-12 and 350-21.

- (2) Deployment Branch: Coordinates the execution of all FORSCOM unit moves in support of crises, contingencies, humanitarian or disaster relief, military support to civil authorities, operations, exercises, training rotations and unit permanent changes of station. Provides continuous monitoring of execution process and provides assessments and projections for all deployment/redeployment operations. Conducts preparatory coordination with CONUSAs, installations, ACOM Army components of supported CINCs, TRANSCOM and other Federal agencies for mobilization, deployment and redeployment of FORSCOM forces. Manages, oversees and manipulates TPFDDs during execution phase. The Branch is responsible for development and promulgation of FORSCOM Deployment Execution Policy. Performs as lead operational authority for ACOM during disaster relief operations.
- (3) C4I Branch: Manages C4I systems/programs, classified and unclassified, within the FORSCOM Operations Center. Manages integration of new technologies into the Operations Center. Manages the Global Command and Control System (GCCS) for the Command. This includes development and integration of joint, service and site unique command and control applications in the GCCS environment. Serves as command POC for all joint and service command and control systems involved in the mobilization, deployment, redeployment and demobilization of forces, to include the Common Operational Picture (COP), Joint Operations Planning and Execution System (JOPES), Global Transportation Network (GTN), Global Command and Control System-Army (GCCS-A). Serves as the DCSOPS POC for all issues in the area of command and control systems for the HQ and FORSCOM subordinate organizations and installations. Ensure that all staff requirements for automation support in FORSCOM Operations Center are developed and met. Oversees the integration of strategic, theater and tactical C2 systems within the command. Manages the FORSCOM portion of the Open Skies Treaty, the Chemical Weapons Convention. Coordinates actions on international agreements. Manages FORSCOM systems that provide unclassified unit movement information for strategic C2 systems. Manages programs designed to upgrade installation/major deployable unit's ability to access requisite C2 systems supporting mobilization and deployments.
- (4) Operations Branch: Synchronizes the FORSCOM battle staff. Directs the FORSCOM Watch Team, Operations Center and Deployment Systems. Prepares near term plans, orders and deploys forces in support of joint contingency operations. Supervises and manages operations of FORSCOM C2 systems.

- i. **Training Division:** Provides FORSCOM training/training resource policy, readiness priorities and planning and execution guidance for subordinate Active Component (AC) and the Army's Reserve Component (RC) units with a primary focus on collective training. Manages FORSCOM Training Aids, Devices, Simulations, Simulators (TADSS); Training Support Center (TSC); Visual Information (VI); Ranges and Training Land (RTLTP); and Training Ammunition Programs. Plans and coordinates FORSCOM support to Unified Command exercises (joint/combined). Conducts force readiness integration for DCSOPS. Plans and coordinates Active Component/Reserve Component (AC/RC) Integration efforts/initiatives.
 - (1) Training Operations Branch (TRO): Responsible for the policy, strategy, and planning guidance for the conduct of FORSCOM unit training. The division integrator for collective training, training readiness, and predeployment (CONOPS) training. Serves as the division lead branch for AC/RC integration efforts/initiatives that include the AC/ARNG Division and Division Teaming.
 - (2) Training Exercise Branch (TRX): Provide staff oversight, to include providing forces, resources, and management, for the CJCS Exercises Program, Sea Emergency Deployment Readiness Exercise (SEDRE) Program, Combat Training Centers (CTC) Program, Overseas Deployment for Training (ODT) Program, foreign unit training and exchanges, and JA/AAT. Develop policy and provide staff oversight for the operation and maintenance of the National Training Center (NTC) and Joint Readiness Training Center (JRTC). Maintain the FORSCOM Master Training Event calendar.
 - (3) Force Readiness Integration Branch (TRR): Responsible for the FORSCOM, HQDA, USJFCOM, NGB, and USARC staff integration of all FORSCOM force readiness issues. Accurately report and monitor the unit status of over 3800 Active, Reserve, and National Guard units.
 - (4) Training Support Branch (TRS): Provides training support policy, planning, resourcing, and execution guidance. Serves as DCSOPS Training Division's integrator of live, virtual, and constructive training domains for FORSCOM units. MACOM Visual Information Manager.

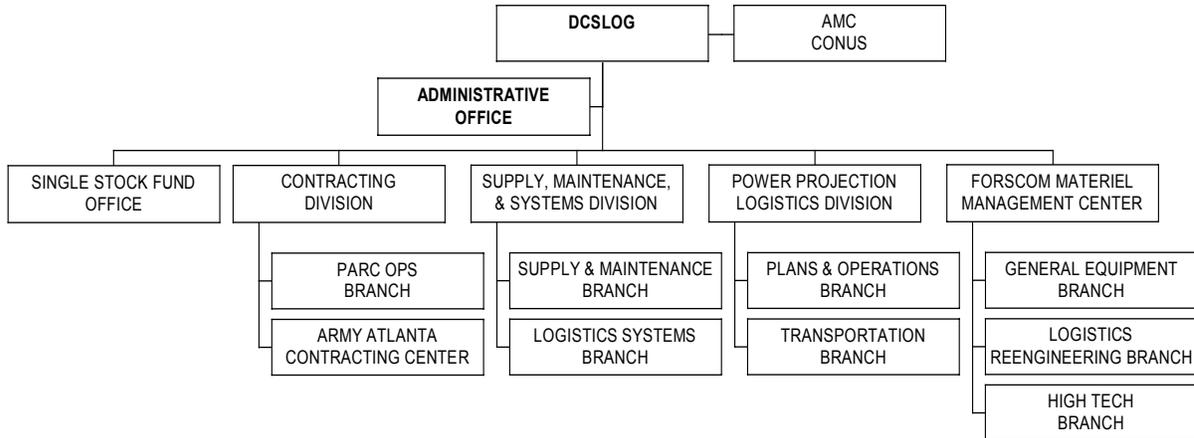
- j. **Aviation Division:** Responsible for assessing active and reserve component aviation unit readiness, functional area program readiness, and effective stewardship of resources during execution of biennial Aviation Resource Management Survey (ARMS) inspections. FORSCOM proponent for development, distribution and monitoring execution of the annual Flying Hour Program (FHP). FORSCOM proponent for Army Air Traffic Control and Airspace management.

- k. **Joint Interoperability Division:** The Joint Interoperability Division executes JCS tasking to manage the Joint Tactical Air Operations (JTAO) Interface Training Program for CINCs, Services, and Defense agencies. The Joint Interoperability Division plans and executes Joint System Training Exercises; FTX ROVING SANDS; operates Joint Multi-TADIL School; maintains JTIDS Network Design Library; operates the JTIDS Pulse Deconfliction Server; provides USMTF training and produces JTAO interface training materials. Serves as a single Defense Agency for JTIDS/MIDS Pulse Deconfliction.
 - (1) **Roving Sands Branch:** Conducts a ACOM Category II Joint Theater Air & Missile Defense (JTAMD) exercise in a realistic field training environment with US and multinational participation – to increase combat effectiveness.
 - (2) **JMTS/JMDLBranch:** Provides Joint Multi-TADIL and USMTF education and training to CINCs, Service, and Defense agencies.
 - (3) **Joint System Training Exercises Branch:** Conducts in-garrison, computer assisted, Category II Joint Theater Air & Missile Defense exercises for US and Multinational command and control force to increase combat effectiveness.

- l. **FORSCOM Augmentation Unit.** Provides trained USAR personnel to augment designated HQ FORSCOM directorates during all phases of mobilization/crisis/operational need.

- m. **Force Integration Division:** Provides a force integration activity which interacts with HQDA, other MACOM and subordinate organizations in the execution of approved force structure programs; participates in HQDA management processes which enable the synchronized introduction, incorporation and sustainment of organizational, doctrinal and material change; coordinates with the U.S. Army Force Management Support Agency to provide authorization documentation support to FORSCOM units; provides HQ, FORSCOM data base administration of the Army Authorization Documentation System – Redesign; coordinates requests for changes to tables of organization and equipment (TOE) and modified TOE; publishes permanent orders for active component unit activations, inactivations, reorganizations and stationing; and conducts the FORSCOM TDA Equipment Surveys.

3-4 DCSLOG: The DCSLOG is responsible for logistics planning, operations, maintenance, management of materiel, facilities, supply and services, procurement, transportation and other aspects of the FORSCOM logistics mission. Performs information management officer (IMO) function. The Army Materiel Command (AMC) CONUS functions are identified in the AMC organization manual.



- a. **Administrative Office:** Performs administrative and management services for the DCSLOG staff/divisions and serves as the DCSLOG point of contact on staff directorate level personnel issues, training, security, distribution, evaluations and awards.

