

USAR Regulation 10-1

Organizations and Functions

**U.S. Army Reserve
Readiness Division**

**U. S. Army Reserve Command
4710 Knox Street
Fort Bragg, NC 28310-5010
1 July 2021**

SUMMARY OF CHANGE

USAR Regulation 10-1

Organizations and Functions: U.S. Army Reserve Readiness Division

- This is a major revision of USAR Regulation 10-1 and supersedes any previous publication of this regulation. It provides the organization, mission, and functions of the USAR Readiness Division Headquarters.

- The regulation includes expanded responsibilities, increased staffing, and staff/agency elements (throughout), as well as additional authority for the Commanding General as the Senior Geographic Commander (SG-CDR) for the region as part of the enhanced organizational capability.

- This revision changes the shared missions across all Readiness Divisions and the expectation to provide common processes and levels of support to tenant units within their designated regions.

- The use of organization charts and wiring diagrams for each staff element are not included to recognize the Readiness Division Commanders authority to tailor specific functions and capabilities to their regional needs while maintaining the expected commonalities across the Readiness Divisions, in concert with the approved Table of Distribution and Allowances.

- The updated Table of Contents conforms to the approved Readiness Division Headquarters Table of Distribution and Allowances. Chapters 1-3 revised to provide overview of purpose of the regulation, mission & organization of the Readiness Divisions, as well as specifics to the Command Group. Subsequent chapters changed to depict Personnel Staff, Special Staff, Coordinating Staff, and assigned / additional units. Note that the labeling of the Coordinating Staff specific chapters cites G-staff element but includes the functions of the Directorate staff element to reflect the expansion of the headquarters capability and merging of similar functions. Additional details are included within specific chapters as needed.

- Appendices B-E provide some additional information on specific shared functions (Lines of Effort) that support regional tenant units and programs. These annexes will require additional work in subsequent revisions to the regulation to outline the execution and assessment of these specific functions.

Organizations and Functions
U.S. Army Reserve Readiness Division

FOR THE COMMANDER:

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Summary. This regulation documents the organization, mission, and functions of USAR Readiness Divisions, including its Headquarters and subordinate commands. Furthermore, this regulation provides the basis for the Senior Geographic Commander authorities and responsibilities.

Applicability. This regulation applies to the U.S. Army Reserve Command, subordinate Readiness Division Headquarters, all organizations under the command of the Readiness Division, and Senior Geographic Commander authorities and responsibilities.

Proponent and exception and approval authority. The proponent of this regulation is the U.S. Army Reserve Command, Chief of Staff. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field-operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11-2, but does not identify key internal controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of agency, command, and installation forms are prohibited without prior approval from United States Army Reserve Command, Chief of Staff, 4710 Knox Street, Fort Bragg, NC 28310-5010.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Force Management and Manpower Directorate (AFRC-OPF-M), U. S. Army Reserve Command, 4710 Knox Street, Fort Bragg, NC 28310-5010.

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Chapter 1. General

1-1. Purpose

This regulation documents the organizational structure and functions of the United States Army Reserve Command (USARC) Readiness Division (RD) Headquarters (HQ). It prescribes policies and procedures pertaining to the organization and functions of staff offices and the assignment of functions to those staff offices. Furthermore, this regulation expands on the RD Commander's responsibility and authorities as the Senior Geographic Commander (SG-CDR) for their assigned region.

1-2. References

See Appendix A.

1-3. Explanation of abbreviations and terms

See Glossary.

1-4. Responsibilities.

See Chapters 2-24.

1-5. Records Management (recordkeeping) requirements.

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS-A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see DA Pam 25-403 (Guide to Recordkeeping in the Army) for guidance.

1-6. Policy

This regulation is the controlling document for the organizational structure of the RD HQs and includes the missions, responsibilities, and major functions for all staff elements. It outlines the specific functions and responsibilities of the HQs staff sections based on the approved Table of Distribution and Allowances (TDAs). It describes how the RDs supply mission support and orchestration of similar capabilities to tenant United States Army Reserve (USAR) commands and organizations within their regions. RD Staff offices, in conjunction with their USARC Staff counterparts, will provide staff office proponent support over all USAR commands in the region.

1-7. Guidance

- a. The standard pattern for organizational elements of RD HQs in descending order is Directorate/Staff office, division, and branch.
- b. Approval is required for the establishment of proposed revisions to organizational elements and will be processed in accordance with paragraph 1-8.
- c. Responsibilities assigned to a directorate of an organization must be specific and understandable.
- d. A division or branch will not be subdivided to show a single organizational element in the next descending order. If a division is subdivided, it must contain at least two organizational elements (branches).
- e. RDs will provide standard levels of support to the USAR organizations within their assigned region.

1-8. Procedures for processing changes

Directors and Chiefs of special/personal staff sections will not deviate from the organizational structure or cause realignment of functions prescribed herein without prior approval in accordance with the procedures below. Submit proposed changes of the organizational structure or the assignment of functions to the RD Directorate Plans and Integration (PAI), Manpower Division for analysis, packaging, and final presentation to the RD Chief of Staff. All organizational changes will be reviewed by the RD Chief of Staff. No changes will be made to organizational structure without prior RD Chief of Staff approval. The following information must be provided:

- a. Specific requirements/reasons for the proposed change.
- b. Statements of the specific advantages to result from the change, addressing the following factors as appropriate:
 - (1) If a change will result in improved operations, clearly identify the functions or responsibilities

transferred, eliminated, modified or newly assigned, and state the reasons(s) for the change.

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

(3) If a proposed change requires realignment of manpower requirements and authorizations, provide an audit trail of realigned TDA positions and a copy of the current published TDA.

c. Provide a statement indicating the effect of the proposed change to position grade structure and personnel impacts.

d. Provide a proposed organizational chart. On each block of the chart, indicate the number of Officers, Warrant Officers, and Enlisted personnel, Active Guard Reserve (AGR) separately, and civilians performing the functions.

e. Provide proposed functional statements for each organizational element affected by the revision. These will be used to update the function statement in this regulation.

f. Coordinate the revision with all affected staff agencies before submission to USARC Force Modernization Manpower Division, indicating such coordination on the cover memo.

g. Submit for approval, to USARC Program Managers (PM), all associated manpower change(s) using a Change Management Plan (CMP). Any changes to allocated manpower spaces must remain within the identified manpower category, including Troop Program Unit (TPU) Officer, TPU Warrant Officer, TPU Enlisted, and Civilians performing the functions. AGR Officer, AGR Warrant Officer, AGR Enlisted will be listed separately.

Chapter 2. Mission, Lines of Effort, Responsibilities, and Organization

2-1. Mission and Lines of Effort

a. Mission. The RD is a Major Subordinate Command (MSC) of the USARC. The RD mission is to integrate capabilities with Reserve Commands to provide geographic programs and services that enhance individual and unit readiness, mobilization and deployment of Army Reserve forces.

b. Lines of Effort (LOE). To operationalize this mission and to achieve a common approach to support, the USARC's RDs share four primary Lines of Effort (LOE), while simultaneously providing support for known assigned missions (including Crisis Action Response, Mobilization Force Generation Installation (MFGI) support, and deployments):

(1) **LOE #1. Human Resource Services and Support:** Develop and sustain human capital capable of providing critical and superior services supporting Soldier, DA Civilian, and Family readiness. Create a resilient and ready force through unity of effort, innovative solutions, and systems integration.

(2) **LOE #2. Infrastructure -** Provide versatile non-deployable infrastructure that is resilient, sustainable, and capable of supporting readiness for mobilization and deployments.

(3) **LOE #3. Operations:** Exercise senior geographic command to integrate capabilities with Reserve Commands to enhance readiness, mobilization and deployment of the Army Reserve Forces.

(4) **LOE #4. Logistics:** Provide standardized logistics support to enable Army Reserve stakeholders to attain the highest state of readiness through collaboration resulting in operationally ready tactical equipment, comprehensive property accountability, and efficient support to training and mobilization requirements.

2-2. Organization

a. The organizational structure outlined in this regulation follows the latest approved TDAs and serves as the baseline for portraying the authorizations for the RDs.

b. RD Commanders retain the authority and flexibility to task and organize specific staff sections and functions to best serve mission requirements and regional support actions.

2-3. Responsibilities

a. Provide Base Support Operations (BASOPS) support to all USAR units and commands within a designated geographic region. Figure 2-1 portrays the assigned RD regions. Generally defined, BASOPS includes human resource administrative support, funding, physical security, facilities, environmental compliance, training areas, safety, legal, religious support, force management, equipment maintenance and storage, new equipment fielding, strategic outreach and other services to primarily Army Reserve Soldiers, DA Civilians, Family members, and units operating within the RD's region. (Note: Puerto Rico and U.S. Virgin Islands are included in the 81st RD region).

b. Manage all RD Operations and Maintenance Army Reserve (OMAR), Reserve Personnel, Army (RPA) and other appropriations for which requirements are justified as allocated by USARC and Office of

Chief, Army Reserve (OCAR).

c. Supervise all USAR Area Maintenance Support Activities (AMSA), Equipment Concentration Sites (ECS), and Reserve Personnel Action Centers (RPACs).

d. Provide facility support to all United States Army Reserve (USAR) units within RD's region.

e. Provide administrative support as needed to all USAR Soldiers deployed overseas from their Commands.

f. Provide mission command to assigned and/or attached units, organizations, and activities.

2-4. End State

Lead and execute unique command authorities that are “installation-like” within their assigned region and serve as the SG-CDR responsible to synchronize support for the training, equipping, and sustainment of Soldiers and regional tenant units in order to enhance operational capabilities enabling our partner commands to attain the highest level of readiness and deployability.

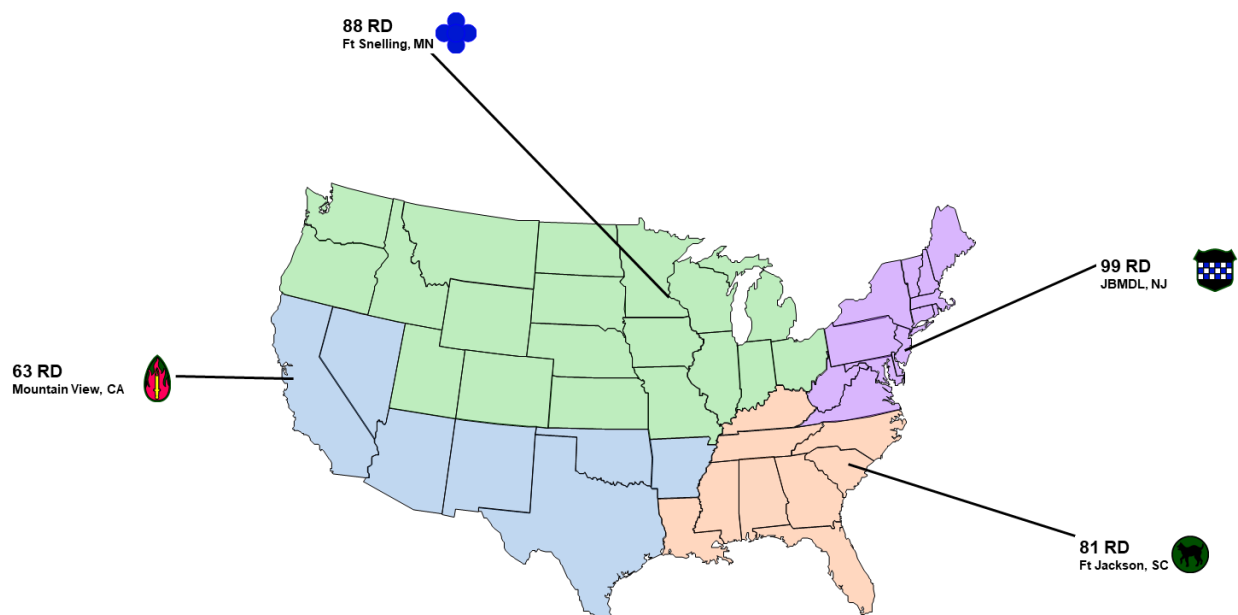


Figure 2-1 Readiness Division Geographic Region

Chapter 3. Command Group

3-1. Mission

The Command Group consists of the commander and selected staff members who assist the Commander in controlling operations. The primary staff and special staff are assigned to support the commander. The Command Group is organized and equipped to suit the commander's decision-making and leadership requirements. The Command Group provides command and control of the RD Headquarters and Headquarters Detachment (HHD), Mission Command Support Group (MCSG), and assigned subordinate units, organizations, and activities. Coordinates the functions of the Personal Staff. Provides regional BASOPS direction, guidance, and support to units stationed within the region.

3-2. Responsibilities

a. Commanding General (CG): RD CGs have multiple command responsibilities, some of which are unique to the Army Reserve. They exercise command responsibilities over specifically assigned/attached forces and personnel within a designated geographic region. Additionally, RD Commanders serve as Army Senior Commanders (SC) to designated installations exercising selected Title 10 authorities in accordance with (IAW) AR 600-20. USARC CG has delegated RD Commanders the authority to serve as the Army

Reserve SG-CDR for a region. Similar to the Senior Commander (SC) authority, the SG-CDR will exercise unique command authorities that are installation-like within their respective region. Refer to USARC annual Command and Control Relationships Operations Order for additional details of these specific responsibilities. RD CGs also represents the Army Reserve when attending military and civilian organizations or agencies at various levels of command and government to include speaking engagements. Assist with local community relations and represent the USARC to foreign dignitaries on various occasions

b. Command Sergeant Major (CSM): The CSM provides advice and recommendations to the CG on issues regarding individual Soldier training, Soldier morale and welfare matters, and noncommissioned officer (NCO) development. The CSM monitors the execution of policies and interprets them for Soldiers as appropriate. The CSM also provides an open and "unique" channel of communications between the CG and the NCO support chain.

c. Command Chief Warrant Officer (CCWO): Serves as the CCWO for the command and is the principle warrant officer (WO) advisor to the CG on all matters pertaining to WO lifecycle management. The CCWO is a professional, tactical, and operational leader who possesses expert knowledge in the mission and operations of the organization. Serves as the representative for the command on WO policy issues within DA. Routinely assesses the status of WO programs with particular attention focused on recruiting, training, professional development, retention, morale, and any other areas affecting readiness across the command, the warrant officer corps, and the Army Reserve.

d. Deputy Commanding General for Operations (DCG-O): The Commander determines the duties and responsibilities of the deputy commanders. The Commander's lead responsible agent for supervising the execution of current operations: Crisis Action Team/Crisis Action Response, Life/Safety/Health decisions in the absence of the Commander and the command and control (C2) responsibilities of assigned units. The DCG-O must maintain situational understanding enabling the ability to assume command at any time as required.

e. Deputy Command General for Support (DCG-S): The Commander determines the duties and responsibilities of the deputy commanders. The Commander's lead agent of all support responsibilities and activities in the region: G1 Soldier Readiness Process (SRP)/Medical, Maintenance to include ECS and AMSA support operations, Department of Public Works (DPW) regional support to facilities and community, and political and ceremony events within the region. The DCG-S must maintain situational understanding enabling the ability to assume command at any time as required.

f. Chief of Staff (CoS): The CoS is the Commander's principal assistant. The commander can delegate executive management authority to the CoS. As the key staff integrator, the CoS is responsible for day-to-day execution of the RD HQ staff functions through direction, supervision, prioritization, and coordination of the special, personal, and coordinating staffs; and working directly with the DCG-O and DCG-S, CCWO, and the CSM to ensure coordinated actions. In coordination with (ICW) the Deputy Commanding General (DCG), CCWO, and the CSM, the CoS also oversees execution and implementation of the CG's decisions, intent, and policies. The CoS has oversight responsibility for administrative, budget, and logistical matters. Additionally, the Secretary of the General Staff (SGS) is a component element of the CoS office. The SGS coordinates actions from the command to higher, subordinate, supporting, supported and adjacent commands and routinely provides executive type services to the commands senior leaders (calendar scheduling, travel, admin support).

g. Army Reserve Ambassador (AMB) Strategic Outreach Coordinator (ARASC) is the primary point of contact for all Regional USAR Ambassador program functions. Responsible for keeping regional AMBs, General Officer (GO) equivalent positions, apprised of new developments and legislative changes to maintain AMB motivation in support of the Chief, Army Reserve's vision. Makes regular contact with community representatives to discuss strategic publicity trends to increase the American public's awareness of the USAR presence within the communities. Develops and maintains effective working relationships with regional USAR AMBs, senior Army officials, Members of Congress, and agency leadership. Coordinate with Public Affairs Office (PAO) and Legislative Liaison (LL) in making contact with community representatives to discuss strategic publicity trends to improve effective working relationships with regional USAR AMBs, senior Army officials, Members of Congress and agency leadership. Works with LL to monitor national and regional legislation. Educates newly appointed AMBs on the AMB program, initiatives, expectations and requirements. Develops and maintains partnerships between AMBs and TPUs, United States Army Recruiting Command (USAREC) and United States Army Cadet Command (USACC). Initiates and processes invitational travel orders for all RSC AMBs. Assist Army Reserve Communications (ARC) with AMB Program briefs to TPUs, USAREC and USACC point of contacts (POCs) emphasizing the purpose of

the AMB Program and the potential impact AMBs can have on Army units and surrounding communities. Plan, coordinate and execute the RD's Annual Ambassador Conference. Maintain at least a 90% fill rate of authorized AMB positions. Assist AMB as needed with community events when requested.

Section I

Personal Staff Information

The personal staff works under the immediate control and have a unique relationship with the commander. The commander establishes guidelines or gives guidance on when a personal staff officer informs or coordinates with the CoS or other staff members. Personal staff officers may work under the supervision of the CoS. Chapters 4 through 9 outline the key aspects of the RD Personal Staff.

Chapter 4. Inspector General (IG)

4-1. Responsibilities

The IG works directly for the CG; acts as the CG's eyes, ears, voice, and conscience; and advises the CG on the overall welfare and state of discipline of the RD. The IG:

- a. Provides a continuous assessment of the Division's operational and administrative effectiveness.
- b. Determines the discipline, efficiency, economy, morale, training, and readiness of the Division and provides recommendations to the CG in order to eliminate shortcomings and violations of standards.
- c. Receives, reviews and processes complaints, requests for assistance, advice, information, or grievances from individuals assigned to the MSCs within the Readiness Division's assigned region.
- d. Supports the IG offices in the region with their caseload and with technical support.
- e. Completes Whistleblower Reprisal investigation cases when required by the Department of the Army Inspector General.