- b. **Contracting Division:** The division chief is the Principal Assistant Responsible for Contracting (PARC) and in that role, represents the CG in his role as the Head of Contracting Activity (HCA) for all contractual matters in FORSCOM. Manages Contingency Contracting Mission. Also oversees two branches:
 - (1) **PARC Operations:** PARC Operations consists of the Contracts Branch and Management Branch. Oversees and administers the Command's contracting mission, including developing and publishing uniform acquisition policy and procedures to assure that all command elements understand the scope and importance of their roles in the process and to assure effective coordination and execution of the mission. Assures that all contract actions are made in accordance with the Federal Acquisition Regulation (FAR) and its supplements, and are executed only by duly appointed personnel. Maintains surveillance over contracting operations to ensure the organizational placement, structure, staffing and training programs of each FORSCOM contracting office. Develops and executes the Command Competition Program. Develops guidance and implements Acquisition Reform initiatives. Resolves disagreements between contracting offices and other functional elements. Performs Contracting Management Reviews of all FORSCOM contracting offices. Manages Commercial Purchase Card (IMPAC) Program and implementation of Standard Procurement System (SPS) and AcquiLine.

- (2) Army Atlanta Contracting Center - FORSCOM Field Support Activity (Contracting): Solicit, award and administer contracts and orders in support of HQ, FORSCOM; HQ, U.S. Army Reserve Command; HQ, First U.S. Army; HQ, Third U.S. Army; HQ, U.S. Army Garrison (USAG), Fort McPherson and its tenants and area support; and other FORSCOM installations and activities; and the Army Research Laboratory (ARL) at Georgia Institute of Technology. Award and administer contracts that consolidate FORSCOM requirements where potential savings from volume purchasing and reduced use of government resources in the acquisition process can be realized; provide regionalized contract support to Forts Dix, Irwin, McCoy and Polk in accordance with FORSCOM Contracting Regionalization; award complex and unique requirements in support of various HQ elements and ARL; perform base operations and local purchase contracting in support of USAG Fort McPherson and its tenants and area of support; and manage the Government Commercial Purchase Card program in support of customers.
- c. **Supply, Maintenance and Systems Division**: Provide the right support and assistance to supported customers at the right time with the right technology. Assist supported customers to resolve problems outside their control, advise best ways to operate, allocate resources, and make sure new logistics business processes support FORSCOM mission. Perform that portion of the FORSCOM logistics program relating to policy and procedures for supply and maintenance of materiel, administration of logistics services and associated automated systems. Provide written, verbal, and on-site assistance to supported customers. Analyze, develop or promote improvements in the policies, plans, methods, procedures, systems or techniques used in administering effective and efficient supply and maintenance, services and systems programs. Conduct, participate in, research, develop metrics and/or analyze supported customer's operations/processes and recommend operational and systemic changes pertaining to the supply, maintenance, service and systems functional areas. Provide the focal point within DCSLOG for internal and external coordination concerning all aspects of automated supply and maintenance management information systems. Provide deputy career program managers for supply and ammunition. All functional areas are listed in the appendix, beginning with No. XXXXX.
- d. **Power Projection Logistics Division**: Develops logistic support issues for planning and operations for contingencies and deliberate plans. This is accomplished by coordinating logistics support concepts governing doctrine, strategic logistics issues, program initiatives and joint/coalition sustainment. Acts as CSS advocate in logistics force structure, exercise and training issues. Acts as interface with development of Global Command and Control System (GCCS) and for logistic strategic planning and execution systems. Develops and coordinates strategic transportation and mobility issues, i.e. container management, Army Strategic Mobility Program (ASMP) and FR

55-1. Manages and coordinates installation transportation services such as freight, passengers and personal property issues.

- f. **FORSCOM Materiel Management Center (FMMC):** Provides theater/MACOM level direction, management, and functional/logistical expertise and assistance for Classes II, III Package, VII, VIII, and IX of supply. Represents, manages, and directs the Force Modernization fielding, materiel release, transfer processes, and related activities associated with tactical Army systems and equipment. Directs and manages special logistics and equipment management programs to execute equipment distribution and redistribution associated with changes in force structure, i.e., major unit inactivation's, activations, and conversions. The FMMC analyzes, manages, and directs appropriate action to improve MACOM equipment readiness and serviceability. The FMMC is the FORSCOM agent for all Contract Logistics Support Programs and executes the FORSCOM budget processes for the DCSLOG. Manages and operates MACOM level fiscal processes in support of FMMC operations with a goal of reducing wasteful spending throughout the command. Manages the Army Contingency Stock Program.
- (1) **General Equipment Branch:** Directs, manages, and provides functional expertise regarding logistics readiness reporting and analysis. Prepares narrative analysis and staff briefings on equipment readiness posture and required corrective actions by DA, FORSCOM, and subordinate commands. Tracks and maintains surveillance of logistics readiness trends and issues associated with FORSCOM force structure changes, deliberate planning, and unit deployment/redeployment operations. Equipment managers distribute/redistribute equipment within the command to improve unit readiness. Tracks FORSCOM unit Continuing Balance System Expanded (CBS-X) validation. Develops software to assist equipment managers with identification and redistribution of excess equipment. Provides MACOM equipment management to Tank-Automotive and Armaments Command commodities, chemical equipment, soldier support commodities, and medical equipment. Manages force modernization equipment fielding for infantry, field artillery, armor, medical, engineer, chemical, and military police units. Directs and manages special logistics programs to include equipment support to NTC pre-positioned stocks. Provides logistics support to the active component and reserve component training programs.
 - (2) **Logistics Re-Engineering Branch:** Responsible for MACOM level management of all Class IX repair parts, Class II items, Class III packaged commodities, and Class IV maintenance related items. Provides program management and directs the efforts of FORSCOM Contract Maintenance Facilities (FCMF). Directs and manages Class VII End Item Repair Programs and Direct Support level component repair programs at selected FCMFs to enhance readiness. Responsible for Management and Oversight of Contract Logistics Support Programs. Manages Army Contingency Operations Stock (ACOS) program which includes the recovery, storage and maintenance of equipment for Operations Other Than War (OOTW), and the

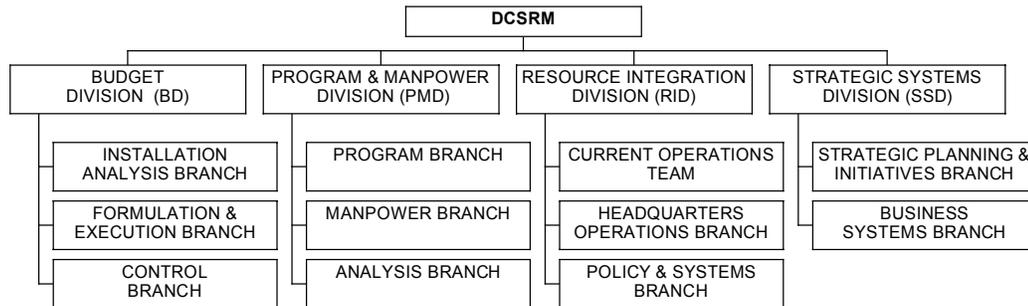
operation, deployment and maintenance of water and ice production in support of contingency missions. Manages and executes the DRMO Recovery Program. Plan, Program and execute the FORSCOM budget for DCSLOG. Manage and operate MACOM level fiscal processes in support of FMCC operations with a goal of reducing inefficiencies and streamlining logistic processes throughout the command.

- (3) **High Technology Branch:** Provides theater/MACOM level direction, management, and functional/logistical expertise for the following major tactical equipment commodities: Army aircraft and aviation related equipment, communication-electronic systems and equipment, night vision devices and thermal sensors, ground combat and air defense missile systems, intelligence electronic warfare systems and equipment, and Army Tactical Command and Control Systems (ATCCS). Manages the Force Modernization fielding and related activities associated with systems and equipment identified above.
- (4) Directs and manages the Force Modernization fieldings and activities associated with all aviation, military intelligence, signal, and air defense units. Directs and manages special logistics and equipment management programs to execute equipment distribution and redistribution associated with changes in force structure, i.e., major unit inactivation's, activations, and conversions. Provides management and integration of fieldings and related activities associated with Brigade Set Fielding and similar force integration programs.

- g. **Single Stock Fund (SSF) Project Office:** Provides oversight and direction for the conversion of FORSCOM activities to SSF for Forces Command. Interfaces with higher, lateral and subordinate commands to implement the program in accordance with Department of the Army (DA) guidance and to help resolve problems that would otherwise affect readiness and financial stability. performance areas as appropriate. Manages the Single Stock Fund Program and the National Maintenance Program within Forces Command. Works with HQDA and AMC in developing Logistical Business Rules, policies and procedures.