4-2. Functions

There are four IG functions identified in AR 20-1: Inspections, Assistance, Investigations, Teaching and Training. The Division IG provides support for all four of these functions.

Chapter 5. Office of the Staff Judge Advocate (SJA)

5-1. Responsibilities

- a. The SJA is a member of the RD personal staff and is the RD CG's primary legal advisor with regard to all issues. 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 provides legal advice to the CG and RD staff pertaining to all RD programs and activities. The SJA identifies legal problems and participates fully in determining legally acceptable decisions and, where appropriate, counsel to assist in course of action development and selection. The SJA has technical responsibility for the supervision and training of all RD Judge Advocate Legal Services personnel, including responsibility for handling of suspected violations of the Rules of Professional Conduct for Lawyers (AR 27-26).
- b. The Office of the Staff Judge Advocate (OSJA) personnel perform functions described below for their commands. U.S. Army Reserve MSCs generally have organic Judge Advocate assets providing the commands with legal advice across the full spectrum of issues. The RD provides the MSCs, within their region, certain support as described below.
- c. The OSJA provides support to center commanders on legal issues arising within their role as center commanders.

5-2. Functions

5-2-1. Contract and Fiscal Law

- a. The RD OSJA provides advice to the RD staff and supports USARC MSCs within the RD region, ICW the MSCs' OSJAs, concerning the fiscal process and the statutory and regulatory constraints involved in funding base operations and military operations, and provide advice on the acquisition of goods and services, as needed. Complete written legal reviews for requirement packets forwarded to USARC Contract Administration Support Office and DPW projects forwarded to Army Reserve Installation Management Directorate (ARIMD) needing senior leader action or decision.
- b. Maintain liaison and coordination, as necessary, with civilian legal, military legal, and law enforcement entities, to support RD command and regional responsibilities.

c. The OSJA advises the CG and RD staff on ethics issues, as well as coordinating training and submission of required reports and individual financial disclosures (SF 278 and OGE 450). An ethics counselor reviews financial disclosure reports for conflict of interest issues.

5-2-2. Environmental and Real Property Law

a. Review all proposed actions (to include, acquisitions, disposals, transfers, leases, easements, and other out grants construction projects, training events, real property transfers) for compliance with environmental laws (National Environmental Policy Act), natural resource protection laws (Endangered Species Act and Migratory Bird Treaty Act), historic preservations laws (National Historic Preservation Act and Native American Graves Protection and Repatriation Act) and the regulations that implement those laws. Accomplish legal review of environmental baseline studies and findings of suitability for transfer/lease associated with such actions.

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

c. Provide advice on legal aspects pertaining to environmental assistance missions, such as hazardous substance clean-up, radiological threats, and environmental restoration, conservation, and compliance; review plans to ensure sufficient legal authority, to include fiscal law authority, exists to provide the requested support.

d. Provide advice and support to Commanders and staff regarding title to and documentation of U.S. Government real property acquisitions, dispositions, leases, out grants construction projects, permits, easements, covenants, rights of way, utility agreements, supplemental energy systems, and other legal issues affecting the use and legal status of U.S. Government real property.

e. Provide legal advice and support to Commanders and staff regarding fees, municipal/county ordinances and other laws affecting the property rights or obligations of the U.S. Government regarding the use of its real property.

5-2-3. Administrative Law

The RD SJA provides legal advice concerning the interpretation of statutes and regulations as they apply to the functions of RDs and their subordinate commands. Administrative Law encompasses such diverse matters as Article 138, UCMJ; advising Appointing Authorities, Investigating Officers, and Approval Authorities in various command investigations in accordance with AR 15-6 and other applicable authorities; review of command investigations, and, from time to time, Inspector General reports; providing advice and review of government information practices for compliance with the Freedom of Information Act (FOIA), Privacy Act, and other applicable authorities; providing support, assistance and advice pertaining to administrative actions involving military personnel, including reductions, bars to reenlistment, letters of reprimand, flagging actions, and advising boards in accordance with AR 15-6 and other applicable authorities. The SJA will support MSCs with respect to Administrative Law matters as needed at the discretion of the RD SJA.

5-2-4. Military Justice

The RD OSJA provides advice to the CG and subordinate commanders on all aspects of military discipline and UCMJ actions. These matters include adverse administrative actions against military personnel including reductions, bars to reenlistment, letters of reprimand, flagging actions, and officer and enlisted administrative separations. The RD OSJA also provides support to active component (AC) OSJAs conducting UCMJ (courts-martial and non-judicial punishment) actions on behalf of the Army Reserve for justice actions arising out of the RD. The RD OSJA provides Recorders and necessary support to conduct administrative separation boards, boards of inquiry, officer elimination boards, and show cause boards.

5-2-5. National Security Law

The RD OSJA advises and provides training to the CG and RD staff regarding operational law, law of war, intelligence law, Defense Support to Civil Authorities (DSCA), and Force Protection.

5-2-6. Labor and Employment Law

The RD OSJA provides counsel to the RD CG and staff regarding all aspects of labor and employment law, including application of Collective Bargaining Agreements. The OSJA also supports the Labor Counselor

who advises and represents the RD regarding cases before the Merit Systems Protection Board, Federal Labor Relations Authority, and the Equal Employment Opportunity Commission and handles whistleblower and prohibited personnel practice matters involving Office of Special Counsel (OSC) and the Office of Complaint Investigation.

5-2-7. Legal Assistance

The RD SJA advises the CG and RD staff regarding legal issues broadly affecting Reserve Soldiers—e.g., Uniformed Services Employment and Reemployment Rights Act (USERRA)—and legal assistance policies and procedures. The SJA will coordinate with Active Component Legal Assistance offices and Legal Operations Detachments (LODs) to ensure that resources are available for RD Soldiers eligible for legal assistance to receive such assistance in a manner compliant with AR 27-26. The OSJA provides limited legal assistance and referrals for personnel authorized to receive legal assistance support. Upon implementation of RD SRP teams, coordinate with USAR Legal Command to request attorney and paralegal support for each readiness event or RD SRP activity.

Chapter 6. Office of the Command Chaplain

6-1. Responsibilities

- a. Advise the commander on issues related to religion, ethics, morale, and morals within the RD.
- b. Provide religious support to the Command by assisting the commander in providing for the free exercise of religion and religious, moral, and ethical leadership. Chaplains execute their distinct religious support mission for Soldiers, members of other military services, family members, and authorized civilians in a variety of geographical locations, operational situations, and circumstances.
- c. Command Chaplains will serve as the USAR Senior Chaplain within their designated geographic footprint. The Senior Chaplain will be responsible for the synchronization of USAR Chaplain Corps (CHC) activities within their region. The Senior Chaplain will function across the lines of command, organization, and assignment for the purposes of providing specified leadership and oversight for all CHC personnel. The designated Senior Chaplain will execute leadership responsibilities through the technical chain and in accordance with the Army Leader Development strategy and the Chaplain Corps leader development programs.

6-2. Functions

- a. Provide personnel services and support to all TPU Chaplains (56A)/Chaplain Candidates (56X) military personnel assigned or attached under the RDs. Specific instructions include:
 - (1) Manage the TPU 56A/56X Program within the RD geographic area, in accordance with applicable regulatory guidance. Serve as the primary representative POC with the Department of the Army Chief of Chaplains, Reserve Components Integration Directorate (DACH-RCI) and USARC for TPU 56A/56X issues/actions. Serve as primary representative/POC with USARC CH Directorate for Religious Support manning issues.
 - (2) Manages TPU 56A/56X gains and loss transactions within the region.
- b. Support Unit Ministry Teams (UMT) / Chaplain Sections) within the RD region with their organizational Religious Support Plans (RSP) to include execution of USAR Chaplaincy Battle-Focused Training (BFT) plans and other Training requirements.
- c. Coordinate with MSCs to conduct annual USAR Chaplaincy BFT training events for all Chaplain Corps members located in the RD's region.
- d. Provide After Action reports (AARs) for each BFT training event to USARC CH Directorate within 30 days.
- e. Request Strong Bonds Program funding for planned Fiscal year (FY) training events from the USARC CH Chief, Strategy & Policy.
- f. Advise the Command and MCSG on issues related to the support, training and mobilization of Chaplain Detachments.
- g. Provide Yellow Ribbon Chaplain Coverage, Relationship Enhancement training and Deployment Cycle Training.
- h. Provide Chaplain Support for Casualty Notification for the region.
- i. Coordinate/collaborate with USARC CMD CH Office and Functional CMD CH Offices of religious support coverage.
- j. Liaise with USARC CMD CH office and Functional CMD CH offices to plan and execute BFT for UMTs within the region.

k. Plan internal Strong Bonds Program events for the RD Headquarters and Detachments assigned. This includes training locations, (Alpha (A) or Bravo (B) event format), curriculum required, meal(s) required (if applicable) and logistical support. The Government Purchase Card (GPC) card will be used for ordering curriculum and meal(s).

l. The RD Strong Bonds Program team will utilize trained instructors within their own command first before seeking outside instructors. Instructors can be chaplains, religious affairs specialists, and their spouses.

m. Digital Training Management System (DTMS) will be used to track and log participation in A or B events in order for the command to be given credit for Strong Bonds Program participation and for USARC to track participation.

Chapter 7. Safety and Occupational Health (SOH) Office

7-1. Responsibilities

The SOH Office is responsible for advising the Commander on providing regional facilities free of known hazards IAW military and recognized consensus standards. Investigates and report mishaps, incidents, and occupational illnesses within the organization and provide coordinating support to regional SOH related mishaps. Conducts RD / regional SOH training and promotion, regulatory inspections and assessments of regional facilities/workplaces, and hazard analysis. Develops countermeasures for RD regional programs, enabling health protection and readiness, and review-assist-assess organizational safety programs for effective risk management integration at the leadership and unit Safety Officer levels.

7-2. Functions

a. Create an organizational culture in which safety awareness, enforcement of standards, and use of the risk management processes are synonymous with mission success and the welfare of the military and civilian workforce b. Responsible for integration of risk management and loss prevention activities associated with unit accidents, occupational exposures, and material damage to unit equipment and facilities.

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

d. Coordinate/perform, consistent with regulatory frequency, SOH inspections of all workplaces (facilities) in the region. Ensure prompt abatement of identified hazards to the maximum extent practicable.

e. Coordinate required actions to assist the DPW and RD Commander identify facilities eligible for Incidental Sleeping and advises, as necessary, on occupational health concerns involved with these activities.

f. Function as the principal staff advisor and technical consultant for the Commander and subordinate elements, in coordinating, and evaluating a full spectrum SOH program, in accordance with AR 385-10 (The Army Safety Program) and USAR Regulation 385-2 (U.S. Army Reserve Safety Program) and relevant consensus standards, for industrial maintenance activities, civilian programs, and subordinate units safety programs.

g. Establish risk management as the Army Reserves principal risk reduction methodology and ensure regulatory and statutory compliance.

h. Coordinate with the USARC Safety Office and manage the USARC identified Occupational Health program to facilitate the Occupational Health and Industrial Hygiene program for all assigned personnel and facilities, required by job hazard analysis, conditions of employment and/or industrial hygiene analysis for all organic RD activities. Ensure all facilities and new operations or routine operations involving new equipment or processes are evaluated.

i. Develop and administer a centralized SOH training, education, and awareness program for assigned units. Provide MSCs with required Soldier motorcycle training funding.

j. Collect, analyze, and disseminate data concerning RD mishaps; conduct analysis of trends to identify specific safety problems and develop effective countermeasures.

k. Manage Ammunition, Explosive, and Range Safety Program for region. Program will include, inspection and evaluation of all Local Training Areas (LTA), technical support to firing ranges operated on LTAs, inspection and licensing of all arms rooms. RD will review and process range waivers, modifications or new construction certification.

l. Provide a forum for supported customers to interact with service provider, raise issues/concerns,

network, share best practices, and regulatory/policy changes through semi-annual safety and occupational health advisory councils and regional workshops.

m. Assist with USARC Radiation Safety Program for the region advising stakeholders for management of radioactive materials, closeout surveys, demilitarization of equipment, and having direct management of RD inventories and shipping requirements.

n. Monitor respiratory protection, ergonomic, vision and hearing conservation, and hazard communication for assigned agencies. Assist with fire prevention and emergency planning and response programs as required for assigned activities.

o. Develop resource requirements and manage execution of resources to administer the SOH program, promote Soldier, DA Civilian, and Family risk prevention efforts, and sustain common levels of safety support within the installation concept.

p. Support and participate in initiatives to become a virtual installation of excellence using current Strategic Management System (SMS), Voluntary Protection Programs, Installation Status Report (ISR), or other future management processes and concepts.

Chapter 8. Legislative Liaison

8-1. Responsibilities

Special staff advisor to the commander responsible for developing, planning, and executing activities to establish professional relationships/partnerships with federal-level congressional district offices (primary effort) and state-level elected officials (secondary effort).

8-2. Functions

a. Inform and educate Senate and House district staff members on USAR legislative priorities, military construction, key USAR programs and USAR presence and impact within defined congressional districts.

b. Facilitate or act as a resource for local discussions of legislation. Execute office calls (engagements), with federal-level congressional district staff members located in the geographical region to establish professional relationships.

Chapter 9. Public Affairs Office (PAO)

9-1. Responsibilities

The Public Affairs (PA) office will serve as public affairs expert and advisor to the commander. Planning and supervising the command public affairs program, advising and informing the commander of the public affairs impact and implications of planned or current operations.

9-2. Functions

a. Advise the commander and staff on all PA matters, develop communications plans/strategies, PA estimates, PA annexes to operations orders, campaigns, programs and messages aligned with Army Reserve Commander's Communication Synchronization (CSS) goals, serve as liaison between the next higher headquarters PAO for the RD and subordinate units.

b. Coordinate with division Ambassador Strategic Outreach Coordinator, Legislative Liaison, Command Historian, and other staff members/sections in support of division CSS goals, plan and execute PA policies and procedures for internal operations, acquire and maintain equipment for acquisition, production and publication of news products for the division command.

c. Manage Federation Accounts Allocation Committee (FAAC) funding provided by Army Reserve headquarters to support recruiting/marketing awareness and lead-generating events, and also Coordinate Army Reserve communication preparation and response to DSCA events, for the RD, subordinate units, and supported units.

d. Plan, execute, and evaluate the command information program, supervise the acquisition, production and distribution of news products that support the command's communication goals, approve PA products for public release after reviewing for security, accuracy, propriety, and policy for the command.

e. Develop and maintain the command's web presence (official USAR website, social media sites, USAR apps).

f. Manage, edit and produce content for the "Army Reserve At-A-Glance" publication for each state in the command's designated geographic area, for the command, subordinate units, and supported units.

g. Plan execute and evaluate the community engagement program IAW AR 360-1, and build and

maintain relationships between the command, community leaders, and organizations supporting the RD

h. Plan, execute, or assist with all community events to include memorialization's, military ceremonies, holiday observances and the Presidential Wreath-Laying Program for the division command, and maintain an active speaker's bureau program with participation from designated RD personnel.

i. Synchronize, coordinate, and manage community engagement activities throughout command's designated geographic footprint for the RD and subordinate units.

j. Plan, execute, and evaluate the command's media engagement program IAW AR 360-1.

k. Build and maintain relationships with news media outlets supporting the RD.

l. Respond in a timely manner to queries from news media outlets on matters pertaining to the command, disseminate the command's news products for republication by external news media outlets, and invite news media outlets to cover command events for the division and subordinate units.

m. Develop and implement media analysis program to determine effectiveness of media relations program, and provide media training for the commander and/or other designated subject-matter experts (SME) for the RD and subordinate units.

n. Provide PA assistance to subordinate units.

o. Provide PA customer service to supported units throughout the command's designated geographic area when the unit's chain-of command PAO is unable to support.

p. Advise the commander on audience attitudes about and perceptions of policies, programs, and information needs.

q. Conduct regular assistance visits to command units to assess their PA programs and determine unit commanders' needs for support.

r. Provide training and support to the command-designated Unit PA Representatives (UPARs).

s. Oversee community outreach efforts, including Army Reserve Ambassadors, Employer Support of the Guard and Reserve (ESGR) representatives, Military and Veterans Support Organizations, local schools and colleges, Army recruiters, congressional offices at the state and district level, locally elected officials, and other community organizations.

Section II

Special Staff Information.

This section addresses the specific duties of each RD special staff officer. The number of special staff officers and their responsibilities vary with authorizations, the desires of the commander, and the size of the command. If a special staff officer is not assigned, the officer with coordinating staff responsibility for the area of expertise assumes those functional responsibilities. During operations, special staff officers work as designated by the commander, CoS, or their supervising coordinating staff officer. In general, the CoS exercises coordinating staff responsibility over those special staff officers without a coordinating staff officer. Chapters 10 through 14 outline the key aspects of the RD Special Staff.

Chapter 10. Office of the Surgeon

10-1. Responsibilities

Serves as primary advisor to the RD CG, Staff and regionally supported commands on all aspects of medical readiness of Soldiers within their command. Aligned with USARC Command Surgeon policies and standards, RD Command Surgeon and staff provides guidance on medical readiness, comprehensive Soldier fitness, behavioral health, environmental issues, medical support annexes to operations orders (class VIII supplies, mission unique equipment), Army Medical Department (AMEDD) training, AMEDD personnel sustainment, and all other health services matters as required.

10-2. Functions

a. Advise supported commands and provide guidance and direction for individual medical readiness, force health protection, and overall Soldier wellness. On request, review and coordinate medical readiness issues and provide oversight of Medical Dental Readiness Events (MDRE) within their region.

b. Assist and advise Functional Commands in sustaining medical and dental readiness. Provide medical and dental readiness expertise on systems and resources in support of periodic readiness reviews. Ensure currency and policy alignment with all health services efforts through regular participation in USARC Surgeon's medical readiness updates. Actively participate in the Army Reserve Surgeon Charter Meetings to develop and review core business practices.

c. Advise Army Reserve Commanders on the importance of accurate Medical Protection System (MEDPROS) tracking, the impacts of G1 personnel coding, movement non-availability reason (MVNAR) and

impacts of command exceptions on mission. The MEDPROS Commander's Portal provides medical and dental readiness scores and by-name drill down to help the commander to establish plans to deal with concerns within their command. Facilitate training and assistance for supported commanders through the contracted vendor or surgeon staff.

d. Advise MSCs on the procedure to coordinate and schedule "Fit for Duty" and Command Directed Behavioral Health exams IAW USARC guidance and ICW Active Duty Military Treatment Facilities (MTF) and the Psychological Health Program (PHP) coordinators.

e. Facilitate capture of medical readiness support documents into Health Readiness Record (HRR) Electronic Service Treatment Record (eSTR) for Soldiers ICW G1 efforts. Provide systems access and training as required. For TPU Soldiers, this is completed through Medical Electronic Data for Care History and Readiness Tracking /HRR, for AGR/ Active Duty for Operational Support (ADOS) (>30 days) it is coordinated with U.S. Army Medical Command (MEDCOM) Regional Health Command (RHC) liaisons (LNOs)/POCs for Tricare Prime Remote through Healthcare Artifact and Image Management Solution (HAIMS), Armed Forces Health Longitudinal Technology Application (ALTHA), MHS GENESIS, the electronic health record for the Military Health System (MHS).

f. Act as approval authority for providers on all medically sensitive Protected Health Information (PHI) related system software (including MEDCHART, MEDPROS, MEDPROS Web Data Entry (MWDE), Armed Forces Health Longitudinal Technology Application-Joint Legacy Viewer (AHLTA-JLV), and Logistics Health Incorporated Portal (LHI) for electronic profile actions within the RD region. This authority includes review of Health Insurance Portability and Accountability Act (HIPAA) training certification, user role, and application training IAW policies and standards of practice established by the USARC Surgeon.

g. Provides expert consultation to G1/Human Resource Service Branch in the execution of formal Line of Duty (LOD) to clarify whether an "injury/illness is within the line-of-duty" for service connection. May participate as a member of the Incapacitation (INCAP) Pay Board, reviewing medical documentation in support of claims for INCAP benefits.

h. Provide SME on health care entitlement programs for Army Reserve Soldiers and Families. Coordinate directly with Tricare for any requests for program/benefit updates and briefings for units.

i. RDs will help coordinate level 2 SRP and support the Army Reserve Medical Command (ARMEDCOM) Organic Provider Support Program (OPSP2).

j. Maintain liaison with Armed Forces Medical Intelligence Center. Disseminate medical intelligence for health situations identified for deployment of Army Reserve Soldiers.

k. Assist G1 with the Army Substance Abuse Program and maintain list of physicians with certification and appointments as Medical Review Officer for MSCs without physician support.

l. Serve as POC and liaison with Military Treatment Facilities (MTF) and civilian medical facilities for subordinate units and MSCs. Ensure USARC Surgeon is aware of any medical Commander's Critical Information Requirements (CCIR)/Serious Incident Reports (SIRs). Follow RD Commander's CCIR protocol.

m. Participate as member of the Army Reserve Surgeon Charter Meetings to develop and review core enterprise business practices.

Chapter 11. Office of Internal Review (IR)

11-1. Responsibilities

The internal review office provides the Commander with an independent and professional internal audit capability that assists in accomplishing the mission and in safeguarding, accounting, and properly using the resources necessary for mission accomplishment.

11-2. Functions

a. Perform audit services in accordance with AR 11-7.

b. Perform follow-up audit services and track command actions to implement agreed-to audit recommendations.

c. Conduct review follow-up and track management actions to correct problems identified in internal and external reports. IR personnel may not serve in operational roles outside of the IR organization and will maintain their independence.

d. Serve as the focal point for all external auditors and facilitate the command reply/resolution process. Provide IR services to USAR commands in the region without their own IR office, through a direct or mutual support agreement and coordination with the USARC IR office.

e. Develop the annual audit plan that addresses areas most relevant to the command.

f. Prepare IR Annual Metrics Report and Annual Assessment of Non-Audit Services as required by

Assistant Secretary of the Army (Financial Management and Comptroller).

g. Review the command Annual Statement of Assurance per AR 11-2 and AR 11-7.

Chapter 12. Equal Opportunity (EO) Office.

12-1. Responsibilities

Special Staff advisor to the commander responsible for formulating, directing, and sustaining a comprehensive effort to maximize human potential to ensure fair treatment for military personnel, family members, based solely on merit, fitness, and capability in support of readiness. Commanders are responsible for sustaining a positive EO climate within their units.

12-2. Functions

- a. Provide senior leaders with information and guidance on the EO Program, Harassment Prevention and Response Program, policies, areas of concern, and processes. Serve as command's subject matter expert for policies and procedures relating to both.
- b. Ensure both EO Programs and Harassment Prevention and Response Program comply with Army Reserve, Army, Department of Defense (DoD) policies, and applicable law.
- c. Receive, process, and/or respond to complaints.
- d. Develop, execute, and manage a budget to ensure that the command's EO Program and Harassment Prevention and Response Program are properly resourced.
- e. Provide advice to subordinate command EO offices upon resolution of the complaints or other issues.
- f. Manage and maintain EO data for their respective command levels and prepare, input, and review EO data in preparation for quarterly submission to USARC.
- g. Assist commanders with Army Heritage Month activities.
- h. Manage and monitor EO manning structure and project fill for all subordinate commands.
- i. Develop EO and Harassment Prevention and Response command policy and guidance.
- j. Review quarterly EO reports from subordinate commands and ensure these reports are submitted to USARC in accordance with AR 600–20; compile, analyze, and brief EO data, making recommendations for program improvements from that information.

12-2-1. Equal Opportunity Program Manager (EOPM)

- a. Assess indicators of institutional and individual discrimination in organizations.
- b. Recommend remedies to eliminate and prevent unlawful discrimination.
- c. Collect, organize, and interpret demographic data concerning all aspects of EO climate assessment.
- d. Assist commanders in assessing, planning, implementing, and evaluating the EO program.
- e. Organize or assist with training sessions that pertain to EO, unlawful discrimination, and the consideration of others methodology.
- f. Receive and assist in processing individual complaints of unlawful discrimination in the informal stage and conduct EO inquiries according to the commander's guidance.
- g. Provide advisory assistance to commanders and investigating officers in the investigation and resolution of unlawful discrimination complaints.
- h. Review and comment on investigative reports of EO complaints for compliance with DoD and DA EO policy and objectives.
- i. Conduct follow-up assessments of all formal EO complaints filed at USARC and OCAR.
- j. Assist in the planning and conduct of ethnic observances/special commemorations.
- k. Assist commanders in developing the EO policy for the Command.
- l. Conduct Staff Assistance Visits (SAV) to subordinate units and other headquarters (equivalent or lower).

12-2-2. Equal Opportunity Advisor (EOA)

- a. Assist the commander in EO training that employs small-group facilitation methods like the consideration of others' methodology.
- b. Collect, organize, and recommend responses for all military correspondence directed to AR EO in the form of Warning Order (WARNORD), Fragmentary Order (FRAGORD), Operation Orders (OPORDs) etc.
- c. Provide administrative (Admin) support for the EO office; request for supplies, purchase supplies and maintain appropriate records for the EO office.
- d. Assess indicators of institutional and individual discrimination in organizations.
- e. Recommends remedies to eliminate and prevent unlawful discrimination.

- f. Continuously assess the command climate through formal surveys, interviews, facilitated small group discussions, and accessibility to the unit.
- g. Collect, organize, and interpret demographic data concerning all aspects of EO climate assessment.
- h. Assist commanders in assessing, planning, implementing, and evaluating the EO program.
- i. Organize or assist with training sessions that pertain to EO, unlawful discrimination, and the consideration of others methodology.
- j. Assist in evaluating the effectiveness of unit training conducted by commanders.
- k. Receive and assist in processing individual complaints of unlawful discrimination in the informal stage and conduct EO inquiries according to the commander's guidance.
- l. Provide advisory assistance to commanders and investigating officers in the investigation and resolution of unlawful discrimination complaints.
- m. Conduct follow-up assessments of all formal EO complaints filed at USARC and OCAR.
- n. Assist in the planning and conduct of Heritage Month Activities.
- o. Assist commanders in developing the EO policy for the Command.
- p. Conduct SAVs to subordinate units and other headquarters (equivalent or lower).

Chapter 13. Office of the Command Historian

13-1. Responsibilities

Special Staff advisor to the commander responsible for supporting the Army History Program by providing subject matter expertise for preserving and processing the material, oral, operational, and cultural history of Army Reserve units within the geographic area of responsibility.

13-2. Functions

- a. Provide guidance and recommendations to the command leadership of Army Reserve MSCs and subordinate units on Department of the Army and United States Army Reserve history regulations, policies, procedures, and professional development.
- b. Accurately collect, preserve, interpret, and communicate the RD history and material culture to USARC. Tell the Army Reserve Story and preserve the history of the RD (institutional memory) by writing and publishing its official history; archiving historical documents, taking photographs, conducting interviews, participating in public outreach, and making presentations.
- c. Provide historian assistance to supported/subordinate units (UHOs and MHDs) within the command's designated geographic footprint.

Chapter 14. Knowledge Management (KM)

14-1. Responsibilities

Special Staff advisor and support to the Command Group, Directorates, and MSCs on the development and integration of collaborative capabilities to create and maintain a culture of sharing and learning, minimize knowledge loss, and enable timely and effective decisions by providing actionable knowledge at the right place and time in support of effective decision making while maximizing organizational performance, data literacy, and education of the staff.

14-2. Functions

- a. Advises, recommends, and guides commanders and staffs on the dynamic application of people, process, and tools to provide collaborative solutions that ensures the timely and effective application of actionable knowledge that drives effective leader decision making.
- b. Promote and support the development of an organizational culture of innovation and learning.
- c. Trains AR personnel on KM capabilities and tools that facilitate collaboration, and the right knowledge, at the right place and time in support of the organizational battle rhythm.
- d. Conducts KM assessments and provides solutions through the integration of new KM tools and processes.
- e. Develops and maintains KM policies, governance, Standing Operating Procedures (SOPs), and AR Knowledge Management Officer (KMO) / KM Representative (KMR) appointment orders.
- f. Recommend KM best practices for use throughout the AR.
- g. Identify, document, and assess knowledge gaps hindering optimal organization.

Section III

Coordinating Staff Information

Coordinating staff officers are the commander's principal assistants who advise, plan, and coordinate actions within their area of expertise or a warfighting function. Commanders may designate coordinating staff officers as assistant chiefs of staff, chiefs of a warfighting function, or staff officers. Coordinating staff officers may also exercise planning and supervisory authority over designated special staff officers. Note that following chapters combine like functions between the G-staff sections and the BASOPS sections IAW the approved TDA for simplicity and clarity of the organizational design. RD Commanders retain the authority and flexibility to task organize the Coordinating Staff to their mission requirements and regional support needs. Chapters 15 through 22 outline the key aspects of the RD Coordinating Staff.

Chapter 15. Assistant Chief of Staff, G-1

15-1. Structure

This staff directorate contains both the operationally focused G-1 staff capability and the BASOPS DHR regional support elements. The sections within this chapter reflect some of the current RD TDA labeling and some labels used by the RDs for the various divisions and branches within this directorate. This deviation from the TDA labels recognizes current common practices across these organizations. As with other portions of this regulation, RD Commanders retain the authority to task organize and group the different divisions and branches within this directorate based on mission and organizational needs. Responsibility and functions of these various staff sections follow below.

15-2. Responsibilities

- a. Responsible for personnel management functions in support of all USAR commands and units within the geographic area of operations. Appendix B outlines the additional detail on these functions and shared responsibilities with supported commands.
- b. Provide personnel BASOPS functions for units within the geographic area of operations and personnel management for Soldiers under command and control of the RD.
- c. Exercise primary staff responsibility for personnel, plans, policies, and administration of the USAR Full-Time Support (FTS) and specific AC personnel management programs.
- d. Provide personnel management for personnel under command and control of the RD.
- e. Coordinate the command's morale and welfare for personnel under command and control of the RD.
- f. Develop and oversee strength management programs and coordinate retention activities for personnel under the command and control of the RD.
- g. Develop regional personnel annexes of contingency plans.
- h. Provide Army Reserve Family Programs support and administration for units and personnel within the RD region.
- i. Conduct and execute the Human Resources (HR) Readiness Initiatives per command's specific efforts for the region.
- j. Conduct Senior Enlisted promotion boards, as directed.
- k. Conduct Sexual Harassment/Assault Response and Prevention training.
- l. Execute Yellow Ribbon Program, as directed.
- m. Provide selected Retirement Services.
- n. Conduct Army Substance Abuse Program and Prevention Training.
- o. Conduct Congressional and Special Inquires, as directed.
- p. Conduct Human Immunodeficiency Virus Assistance, as directed.

15-3. Functions

15-3-1. G-1

The G-1 has oversight responsibility for all personnel management functions in support of readiness for all USAR commands and units within the geographic area of operations mission command elements. Specific functions include:

- a. Manage and direct the daily operations of a large, complex HRO staff that provides personnel support and well-being services to USAR units, Soldiers, Families, and Civilians in their respective geographic region.
- b. Serve as the principal staff advisor to the CG, RD staff, and supported commands on all military personnel management matters.

- c. Serve as the principal staff advisor to the CG, RD staff, and subordinate commands on all civilian personnel management matters.
- d. Review active Army, USAR, and RD personnel policies, processes, and procedures and recommend changes, as appropriate to include the RD staff, USARC, and the Department of the Army.
- e. Liaison for Soldiers past and present with Human Resource Command (HRC), OCAR, USARC and other organizations as necessary.

15-3-2. Senior Human Resource NCO (G-1 SGM)

The G-1 Sergeant Major (SGM) serves as the senior enlisted adviser to the G-1, the RD CSM, and MSCs for TPU and AGR Enlisted Soldiers assigned to the RD area of responsibility. Specific functions include:

- a. Maintain direct liaison with AR G-1 and HRC on personnel policy to include readiness, promotions, Warrior in transition, Noncommissioned Officer Education System (NCOES), reclassification, retirements, INCAP, incentives and strength management.
- b. Review existing personnel operating procedures and identify methods to improve policies and procedures.
- c. Implement, interpret, and provide policy guidance that support personnel readiness and well-being.
- d. Advise the G-1, RD CSM, and MSCs on enlisted policies, regulations, and directives pertaining to the management of enlisted Soldiers.
- e. Conduct research and provide feedback to enlisted Soldier and Family members' concerns, uniform, finance, and policy issues addressed to the RD leadership.

15-3-3. The Regional Personnel Service Center (RPSC)

Oversees and manages personnel services through diverse activities to include: military personnel, civilian personnel, personnel actions, personnel services, promotions, and awards. Specific functions for RPSC Chief include:

- a. Serve as the Military Personnel Chief for the RD.
- b. Provide oversight for all officer personnel actions in the region.
- c. Provide oversight for all enlisted personnel actions and promotions in the region.
- d. Provide oversight for military health services (INCAP, Military Occupational Specialty Administrative Retention Review (MAR2), LOD, etc.) in the region.
- e. Serve as liaison officer for a coordinating relationship with HRC.
- f. Provide oversight of the Retirement Services Office for Army Reservists in the Region.

15-3-4. Personnel Management Division

This Division serves as an organizational element to supervise various branches and programs providing personnel management and support to regional tenet units and RD mission command elements. Branches and programs under this division can include Officer Management Branch, Enlisted Management Branch, FTS Military Branch, FTS Civilian Branch, Awards Branch, etc. RDs retain the flexibility to use this division and vary the branches and programs assigned.

15-3-5. Officer Management Branch

Provide personnel services and guidance to supported commands within the RD geographical regions and provide personnel management for officers under mission command of the RD. Specific functions include:

- a. Review and ensure officer personnel actions comply with the USAR Personnel Action Guide (PAG) for administrative correctness prior to publication of orders/approval memorandum. Some of the major review functions include issuance of orders, special duty, promotion certificates, reassignments, reclassification, and reserve sanctuary.
- b. Provide oversight over the officer promotion non-select program (two time non-selections for promotion and Selective Continuation (SELCON) Memorandums).
- c. Provide support for Promotion Vacancy Board (PVB) by validating packets and submit final recommended board candidate list to the HRC promotion branch.
- d. Review, track, correct, and maintain officer Mandatory Retirement Date (MRD) for Officers within the RD region.
- e. Process Warrant Officers actions to include Process Warrant Officer Military Occupational Qualifications after Completion of Warrant Officer Basic Course (WOBC); issuance of memorandum awarding Primary Military Occupational Specialty (PMOS) and personnel database updates of PMOS, issuance of orders for reassignments, promotion certificates, other personnel actions defined by PAG
- f. Submit documents to Interactive Personnel Electronic Records Management System (iPERMS).

15-3-6. Enlisted Management Branch

Provide personnel services and guidance to supported commands within the RD geographical regions and provides personnel management for enlisted Soldiers under command and control of the RD. Specific functions include:

- a. Review enlisted personnel actions for administrative correctness; issue personnel orders/approval memoranda and accomplish other personnel actions associated with total management of Soldiers' careers and professional development for Soldiers within their geographic region.
- b. These actions include: conditional releases, Foreign Language Proficiency Bonus (FLPB) termination, promotions, reassignments, discharges, transfers, reclassification, relief for cause, voluntary retirement, separation, Special Duty Assignment Pay (SDAP), mandatory removal, attachments between TPUs, appointments (through Officer Candidate School (OCS), Reserve Officer Training Corps (ROTC), or direct appointment process).
- c. Submit documents to iPERMS as required by applicable regulatory guidance and policy.
- d. Manage the USAR TPU enlisted promotion system.
- e. Conduct junior enlisted promotion boards if needed and requested by MSCs within the RD's region.
- f. Manage and conduct the senior promotion selection boards as directed by USARC.
- g. Provide administrative support for enlisted involuntary separation boards for RD headquarters, subordinate units, and Individual Ready Reserve as tasked by USARC.
- h. Manage and conduct the Qualitative Retention Boards (QRB) as directed.

15-3-7. Full-Time Support (FTS) Military Branch

Provide personnel services and support to all AGR military personnel assigned or attached within the RDs region. Specific functions include:

- a. Manage assigned AGR personnel within the RD region, in accordance with applicable regulatory guidance. Provide program guidance, instructions, and assist with systems support to supported commands. Serve as the primary representative/POC with HRC and USARC for AGR issues/actions. Serve as primary representative/POC with USARC for all other AGR concerns .
- b. Provide personnel management and process personnel actions for AGR enlisted and officer within the RD region in accordance with applicable DA and USAR regulatory guidance. Actions include, but are not limited to, separations (voluntary and involuntary), reassignments, retirements, reclassifications (voluntary and involuntary), special duty assignment pay and mandatory removal management, processing AGR junior promotion board proceedings, deployment support and monitoring Permanent Promotion Recommended List (PPRL) managed by HRC, and publish promotion orders for eligible junior enlisted Soldiers.
- c. Process requests for legal name changes for AGR Soldiers in the Geographical area of support.
- d. Coordinate and manage the AGR positions for the RD's mission command elements with HRC Regional Account Managers.
- e. Manages Reserve Database Management System (RDMS) updates to include: AGR gains and loss transactions.