3-5 DCSRM: The Deputy Chief of Staff for Resource Management (DCSRM) is responsible for resource integration within U.S. Army Forces Command. The DCSRM enables the core process owners to achieve the command's objectives by managing mission required funds and manpower resources and by ensuring that the command's resources are protected, accounted for, and expended in compliance with statutory, regulatory and policy requirements. The DCSRM is also responsible for planning; developing; managing and evaluating process management, performance assessment and activity/service based management systems. These systems measure the command's efficiency and effectiveness in accomplishing its objectives. The organization executes its responsibilities through five sub-elements: the Office of the DCSRM, the Budget Division, the Resource Integration Division, the Strategic Systems Division and the Program and Manpower Division. The Office of the

DCSRM is responsible for internal administrative and external liaison functions. Internal administrative functions include property book control; security management; DCSRMs conference room reservations; civilian and military personnel management and support; and management of the DCSRMs portion of the TDA. External liaison functions include tasker control, congressional responses and command function representative for the Comptroller (CP 11) and Manpower and Force Management (CP 26) Career Programs.



- a. **Budget Division:** The Budget Division consists of three branches: Installation Analysis, Formulation and Execution and Control.
 - (1) **The Installation Analysis Branch:** Responsible as the single point of entry for installations on resource management issues, policy and information. Responsible for individual installation execution analysis, support to installations, and review of installation unfinanced requirements (UFRs). Performs analyses of current year execution and fields installation questions. Prepares Unit Status Report analysis and provides to DCSRMs/ADCSRMs. Analyzes UFRs/reprogramming as requested by installation resource management personnel. Reviews Installation Status Reports (ISR). Prepares installation trip books for command group and higher HQ visits. Performs installation visits to remain current on installation requirements and issues.
 - (2) **The Formulation and Execution Branch:** Primarily focuses on Program Level issues for budget formulation and execution. Responsibilities include: HQDA PEG liaison for Budget Year actions; analysis of PBG, TAP, DPG for budget/execution; provides DCSRMs function POC for program-level budget/execution issues. Responsible for building command requirements in accordance with HQDA, DOD and JCS guidance and translating those program requirements to HQDA to obtain budget/execution resources. Orchestrates the resource management decision process within the HQ for budget and execution year funding. Interacts frequently with and maintains liaison with program/execution POC at various installations, MACOMs, and higher HQ.
 - (3) **The Appropriation Control Branch:** Responsible for establishing and maintaining accountability in the execution of the command's resources through external and internal control systems. Coordinates FORSCOM budget issues with Army Budget Office. Controls sub-activity group (SAG)

reprogramming, PBAS operations, Official Representational Funds (.0012 Limitation) and systems oversight for related budget systems. Manages prior year funds. Orchestrates Yearend Closeout Operations and the Funding Letter process within the FORSCOM HQ. Responsible for management of Army Working Capital Funds, Other Procurement Army (OPA) and Foreign Military Sales for FORSCOM.

- b. **Program and Manpower Division (PMD)**: PMD consists of three branches: Program Branch, Manpower Branch, and Analysis Branch.
- (1) **Program Branch**: Responsible for building requirements in accordance with HQDA, DOD and JCS guidance and translating those requirements to HQDA to obtain resources. This branch has lead on ensuring that the PEG/PBAC process results in a command prioritized list of requirements. Program Branch functional responsibilities include the development of the Army component input to CINC's Integrated Priority List (IPL), Program Memorandum Objective (POM) development, HQDA PEG liaison, Defense Program Guidance (DPG) analysis, The Army Plan (TAP) analysis and Program Budget Decision (PBD) cycle.
 - (2) **Manpower Branch**: Responsible for distributing civilian and military TDA manpower authorizations to the field. Also, responsible for the Manpower TDA and Command Plan documentation, manpower programming, Total Army Analysis (TAA) – TDA portion, command plans and analysis of civilian manpower execution (CMOD/ACPERs/FEDS) and other manpower related issues.
 - (3) **Analysis Branch**: Responsible for conducting cost and economic analyses. Provides command level MOU/MOA assistance. Serves as command point of contact for the Service Based Costing (SBC) initiative to include integration with the Installation Status Report – Part III Services. Undertakes special studies and develops/implements resource management initiatives tasked by the command group and/or the DCSRM. Serves as DCSRM point of contact for the Management Control Program and DCSRM audits and inspections. Evaluates external and internal resource management efficiencies directed by higher headquarters.
- c. **The Resource Integration Division (RID)**: The RID consists of two branches, the Operations Branch and the Policy & Systems Branch and one team, the Current Operations Team.
- (1) **Policy and Systems Branch**: Responsible for providing timely information to HQDA, DFAS, the DCSRM and process owners within the headquarters, subordinate commands, CONUSAs, and installations to ensure compliance with fiscal and budget statutory, regulatory and policy requirements. Responsible for refining and integrating external and internal financial

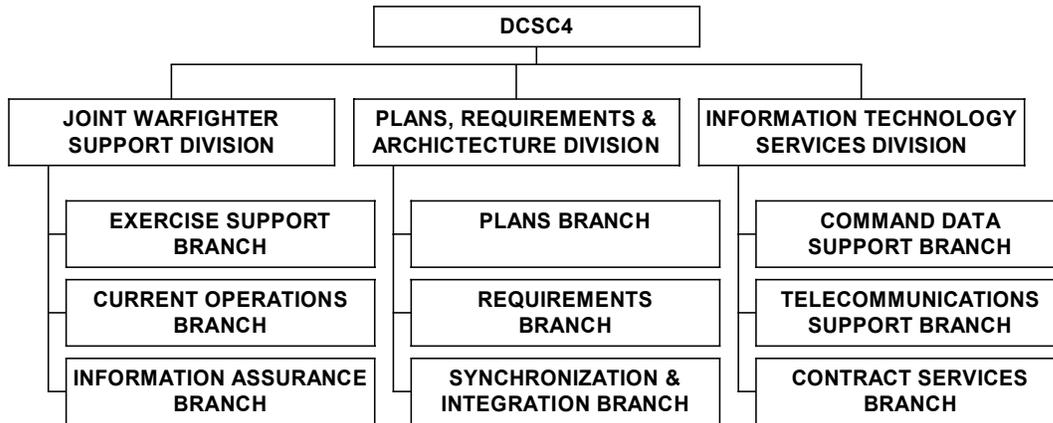
control systems. Policy and Systems Branch responsibilities include the DOD Government Travel Charge Card program oversight for the command, Army Reimbursement Policy, Budget Policy, FORSCOM PPBES IT Support, FRMS, MyEureka/IQ Objects (HQ, FORSCOM query tool), Electra, COGNOS PowerPlay (On-line Analytical Processing (OLAP)), DFAS-IN Regulation 37-1, DFAS Manual 37-100-XX, Managerial accounting and NAF policy. Other functional responsibilities include DAQS, PBAS, CQ.com, Travel Manager, and Defense Travel System (DTS), ULO/NULO/UMD, and ensuring accurate financial management information resulting from interface between financial management and functional systems (e.g., CRFS, SAACONS, SARSS, FEDS, BXU).

- (2) Headquarters Operations Branch: Provides direct and indirect resource management support to the headquarters' principal and special staffs. Responsibilities include certifying, tracking, securing, coordinating and defending fund and manpower resource requirements for FORSCOM headquarters, mission and BASOPS functions. Services encompass: preparing, processing and authenticating travel orders via FATS and authenticating orders via travel manager; managing funds for civilian pay, civilian awards and benefits, coordinating all SF 52 Personnel Actions and full-time-equivalent ceilings; managing HQ TDA of approximately 400 military and 1000 civilian authorizations; certifying availability of funds and issuing fund citations; recording obligations; fund control; reconciling outstanding transactions and performing joint financial reviews. Mission functions include fund control for contingency, exercises, counterdrug, long term training and centrally managed programs, i.e., video telecommunication lease and water/POL management. Programs included in BASOPS subject to fund control are Environmental/Energy Conservation, Rail Maintenance and Microfiche/CPO Equipment.
- (3) Current Operations Team: Responsible for coordinating, developing, consolidating, and presenting/justifying FORSCOM's Contingency Operations (CONOPS) budget to HQDA Army Budget Office. Also responsible for developing cost estimates for FORSCOM support of natural disaster relief operations and coordinating reimbursement from the supported federal agencies such as Federal Emergency Management Agency (FEMA) and National Interagency Fire Center (NIFC). This team manages the distribution of CONOPS funding as well as monitors FORSCOM's CONOPS budget execution. Coordinates the resolution of Finance policy actions for FORSCOM with HQDA DCSPER Compensation and Entitlements Branch and the Defense Finance and Accounting Service (DFAS) concerning military pay and travel entitlements issues and related systems. Issues Finance policy guidance as well as financial management policy guidance for CONOPS and natural disaster relief operations to FORSCOM's subordinate installations and commands. This team represents FORSCOM DCSRM on the Crisis Action Team/Battlestaff. Maintains close liaisons and coordinates

actions with supported/supporting CINC action officers, OCAR and NGB in conjunction with their support of on-going contingency operations.

- d. **Strategic Systems Division**: The Strategic Systems Division has two branches, the Strategic Planning and Initiatives Branch and the Business Systems Branch.
- (1) **Strategic Planning and Initiatives (SPI) Branch**: Responsible for developing and maintaining a strategic management system; producing a strategic plan, a campaign (or annual) plan, and a quarterly review and analysis process that monitors performance against command goals. The SPI Branch also develops processes to eliminate barriers to efficient operations, including streamlining the waiver process and conducting reengineering studies. Additionally, the SPI Branch is responsible for command-wide deployment and synchronization of cost management models, with a primary focus on Activity Based Costing and Management (ABC/M). An overarching critical mission of the branch is the integration and interaction of the ABC/M systems, Reengineering/Reinvention processes, and strategic management tools into the Centurion criteria to compel installation managers to maximize available tools to become performance oriented managers, cognizant of the relationships between process improvement, performance management and cost management. The branch also provides information technology hardware and internet support to the DCSRM.
- (2) **Business Systems Branch**: Responsible for assisting FORSCOM installations and other Army customers to design effective business systems and continuous improvement processes. Also, responsible for assisting our customers to understand/apply the principles of the Malcolm Baldrige Criteria for Performance Excellence to develop business results through fact-based decision making. This is accomplished through the FORSCOM Centurion Program. The essential services and functions are consulting, teaching, coaching and assessing the installation's business management system using the principles imbedded in the Malcolm Baldrige Criteria for Performance Excellence. Business Systems Branch assists installations with identifying key next steps in their quality journey and provides training/consulting services in the areas of strategic planning, activity-based costing/management, business process reengineering, performance metrics, Malcolm Baldrige National Quality Award criteria, and Organizational Self-Assessment writers training. The branch has oversight of FORSCOM's participation in the Army Communities of Excellence (ACOE) and the President's Quality Award (PQA) competitions. Participation in these programs and other state program, such as, Georgia, Tennessee and Florida also serves, as a means to maintain critical skills needed for assessment of installation management systems, as well as training, coaching and consultation services to assist organization installations in their continuous improvement efforts. The branch establishes quid pro quo partnerships with other government agencies, not-for-profit private corporations, and up-to-date private companies performing similar activities and processes.

3-6 DCSC4: The DCSC4 has the responsibility to ensure effective strategic, theater/tactical and sustaining base information services for the CG FORSCOM and his staff and exercise staff responsibility and functional oversight of Command, Control, Communications and Computers (C4) and Information Technology (IT) services to all FORSCOM elements.



a. **DCSC4:** The DCSC4 is designated as the FORSCOM Chief Information Officer (CIO) and serves as both a FORSCOM staff director and the Commander of the U.S. Army Signal Command (ASC). Duty location is at HQ, ASC.

(1) As a FORSCOM staff director, the DCSC4 is responsible for managing the FORSCOM Information Technology (IT) mission and advising CG FORSCOM, HQ FORSCOM staff and FORSCOM major subordinate commands on IT and Signal support issues. Specific functions of the FORSCOM DCSC4:

- Develop IT policy and standards.
- Develop IT plans, requirements and architectures.
- Synchronize and integrate systems.
- Develop and maintain command database and information support systems software.
- Provide support and maintenance of HQ, FORSCOM and Fort McPherson IT systems, networks and support services.
- Provide MACOM operational and exercise support to the warfighter.

(2) The Commander, ASC, directs the ASC headquarters staff and subordinate units in the command's mission to train and maintain a combat ready, worldwide deployable and forward deployed Signal force to support CINCs and JTFs. In addition, ASC is the Army Executive Agent (EA) for numerous IT support missions, to include Quality Control/Quality Assurance; management of the Army Network and Systems Operations Center

(ANSOC); Configuration Management and other missions as enumerated in AR 25-1.

- b. **The Deputy Commander of ASC/Assistant DCSC4:** Is designated as the FORSCOM Deputy CIO and has duty station at HQ FORSCOM and represents the DCSC4 as a full time member of the HQ FORSCOM staff. The Assistant DCSC4:
- Manages the day-to-day operations of the FORSCOM DCSC4 staff and assists the ASC Commander in the execution of his mission.
 - Ensures effective tactical, theater, strategic, and communications and automation services for CG FORSCOM and his staff.
 - Exercises staff responsibility and functional oversight of C4 and IT services to all FORSCOM elements.
 - Coordinates FORSCOM C4 and IT requirements with the JCS, ACOM, other supported CINCs, HQDA, external agencies, program managers and others as necessary.
 - Chairs the FORSCOM Information Technology Council (FITC).
 - Represents the DCSC4 in chairing FORSCOM's Information and Communications Program Evaluation Group (PEG); and is a voting member in five other FORSCOM PEGs.
- c. **The FORSCOM DCSC4 Staff:** Is the functional staff proponent for MACOM IT/Signal programs and works these programs internal and external to the headquarters IAW standard staffing procedures. Sub-paragraphs d – f describe the DCSC4 divisions.
- d. **Joint Warfighter Support Division (JWS):** The JWS Division is the proponent for the strategic and tactical C4 operations mission areas to include crisis actions and contingency operations. Manages the FORSCOM Information Assurance (IA) Program. Provides C4 planning and execution support for Joint Chief of Staff sponsored exercises, Joint Systems Training Exercises (JSTE), Roving Sands (RS) and Joint Warrior Interoperability Demonstrations (JWID). Other planning actions in support of DCSOPS include signal/IT related elements of concept plans, implementation plans, war plans, contingency plans, support plans, transition plans, Army Transformation, test/demonstration plans and plans addressing Homeland Security, and military support to civilian authorities. Manages and operates the FORSCOM Electromagnetic Spectrum (Radio Frequency Spectrum) Management Program. Manages and operates the FORSCOM Communications Security (COMSEC) program which includes automation security compliance and accreditation.
- e. **Plans, Requirements and Architecture Division (PRA):** The PRA identifies Information Technology (IT) requirements, validates IT architectures, develops associated plans for resourcing and implementation, and provides technical expertise to achieve interoperable and seamless C4 systems for the warfighter.

PRA develops, coordinates and defends IT requirements in manpower and resource venues to support HQ FORSCOM and installation/activity missions. Conducts DCSC4 manpower management and reporting, TDA maintenance, and manpower assessments. Serves as the DCSR liaison and principal advisor for DCSC4 staff on funding and manpower issues for FORSCOM IT. Coordinates activities of the FORSCOM Information Technology Council. Develops DCSC4 portion of Planning, Programming, Budgeting and Execution System actions such as Program Objective Memorandum (POM), Command Budget Estimate (CBE), Integrated Priority List (IPL), Army Procurement Back-up Books (P-forms), and Spend Plans. Prepares and participates in OPA2 management and budget decisions. Manages Information and Communications Program Evaluation Group (PEG). Participates in emerging command resource cost analysis programs. Provides C4I technical architecture guidance within HQ FORSCOM and subordinate installations. Serves as proponent for FORSCOM Power Projection C4I System Master Plan and the C4I Action Plan, producing products to enhance the Command's C4I System, management, and modernization. Validates requirements for compatibility with FORSCOM C4I programs and initiatives in accordance with HQDA and Joint Staff architecture guidance. Executes command wide programs to achieve Year 2000 and Joint Technical Architecture – Army compliance. Liaison for expense/investment and contracting issues. Implements FORSCOM acquisition reform initiatives in support of the Federal Acquisition Streamlining Act. Administers agency Management Control Program. DCSC4 member of FORSCOM Strategic Plan forums. Manages the Army Standard Information Management Systems and the associated resources. Conducts command program for IT in Military Construction, Army. Coordinates IT Commercial Activities (CA) studies and participates on CA selection boards. Provides analysis of interoperability and sustainability of DOD/Joint and Army Command and Control and Combat Support Systems, Power Projection Information Systems, Installation Information Infrastructure Architecture Modernization Program (I3AMP), Defense Message System, Common User Information Transfer Network, and other DOD/JCS/Army information technology programs. Provides expertise to achieve compliance with and attainment of the DOD common operating environment, Defense Information Infrastructure, Joint Technical Architecture and Army Technical Architecture in support of the mobilization and deployment process, BASOPS including Operations Other Than War, and the full spectrum of combat, combat support, and combat service support; IT enhancements for in-place and pending projects; analysis, documentation and facilitation to FORSCOM's IT infrastructure; Project synchronization recommendations to ensure maximum leverage of project and optimal delivery to the customer; FORSCOM network management design, implementation and sustainment in support of the full spectrum of FORSCOM missions; and project oversight for the fielding of specified C4 projects.