15-3-8. The Full-Time Support Civilian Branch

Provide personnel services and support to all civilian employees assigned or attached under the RDs. Specific functions include:

- a. Serve as the principal advisor to the CoS, Directors, and Supervisors on DA Civilian Personnel Management matters to include conduct, discipline, and performance management. Develop, promote, and monitor policy governing the management and utilization of civilian personnel to meet local needs.
- b. Manage the Military Technician (MT) Program in accordance with 10 United States Code (USC) 10216 (Military Technicians (Dual Status)), 10 USC 10217 (Non-Dual Status Technicians), 10 USC 10218 (Army Reserve and Air Force Reserve Technicians: Conditions for Retention; Mandatory Retirement under Civil Service Laws) and applicable regulatory guidance, and in concert with USARC and the supporting Civilian Personnel Advisory Center (CPAC) for the RD's mission command elements.
- c. Oversee the Labor Management and Employee Relations (LMER) Program for the RD's mission command elements, to include advising management on issues relating to labor management and employee relations, employee discipline, adverse actions, and appeals to the merit system protection board, grievances, negotiations with labor organizations, arbitration, and unfair labor practices.
- d. Conduct crosswalk of personnel to updated TDA documents when published on the RD

headquarters TDA and submit requests for administrative changes as required for the RD's.

e. Manage and process all requests for personnel action for mission command units.

f. Initiate and track recruitment actions for RD positions through coordination with management, CPAC, and USARC to include the preparation of organizational codes, position classification reviews, and timely status updates to management.

g. Manage and administer civilian evaluation and award programs for mission command personnel.

h. Conduct, track, and monitor the civilian training programs to include the Civilian Education System (CES).

i. Administer and manage the Automated Time Attendance and Production System (ATAAPS).

15-3-9. Awards Branch

a. Manage the Military Awards and Decorations Program in accordance with AR 600-8-22 (Military Awards). Provide support to MSCs and mission command elements for the Welcome Home Warrior Citizen Award program materials. Provide "Field-to-File" iPERMS for completed military awards.

b. Process certificates and letters of recognition; foreign awards and decorations; foreign gifts; individual military awards and decorations; manage unit/organization awards; process unit/organizational military awards and decorations and leadership award programs (MacArthur Award, United Services Automobile Association, Government Employees Insurance Company, etc.) for RD mission command elements.

15-3-10. Operations Branch

Receive, review, and respond to congressional inquiries; review, research and complete exception to policy memorandums of endorsement to higher headquarters, and receive, review, and complete requests for conditional release for RD headquarters. Manage the Sponsorship Program for the RD's mission command elements.

15-3-11. Program Services Division

This Division serves as an organizational element to supervise various branches and programs providing well-being services and support to regional tenet units and RD mission command elements. Branches and Programs under this division can include Administrative Services Support, Yellow Ribbon Reintegration Program (YRRP), Army Substance Abuse Program (ASAP), Sexual Harassment/Assault Response and Prevention (SHARP) Program, Suicide Prevention Program, Education Services Office Support, Community Health Promotion Council (CHPC), and Comprehensive Soldier and Family Fitness (CSF2) Program. RDs retain the flexibility to use this division and vary the branches and programs assigned.

15-3-12. Administrative Services Support Branch

a. Manage the Records Management Program. Implement policies, procedures, and systems to capture, preserve, and make available documents and evidence essential for DA decisions and actions; meet the needs of the American public; and protect the rights and interest of the government and individuals. All records must be maintained electronically.

b. Manage the Freedom of Information Act (FOIA) and Privacy Act (PA) Programs. Process all FOIA/Privacy Act requests received from the general public. In consultation with the SJA, determine the release ability of records, or recommend denial to the appropriate Initial Denial Authority.

c. Manage the Official Mail Program. Coordinate official mail and distribution requirements with the installation Network Enterprise Center (NEC), formerly Director of Information Management (DOIM). Ensure command compliance with official mail management regulations and USARC policy.

d. Manage office symbols within the RD HQ staff, assigned units, and activities.

e. Conduct mailroom inspections located within RD owned facilities.

f. Manage the Management Information Control System program within the RD mission command.

g. Manage the Publishing and Printing Program within the RD command and control. Develop, promulgate, and control standard forms and formats. Manage the interface to DA publications and contract the Defense Logistic Agency (DLA) and Government Printing Office for printing high volume material.

15-3-13. Health Services Branch

a. Manage the Line of Duty process in accordance with AR 600-8-4 (Line of Duty Policy, Procedures, and Investigations) and Department of Defense Instruction (DoDI) 1241.01. Act as a reviewing authority for all informal and formal investigations within the geographical region.

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

Review, board, process, and monitor all INCAP cases to completion. Conduct and complete the Incapacitation Review Boards (IRB) and provide IRB recommendation(s) to USARC G-1.

c. Manage the MAR2 process (replaced the MOS Medical Retention Board (MMRB)). Adjudicate all MAR2 cases for TPU Soldiers within the geographical region with the exception of Category E (failing score on a speech recognition in noise test (SRINT)), which will be referred to the Disability Evaluation System (DES).

d. Process medical separation orders (discharges, 15-year retirements, and 20-year retirements) and loss transactions from the Army Reserve Medical Management Center and Physical Disability Agency. Process all 15-Year Notification of Eligibility (NOE) for Retired Pay at Age 60 requests through HRC.

e. Assist units with referrals to the Medical Evaluation Board (MEB)/Physical Evaluation Board (PEB), which includes non-duty related PEBs. Serve as liaison to military treatment facilities (MTF) across the US, Puerto Rico, and Virgin Islands. Advise organizations on compliance with DoDI 1332.18 (Disability Evaluation System), AR 40-501 (Standards of Medical Fitness, Chapter 3), AR 135-178 (Enlisted Administrative Separations), AR 135-175 (Separation of Officers) and AR 600-8-4 (Line of Duty Policy, Procedures, and Investigations).

15-3-14. Casualty Operations Branch

The Casualty Operations Branch coordinates casualty operation support within their region through Military Funeral Honors (MFH) and Casualty Affairs programs. Specific functions include:

a. Manage the MFH program IAW DODI 1300.15 (Military Funeral Support). Receive requests for honors from Casualty Assistance Centers (CAC) or directly verified requests on behalf of the surviving families of honorably discharged deceased veterans, retirees, and active Soldiers; assigns and tasks Area Coordinators to provide a detail to perform military funeral honors. Area Coordinators support MFH missions with program equipment, maintain MFH database, help process vouchers for Soldiers and Veteran Service Organizations (VSO) and approved Authorized Provider Partnership Program (AP3); ensure trained Soldiers and VSOs support honors IAW TC 3-21.5 (Drill and Ceremonies); and coordinate with the funeral director to determine funeral requirements requested by the primary next of kin (PNOK).

b. Manage the Casualty Affairs Program IAW AR 638-8 (Army Casualty Program); receive requests and assign Casualty Notification Officers (CNO) and Casualty Assistance Officers (CAO) in support of the CAC responsibilities in casualty reporting within the Region; ensure eligible and certified AGR Soldiers are appointed duties. Provide support and guidance to units within the RD region with AGR and TPU (on active status) deaths IAW CAC guidance.

c. Provide MFH and casualty affairs data to USARC in accordance with guidance, casualty information, research incident data, and send casualty report to HRC.

15-3-15. Personnel Services Branch

Provides oversight of the RD's well-being programs and services: ASAP, SHARP, Suicide Prevention Program, Education Services Program, Health Promotion Program, and CSF2 Program.

a. The ASAP mission is to strengthen the overall fitness and effectiveness of the Army's Total Workforce, to include conserve manpower and enhance combat readiness and resiliency of its Soldiers, ASAP provides non-clinical substance abuse prevention services, which includes 1) education and training, 2) deterrence (drug testing for military and DA Civilians), 3) risk reduction, 4) identification and detection, and 5) referral.

(1) Ensure ASAP complies with the policies of the Office of National Drug Control Policy and the National Drug Control Strategy.

(2) Establish performance goals and develop a management system to analyze and report drug-testing results from the performance data.

(3) Notify commanders of Soldiers' drug test positives within regulatory guidelines.

(4) Report Soldiers' substance misuse evaluation completion rate monthly.

b. Education Services Program mission is to promote lifelong learning, readiness and resilience through flexible and relevant education programs, services and systems in support of the Total Army family.

(1) Plan and implement the Army Continuing Education System (ACES) program within broad guidelines from higher headquarters. Determine program objectives within the confines of regulatory rules or requirements. Establish local policies and procedures governing program activities.

(2) Administer a variety of educational services to include: counseling, testing, military and civilian classroom instruction, individualized programming and related administrative activities to include Active Duty, Selected Reserve, and National Guard within the RD region.

(3) Administer all ACES activities encompassing five separate learning levels (remedial, secondary,

undergraduate, graduate and vocational), all of which lead to recognized certificates, diplomas, or academic degrees.

(4) Conduct surveys of educational and training needs to determine particular courses and program activities offered, taking into consideration the education status of the individual services, troop strengths, and interests of troops, budgeting allowances, available facilities, and instructors.

(5) Provide Soldiers assistance preparing to enroll or arranging for enrollment in college by obtaining information on school curricula.

(6) Serve as the liaison among Soldier/student, school and DA, when tuition payment discrepancies exist.

c. Suicide Prevention Program is responsible to improve readiness through the development and enhancement of the Army policies designed to minimize suicide behavior; thereby preserving mission effectiveness through individual readiness for Soldiers, their Families, and DA Civilians.

(1) Manage the Suicide Prevention Program in accordance with AR 600-63 (Army Health Promotion) and DA PAM 600-24 (Health Promotion, Risk Reduction, and Suicide Prevention).

(2) Request, monitor, and execute the RD Suicide Prevention Program budget in accordance with the suicide prevention action plan and annual funding guidance.

(3) Develop and maintain measureable program goals and objectives, report status to RD headquarters and subordinate units, and create strategies to meet goals and objectives. Publish the strategies and follow through as they are put into action.

(4) Integrate suicide prevention into the communities, Families, and Soldiers in the RD headquarters, subordinate units, and the RD area of responsibility.

(5) Conduct annual training requirements to RD Soldiers, DA Civilians, and Family members. Support commands in the RD area of responsibility with their training requirements.

(6) Work with the RD Director of Psychological Health and other agencies to provide post intervention support to RD headquarters, subordinate units, and commands in the RD region.

(7) Proactively work with local, state, and regional officials (military and governmental) in creating partnerships that will allow for a deeper exploration of suicide prevention practices across the region to include Soldiers, DA Civilians and their Family members.

(8) Plan, coordinate, and execute the Ask Care Escort (ACE)-Suicide Intervention certification course and the Applied Suicide Intervention Skills Training (ASIST).

(9) Track the training of all ASIST and ACE- certified personnel and ACE training for the RD and outside elements.

d. Sexual Harassment/Assault Response & Prevention (SHARP) Program supports the Army's pledge to foster a culture free of sexual harassment and sexual assault through prevention, education and training, response capability, victim support, reporting procedures, and appropriate accountability enhancing safety, well-being, and readiness.

(1) Manage the SHARP program accordance with Department of Defense Directive (DoDD) 6495.01, DoDI 6495.02, and DoDI 6495.03 and AR 600-20

(2) Ensure that Soldiers, DA Civilians, and Family members are familiar with the Army policy on sexual harassment and sexual assault. Work with the PAO to ensure personnel are informed on programs and services available to victims.

(3) Assess and monitor the command climate regarding sexual harassment and sexual assault.

(4) Maintain liaison with the Provost Marshal/CID, medical services, legal services, and commanders paying special attention to geographically dispersed personnel in order to facilitate immediate response and accurate reporting of sexual assault incidents.

(5) Integrate the SHARP program into the community, creating a climate that minimizes sexual assault incidents and that encourages victims to report incidents of sexual assault without fear of reprisal.

(6) Plan and execute SHARP training and awareness campaigns annually to educate Soldiers, DA Civilians, and Family members. Track annual training requirements, certification and credentials of all SHARP-certified personnel in the RD headquarters and subordinate units.

(7) Provide essential coordination and establish measures to ensure sensitive and comprehensive treatment to restore victim's health and well-being.

(8) Ensure leaders understand their roles and responsibilities regarding response to sexual assault: notify CID/law enforcement and the SARC; and sexual harassment: notify the SARC and contact the SJA. Based on recommendations from the SJA, take appropriate disciplinary action. Conduct senior leader training to increase awareness of sexual assault/sexual harassment issues and high-risk behaviors.

e. Yellow Ribbon Reintegration Program (YRRP) promotes the well-being of Reserve members, their families, and communities by connecting them with resources throughout the deployment cycle.

(1) Manage and execute events in accordance with USARC guidance. Coordinate with MSCs and external agencies to promote community outreach; assist Families and service members with physical, behavioral and mental health concerns associated with deployment. Coordinate with support staff, instructors, and community partners. Prepare and deliver all administrative support for events.

(2) Establish annual event schedules with USARC and MSCs.

(3) Provide USARC and MSCs the annual event schedules and input into Yellow Ribbon Event Plus Portal.

(4) Communicate with MSCs and Soldiers directly to publish approved orders and with Defense Travel System (DTS) authorizations for attendees to alleviate a high percentage of no-shows for events. Provide DTS LOA.

(5) Coordinate with USARC on the projected number of Soldiers mobilizing and returning from deployment and provide registration assistance at MOB sites.

f. Retirement Services Office provides crucial retirement counseling and pre-retirement services to Soldiers and their Families to aid them in making timely and informed decisions regarding their entitlements and benefits.

(1) Coordinate, conduct, and facilitate monthly, detailed pre-retirement and Reserve Component Survivor Benefit Plan (RCSBP) briefings for all retiring USAR Soldiers IAW AR 600-8-7. Establish annual event schedules with OCAR, USARC, and MSCs. Report participation data and trends to RD command group as well as OCAR PM. Conduct facility coordination, Community Partner outreach, packet preparation, establish registration, coordinate staffing requirements, maintain/ship/recover all materials and equipment, and set up/recover training site.

(2) Counsel Soldiers and Family members concerning retirement rights, benefits, and entitlements. Conduct individual SBP counseling for all retiring Soldiers and their Family members. Conduct individual RCSBP counseling for all RC Soldiers, and their Family members within 90 days after receipt of the Notification of Eligibility for Retired Pay at Age 60. Assist retiring RC Soldiers and Family members with completion of the Department of Defense (DD) Form 2656-5 (Reserve Component Survivor Benefit Plan (RCSBP) Election Certificate), upon receipt of the Notification of Eligibility for Retired Pay. Conduct individual pre-retirement briefings as needed.

(3) Assist retiring Soldiers and Family members complete the Department of Defense (DD) Form 2656 (Data for Payment of Retired Personnel) and DD Form 2656-1 (Survivor Benefit Plan (SBP) Election Statement for Former Spouse Coverage), if applicable. Assist retiring RC Soldiers and Family members complete the retirement application to include— DD Form 108, DD Form 2656, SF Form 1199A (Direct Deposit Sign-Up Form), and DD Form 2656-5, if the RC Soldier deferred RCSBP election to age 60 and DD 2656-6 (Survivor Benefit Plan Election Change Certificate).

(4) Attend DA/USARC/OCAR annual professional development courses and workshops to maintain proficiency on all Army retirement policies and guidance.

(5) Manage and execute RSO budget lines including event dollars, travel, and supplies. Prepare hotel and support contract proposals when necessary.

(6) Counsel and assist retired Soldiers on changing and maintaining their SBP election. Counsel and assist survivors of retired Soldiers, and Soldiers who die on active duty regarding their SBP options and entitlements, and the proper processing of their SBP applications, which includes counseling on Department of Veterans Affairs dependency and indemnity compensation and its relationship to SBP.

g. Comprehensive Soldier and Family Fitness (CSF2) is the Senior Leadership's strategic platform designed to articulate the focus, conditions, and resources required to oversee MSC execution of Ready and Resilient (R2) objectives. RDs synchronize this program through a council, in collaboration with the regional MSCs. The CSF2 identifies and frames R2 issues, gaps, and solutions that affect collective readiness, implement targeted actions, and review initiatives and promising practices for consideration of submission to Headquarters, Department of the Army (HQDA), Deputy Chief of Staff (DCS), G-1, Army Resilience Directorate. CSF2 builds resiliency and enhances performance for Soldiers, their Families, and DA Civilians. CSF2 provides hands-on training and self-development tools so that members of the Army Family are better able to cope with adversity, perform better in stressful situations, and thrive in life.

(1) Manage the CSF2 Program in accordance with AR 350-53 (Comprehensive Soldier and Family Fitness) for RD and subordinate units.

(2) Establish a commander chaired council IAW AR 600-63. Membership on your CSF2 should include command resilience stakeholders and appropriate SME within the staff.

(3) Appoint a full-time, dedicated Community Ready and Resilient Integrator (CR2I) in support of the CSF2.

(4) Provide Senior Leader representation at the USARC CSF2 forums. This forum will allow

commands to share information about the status of their R2 programs, lessons learned, and best practices that may apply across the Army Reserve.

(5) Request and manage the Master Resilience Trainer course budget for the RD headquarters and subordinate units.

(6) Assist supported units to manage the CSF2 program.

(7) Host a quarterly CSF2 forum with MSCs to discuss resource issues, new initiatives, and lessons learned.

(8) The RD Resilience Coordinator will act as POC for the RD and subordinate units. The RD Resilience Coordinator will facilitate the critical flow of information on resilience training, compliance, best practices, and doctrine within the subordinate units.

(9) The RD Resilience Coordinator will coordinate, conduct, and monitor Resilience Trainer Assistant (RTA) training within the Command.

15-3-16. Family Programs Division

Provide management and oversight of Family Programs personnel within region. While Soldier and Family Readiness Groups are a Commander's responsibility, the RD Family Programs Division can provide guidance and serve as a resource to connect customers with resources in their area to support SFRG creation and operation. They can also connect individuals with programs to assist in resolving issues related to military life, deployments and mobilizations, or other issues relating to Family Members.

a. Conduct Army Reserve Family Programs (ARFP)/Family Readiness regional training for Soldier and Family Readiness Group Volunteers and Command Teams in the region.

b. Support the Army Reserve Family Programs Certification Standards and complete the certification process for the RD Family Programs.

c. Provide Family Programs outreach, support, and assistance to units within the RD region.

d. Provide Survivor Outreach Services (SOS) and support to Survivors of all Army components within the assigned county coverage areas as designated by DA.

e. Serve as a conduit for Army Family Action Plan (AFAP) issues. Assist the Army Reserve AFAP manager and Commands in the region when AFAP issues require SME review/guidance and elevation to USARC.

f. Provide support to the Volunteer Management Program to all commands in the region.

g. The RDs support recurring Family Programs training events. Recurring training events consist of, but are not limited to, the Brigade and Battalion Pre-Command Course, Multi-Component Joint Assessment Conference, and the Company Commander and First Sergeant Course.

h. Support Crisis Action Team activations and disaster assistance efforts to include Army Disaster Personnel Accountability and Assessment (ADPASS) Case Management. Identify Family Members residing in disaster impact zone and provide coordinated outreach to those affected Families.

Chapter 15-3-17. Reserve Personnel Action Centers (RPAC)

The RPAC provides premier personnel, administrative, and financial services to supported units and Soldiers in order to enable commanders to focus on training, readiness, and growing leaders. RPACs are structured in teams of personnel that provide services to all supported units and Soldiers. The RPAC Business Practices publication provides guidance to the RPAC and supported units in the areas of internal organizational structure, unit and RPAC functional responsibilities, and operational procedures as applicable to the RPAC.

Chapter 16. Assistant Chief of Staff, G-2

16-1. Structure

The G-2 supports the Intelligence Warfighting Function, including Intelligence and Security functions required in support of daily garrison operations. The G-2 consists of the Intelligence Branch and the Security Programs Branch.

16-2. Responsibilities

a. G-2 Leadership. Responsible for Career Program 35 Military Intelligence (MI), civilian employees supporting Personnel Security, Information Security, and Industrial Security Programs. Manages all GG [General Government] Pay Plan Employees within the RD under the Defense Civilian Intelligence Personnel System (DCIPS).

b. Intelligence Branch. Responsible for intelligence matters and tailored intelligence products in support

of the RD CG, subordinate units, activities, and facility requirements.

c. Intelligence Security Programs Branch. Responsible for managing Personnel Security (PERSEC), Information Security (INFOSEC), and Industrial Security Programs in support of the RD CG, and supported units.

16-3. Functions

a. Intelligence Branch. Provides advice and technical consultation for the RD CG and RD staff on all matters related to the Intelligence Warfighting Function, including non-warfighting [garrison] functions (Advocacy of Intelligence; Intelligence Training; and Intelligence Readiness). Provides intelligence support and services to the RD, subordinate units, activities, and facilities.

b. Intelligence Security Programs Branch. Provides advice and technical consultation for the RD CG and RD staff on all matters related to the following non-warfighting [garrison] functions: PERSEC, INFOSEC, and Industrial Security. Provides PERSEC and INFOSEC support and services to the RD and subordinate units.

16-3-1. Intelligence Branch

a. Assess current intelligence to support the Commander's intelligence and information requirements.

b. Analyze publicly available CUI information in response to known or anticipated local/regional threat intelligence requirements. Disseminate local threat assessments internally and externally in compliance with U.S. law, EO 12333, DoDD 5240.1, AR 381-10 and applicable USAR policies.

c. Partner and collaborate with Federal, State, tribal, and local law enforcement offices and agencies, and with State, regional, and local threat fusion centers for receipt and appropriate dissemination of Law Enforcement and Law Enforcement Sensitive information in response to known or anticipated local/regional threat intelligence requirements in compliance with U.S. law, EO 12333, DoDD 5240.1, AR 381-10 and applicable USAR policies.

d. Ensure DSCA Intelligence is in compliance with U.S. law, EO 12333, DoDD 5240.1, AR 381-10 and applicable USAR policies

e. Assess the command's Foreign Intelligence Service (FIS) threat and vulnerabilities.

f. Manage intelligence Requests for Information (RFIs) from subordinate units to higher headquarters.

g. Conduct intelligence oversight training for the Continental United States (CONUS) operations and training missions.

h. Manage the Threat Awareness Reporting Program (TARP) for the RD HHD, workforce, and subordinate units.

i. Assist and advise RD Center Commanders with development and sustainment of local threat assessments (required as an annex or appendix to the Site/Facility Physical Security Plan).

16-3-2. Intelligence Security Programs Branch

a. Provide a Security Specialist to serve as the Command Security Manager to author and disseminate policies and procedures, advise the CG on security issues, review and promulgate feedback to USARC G-2 on security policies, to coordinate security matters and implement security programs across the command.

b. Manage personnel security program IAW AR 380-5 and AR 380-67.

c. Report and process incidents and Letters of Intent (LOIs); coordinate and respond IAW policies & directives; facilitate the continuous evaluation program.

d. Perform duties as the Account manager for Defense Information System for Security (DISS) level access and non-Sensitive compartmented information (SCI) security management office for command; maintain Personnel Security Management Network (PSMNet) of personnel assigned to the command.

e. Complete tiered investigation requests; take fingerprints; process inquiries [tasks] from subjects, Office of Personnel Management (OPM), Consolidated Adjudications Facility (CAF), and subordinate units and activities; grant access and maintain all Classified Information Nondisclosure Agreements (SF312s) in DISS.

f. Process requests for personnel security clearances.

g. Process clearance downgrades and upgrades; inform chain of command, receive final determinations and notifications as applicable.

h. Process Clearance Verifications, System Access Authorization Requests, and DISS Visit requests.

i. Conduct Security Manager compliance inspections and assistance visits.

j. Provide guidance, training, and assistance in the areas of access to classified information and security education programs; monitor training status of personnel within RD HHD and subordinate units and direct appropriate action. Provide pre-deployment security awareness training on request to supported units and

commands.

k. Manage the Information Security Program, which includes classification, declassification, downgrading, marking, safekeeping, storage, emergency removal, disposal, destruction, access, compromise, dissemination, accountability, reproduction, and transmission of information.

l. Issue and enforce classification instructions and procedures concerning the appropriate classification utilization guidelines. Update as required.

m. Review, inspect, and ensure compliance of classified vaults, secure rooms, and workspaces.

n. Exercise command oversight and compliance with classified access, storage, reproduction, retention, and destruction.

o. Respond to reported or suspected compromise of classified information and incidents of risk.

p. Execute annual clean-outs; review and manage procedures for retention of classified material.

q. Maintain access control rosters; promulgate and enforce escort policies.

r. Provide guidance, training, and assistance in the areas of access to classified information and the security education program.

s. Industrial Security: Maintain records of positions/assignments for Contractors identify individuals requiring investigation; verify citizenship; maintain database of position sensitivity and files; determine special requirements; reject/approve Personnel Security Investigation PSI requests. Complete tiered investigation requests IAW Homeland Security Presidential Directive-12 (HSPD-12) requirement, CAC eligibility, and network access requirements; taking fingerprints and handle inquiries from subjects and activities; grant trust and record dates in DISS.

Chapter 17. Security Services Directorate

17-1. Structure

This chapter outlines the key functionalities resident in the Directorate of Emergency Services and incorporates some operational functions inherent to a G-staff. It also relabels this staff entity to the Security Services Directorate to reflect these critical responsibilities. The Security Services functions can be aligned under the G-2 or the G-3 organizationally. When given the additional responsibility for coordinating and synchronizing all Protection non-warfighting functions across the RD staff, it is ideally aligned under the G-3 to effectively operate as a member of the Coordinating Staff.

17-2. Responsibilities

Security Services Division has responsibility for management and execution of BASOPS Physical Security services and security technology, equipment, materiel, and systems programs in support of Sites and Site Commanders. Manage the Physical Security, Operations Security (OPSEC), and Antiterrorism programs of the RD and its mission command subordinate elements; oversight and coordination of Protection and Mission Assurance tasks across the RD staff and mission command subordinate elements. Additional details and guidance is published in the recurring Army Reserve Integrated Protection (ARIP) order.

17-3. Functions

a. Develop BASOPS mission policies and guidance pertaining to the materiel support of Protection, such as physical security site improvements, physical security equipment sustainment, and procedures for reporting protection vulnerabilities for entry into the Mission Assurance Readiness Management System (MARMS) database.

b. Coordinate with DPW to ensure physical protection and security technology, equipment, materiel, and systems requirements are incorporated into military construction (MILCON) designs and acquisitions including new construction, full facility revitalization, and major renovation projects. Electronic Security Systems must be compliant with USARC Program criteria and standards.

c. Support subordinate units and activities through collaboration to identify and prioritize critical assets as well as providing material to support the implementation of Force Protection Conditions (FPCON) and Random Antiterrorism Measures (RAM).

d. During emergencies (characterized as natural or industrial disasters), the RDs are accountable to lead and manage the USARC directed response within their area of responsibility.

e. Manage the RD Physical Security Program, providing guidance and direction to subordinate units and activities IAW Army policy and USARC program guidance.

f. Prepare or review requests for security criteria deviation (exceptions and waivers) to current HQDA and USARC physical security protective infrastructure standards and requirements.

g. ICW USARC G-34, support the planning, programming, budgeting and execution of allocated

Protection/BASOPS resources.

h. ICW USARC G-34, manage sites and facilitate new construction, restoration, and modernization plans and designs to ensure incorporation of physical security and antiterrorism requirements

i. Execute the USARC Physical Security Compliance Inspection Program IAW Army policy and USARC program guidance. In conjunction with USARC G-34, provide regional-level management of the compliance inspection function ensuring that all supported units, activities, and sites receive timely, effective inspections and assistance.

j. Collect, analyze, and disseminate physical security compliance inspection data for supported units, assigned units and activities, and facilities/sites. Prepare detailed analyses of physical security and loss prevention activities as well as other reports and studies required by USARC G-34.

k. Review ammunition and explosives storage procedures in conjunction with the Safety Office to ensure compliance with all Physical Security, Safety, and Occupational Health and Safety Administration (OSHA) standards.

l. Coordinate mitigation of high priority unit programmatic vulnerabilities.

m. Support the collection, analysis, and dissemination of terrorism threat information and support the implementation of FPCON with other USARC commands and organizations within the RD region.

n. Manage the RD OPSEC Program providing guidance and direction to subordinate units and activities IAW Army policy and USARC program guidance.

Chapter 18. Assistant Chief of Staff, G-3/5/7

18-1. Structure

For clarity and integration of functions, this chapter outlines a large section that includes both the Operations (G-3), Plans (G-5), and Training (G-7) sections and the PAI Office, as well as specific authorizations for Readiness Teams to support regional readiness requirements. Separate sub divisions are listed below.

18-2. Responsibilities

a. G-3/5/7 - Provide training and operations management and execution for the RD Headquarters. Provide direct training management support to subordinate units. Provide direct training support to supported units for facilities, training areas, training ammunition, and Army Combat Fitness Test (ACFT) equipment and facility support coordination. Manage RD owned Training Support Systems (TSS) and Training Aids and Devices (TADS). Assist in the implementation of real property agreements and compliance with real property and environmental requirements

b. PAI Office - Provide support for Army Reserve (AR) Force Programs Structure actions applicable to the RD supported units and facilities/activities/centers to facilitate enhanced readiness within the RD region. Facilitate coordination between ARIMD, AR Force Programs, and supported commands on all stationing actions within RD region. The PAI office is also responsible for the integration of all RD actions and requirements necessary to support MSCs as they execute the USARC Army Reserve Force Programs Command Plan actions assigned to its region. Manpower division is included in PAI functions - manages force integration and management activities in support of approved force structure programs.

c. Readiness Teams - The RDs have been structured within additional authorizations to supply focused readiness assistance and support to tenant units with the RD region.

18-3. Functions

a. Serve as command liaison to the USARC G-3/5/7.

b. Manage all Management Decision Packages (MDEP) associated with G-3 operations. Prepare financial/budget reports for the G-3, to include status of funds, unit readiness reports (URRs), and other reports as required. Analyze current year resource execution by supported units and recommend adjustments to distributed levels of funding.

c. Serve as the staff proponent for the Army Training Management System.

d. Develop and implement policies pertaining to the planning, execution, and assessment of training for the RD HHD and subordinate units.

e. Provide staff advice and technical consultation for the Commander and staff in planning, organizing, directing, and evaluating all individual and collective training within the RD HHD and subordinate Units. Process training support requirements for individual and collective events.

f. Provide oversight of subordinate unit's internal training management. Provide BASOPs training support to supported commands and units.

g. RD G-3 Sustainable Range Team, manage Local Training Areas/Range complex within their area of

operations. This includes range management, utilizations and scheduling, and sustainability. Coordination for Range usage should be arranged through each RD's Range Control elements using Range Facility Management Support System (RFMSS) as the database of record.

h. Coordinate use of Army Reserve owned local training facilities for use by MSCs using RFMSS for scheduling. Process training support requests from the MSCs. Review and validate the requests to ensure that they conform to the proper use of the facilities/activities/centers and local training areas. Confirm that equipment and training ammunition are used in accordance with local SOP's to mitigate the environmental impact and validate proper usage.

i. Review and provide input for Integrated Training Area Management (ITAM) and leased training sites.

j. Assist the G1 with the RD Civilian Training Program by granting Army Training Requirements Resources System (ATRRS) access to assigned G1 staff, ATRRS courses only, as well as the training of the AMSA/ECS/BMA employees.

k. Conduct ammunition request/issue/turn-in/storage training for RD subordinate units.

l. Establish and maintain the RD's Range Sustainable Program with USARC G-37.

m. Manage the Mission Analysis, Readiness & Resource Synchronization (MARRS) system for RD subordinate units.

n. Manage the RD subordinate units in the Sustainable Readiness Model.

o. Manage military school quotas and funding for RD subordinate units. As directed by USARC, conduct regional military schools management for selected courses.

p. Serves as staff proponent for operational issues.

q. Establish and manage the Command Operations and Information Center (COIC)/Emergency Operations Center. Manage and organize the command's actions under DSCA and supervise the regional Civil-Military Project Officers (CMPOs).

r. Monitor Secret Internet Protocol Router (SIPR) for all message traffic.

s. Monitor and process taskers from USARC.

t. Evaluate and staff all USARC OPORDs for training support to subordinate units.

u. Perform functions associated with current operations, readiness management, mobilization, and demobilization to support war plans and worldwide contingency operations, force resource prioritization and allocations, homeland defense planning and operations, and DSCA for subordinate units.

18-3-1. Force Management, Plans, Analysis and Integration

a. In conjunction with RD DPW, assist in preparation of land use requirement studies, environmental impact statements and analysis of alternatives required for proposed major unit actions and land acquisition and/or disposal requirements.

b. In conjunction with RD DPW review, coordinate, and validate intermediate and long-range stationing plans, and other management studies for stationing and training of units.

c. Serve as Assessable Unit Manager for RD PAI Management Control Process.

d. Maintain, review, and manage the RD Troop List for all units stationed within RD region.

e. Provide internal funds management oversight, determining funding requirements to support programmed actions and the adequacy of funds provided by USARC.

f. Ensure FTS personnel staffing requirements are accurately documented and proper split stationing of units are reflected on the FTS TDA in accordance with USARC permanent orders documenting force structure actions.

g. If required, be responsible for managing and monitoring PAI contracts and all associated contract management controls; to include conduct acquisition planning with the supporting contracting activity, cost analysis of off-loading actions, ensure contract service approvals are completed for each service acquisition, and that all acquisitions are managed in adherence to federal procurement laws, the USARC Contract Administration Support Office (CASO) policies and procedures, procurement ethics and practices to include the Government Purchase Card.

h. If required, be responsible for managing and monitoring the duties and responsibilities of the PAI Contracting Officer Representative (COR) for all PAI contracts and ensure responsibilities are included in the COR's performance support form and appraisal.

i. In conjunction with supported units, USARC Staff Directorates, ARIMD, and RD DPW Facility Planning Branch:

(1) Analyze stationing plans submitted by supported commands and provide recommendations to RD and USARC Commander.

(2) Advise the RD Commander and supported commanders on all Force Integration actions/matters.

j. Determine impact/supportability of supported command initiated force changes. Coordinate with

appropriate RD and USARC staff elements on short-range facility solutions.

k. Serve as the principal contact for coordination of Force Integration issues within the RD region.

l. In conjunction with and as requested by supported commands, project force adjustments and assist in preparing the CMP input/issues based on guidance.

m. Serve as functional experts or “voice” and “interest” of the supported commands to the RD Staff and as the voice and interest of the RD Staff to the supported commands during USARC meetings/briefings regarding force structure actions/issues.

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

o. Develop and coordinate execution of fully resourced integrated force structure for RD supported units.

p. Analyze, staff, formulate, and forward position on change management plans for reorganizing existing and activating new USAR units.

q. As required, be responsible for supporting manpower studies and models as pertaining to validation of TDA and Modified Tables of Organization and Equipment (MTOE) manpower requirements.

18-3-2. Readiness Teams

a. Labeled as Readiness Teams, these authorizations are documented under the RD G-3/5/7 section of the TDA for accountability.

b. Readiness Teams provide hands-on unit assistance in preparing for mission requirements. Priority of support goes to allocated units within the RD Area of Operation; units identified as contingency response early deploying units are second priority.

c. Readiness Team assistance visits for allocated units should be conducted shortly after a notice of sourcing occurs. The purpose of the visit is assess the unit’s current readiness, assist with resolving as many issues as possible during the visit, identify the remaining shortfalls with a timeframe for resolution, and communicate the resolution action plan through the chain of command to USARC G-33 RD.

d. Readiness Team assistance events should include SME in Personnel, Logistics, Maintenance, Training (both individual and collective), mobilization, and unit movement planning. The assistance visits should culminate with a list of actions required for the unit to meet its assigned mission requirements prior to mobilization. Examples of action item completion dates include the Deployment Manning Document filled to 100% NLT Mobilization Day minus 210 (M-210), Individual Soldier Orders published NLT M-180, Unit movement plan completed and Unit Deployment List submitted NLT M-120.

Chapter 19. Assistant Chief of Staff, G-4

19-1. Structure

The sections within this chapter reflect some of the current RD TDA labeling and some labels used by the RDs for the various divisions within this directorate. This deviation from the TDA labels recognizes current common practices across these organizations. As with other portions of this regulation, RD Commanders retain the authority to task organize and group the different divisions and branches within this directorate based on mission and organizational needs. Responsibility and functions of these various staff sections follow below.