- f. **Information Technology Services Division:** The Information Technology Services Division manages FORSCOM's Global Command and Control System (GCCS), FORSCOM Network (FORNET) and installation network operations and maintenance activities. Provides engineering, installation, configuration

management, technical support, maintenance (Help Desk) and administration for computer workstations, stand alone, as well as network hardware/software systems. Ensures DA architectural standards compatibility and compliance on FORSNET. Conducts in house computer software training on locally supported systems. Manages IT property accountability and redistribution of excess IT equipment. Administers FORSNET and other IT support contracts. Chairs and coordinates the Communications Control Board, Information Management Working Group and Customer Focus Sessions. The Command Data Support Branch performs data management and data base administration. Develops and maintains command databases and application software supporting FORSCOM missions. Fields FORSCOM software to MACOMs, MSCs, PPP/PSP, enables GCCS/GCCS-A data and user access, submits and validates GCCS/GCCS-A change requests, evaluates and recommends Commercial Off the Shelf (COTS) software and provides software advice and assistance. The Telecommunications Support Branch provides voice and data telecommunications services and support to Fort McPherson, Fort Gillem and all tenant activities to include First US Army, Third US Army, US Army Reserve Command, HQ FORSCOM, as well as DOD activities in the northern 43 counties of Georgia. Provides staff direction, coordination and advice command-wide relative to current operations of complex IT systems/services that support FORSCOM installations CONUS-wide. IT support includes telephone, ADPE, office automation, micro-graphics, non-tactical and HF radio, transmission networks supporting local and global data systems and transmission media such as satellite, microwave, digital and analog carriers, coaxial and twisted-pair cable, fiber optics, and ISDN. Provides off-site communications support to the CG, FORSCOM. The Contract Services Branch provides guidance and program management for disciplines printing and publications and records management. Provides the NATO subregistry, conducts NATO security briefings and authorizes access to NATO information for FORSCOM personnel. Manages TOP SECRET control for the command. Operates and manages the Fort McPherson/Gillem official mail and distribution system, records holding area and publications stockroom. Point of contact for all congressional/presidential and Secretary of the Army inquiries. Serves as printing liaison for Fort McPherson with the local DAPS facility.

3-7 Staff Judge Advocate (SJA): The SJA is a member of the CG's personal staff and serves as the CG's primary legal advisor with respect to all FORSCOM related issues including support of CONUS and domestic operations, Military Support to Civil Authorities and military contingency operations as directed by the National Command Authority. The SJA has direct access to the CG on military justice matters pursuant to Article 6, Uniform Code of Military Justice (UCMJ)(10 U.S.C. § 806). The SJA assists the CG and the FORSCOM staff by providing legal reviews of FORSCOM programs and activities. The SJA identifies legal problems and participates fully in determining legally acceptable decisions. The SJA has technical responsibilities for the supervision and training of all active and reserve Judge Advocate components as well as civilian legal personnel assigned to FORSCOM and its subordinate commands. The SJA is in charge of the Office of the Staff Judge Advocate (OSJA) and it is through the OSJA that the SJA carries out most of his/her

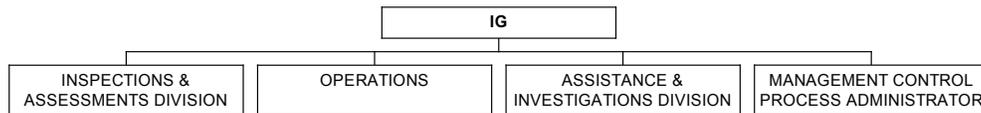
legal functions. The SJA exercises supervisory responsibility over the OSJA regarding its provision of legal advice, legal training programs, legal preparation for mobilization and its standards of conduct/ethics program.



- a. **Office of the SJA:** In addition to the SJA and the SJA’s Executive Officer, the OSJA is comprised of an administrative support component and two legal divisions whose missions are divided along functional lines into the disciplines of civil and military law. The OSJA is composed of civilian and military personnel; it is also seasonally supplemented by reserve component attorneys and civilian legal interns.
- b. **Executive Officer:** The SJA’s Executive Officer oversees the daily operations of the OSJA and is additionally responsible for providing timely, accurate and practical advice concerning force structure and manpower, mobilization and operational legal requirements/sourcing.
- c. **Administrative Division:** A non-legal, but integral component of the OSJA, this division provides office management, budget and logistical support.
- d. **Military Law Division:** Provides legal advice concerning the legal interpretation of statutes and regulations as they affect the functioning and command of HQ, FORSCOM and its subordinate commands. The Division’s primary areas of legal specialization involve standards of conduct/ethics, criminal law (the UCMJ), international and operational law, law of war, intelligence law, mobilization, military support to civilian authorities and administrative law. Administrative law encompasses such diverse matters as, Article 138, UCMJ (10 U.S.C. § 938) complaints, the review of Inspector General investigations and adverse administrative actions against military personnel. Such adverse administrative actions include commander’s inquiries, AR 15-6 investigations, reductions, bars to reenlistment, letters of reprimand, bars to the installation, flagging actions and administrative eliminations. Another key Division mission is to track and provide advice concerning important Federal laws moving through the legislative process that affect important FORSCOM interests. Freedom of Information Act (FOIA)/Privacy Act (PA) requests are a shared responsibility of both the Military Law and Civil Law Divisions.
- e. **Civil Law Division:** Provides legal advice in the areas of contracting, civilian personnel and labor law matters and environmental law. Serves as the principal legal advisor to the CG in his/her role as the Head of Contracting Activity (HCA). The Division is also the principle legal advisor to the Office of the Principal

Assistant for Responsible for Contracting (PARC) and the contracting staff. Additionally, it serves as the FORSCOM Labor Counselor and Senior Labor Counselor for the command and as a corollary it provides technical oversight and direction for FORSCOM's labor law and civilian personnel law functions, including advice related to Equal Employment Opportunity (EEO). Serves as the Environmental Law Attorney for the command. This includes technical oversight of the environmental legal services furnished by the installation Environmental Law Attorney. The Division also provides advice and assistance on fiscal law and policy, taxation, the prison labor program and use/disposal of real property. Serves as the primary legal advisor to the command and staff for the Commercial Activities program. Provides program oversight and statutory interpretation of Base Realignment and Closure (BRAC) and the Capital Venture Initiative (housing privatization) legislation. The Civil Law Division also provides first-line contract law advice to FORSCOM's Army Atlanta Contracting Center (AACC - an adjunct of the FORSCOM PARC Office, DCSLOG and operates as the Regional Acquisition Center for HQ, FORSCOM, First U.S. Army, Third U.S. Army and HQ USARC).

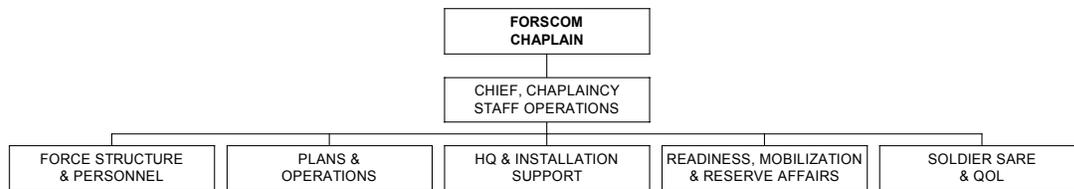
3-8 Inspector General (IG): The IG is responsible for assessing the state of economy, efficiency, discipline, morale, esprit de corps and readiness throughout FORSCOM. The IG serves as a member of the personal staff of the Commanding General:



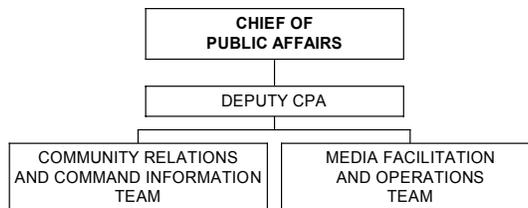
- a. **Inspections & Assessments (I&A) Division:** The Inspections & Assessments Division executes a flexible, relevant inspection/assessment program that identifies systemic problems. The I&A Division determines root causes, identifies possible solutions and recommends corrective actions. They also conduct staff assistance visits to evaluate the local assistance function, assess soldier's perception of leading, caring, training, quality of life, discipline and the command climate of FORSCOM installations. In addition, the division performs intelligence oversight inspections for FORSCOM.
- b. **Assistance & Investigations (A&I) Division:** The Assistance & Investigations Division conducts investigations and inquiries:
 - (1) **Investigations:** Conduct formal investigations (fact finding examination) into allegations, issues or adverse conditions to provide the CG a sound basis for decisions and actions.
 - (2) **Inquiry:** Conduct informal, fact finding process to gather information needed to respond to requests or resolve allegations.