19-2. Responsibilities

a. Provide oversight of logistics policies, processes, procedures, and business rules for the Commanding General.

b. Provide advice and recommendations to the RD CG and to USARC G-4 for changes to these logistics policies, processes, procedures, and business rules.

c. Ensure that Army and AR logistics policies, processes, procedures, and business rules are correctly executed and implemented within the RD and its assigned and/or attached facilities, agencies, elements, and organizations.

d. Develop and recommend to the RD CG any internal logistics policies, processes, procedures, and business rules, consistent with Army and AR logistics policies, processes, procedures, and business rules, required to execute the RD missions and functions.

19-3. Functions

19-3-1. G-4

- a. Conduct oversight of Army and AR policies, processes, procedures, and business rules within the RD HQ and subordinate units.
- b. Coordinate with USARC staff and supported units for priority of support for customer units, elements, organizations, and agencies.
- c. Develop, coordinate, and review mission logistics funding requirements with the RD HQ and subordinate units within the applicable budget policies, processes, and procedures. Provide requirements to the RD G-8 during the budget process. Provide oversight over the execution of the Other Procurement, Army (OPA), Operation and Maintenance, Army (OMA), Operation and Maintenance, OMAR, National Guard and Reserve Equipment Appropriation (NGREA), and RPA funding allocated to logistics programs and requirements in coordination with the RD G-8. Serve as advocate for logistics requirements and funding during the review and reprogramming process. Develop and review unfunded requirements and provide them to RD G-8, USARC G-4 and G-8.
- d. Develop, coordinate, and review BASOPS logistics funding requirements with the RD HQ and supported units within the applicable budget policies, processes, and procedures. Provide requirements to the RD G-8 during the budget process. Provide oversight over the execution of the OMA, OMAR and RPA funding allocated to logistics programs and requirements in coordination with the RD G-8. Serve as advocate for logistics requirements and funding during the review and reprogramming process. Develop and review unfunded requirements and provide them to ARIMD, USARC G-4 and G-8.
- e. Execute appropriate logistics inspections and assistance visits on the RD HHD and subordinate units/activities as required and directed by policies and business rules. Perform these actions in coordination with other RD staff elements, when necessary, to collect and provide information to the CG. Use these actions to ensure that Army, AR, and RD logistics policies, processes, procedures, and business rules are being correctly implemented and executed. Serve as coordination and action office for logistics inspections and/or visits by higher headquarters.
- f. Review Army, AR, and RD logistical policies, processes, procedures, and business rules and recommend changes, as appropriate, to the CG, RD staff and USARC.
- g. Advise the CG on the appointment of an RD Property Book Officer and provide oversight on property book operations for the RD HQ, subordinate units/organizations/activities, and facilities. MSC supported units have property accountability responsibility in this process/procedure as facility tenants and/or hand receipt holders.
- h. Coordinate and review analysis of logistics technician manning policies, procedures, staffing levels, and utilization for the RD G-4. Participate with G-8 in the development of logistics FTS Criteria for the RD.
- i. Coordinate responses/input by the RD HQ and comment on manpower surveys and manning as it pertains to logistics positions within the RD.
- j. Review logistics FTS requirements for the RD HQ and subordinate units. Provide the RD CG and RD staff advice on the use of FTS to man logistics positions in the RD HHD and subordinate units/organizations/activities.
- k. Review proposed changes to authorization documents for the RD HQ and subordinate units/organizations/activities and provide recommendations on logistics impact to PAI. Provide operational needs statements to the RD HQ and subordinate units/organizations/activities for retention of mission essential equipment until changes in authorization documents are resolved.
- l. GPC card holders and billing officials in support of G-4 logistics activities will provide guidance to the RD HQ staff and subordinate units/organizations/activities for purchases of expendable, durable, and non-expendable supplies, services, and items.
- m. Assist the RD HQ and subordinate units/organizations/activities to respond to inquiries, inspections, investigations, or visits conducted by external agencies involving logistics issues.
- n. Assist in the preparation and oversight of execution of the logistics actions, responsibilities or issues of current or contingency Inter-Service Support Agreements (ISSA) or Memorandums of Agreement and Understanding (MOA/MOU) developed with external supporting or supported agencies.
- o. Monitor maintenance support provided to the RD HQ and its subordinate units/organizations/activities by installations and other external agencies.
- p. Conduct studies and reviews of logistics base operations support for efficiencies and cost-effectiveness in the RD HQ and subordinate units/organizations/activities.
- q. Provide oversight of RD G-4 subordinate organizations/activities support to subordinate units to include feeder reports for unit status, logistics readiness and maintenance/condition status reporting. Additionally, provide maintenance conditions status reporting to supported MSC units.
- r. Coordinate RD mobilization related logistics support for subordinate units and supported MSC units. Additionally, coordinate RD HQ and subordinate organizations/activities logistics support for mobilization

reconstitution operations for MSC supported units.

s. Coordinate with USARC, RD G-3, and MSCs for logistics training opportunities for supply and maintenance Hands-On-Training (HOT) Mission. Develop training plans based on requirements for AR units, elements, and organizations at RD HQ, subordinate and supported units and activities. Identify training locations by utilizing installations, facilities, and/or centers within the region.

t. Oversee the sustainment activities of RD HQ and subordinate units/organizations/activities in support of equipment pools at Combat Training Centers, Training Readiness Platforms (TRPs), Training Centers (TTCs), and other locations designated by USARC.

u. Serve as the RD point of contact on logistics readiness and materiel issues for the RD HQ and subordinate units/organizations/activities. Serve as the RD point of contact for logistics support to other Government Agencies by the RD HQ and its subordinate units/organizations/activities in Homeland Defense and Military Support to Civil Authorities missions.

v. Serve as the RD representative to USARC G-4 in the testing, development, fielding, and sustainment of Sustainment Information Systems (SIS) to the RD HQ and subordinate units/organizations/activities.

w. Manage and coordinate, under oversight of USARC G-4, the contracted Sustainment Automation Support Management Office (SASMO) support for AR units, elements, organizations and agencies within their geographic areas of responsibility.

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

y. On a regional basis, coordinate and manage the receipt, handoff, and integration of Force Modernization equipment into supported MSC units, subordinate units/organizations/activities. Coordinate and manage New Equipment Training (NET) supporting the equipment modernization process. Provide management and oversight to New Equipment Fielding Facility (NEFF) operations within the region supporting equipment distribution/handoff and training. Provide management and oversight of Equipment Transition Site (ETS) regional operations to manage excess equipment displaced by the fielding of modernized equipment that is excess to MSC requirements.

z. Additional specialized functions include:

(1) Prepare, review, analyze, and forward to USARC the RD HQ and subordinate unit/organization/activity monthly Financial Liability of Property Loss (FLIPL) registers.

(2) Ensure the RD HQ, subordinate units/organizations/activities, and supported MSC units comply with environmental policies and requirements pertaining to AMSA/ECS support.

(3) Perform the functions of Contracting Officers Representative (COR) and Government Technical Monitor (GTM) for RD G-4 Contracts.

(4) Responsible for managing and monitoring G-4 contracts and management controls, to include acquisition planning with the supporting contracting activity, cost analysis of off-loading actions, contract service approvals are completed for each service acquisition. Acquisitions are managed in adherence to federal procurement laws, USARC CASO policies and procedures, procurement ethics, and practices.

(5) Responsible for managing and monitoring the duties and responsibilities of the COR for all G-4 contracts and ensure responsibilities are included in the COR's performance support form and appraisal.

19-3-2. Transportation and Services Division

a. Provide administration of BASOPS funding, transportation and field services policies, processes, procedures, and business rules for the RD G-4. Provide advice and recommendations to the RD G-4 for changes to BASOPS funding, transportation and service policies, processes, procedures, and business rules.

b. Ensure USARC transportation and service policies, processes, procedures, and business rules are correctly implemented and executed within the RD HQ, its subordinate units/organizations/activities, and facilities throughout the region. Conduct Installation Status Report data collection and reporting.

c. Develop and recommend to the RD G-4 any internal transportation requirements in support of subordinate units/activities. Implement policies, processes, procedures, and business rules required to execute the RD BASOPS mission.

d. Assist the RD G-4 in preparing expendable, durable, non-expendable equipment and supply requirements for the operation of the food service facilities within the RD for inclusion in the budget process. Assist the RD PBO in maintaining accountability for food service items and equipment carried on the property book for facilities throughout the region. MSC supported units are subject to this process only as facility tenants and/or hand receipt holders.

e. Develop contingency plans for the use of food service facilities at AR installations and centers under

the management of the RD in support of Homeland Defense and Military Support to Civil Authorities operations.

f. Manage the General Service Administration (GSA) Vehicle fleet in support of the RD HQ, subordinate units/organizations/activities, and facilities throughout the region. MSC supported units are subject to this process only as facility tenants and/or hand receipt holders.

g. Manage facilities furniture requirements throughout the region (the program is funded by ARIMD and managed by the RD G-4) including validation of new furniture requirements and life cycle replacements. MSC supported units are subject to this process only as facility tenants.

h. Manage fuel cards purchase program for RD HQ and subordinate units/organizations/activities.

i. Provide Transportation Account Code (TAC) management using the automated Syncada program for RD and subordinate units/organizations/activities.

j. Monitor, control, and review all transportation requests submitted by assigned units/organizations/activities for Commercial Bills of Lading (CBL) using the Force and Asset Search Tool (FAAST) and Second Destination Transportation (SDT) Module.

k. Supervise and provide oversight for container requirements in the RD including subordinate units/organizations/activities.

l. Perform Army Reserve Center Dining Facility assessment visits to determine conditions/status of dining facility equipment.

m. Conduct Food Service Audits and manage the Army Food Management Information System (AFMIS).

n. Execute and provide oversight to the RD Food Program.

19-3-3. Supply Division

a. Provide administration of supply policies, processes, procedures, and business rules for the RD G-4. Provide advice and recommendations to the RD G-4 for changes to these policies, processes, procedures, and business rules.

b. Ensure AR supply policies, processes, procedures, and business rules are correctly implemented and executed within the RD HQ, subordinate units/organizations/activities, and facilities throughout the region. MSC supported units are subject to this process only as facility tenants and/or hand receipt holders.

c. Develop and recommend to the RD G-4 any internal policies, processes, procedures, and business rules required to execute the RD missions and functions.

d. Manage and/or provide administration for the acquisition, procurement, purchase, requisitioning, receipt, storage, accountability, issue, and disposal of all equipment and supplies assigned or within the RD HQ, its subordinate units/organizations/activities, and its supported facilities. Ensure accountability is provided for Found On Installation (FOI) equipment, regardless of source, and disposition is requested from USARC G-4. Ensure government funding is used in accordance with government budgetary practices.

e. Conduct the Command Supply Discipline Program (CSDP) utilizing the Automated Inspection Program (AIP) for the RD HQ and subordinate units/organizations/activities.

f. Execute and provide oversight on the Chief of Staff Army Supply Excellence Award Program (CSA SEA) for the RD HQ and subordinate units/organizations/activities IAW USARC guidance.

g. Manage cross leveling of TDA equipment within the RD HQ and subordinate units/organizations/activities to redistribute excess and fill shortages or meet priority missions.

hi. Provide assistance to supported unit's equipment consolidation efforts at an ECS to allow for rapid mobilization of high priority unit equipment IAW USARC guidance.

i. Provide administration on the accuracy and completeness of data generated by the SIS that support the budget and policy development and decision-making process for the RD HQ and subordinate units/organizations/activities.

j. Serves as the Approval Authority for all high dollar value requisitions for AMSAs/ECSs.

l. Establish, manage, and provide oversight to an excess equipment storage and management activity (ETS + Retrograde Site) co-located with an ECS within the RD region to receive, store, redistribute, and/or turn-in excess from supported MSC supported units and subordinate units/organizations/activities in coordination with and under the direction of USARC G-4.

k. Monitor Retrograde Site section(s) to process transactions into the retail supply system from MSC supported units and subordinate units/organizations/activities. (Resources provided by USARC G-4).

l. Provide data to support the ISR and all other higher headquarters data calls and reporting requirements as needed.

m. Provide supply and inventory support to subordinate unit/activities and facilities.

n. Ensure annual, cyclic, and sensitive item inventories are conducted per regulatory guidance, as

required, and made available to owning unit personnel.

o. Ensure internal and external SOPs are current and available to units and commands.

p. Provide recommendations to the Approving Authority for FLIPL reports generated within the RD HQ and subordinate units/organizations/activities where there is no intermediate command or headquarters and for all facilities. Provide recommendations to the appointers for processing of such investigations. Provide recommendations to the appointers who direct a FLIPL Program Managers for the RD. MSC supported units are subject to this process as facility tenants and/or hand receipt holders.

q. Ensure subordinate units respond to directives and reports due to the Headquarters in a timely manner.

r. Establish a Suspense Control System for supply matters of subordinate units to ensure they are completed in a timely manner.

19-3-4. Maintenance Division

a. Provide administration of maintenance policies, processes, procedures, and business rules for the RD G-4. Provide advice and recommendations to the RD G-4 for changes to these policies, processes, procedures, and business rules.

(1) Ensure AR maintenance policies, processes, procedures, and business rules are being correctly implemented and executed within the RD HQ, subordinate units/organizations/activities, and facilities throughout the region.

(2) Develop and recommend to the RD G-4 internal policies, processes, procedures, and business rules required to execute the RD missions and functions.

(3) Execute and provide oversight on the Command Maintenance Discipline Program (CMDP) for the RD HQ and subordinate units/organizations/activities.

(4) Manage and provide administration of the AMSA, Branch Maintenance Support Activities (BMA), Equipment Concentration Sites (ECS), Medical Equipment Concentration Sites and Draw Yard Operations. Provide input to USARC G-3, Force Management (FM), and the USARC G-4, on the establishment, relocation, and disestablishment of AMSAs, BMAs, ECSs, Medical Equipment Concentration Sites, and Draw Yards.

(5) Coordinate with the director of public works on AMSA/ECS facility issues and with the USARC G-8.

(6) Coordinate with USARC G-4 on the determination and the adjustment of the Maintenance Expenditure Level (MEL).

(7) Ensure distribution to and provide oversight of execution of Ground Safety Message Notification System for equipment sustained by the RD.

(8) Analyze and evaluate Maintenance Activity production workload and man-hour status reports from maintenance activities operated, managed, or overseen by the RD to ensure efficiencies and determine issues for equipment inspection and repair.

(9) Provide administration on the accuracy and completeness of data generated by the SIS that support the budget and policy development and decision-making process for the RD HQ and subordinate units/organizations/activities.

(10) Supervise and review the submission of reports of equipment malfunctions, deficiencies or quality control issues with improvement suggestions to USARC G-4. Ensure Activities receiving rebuilt equipment from Depot is properly inspected and quality deficiency reports (QDR) are submitted as required through the RD G-4 to USARC G-4.

(11) Identify, correct, and report, as required, maintenance shortfalls and adverse trends reported by the AMSA, BMA, ECS, Medical Equipment Concentration Sites, and Draw Yard under the supervision of the RD G-4 that impacts support to RD subordinate and supported units.

(12) Supervise planning and execution of the Army Corrosion Prevention and Control Program (CPC) at the AMSA, BMA, ECS, Medical Equipment Concentration Sites, Draw Yard, and subordinate units. MSC supported units are subject to this process as customer units through G-4 contract maintenance support or the supporting AMSA, BMA, ECS, Medical Equipment Concentration Sites, or Draw Yard.

(13) Supervise planning and execution of the Army Lead Acid Battery Management Program at the AMSA, BMA, ECS, Medical Equipment Concentration Sites, Draw Yard, and subordinate units. MSC supported units are subject to this process as customer units through the supporting AMSA, BMA, ECS, MECS, or Draw Yard.

(14) Supervise the execution of the Army Oil Analysis Program (AOAP) within the RD HQ subordinate units and supported unit equipment stored at ECS and provide analysis on maintenance trends from data generated by the lab reports.

(15) Serve as point of contact for the Army Modification Work Order Program (MWO) for equipment internal to the RD. MSC supported units are subject to this process as customer units through the supporting ECS or Medical Equipment Concentration Sites.

(16) Serve as point of contact for the Equipment Maintenance Status Report (EMSR) reporting for equipment internal to the RD, and supported unit equipment stored at an ECS, Medical Equipment Concentration Sites, or Draw Yard

(17) Review and provide administration of maintenance related supply operations to include shop stock, bench stock, and exchange pricing repair parts operations at the AMSA, BMA, ECS Medical Equipment Concentration Sites, and Draw Yard.

(18) Provide administration of Small Arms repairs and Small Arms Repair Parts (SARP) operations at the AMSA, BMA, ECS, Medical Equipment Concentration Sites, and Draw Yard.

(19) Provide administration for Customer Due Out Reconciliation listing for AMSA, BMA, ECS, Medical Equipment Concentration Sites, and Draw Yard

(20) Provide administration on the Customer Due Out Reconciliation listing for AMSAs/ECSs.

(21) Manages Maintenance Assistance Visits for the AMSA, BMA, ECS, and Draw Yard.

(22) Provide data in support of higher headquarters data calls and reporting requirements as needed.

Chapter 20. G-6 Information Management

20-1. Structure

The sections within this chapter reflect some of the current RD TDA labeling and some labels used by the RDs for the various divisions and branches within this directorate. This deviation from the TDA labels recognizes current common practices across these organizations. As with other portions of this regulation, RD Commanders retain the authority to task organize and group the different divisions and branches within this directorate based on mission and organizational needs. Responsibility and functions of these various staff sections follow below.

20-2. Responsibilities

a. The RD G-6, in collaboration with the USARC Chief Information Officer (CIO/G-6), will be responsible for providing service definition, management oversight, advice, planning, and funding coordination for providing base operations Command, Control, Communications, Computers, and Information Technology (C4IT) and Command, Control, Communications, Computers, and Information Management (C4IM) approved services support to the RD and tenant organizations within the region.

b. Provide technical advice to the RD CG and staff. Provide guidance to supported tenant units and implement higher headquarter directives/policies and guidance associated with C4IM functions. Evaluate BASOPS C4IM services and service delivery for the command and subordinate units.

c. Tenant commands, satellite organizations, separately authorized activities, and any Government-owned and contractor-operated facilities, will appoint in writing an Information Management Officer (IMO) on official orders to coordinate internal IT services with the appropriate NEC. The IMO will identify their organization's information requirements to the supporting NEC or theater signal command. The IMO is the primary interface between the NEC and the supported organization(s). Where no post, camp, or station installation exists, only the USARC NEC may negotiate with or coordinate with the theater signal command. See DA Pam 25-1-1 for a detailed list of responsibilities.

20-3. Functions

a. Evaluate BASOPS C4IM services and service delivery for the command and subordinate units.

b. Report, coordinate and defend command and subordinate units' C4IM BASOPS requirements while supporting USARC CIO/G-6 to include, but not limited to, multi-function device management, print server management, audio/visual services, wireless infrastructure services, video teleconference services, network management, BASOPS enterprise service desk management, and telecommunications services.

c. Provide mission support to RD HQ and subordinate units/activities, to include, but not limited to, enterprise service desk management, unclassified email services, USAR account maintenance and provisioning, directory services shared drive management, SharePoint support, computer (and peripherals) software and hardware services, wireless device administration, support to the command and its subordinate elements within the region, and cyber security response and training.

d. Provide BASOPS support to assigned facilities ICW the USARC CIO/G-6, designated facility managers, and other service providers IAW DA C4IM services list and applicable USARC Levels of Service.

- e. Support RD staff in DSCA events.
- f. Manage and administer the RD SharePoint Management portal.
- g. Manage Organizational Unit with associated user accounts, distribution lists, and network devices within USAR active directory structure for the RD HQs and subordinate unit's.. Support establishment of RD new user network accounts and the administration of peripheral devices (such as multi-functional copier devices).
- h. Manage RD C4IM asset lifecycle replacement and accountability IAW AR 25-1, Information Technology Governance, and ICW RD G-4.
- i. ICW USARC CIO/G-6 and installations, coordinate facility-level network and telephone communications and video teleconferencing services.
- j. Manage and provision facility BASOPS audio visual/multimedia support using MDEP "MU1M" Funding.
- k. Manage and provision facility multi-functional devices in the region using MDEP "QOIM" BASOPS funding.
- l. Manage and monitor RD issued IT contracts.
- m. Identify, validate, and coordinate BASOPS budget requirements generated as a result of stationing and structure actions in support of units within the RD region. These requirements are the result of unit relocation actions, activations of new unit structures, or major conversions that increase the IT requirements of units. Facilities requirements are based on assigned unit missions and funded as such. Requirements include temporary leased facilities, interim relocations awaiting permanent relocations, and military construction.
- n. Collaborate the support of individual wireless devices and services.
- o. Provide cyber security management to include, but not limited to, incident reporting and compliance activities.
- p. Support G-6 cybersecurity activities.
- q. Manage RD HQ classified infrastructure including its TEMPEST certification. Provide DoD public key infrastructure services (SIPR tokens) and implementation.

Chapter 21. Assistant Chief of Staff, G-8 (Resource Management)

21-1. Structure

The sections within this chapter reflect some of the current RD TDA labeling and some labels used by the RDs for the various divisions and branches within this directorate. This deviation from the TDA labels recognizes current common practices across these organizations. As with other portions of this regulation, RD Commanders retain the authority to task organize and group the different divisions and branches within this directorate based on mission and organizational needs. Responsibility and functions of these various staff sections follow below.

21-2. Responsibilities

- a. Principal advisor in the application and management of appropriated fiscal capability; responsible for all finance and comptroller (including accounting) activities across the organization in support of mission and base operations requirements.
- b. Leads a team to acquire, optimize, and account for public budgetary resources to achieve prescribed outcomes and associated effects and oversee the accuracy and timeliness of compensation and entitlements processing for a supported population of tens of thousands of Soldiers across the assigned CONUS (and where applicable OCONUS) geographic area of responsibility. Manage command programs as assigned the RD CG (including Conferences, Support Agreements, Acquisition, and GPC). Collects and synthesizes requirements for budget estimate development to ensure the operational readiness of subordinate elements.
- c. Serve as the Senior Finance and Comptroller (F&C) representative responsible for the completion and maintenance of DoD-mandated certification for all F&C personnel (military and civilian) assigned to the RD.
- d. Ensures internal controls are comprehensive and effective across processes, operational risk, and regulatory implementation. Supports audit compliance and manages the development of the annual statement of assurance anchored by assured stewardship.
- e. Serve as the RD's principal staff office for overall management of RD financial resources.

21-3. Functions

21-3-1. G-8

- a. Advises the RD CG, supported commanders, and subordinate unit commanders on financial management. Provides funds control support and training to subordinate units. Provides assistance visits as requested.
- b. Serve as delegation authority for fund certification.
- c. Administer the RD Program & Budget Advisory Committee (PBAC) meetings.
- d. Maintain Funding Authorization Document. Serve as fund control coordinator for supported commands and interface with the Defense Accounting activities for the establishment of obligations and reconciliation of accounts.
- e. Coordinate the finance and comptroller portion of the Management Internal Control Program (MICP). Monitor the application of financial internal control review checklists and the identification and correction of material weaknesses. Submit required reports. Serves as the Program Manager of the RD MICP.
- f. RD HQ conducts special studies/analysis as directed.
- g. Serves as the Career Program 11 Manager and Career Management Field(36 for RD assigned finance and comptroller personnel.
- h. Maintain liaison with Defense Finance and Accounting Service – Indianapolis (DFAS-IN) and USARC Staff regarding budget and accounting issues and policies.
- i. Responsible for managing and monitoring the directorate's contracts and contract management controls to include: conduct acquisition planning with the supporting contracting activity, cost analysis of off-loading actions, ensure contract service approvals are completed for each service acquisition, and that all acquisitions are managed in adherence to federal procurement laws, USARC CASO policies and procedures and procurement ethics and practices.
- j. Participate as a member of the DSCA.
- k. Responsible for all administrative and suspense functions for the directorate.
- l. Maintain overtime, compensatory time, and award status of funds for RD through usage data reports obtained from USARC G-8.
- m. Administer the USARC G-8 Review & Analysis (R&A) three times per FY and the Road to Budget (R2B) with USARC command.
- n. Provide input to G-3 stationing actions, attend stationing meetings when necessary, and approve all Stationing Funding Worksheets
- o. Monitor and manage incoming Interactive Customer Evaluation (ICE) comments workload not in G-8/ Director of Resource Management (DRM) for the RD

21-3-2. Pay Management Division

- a. Provide pay support to RD HHD, supported units, and subordinate units in operational and procedural guidance of the Reserve Pay Systems as requested.
- b. Monitor use of field systems with memorandums signed by commanders for the Automated Drill Attendance Reporting Software (ADARS), Reserve Active Duty Attendance Reporting Software (RADARS) and the Defense Joint Military Systems (DJMS) for RD HQ and RD subordinate units.
- c. Coordinate with USARC on Regional Level Application Software (RLAS) Pay Administration requirements. MSCs G-8 offices will coordinate with RD HQs on any RLAS pay administrator requirements. Access is granted through the RPA Division
- d. Review and disseminate USAR pay policy and directives from USARC, DoD, HQDA, and the Defense Finance and Accounting Service (DFAS).
- e. Provide instructor and administrative support to the USARC G-8 Pay Management Division for the Reserve Pay Refresher training workshop.
- f. Coordinate with USARC G-8 Pay Management Division in planning and developing the Reserve Pay Workshops.
- g. Provide and conduct training for Unit Administrators, RPACs, and Commanders to ensure compliance with and understanding of pay policy, procedures, and audit readiness. As requested by units.
- h. Respond to and assist Congressional, IG, and other pay complaints directed to the RD HHD, RD subordinate units, and supported MSCs and units within the region as requested.
- i. Analyze and reconcile pay reports of RD and units within the region and make recommendations for required action and take corrective action as needed. Assist HHD with analyzing and reconciling pay reports.
- j. Serve as the Financial Liaison between USARC G-8 Pay management Division, USARC Pay Center, RD HHD, RD subordinate units, and supported MSC and units within the Geographical Area of

Responsibility region.

k. Conduct Reserve Pay Operations Reviews (RPORs) to supported region; utilize the reports and checklists to ensure compliance with pay policy and audit readiness upon request. .

l. Maintain a Continuity of Operations Plan (COOP) to ensure RD resource management processes are operational in the event of an emergency.

m. Support resolution of RD HHD and subordinate unit mobilization pay challenges, provide support to RD HHD, RD subordinate units, and supported MSCs and units within the Geographical Area of Responsibility region.

n. Provide support to RD HHD, RD subordinate units, and supported MSCs and units within the region and conduct SRP for pay and finance issues.

o. Provide support in Audit Readiness Testing by gathering the required documentation for the samples provided by USARC, RD subordinate units, and supported MSCs and units within the region.

p. Coordinate the Organization Inspections Program (OIP) program with G-3 and G-1 for USAR RPAC within the RD region. Perform OIP to RD RPACS and subordinate units.

q. Provide support to MSCs as requested. Use the reports and Automated Inspection Program checklists to measure the effectiveness of the RPOR visits and track improvements.

r. Conduct on-site Staff Assistance Visits to units within RD region as requested.

s. Support USARC data correctness efforts in preparation for the Integrated Personnel Pay System – Army.

21-3-3. Operation and Maintenance, Division

a. Supervise the OMAR budget formulation and execution processes for the RD.

b. Monitors subordinate unit's execution levels. Monitor special funds and limitations.

c. Review and interpret financial management directives. Initiate directives providing instructions on financial management and fund control procedures for supported commands pertaining to OMAR appropriation to RD HQ, subordinate units, and MSCs.

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

e. Provide OMAR budgetary advice and assistance to RD, supported commanders, and subordinate commanders as requested. Implement the overall budgeting and programming policies for the RD, to include requirements and specifications for OMAR budget and accounting systems.

f. Review OMAR changes to the Army Management Structure (AMS) with respect to RD Headquarters and supported MSCs receiving funds through the RD.

g. Prepare and issue OMAR funding targets to RD HQ, and subordinate commanders IAW USARC program guidance.

h. Consolidate and submit OMAR phased execution plan for RD HQ.

i. Monitor and reconcile OMAR expenditures with RD HQ, Legal Command and subordinate commands based on data from General Fund Enterprise Business System (GFEBS) and other legacy systems.

j. Develop, review, and analyze OMAR financial management reports relating to the RD mission and responsibilities.

k. Conduct RD analysis of OMAR funds execution for all funds issued to the RD Commander. Review, analyze, coordinate, and recommend changes to the OMAR programs to include redistribution of funds among activities.

l. Provide hands-on assistance for OMAR customers requiring technical on-site support as requested.

m. Coordinate OMAR resource requirements for RD subordinate units participating in major training exercises.

n. Supervise or provide support for supported commanders, subordinate commanders, and RD HQ in operational and procedural guidance pertaining to OMAR accounting functions.

o. Provide advice and guidance on appropriated fund control procedures to RD HQ, and subordinate units as requested.

p. Manage an RD level Quality Assurance Program for OMAR appropriation fund.

q. Coordinate, validate, and submit OMAR Unfunded Requirements (UFRs) for the RD and subordinate units (as required).

r. Maintain prior year OMAR accounting records. Respond to inquiries from auditors, inspectors, and inspections.

s. Coordinate and conduct required OMAR Joint Review procedures as outlined by DoD 7000.14-R, Department of Defense Financial Management Regulation (DoD FMR), IAW the Assistant Secretary of the

Army (Financial Management and Comptroller) ASA (FM&C) Joint Reconciliation Program, for HQ RD, MSCs, and subordinate units.

21-3-4. Reserve Personnel, Army (RPA) Division

- a. Supervise the RPA budget formulation and execution processes for the RD. Monitor special funds and limitations.
- b. Review and interpret financial management directives. Initiate directives providing instructions on financial management and fund control procedures pertaining to RPA appropriation to RD HQ and subordinate units.
- c. Process and distribute instructions for formulating and submitting the RD budget execution, and other budget reports for RPA appropriations supporting the RD HQ and supported units.
- d. Review USARC PBG and other program/budget related RPA documents and reports. Issue detailed guidance for budget development and execution to RD HQ and subordinate units for RPA fund control.
- e. Provide RPA budgetary advice and assistance to RD HQ, and subordinate units. Implement the overall budgeting and programming policies for the RD HQ, to include requirements and specifications for RPA budget and accounting systems.
- f. Serve as the RD point of contact for RPA budget automated systems. Recommend changes to systems to meet the needs of the RD HQ and subordinate units.
- g. Review RPA changes to the Army Management Structure (AMS) with respect to all units receiving funds through the RD.
- h. Prepare and issue RPA funding targets to RD HQ and subordinate commanders in accordance with USARC guidance.
- i. Consolidate and submit RPA phased execution plan for RD HQ and subordinate commanders IAW USARC guidance.
- j. Monitor and reconcile RPA expenditures with RD staff and supported commands based on GFEBs and legacy data.
- k. Develop, review, and analyze RPA financial management reports relating to the RD mission and responsibilities.
- l. Conduct RD analysis of RPA funds execution for all funds issued to the RD Commander. Review, analyze, coordinate, and recommend changes to the RPA programs to include redistribution of funds among activities.
- m. Provide hands-on assistance for RPA customers requiring technical on-site support as requested.
- n. Supervise or provide support for RD HQ and subordinate units in operational and procedural guidance pertaining to RPA accounting functions.
- o. Manage a Quality Assurance Program for RPA appropriation fund.
- p. Coordinate and conduct required RPA Joint Review procedures as outlined by DoD FMR IAW the ASSA (FM&C) Joint Reconciliation Program for HQ RD and subordinate units.
- q. Manage and coordinate RPA specific allocations within the RLAS system to include coordination with the RD HHD and subordinate units.
- r. Manage RLAS application user access for the RD staff and subordinate units for all RLAS application user permission categories.
- s. Conduct quarterly and annual reviews of RLAS application users for the RD for all RLAS application user permission categories.
- t. After the G-3/5/7 validates the Commands UFR, the RPA Division submits and updates the UFR for RD HQ and subordinate units (as required).
- u. Develop RPA policy and procedures for HQ RD and subordinate units for management and use of man-day spaces through fund control measures.
- v. Research and coordinate outstanding RPA orders with Pay Division for RD HQ and subordinate units. Other inquiries are sent to MSCs for processing.
- w. Maintain prior year RPA accounting records.
- x. Respond to inquiries from auditors, inspectors, and inspections.

21-3-5. Manpower Management Division

- a. Review, develop, and supervise the execution of manpower policies, plans, programs, and procedures pertaining to TDA military and civilian manpower for the RD HQ and subordinate units.
- b. Evaluate and advise on the effective use of manpower, to include manpower management practices, and controls manpower reporting systems for RD HQ and subordinate units. Implement policy and develop procedures on the optimum use of manpower, based on guidance received from USARC.

- c. Provide interpretation and implementation of manpower publications, policies and guidance for RD HQ and subordinate units.
- d. Maintain a reconciled balance of FTS requirements and authorizations between Budget Manpower Guidance (BMG), FTS Database, and The Army Authorization Documents System (TAADS) for RD HQ and subordinate units.
- e. Maintain FTS manpower reports and references for manpower utilization, analysis, and evaluation for RD HQ and subordinate units.
- f. Advise the RD CoS from a TDA/manpower perspective on civilian position classification decisions affecting the RD HQ's and subordinate units.
- g. Perform continual analysis and evaluation of missions, priorities, guidance, constraints, and available FTS resources to assess economies, efficiencies, and productivity improvements in units and activities of RD HQ and subordinate units.
- h. Responsible for the evaluation of FTS requirement changes, utilization/realignment of allocated authorizations proposed by RD HQ and subordinate units or command initiatives. Provide continual coordination with command Personnel Management staff on programmed and requested changes to FTS positions for RD HQ and subordinate units.
- i. Evaluate and advise on effective use of FTS manpower resources and Manpower management practices, based on HQDA and USARC policies for RD HQ and subordinate units.
- j. Evaluate and provide FTS assessment on force structure changes to include stationing packages, studies, special projects and concept plans.
- k. Monitor and coordinate with USARC the FTS required changes based on approved force structure changes that affect stationing capacities.
- l. Develop FTS TDA change requests, IAW regulatory guidelines for submission of Change Management Plan updates for RD HQ and subordinate units.
- m. Coordinate and prepare command and supported commands for FTS manpower studies/on-site workload validation for RD HQ and subordinate units.
- n. Coordinate with HQDA, USARC, and other Field Operating Agency (FOA) in the conduct of manpower policies & procedures in support of RD HQ and subordinate units.
- o. Manage and develop Inter-Service Support Agreements (ISSAs) for RD in coordination with staff directorates and external agencies.
- p. Review, research, and process Anti-Deficiency Act (ADA) Conditions of employment violations.
- q. Monitor and manage incoming ICE comments.

21-3-6. Finance and Accounting Division

- a. Review and disseminate USAR travel policy and directives from USARC, DoD, HQDA, and DFAS for RD HQ and subordinate units.
- b. Manage Government Travel Card program for RD HQ and subordinate units.
- c. Research travel inquiries to assist with settlement issues for RD HQ and subordinate units.
- d. Coordinate with the Budget Division and Operational Data Store to make funding changes in RM.
- e. Coordinate with higher headquarters on all new joint Finance and Accounting systems to ensure the needs of the RD and supported commands are considered.
- f. Monitor implementation, training, and utilization for all new Finance I Management and Accounting systems (DTS, Resource Management Tool (RMT), Procurement Integrated Enterprise Environment (PIEE), Operational Data Store , and GFEBs) with impact at unit level. Assign user permissions. Control access and assign user-permissions for all Financial Management and Accounting systems, to include certification and training.
- g. Perform Managerial Accounting for all prior year accounting records.
- h. Coordinate and conduct Quarterly Joint Reviews as outlined by DoD FMR IAW the ASA (FM&C) Joint Reconciliation Program and provide the documentation to USARC.
- i. Accountable for accounting and management of fund control.
- j. Manage Intermediate Document (IDOC) error corrections (including SPS, AXOL, Power track).
- k. Manage DTS for RD HQ and subordinate units and assist MSCs as requested.
- l. Manage Anti Deficiency Act Processing.
- m. Manage and monitor Prompt Payment Act responsibilities.
- n. Manage PIEE/Wide Area Workflow (WAWF). Provide oversight and ensure contract receiving report systems and interfaces are functional and effective.
- o. Review command resource source data (GFEBs/GCSS-Army) for accuracy. Provide and brief command information/data to defend critical resources and recommend courses of action.