- c. **Operations:** Coordinates and provides input to FORSCOM staff actions; evaluates Inspector General Action Request (IGAR) trends; reviews actions by DAIG and subordinate command IGs and coordinates external IG evaluations within FORSCOM. Responsible for the internal training program, budget planning and tracking, property accountability, information management and the Inspector General Network (IGNET).
- d. **Management Control Process Administrator:** Administers the Management Control Process (MCP) throughout the command; conducts MCP training for FORSCOM headquarters; prepares the CG's Annual Assurance Statement.

3-9 Chaplain: The Chaplain supports ministry throughout FORSCOM. Coordinates policies between USARC, CONUSA, installation chaplains and DACH; provides guidance on policies and procedures for comprehensive religious programs, activities and management of personnel and financial resources. Supervises training requirements for chaplains, chaplain assistants and directors of religious education. Provides assistance and guidance in determining religious facilities and equipment requirements. Serves as liaison with the Office of the Chief of Chaplains, other MACOMs, NGB, USARC Chaplain, CONUSA Chaplains, Installation Staff Chaplains, and civilian religious leaders. Coordinates and manages Reserve Component Affairs and guidance for chaplain mobilization planning and training in consultation with DACH and ARPERSCOM. Manages Army-wide active duty chaplain recruitment. Manages SRC 16. Accomplishes the FORSCOM Chaplain portion for contingency planning.



3-10 Chief of Public Affairs: The Chief of Public Affairs is responsible for planning and implementing all operational public affairs activities within Headquarters, FORSCOM, developing and executing information strategies, facilitating media operations and community relations, conducting public affairs planning and training. Provides counsel and guidance to FORSCOM subordinate commands and public affairs advice to the CG and the staff on public issues and the public affairs implications of planned actions and activities.



3-11 **Secretary of the General Staff (SGS):**

- a. **Responsibilities:** The SGS is responsible to the Chief of Staff for management and coordination of all MACOM staff actions and serves as the Administrative Executive for the Command Group. Supervises all activities of the Protocol Office, Small and Disadvantaged Business Office, Military History Office and the 44th Military History Detachment.
- b. **OPCON:** The FORSCOM SGS has operational control over the following FOA/FU as defined in FORSCOM Regulation 142: 44th Military History Detachment, Fort McPherson, GA.
- c. **Protocol:** Protocol is responsible for distinguished visitors (three-star and above, civilian equivalents and FORSCOM commanders), foreign and domestic visitors; monitor all other general officer and equivalent visits; command group hosted social functions, conferences and ceremonies; military flight validation and scheduling; accompanied spouse travel program; VIP billeting; VIP logistical support (to include FORSCOM staff general officers); funds (.0012 Contingency and nonappropriated); mementos; and the FORSCOM Conference Program.

3-12 Commanding General's Staff Group: The Commanding General's Staff Group is responsible to the CG to assist him in accomplishing his goals. To accomplish this, the CG's Staff Group conducts independent research and analysis; performs quick-reaction studies on special topics; develops concepts (fleshing out "thoughts while running"); and develops and assists in implementing the CG's plan to advance his command agenda. The Staff Group prepares the CG's speeches, presentations, briefings, and articles for publication and assists the CG in his preparation for participation in Senior Commander's Conferences, Board of Directors meetings, Senior Leadership Conferences, Component Commanders' Conferences and any other important forum he designates. A member of the Staff Group travels with the CG; attends all briefings/meetings to understand the issues, serves as additional eyes and ears for the CG and prepares trip reports; records the CG's taskers and thoughts while traveling. The Staff Group prepares CG's Congressional testimony; prepares CG for any visits to Congressional members or their staff and keeps the CG informed of Congressional activity that impacts on FORSCOM. Stays informed on Army, joint and external thinking on Defense issues of importance to FORSCOM.

3-13 **Reserve Component Advisors:**

- a. **Senior USAR Advisor (Assistant Chief of Staff (AcofS), United States Army Reserve (USAR)):** The ACoS, USAR reports to the Deputy Commanding General/Chief of Staff and is the primary advisor to the Commanding General, Forces Command (FORSCOM) and his staff on matters relating to assigned Army Reserve troop units and personnel. The office of the ACoS, USAR serves as the FORSCOM staff's primary focal point for effective facilitation and coordination of all USAR issues to include the validation and, prioritization of authorized Active Guard reserve positions under FORSCOM command and control. Articulates USAR roles and

capabilities during mission planning, assists in developing plans and programs to enhance the mobilization and readiness of USAR units. Is the lead organization for the Recovery and Reconstitution Crisis Action Team, which is part of the FORSCOM Continuity of Operations Plan. Acts as the main conduit of information and staff coordination between FORSCOM, the Office, Chief Army Reserve and the US Army Reserve Command. The office also maintains effective working relationships with USAR and ARNG advisors at other Major Army Commands and Continental US Armies, Army Reserve Personnel Command, and Major Subordinate Commands.

b. Senior National Guard Advisor: The Senior ARNG Advisor at FORSCOM reports to the Chief of Staff and has the mission of providing assistance to the CG and staff regarding ARNG issues in training, readiness, mobilization and support to civil authorities. The Senior ARNG Advisor's office is responsible for assisting HQ, FORSCOM and the National Guard Bureau with the development, coordination and implementation of policies, programs and regulations that affect the ARNG. This office, in coordination with NGB, is charged with managing all the Army National Guard's Active Guard and Reserve (AGR) positions located throughout FORSCOM. This office maintains liaison and effective working relationships with other MACOMs, State TAGs and CONUSAs.

3-14 Internal Review (IR): The IR Office is a member of the Chief of Staff Special Staff that provides audit support to the Commander and his staff. IR functions are governed by AR 11-7 and comply with Comptroller General of the United States Government Auditing Standards. The IR supports the command by conducting a full range of timely and independent audits to assist management decisions. Additionally, the office performs liaison with external agencies and provides oversight of the IR offices throughout FORSCOM. Management information is provided through a variety of audit types. These audits range in complexity and length depending upon management's information requirements. Audits identify issues, causes and include workable corrective actions. Follow-up audits are also performed in accordance with AR 36-2 to validate corrective actions. The following are the types of audits performed:

- Performance Audits
- Program Audits
- Financial Audits
- Quick Response Audits
- Advisory/Consulting Services

The IR office coordinates audits performed by external agencies such as the General Accounting Office, Department of Defense, Inspector General, U.S. Army Audit Agency and commercial audit firms. The IR office is responsible for scheduling entrance and exit conferences, coordinating reports for comments and ensuring that the FORSCOM position on findings and recommendations is prepared and accurately presented in external audit reports. The office advises the command staff on release of information to external sources and provides status of audits and analysis of audit results. The IR office is responsible for oversight of internal functions throughout FORSCOM. The office formulates and disseminates IR policy within FORSCOM and represents the command on matters with

OASA (FM&C). The IR office also performs assistance and evaluation visits at subordinate IR offices to evaluate their operations.

3-15 Small and Disadvantaged Business Utilization (SADBU) Office: The SADBU Office is the member of the Chief of Staff special staff that has oversight responsibility for the Command Small Business Program. SADBU functions and duties are contained in DoD directive No. 40251. The SADBU Office provides advice and counsel to the commander on small business matters. Briefs the commander on program status. Provides advice and assistance to program managers and other related officials in the development of strategies to ensure maximum participation in prime and subcontracting by small business concerns. Monitors prime contractor small business subcontracting programs. Conducts periodic site visits with senior manage officials to evaluate compliance with contract requirements and makes recommendations to the contract and contracting officers on improvement of program performance for activities conducting contract administration functions. Monitors performance related to successful goal accomplishment at the activity, and advises the commander on corrective action required for improved program performance.

CHAPTER 4

HQ, THIRD U.S. ARMY (TUSA)

4-1 Background: Headquarters, Third United States Army (TUSA), serves as both a major subordinate command of HQ, FORSCOM and as a service component of the United States Central Command (USCENTCOM). Third U.S. Army is also designated Army Forces Central Command (ARCENT).

4-2 Mission: The Third U.S. Army mission is as follows:

- Be the Army component headquarters of USCENTCOM.
- On order, be the Deputy Joint Force Land Component Commander (DJFLCC) or commander of a Joint Task Force (JTF).
- Develop and coordinate requirements, plans and participation of U.S. forces and when directed, Joint/Combined forces, in USCENTCOM exercises and contingencies.
- Provide command and control of assigned and attached Army and designated Joint/Combined forces operating within the USCENTCOM area of operations.
- Be prepared to deploy worldwide in support of JCS contingencies.

4-3 Command Relationship: The HQ, TUSA is under the command, less operational command (OPCOM), of HQ, FORSCOM. As a major subordinate command, HQ, Third U.S. Army responds to the CG, FORSCOM, on service related matters pertaining to organization, resourcing, training, readiness and mobilization of Army forces identified for the support of USCENTCOM contingency requirements. It operates as a subordinate headquarters for CONUS sustaining base planning purposes. For deployment, HQ, Third U.S. Army responds to the Commander-in-Chief, USCENTCOM. HQ, Third U.S. Army can be tasked by HQ, FORSCOM/ USCENTCOM to perform functions within its capability and limitations, provided these functions are inherent in its mission.

4-4 Army Forces Central Command (ARCENT): The HQ, TUSA, as the Army Component headquarters (USARCENT) of USCENTCOM, is under OPCON of USCENTCOM and responds to the Commander-in-Chief, USCENTCOM (USCINCCENT), for those tasks outlined in Joint Pub 0-2, DOD Directive 5100.1 and the Unified Command Plan. HQ USARCENT operates as a MACOM for all Army matters within the USCENTCOM joint area of responsibility. HQ USARCENT is tasked directly by and responds directly to HQ USCENTCOM and HQDA on matters affecting the Army forces within the USCENTCOM area of responsibility and for those functions assigned to the Army Component of USCENTCOM. HQ, Third U.S. Army/USARCENT plans for assumption of its post deployment MACOM status, including full command over Army forces that will be transferred to the OPCON of USCENTCOM and for the employment and sustainment of these forces.

CHAPTER 5

HQ, U.S. ARMY RESERVE COMMAND (USARC)

5-1 Background: The U.S. Army Reserve Command (USARC) is headquartered in Atlanta, Georgia at Fort McPherson. USARC is staffed by more than 800 personnel. It is one of the largest Major Subordinate Commands (MSC) in the U.S. Army. The command serves approximately two hundred thousand U.S. Army Reservists. The command's mission has grown from developing the staff organization of the USARC to assuming responsibility for the resource, personnel, training support, logistical, operational and facilities management of Continental U.S. (CONUS) Army Reserve units, except special operations forces.

5-2 Mission: The USARC mission is as follows:

- Commands, controls, supports and ensures wartime readiness of USAR forces.
- Organizes, trains and prepares USAR units for mobilization and commitment to a wartime theater of operations.
- Responsible for managing and executing all OMAR and RPA funds allocated by HQDA.
- Supports mobilization as directed by FORSCOM.

5-3 Command Relationship: The USARC is a major subordinate command of FORSCOM and exercises command and control of USAR units assigned to FORSCOM only.

I. APPENDIX

HQ FORSCOM FUNCTIONS MANUAL

FUNCTIONAL RESPONSIBILITIES

1. **Purpose:** Appendix A is a matrix identifying functions, which support the execution of FORSCOM missions. The matrix identifies the proponent/primary responsibility and assist agencies responsible for functions. In addition the primary regulatory or procedural authority for each function is listed.
2. **Action Codes:** Action codes are provided to designate the type action performed by the proponent with primary responsibility:

<u>Action</u>	<u>Code</u>
Act	AC
Administer	AD
Advise	AV
Allocate	AL
Analyze	AN
Appraise	AP
Approve	AR
Assess	AZ
Assign	AS
Assist	AT
Award	AW
Conduct	CD
Control	CN
Chair	CH
Coordinate	CO
Consult	CS
Convene	CV
Design	DG
Develop	DE
Direct	DI
Deploy	DP
Distribute	DS
Determine	DT
Document	DC

<u>Code</u>	<u>Action</u>
Edit	ED
Enforce	EF
Establish	ES
Estimate	EM
Evaluate	EV
Exercise	EC
Execute	EX
Facilitate	FA
Field	FD
Formulate	FO
Follow-up	FU
Identify	ID
Interpret	IR
Input	IP
Integrate	IG
Initiate	IT
Interface	IF
Implement	IM
Insure	IN
Issue	IS
Investigate	IV
Liaison	LS
Manage	MA
Maintain	MN
Modernize	MD
Monitor	MO
Nominate	NO
Operate	OP
Operational Control	OC
Oversee	OV
Participate	PA
Process	PC
Perform	PF
Program	PG
Promulgate	PG
Plan	PL
Prepare	PP
Produce	PR
Publish	PU
Provide	PV
Reconcile	RC

<u>Action</u>	<u>Code</u>
Reduce	RD
Reengineer	RE
Receive	RI
Report	RP
Revise	RS
Review	RV
Safeguard	SG
Schedule	SC
Serve As	SR
Source	SO
Submits	SU
Support	SP
Supervise	SV
Supply	SY
Synchronize	SZ
Test	TE
Track	TR
Train	TN
Update	UD
Validate	VA
Visit	VS
Voting Member	VM
Write	WR

GLOSSARY

SECTION 1 ABBREVIATIONS

1. **Purpose:** To provide a glossary of terms of abbreviations and acronyms used in FORSCOM Pamphlet 10-1, Organization and Functions Manual. The following acronyms used in this document are provided for your information and assistance. It should be noted that these definitions relate only to their use in this document and are official definitions as they relate to Forces Command.

A

AACC	Army Atlanta Contracting Center
ALRPG	Army Long Range Planning Guide
AAN	Army After Next
ABC	Activity Base Costing
ABCS	Army Battle Command System
AC	Active Component
ACC	Air Combat Command
AC2MP	Army Command & Control Master Plan
ACE	Analysis and Control Element
ACOE	Army Communities of Excellence
ACTD	Advanced Concept Technology Demonstration
ADNET	Anti-Drug Communications Network
ADPE	Automatic Data Processing Equipment
AECP	Army Experimentation Campaign Plan
AER	Army Education Request System
AG	Adjutant General
AGR	Active Guard/Reserve
AMHA	Army Management Headquarters Activity
A&I	Assistance and Investigations
AIEP	Army Ideas for Excellence
AMC	Army Material Command
AMOPES	Army Mobilization and Operations Planning and Execution System
AMSS	Army Materiel Status Systems
ANSOC	Army Network and Systems Operations Systems
ARCENT	Army Central Command
ARFPC	Army Reserve Forces Policy Committee
ARI	U. S. Army Research Institute
ARMS	Aviation Resource Management Survey
ARNG	Army National Guard
ARPERCEN	Army Reserve Personnel Center
ASC	Army Signal Command
AS&TMP	Army Science & Technology Master Plan
ASD	Administrative Services Division

ASIP
ATC
ATCCS
ATD
ATPS
ATRRS

Army Stationing and Installation Plan
Air Traffic Control
Army Tactical Command and Control System
Advanced Technology Demonstration
Annual Training Performance System
Army Training Requirements & Resources System

BASOPS
BCE
BCA
BEP
BOD
BRACD
BRAC
BSC

B

Base Operations
Battle Coordination Element
Base Closure Account
Black Employment program
Board of Directors
Base Realignment and Closure Division
Base Realignment and Closure
Battle Simulation Center

CA
CAT
CBE
CDR
CDS
CEP
CEP
CG
CG
CI
CINC
CIO
CofS
COB
CD
COMSEC
COMPASS
COMPUSEC
CONPLAN
CONUS
CONUSA
COP
COTS
CPA
CS

C

Commercial Activities
Crisis Action Team
Command Budget Estimate
Commander
Command Data Support Division
Concept Experimentation Program
Concept Evaluation Program
Commanding General
Chairman's Guide/Guidance
Counterintelligence
Commander-In-Chief
Command Information Officer
Chief of Staff
Command Operating Budget
Counterdrug
Communications Security
Automated Transportation System Fielding
Computer Security
Contingency Plan
Continental United States
Continental United States Army
Common Operational Picture
Commercial Off-the-Shelf
Chief of Public Affairs
Combat Support

CSM	Command Sergeant Major
CSS	Combat Service Support
CTC	Combat Training Center
CVI	Capital Venture Initiative
C2	Command and Control
C4	Command, Control, Communications and Computers

D

DA	Department of Army
DACH	Department of Army Chaplains
DAIG	Department of the Army Inspector General
DAMPL	Department of the Army Master Priority List
DAQS	Data Analysis Query System
DAVIS	Defense Automated VI System
DBOF	Defense Business Operations Fund
DCG	Deputy Commanding General
DCSC4	Deputy Chief of Staff for Command, Control, Communications and Computers
DCSINT	Deputy Chief Staff for Intelligence
DCSLOG	Deputy Chief Staff for Logistics
DCSOPS	Deputy Chief Staff for Operations
DCSPIM	Deputy Chief Staff for Personnel and Installation Management
DCSRM	Deputy Chief Staff for Resource Management
DEERS	Defense Enrollment Eligibility Report System
DFAS	Defense Finance and Accounting Service
DJFLCC	Deputy Joint Force Land Component Commander
DLEA	Drug Law Enforcement Agencies
DOD	Department of Defense
DODAAC	Department of Defense Activity Address Code
DODRDB	Department of Defense Resource Database
DPG	Defense Planning Guide
DRIS	Defense Regional Interservice Support
DRMO	Defense Reutilization and Marketing Operations

E

EA	Executive Agent
EE	Equal Employment
EEO	Equal Employment Opportunity
ENF	Enforcement Action
EO	Equal Opportunity

EOD
EOPO
EPW
ESP

Explosive Ordnance Disposal
Equal Opportunity Program Office
Enemy Prisoner of War
Endangered Species Protection

F

FAA
FAR
FAD
FDC
FDD
FEB
FEDS
FEMA
FHP
FIF
FIP
FM
FM&C
FMMC
FOC
FOIA
FORMDEPS

Functional Area Assessment
Federal Acquisition Regulation
Finance Authorization Document
First Digitized Corps
First Digitized Division
Flying Evaluation Board
FORSCOM Execution Data Base
Federal Emergency Management Agency
Flying Hour Program
FORSCOM Investment Fund
Federal Information Program
Field Manual
Financial Management and Controller
FORSCOM Materiel Management Center
FORSCOM Operations Center
Freedom of Information Act
FORSCOM Mobilization and Deployment
Planning System
Forces Command
FORSCOM Network
FORSCOM Program Budget Guidance
Force Status Brief
Force Support Package
FORSCOM Information Technology Council
Field Training Exercise
Force Validation Committee
Federal Women Program
Five-Year Test Plan

FORSCOM
FORSNET
FPBG
FSB
FSP
FITC
FTX
FVC
FWP
FYTP

G

GI&S
GCCS
GCCS-A
GTN

Geospatial Information and Services
Global Command and Control System
Global Command and Control System-Army
Global Transportation Network

H

HCA
HEP

Head of Contracting
Hispanic Employment Program

HQ
HQDA
HSMS

Headquarters
Headquarters Department of the Army
Hazardous Substance Management System

I

I&A
IAW
IG
IGAR
IGNET
IMA
IMA
IMO
IMSD
INFOSEC
INDUSTSEC
IO
IPL
IR
IRR
ISO
ISS
IRS
IT

Inspections and Assessments
In Accordance With
Inspector General
Inspector General Army
Inspector General Network
Information Mission Area
Individual Mobilization Augmentee
Information Management Officer
Installation Management Support Division
Information Security
Industrial Security
Intelligence Operations
Integrated Priority List
Internal Review
Individual Ready Reserve
Information Systems Office
Information System Security
Installation Status Report
Information Technology

J

JCS
JEP
JOC
JOPEs

JOTB
JPD
JROC
JRTC
JSCP
JSR
JSTE
JTAO
JTC
JTF
JT&E
JV
JWCA

Joint Chief of Staff
Joint Experimentation Program
Job Order Contracting
Joint Operations Planning and Execution
System
Jungle Operations Training Battalion
Joint Planning Document
Joint Requirements Oversight Council
Joint Readiness Training Center
Joint Strategic Capabilities Plan
Joint Strategy Review
Joint Systems Training Exercises
Joint Tactical Air Operation
Joint Training Center
Joint Task Force
Joint Tests and Evaluation
Joint Venture
Joint Warfighting Capabilities Assessment

JWID Joint Warrior Interoperability Demonstrations
JWS Joint Warfighter Support

L

LNO Liaison Officer
LUR Land Use Requirement

M

MACA Military Assistance to Civil Authorities
MACOM Major Command
MACDIS Military Assistance for Civil Disturbance
MCA Military Construction Army
MCP Management Control Process
MMCA Minor Military Construction Army
MNS Mission Needs Statement
MOA Memorandum of Agreement
MOBTDA Mobilization Table of Distribution and Allowances
MOOTW Military Operations Other Than War
MOU Memorandum of Understanding
MP Military Police
MRR Monthly Readiness Review
MSCA Military Support to Civil Authorities
MSC Major Subordinate Command
MT&E Multi-service Test & Evaluation
MTT Mobile Training Team
MWR Morale, Welfare and Recreation

N

NAF Non-appropriated Funds
NATO North Atlantic Treaty Organization
NBC Nuclear, Biological and Chemical
NEO Non-Combatant Evacuation Operations
NEPA National Environmental Policy Act
NMTC National Maintenance Training Center
NPRN National Port Readiness Network
NTC National Training Center
NULO Negative Unliquidated Obligation

O

OASA	Office of Assistant Secretary Army
OCAR	Office of the Chief, Army Reserve
ODP	Officer Distribution Plan
OI	Organizational Integrator
OMA	Operations and Maintenance, Army
OMAR	Operations and Maintenance, Army Reserve
O&M	Operations and Maintenance
OPM	Office of Personnel Management
OPA	Other Procurement Army
OPCON	Operational Control
OPCOM	Operational Command
OPLAN	Operations Plan
OSD	Office of the Secretary of Defense
OSJA	Office of the Staff Judge Advocate

P

PA	Privacy Act
PARC	Principal Assistant Responsible for Contracting
PBAC	Program Budget Advisory Council
PBD	Program Budget Decisions
PBG	Program Budget Guidance
PEG	Program Evaluation Group
PERMAS	Personnel Management Assistance System
PERSAC	Personnel Security
POC	Point of Contact
POM	Program Objective Memorandum
POR	Preparation of Replacement for Overseas Movement
PQA	President's Quality Award
PPP	Power Projection Platform
PPP	Paid Parachute Positions
PSEP	Publish Security Enhancement Plan
PSMO	Program Support and Management Office
P&S	Policy and Standards

Q

QOL	Quality of Life
QDR	Quadrennial Defense Review

R

RAPIDS	Real Time Automated Personnel ID System
RAS	Resource Acquisition and Stewardship
RRC	Requirements Review Council
RC	Reserve Component
RCAS	Reserve Component Automation System
RCCC	Reserve Component Coordination Council
RDA	Research, Development and Acquisition
REDTRAIN	Readiness Training
RID	Resource Integration Division
RMU	Resource Management Update
ROBCO	Requirements Objectives Code
RODCA	Reporting of DOD Clandestine Collection Activities
RTLTP	Ranges and Training Land Program

S

SAACONS	Standard Army Automated Contracting System
SAP	Special Access Program
SARSS	Standard Army Retail Supply System
SBC	Service Based Costing
SCI	Sensitive Compartmented Information
SDC	Second Digitized Corps
SECDEF	Secretary of Defense
SGS	Secretary of the General Staff
SIMO	System Integration Management Office
SIR	Serious Incident Report
SJA	Staff Judge Advocate
SLCE	Senior Land Conference Exchange
SMRO	Studies Management and Review Organization
S&N	Systems & Network
SO	Safety Office
SOF	Special Operations Forces
SOOS	Staff Officer Orientation Session
SPU	Staff Principal Update
SRC	Standards Requirements Code
SSCO	Small Scale Contingency Operations
SSD	Strategic Systems Division
S&T	Science and Technology
SWO	Staff Weather Office
S&I	Synchronization & Integration

TAA
TADSS
TALP
TAM
TAP
TATS
TENCAP
TDA
TMA
TOE
TOPO
TPFDD
TRADOC
TS
TSC
TSP
TUSA

UCMJ
ULO
USAISC
USAR
USARC
USARCENT
USARLANT
USARRED
USJFCOM
USCENTCOM
USSOUTHCOM
U.S.C.
UST

VI
VFAS

WRAP

T

Total Army Analysis
Training Aids, Devices, Simulations, Simulators
The Army Language Program
Training Assessment Model
The Army Plan
The Automated Tasking System
Tactical Exploitation of National Capabilities
Table of Distribution and Allowances
Training Mission Area
Tables of Organization and Equipment
Topographic
Time-Phased Force Deployment Data
Training and Doctrine Command
Top Secret
Training Support Center
Technical Support Package
Third United States Army

U

Uniform Code of Military Justice
Unliquidated Obligation
United States Army Infantry School and Center
United States Army Reserve
United States Army Reserve Command
United States Army Central Command
United States Army Atlantic
United States Army Reserve Readiness
United States Joint Forces Command
United States Central Command
United States Southern Command
United States Code
Underground Storage Tank

V

Visual Information
Vertical Force Accounting System

W

Warfighter Rapid Acquisition Program

XO

X

Executive Officer

YTP

Y

Yearly Training Plan

ZULU Time

Z

Mean Greenwich Time