- p. Maintain Audit Readiness by monitoring and storing specific GFEBs and feeder systems records as required and particular records (DD-577); complete and submit audit packets.
- q. Manage resolution of Unmatched Transactions
- r. Manage the Centrally Billed Account (CBA) Reconciliation process.
- s. Provide oversight of all Journal Vouchers (JVs) and process.
- t. Manage Financial Certification Program and continuing education requirements to maintain certification.

21-3-7. Control Branch

- a. Process PBG and updates to funding.
- b. Consolidate Phase Plans from MSCs.
- c. Process out of cycle funding transactions for Annual Funding Program (AFP) and Allotment.
- d. Distribute Annual Funding Program and Allotment to MSCs.
- e. Prepare Daily Morning Report that provides USAR Status of Funds (SOF) execution data.
- f. Manage the G-8 Budget Message process and distribution list to ensure accurate and timely distribution of RM guidance and information to MSCs.
- g. Prepare Monthly CoS Snap Shot report.
- h. Conduct Prior Year End Transaction reconciliations.
- i. Distribute Year End Close (YEC) guidance and procedures.
- j. Conduct SharePoint Management.

Chapter 22. Directorate of Public Works (DPW) / Facilities and Infrastructure Management

22-1. Structure

This chapter outlines the multiple sections listed in both the DPW and the Installation Support Activity (ISA) of the approved RD TDAs.

22-2. Responsibilities

a. The DPW is responsible for the master planning, programming, acquisition, construction, duration, maintenance, repair, sustainment, restoration, modernization, accountability, management, and disposal of Real Property within the assigned geographical region while ensuring environmental stewardship, compliance, training, and energy sustainability are achieved. The DPW conducts BASOPS budget execution and support functions that provide mission capable facilities and infrastructure that enable subordinate and supported commands, units, activities, and organizations within the RD Region to build Soldier and Unit readiness.

b. The DPW Director, if delegated by the RD CG, appoints the Site/Center Commander who in turn appoints Facility Coordinators, Environmental Officers, Physical Security Officers, etc. See AR 140-483 for additional guidance. Center Commander and Facility Coordinator duties as outlined in AR 140-483 apply to all appointments for each facility. Critical functions will include coordination of ACFT and other mass training events offered in each facility. Environmental Officer duties and training requirements are outlined in ATP 3-34.5 and AR 200-1.

22-3. Functions

22-3-1. Office of the Director

a. Serve as principal engineer advisor on all Army Reserve facility issues within the RD. Ensure provision of effective customer service to supported facilities. Respond to congressional inquiries routed through the RD chain of command.

b. Represent the RD CG for all facility actions. If delegated, appoint Site/Center Commanders for all Army Reserve accountable properties, prepare and deliver appointment memos, and provide final arbitration authority for all appeals that cannot be resolved at the local Real Property Management Board level.

c. Serve as Executive Secretary of the RD Real Property Master Planning (RPMP) Board. Obtain supported General Officer commands preferences as to priority of their facility mission requirements.

d. Review, validate, and approve the various RD planning documents, including prioritization of developed projects. Review with and validate submitted planning documents with MSCs.

e. Approve the allocation of facility funding within the RD.

f. Maintain project funding and functional approval authority for all maintenance, repair, and minor construction projects within the RD as delegated from ARIMD. Approve projects within delegated approval

authority and obtain ARIMD approval of projects exceeding delegated approval authority.

g. Act as or appoint the Ordering Officer for DPW Indefinite Delivery/Indefinite Quantity Delivery Order and Architectural and Engineering contracts.

h. Manage the RD facility management training program.

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

j. Assess capability and capacity of the workforce including skills, competencies, and staffing levels through any manpower studies.

k. Prepare the workforce for change through a career development plan that is linked to the strategic plan.

l. Ensure security, health, and safety of immediate workforce within the region through environmental programs and utility services.

m. Design and innovate work systems through use of SharePoint, GFEBs, DTS, SMS applications, ICE, interaction with your RM as well as the ARIMD office and external service providers such as utility companies and United States Army Corps of Engineers (USACE) offices.

n. Gather, review, and consider customer feedback from the ICE online customer satisfaction survey system to update work processes. Describe processes to gather feedback and provide trend results from ICE reports in the Command metrics report.

o. Where appropriate, use a Lean Six Sigma methodology to examine and improve selected processes.

p. Seek out Best Practices through partnerships with other RDs as well as involvement in continuous improvement and best practice sharing efforts offered during sponsored conferences.

q. Account for all Army real property under the control/management of the RD, except for facilities located on Active Army or other component or service-hosted installations or in Armed Forces Reserve Centers where the Army Reserve is a tenant.

r. Coordinate a multi-disciplined Site Survey Team (SST) to perform onsite inspections of sites identified by the USACE geographic District Commander in the Available Site Identification and Validation (ASIV) report and chair all SST meetings & inspections.

s. Responsible for managing and monitoring the directorate's contracts and its' contract management controls; to include: conduct acquisition planning with the supporting contracting activity, cost analysis of off-loading actions, ensure contract service approvals are completed for each service acquisition, and that all acquisitions are managed in adherence to federal procurement laws, USARC CASO policies and procedures, procurement ethics and practices to include the Government Purchase Card.

t. Responsible for managing and monitoring the duties and responsibilities of the COR for all contracts and ensure responsibilities are included in the COR's performance support form and appraisal.

u. Serve as a Chair for the Environmental Quality Control Committee.

v. Ensure that Army and AR policies, processes, procedures, and business rules related to land, facility, and environmental management are being correctly executed and implemented within the RD and its assigned and/or attached facilities, agencies, elements, and organizations.

w. Ensure internal controls are comprehensive and effective across processes, operational risk, and regulatory implementation. Support audit compliance and manage the development of the annual statement of assurance anchored by assured stewardship.

x. Execute appropriate facility inspections and assistance visits as required and directed by policies and business rules or requested by the Command Group. Perform these actions in coordination with other RD staff elements, when necessary, to collect and provide information to the RD CG. Use these actions to ensure that Army, AR, and RD facility, land, and environmental policies, processes, procedures, and business rules are correctly implemented and executed. Serve as coordination and action office for facilities inspections and/or visits by higher headquarters.

y. Review DPW FTS requirements for the RD HQ. Coordinate responses/input by the RD HQ and comment on manpower workshops, studies, and surveys as it pertains to DPW positions within the RD.

z. Review proposed changes to authorization documents for the RD HQ and subordinate units/organizations/activities and provide recommendations on DPW impact to the RD G-3 and G-8.

aa. Assist in the preparation and oversight of execution of DPW actions, responsibilities or issues of current, future or contingency Inter-Service Support Agreements (ISSA) or MOA/MOU, Interagency Agreements (IA) or Inter-Governmental Service Agreements (IGSA) developed with external supporting or supported agencies.

bb. Represent the RD HQ and subordinate units/organizations/activities to USARC on facilities issues, matters, policies, processes, procedures, and business rules. This includes participation on any boards, panels, groups, committees, or other coordinating activities.

cc. Serve as the Career Program 18 Manager and Career Program 29 Manager for RD assigned scientists, engineers, and installation management professionals. Manage the RD's CP 18 Army Civilian Training, Education, and Development Systems (ACTEDS) internship program.

dd. Participate in the development, justification, and execution of all Military Construction, Army Reserve (MCAR) projects in design and under construction for their installation and, if required, assist in the presentation of all aspects of project planning through the programming and budgeting phases.

ee. Prepare complete project documentation to include statement of consistency with the applicable RPMP on designated MCAR projects and identify all non-construction funded requirements related to these projects.

ff. . Ensure appropriate participation (DPW, environmental, and safety official at a minimum) in planning, pre-design, charrette, and design conferences. All conferences will be IAW current Army conference policy committing/obligating any Army appropriated funds.

22-3-2. Business Operations & Integration Division

a. Review and interpret budget directives and fiscal regulations. Make recommendations as to plans, policies, and programs. Analyze how those directives will affect current business practices and programs.

b. Receive, review, and interpret program funding guidance. Disseminate, translate, and provide business rule guidance to the staff.

c. Develop and provide resource requirements to ARIMD. Coordinate development of requirements, review, and correct budget data for the Facilities Annual Management Plan (FAMP) and other requirements generating documents and reports. Provide Program Objective Memorandum (POM) justification data to include analysis of BASOPS and Sustainment, Restoration, and Modernization (SRM) requirements. Ensure mission requirements are adequately identified and supported within the strategic objectives provided by the Commander. Monitor Annual Work Plan and justify annual funding requirements prior to funding distribution.

d. Establish spend plan to track all requirements by MDEP.

e. Develop, monitor, and track URRs.

f. Receive, analyze, and coordinate reimbursable funding guidance. Gather, prepare, and submit data for reimbursable expenses. Develop sales orders and process cost transfers to bill reimbursable customers for service provided.

g. Review allotment and develop phase plan for execution of all funding resources.

h. Conduct budget execution review and analysis to determine shortfall, excess, and reprogramming requirements. Provide standard and customized financial reports to program managers to reflect funding balances and execution.

i. Provide advice and assistance on resource processes and issues.

j. Coordinate GFEBs training requirements. Manage GFEBs role requirements for DPW staff.

k. Provide administrative guidance and assistance with DTS. Validate that adequate funds are available to cover all travel requirements.

l. Administer the Acquisition Management Plan (AMP) for the organization. Coordinate with Contracting Office and provide guidance/instruction to staff to ensure that purchase requisitions (PRs) and appropriate documentation is submitted to meet Contract Action Lead Time (CALT) dates. Update AMP as PRs are submitted to Contracting and when contracts are awarded. Monitor contract award, take action to correct IDOC and Pre-Validation errors.

m. Serve as the liaison between DPW and DRM on PIEE access and invoice processing issues in WAWF.

n. Manage the GPC program for the Directorate. Provide the GPC monthly target-tracking log. Coordinate with billing officials to determine funding targets and execute transactions in GFEBs to obligate funds prior to GPC purchases being made. Reconcile GPC transactions to de-obligate any excess funding.

o. Validate ISR cost data.

p. Review and validate support agreements to document service provided and/or required.

q. Develop/manage work breakdown structure (WBS) for the fiscal year to ensure WBS's are in place to be used for tracking the execution of funds.

r. Conduct quarterly Joint Review analysis of all un-liquidated obligations (ULOs) for current and prior year transactions.

s. Process utility invoice payments to DFAS. Audit utility invoices for accuracy of meter readings, consumption/demand, previous balances, and current cost data and investigate incorrect meter readings or abnormal consumption or cost data. Research and resolve payment issues. Track and post utility consumption data.

t. Review/validate all information on fund execution documents, PRs, Military Interdepartmental

Purchase Requisition (MIPRs), funded programs, etc. Confirm fund availability and certify current and prior year funds on fund execution documents.

- u. Review and process lease payments and validate that all payments post to the proper account.
- v. Receive check payments from vendors. Process cash collection vouchers to ensure that funds are credited to the proper line of accounting.
- w. Conduct program review for year-end close out.
- x. Process applications and serve as sponsor for contracted employees in Trusted Associate Sponsorship System (TASS) and Army Knowledge Online. Perform follow-up management of TASS accounts established ensuring only authorized contracted employees are approved for Common Access Card issuance.
- y. Develop drawings and Independent Government Estimates (IGE's) for all service contracts.

22-3-3. Facility, Plans and Engineering Division

The Plans Division manages various functions to include Master Planning, Engineering, Real Estate, and the Geographic Information System (GIS).

22-3-3-1. Master Planning

The responsibilities of Installation Master Planning; DD Form 1391 preparation, real estate asset management, space management and facility utilization studies, facilities reduction, database maintenance and validation of Army Stationing and Installation Plan (ASIP), Real Property Planning and Analysis System (RPLANS), Programming, Administration and Execution (PAX) system, stationing and feasibility coordination. Specific functions include:

- a. Manage space utilization of facilities within the RD IAW ARs 140-483 and 405-70. Ensure optimal assignment of facility space to units assigned to facilities. Arbitrate space utilization disputes within a facility. Maintain current and accurate space utilization data in PAX, GFEBs, and RPLANS.
- b. Review RPMP contract submissions for accuracy. Ensure RPMP submissions meet Army regulatory requirements IAW AR 210-20, align with the RD Commander's Facilities Vision, the USARC Long Range Planning Guidance, and The Army Plan (TAP).
- c. Conduct the bi-annual Real Property Planning Board (RPPB) in accordance with AR 210-20. Obtain supported command input for real property requirements for all facilities, including those facilities on installation within the RD. Brief Army Reserve RPMP and Metroplex/Area Development Plans (ADPs) to the supported commands.
- d. Develop and maintain a RD master plan to optimize space utilization. Conduct master planning analysis. Support the PAI Directorate to determine future unit stationing requirements.
- e. Support the development of the Chief Army Reserve (CAR) Strategic Plan. Review, analyze, interpret, and react to the USARC Command Plan, Force Modernization, Total Army Analysis (TAA), and other stationing programs as they relate to and impact the Master Plan, Space Utilization, and facility requirements. Review proposed unit activations, deactivations, or relocations for feasibility and for compliance with the Strategic Plan.
- f. Prepare and submit project documents to support facility and land acquisitions IAW AR 140-483 and other policy and guidance. Prepare DD Form 1391 for Military Construction-Army Reserve (MCAR), Unspecified Minor Military Construction Army Reserve (UMMCAR), Full Facility Restoration (FFR) projects; validate space requirements for all tenants, including MSCs, located in facilities within the RD.
- g. Maintain current and accurate RPLANS.
- h. Maintain the current and accurate ASIP.
- i. Participate in the State Facility Boards (SFB) of each state in the RD region in accordance with DoD FMR, Volume 2B, Chapter 6. Identify potential joint projects. Address facility support issues for facilities where other components are host.
- j. Represent RDs interests at Installation's Real Property Planning Boards and local community planning boards in each state within the region.
- k. Conducts geospatial surveys of AR owned and managed Facilities, maintain a database of real property data in geospatial format, and facility site maps in accordance with AR 115-13. Update the geospatial database and facility site maps as real property data and site conditions change and new data becomes available.
- l. Support the Annual Army Facility Investment Guidance (FIG) for the POM and Future Years Defense Program (FYDP). Brief the RD Capital Investment Strategy (CIS) at the Army Reserve Construction Requirements and Review Committee (CRRC). The CIS is composed of the MCAR, UMMCAR, and FFR

programs.

m. Coordinate issues related to implementation of the RPMP with other RD staff sections to afford preparation for the Five-Year Maintenance and Repair Plan (5YP); Real Estate Acquisition Plan and Facility Reduction Plan, Real Property Exchange candidates, environmental stewardship plans and programs, engineering studies, and economic feasibility studies.

n. Coordinate with Environmental Staff for preparation of National Environmental Policy Act (NEPA) review and applicable document preparation.

22-3-3-2. Engineering

The responsibilities of Engineering include facility engineering services, statutory and regulatory requirement execution, Unspecified UMMCAR; MCAR, FFR; SRM Reset Projects, Real Property Exchange (RPX), architectural design, and Installation Design Guide (IDG). Specific functions include:

a. Coordinate with USARC G-3/5/7 Engineers to ensure all projects funded and executed by the Army Reserve in the RD region meet all applicable statutory and regulatory requirements.

b. Review SRM projects and validate against the RD RPMP.

c. Coordinate with USARC G-3/5/7 Engineers to ensure Quality Assurance/Quality Control (QA/QC) plan is in place during construction for all MCAR, UMMCAR, FFR, and RPX projects.

d. Ensure all MCAR, UMMCAR, FFR, RPX, and SRM-projects meet current Anti-Terrorism/Force Protection (AT/FP) standards in accordance with DoD Unified Facilities Criteria (UFC) 4-010-01. Work in conjunction with RD Security Services Directorate staff, USARC G-3/5/7 Engineers, supported MSCs and USACE to determine viable mitigation strategies for facilities that do not meet current AT/FP standards.

e. Ensure NEPA review and document preparation is complete and mitigating factors are considered during project design and execution.

f. As the Owners' Representative and per the Army Reserve Program Management Plan (AR PgMP), provide design review, contractor bid evaluation, project management, and quality assurance during the construction phases of MILCON, UMMCAR, FFR projects to ensure compliance with contract plans and specifications, and coordinate with the USARC G-3/5/7 Engineers Project Manager, USACE COR and USACE Project Managers as necessary to resolve problems. Perform project management during all project phases of SRM Reset Projects.

g. Create and implement the RD Installation Design guide.

h. Review engineering projects in initiation, planning, execution, and closing phases for accomplishment of technical, legal, and regulatory sufficiency and recommend necessary corrections.

i. Prepare written reports with technical findings and recommendations to solve engineering problems after analysis either from an onsite assessment or from design/specifications review.

j. Conduct final review of engineering drawings and assume final responsibility for completed work.

k. Consult on system and equipment designs for a wide range of projects, and work with other engineers, project managers, and construction professionals as needed to create and/or modify design parameters.

l. Analyze facility systems and equipment when necessary to find inefficiencies or malfunctions and create solutions to optimize performance and increase the efficiency of operation.

m. Design testing procedures and control measures to accurately assess products and identify areas that require modification and further testing.

n. Participate in the development, justification, and execution of all MCAR projects in design and under construction for their installation, and, if required, assist in the presentation of all aspects of project planning through the programming and budgeting phases.

o. Prepare complete project documentation, to include statement of consistency with the applicable RPMP on designated MCAR projects and identify all non-construction funded requirements related to these projects.

p. Ensure appropriate participation (DPW, environmental, and safety official at a minimum) in planning, pre-design, charrette, and design conferences. All conferences will be approved in accordance with current Army conference policy committing/obligating any Army appropriated funds.

22-3-3-3. Real Estate

Provides Real Estate Services in the form of in-grants and out-grants preparation and procurement; real estate services; lease management; real property management via GFEBS and Headquarters Installation Information System (HQIIS); and real property accountability for the RD. Provide input IAW Chief Financial Officers Act (CFOA) requirements in support of the National Defense Authorization Act which mandates that

all military services under the Department of Defense develop and maintain a plan that ensures all financial statements are validated and ready for CFOA compliance. Specific functions include:

- a. Maintain the Real Estate Work Plan.
- b. Serve as the Real Property Accountability Officer (RPAO), maintain real property inventory IAW AR 405-45 (Real Property Inventory Management). Prepare or receive, validate, and accept DD Form 1354, Transfer and Acceptance of Military Real Property. Conduct a physical inventory of all heritage real property assets at least once every three years and of all real property assets at least once every five years. Ensure information maintained on file in real property records accurately reflects physical inventory.
- c. Support CFOA requirements in support of the National Defense Authorization Act for FY 2010 mandates that all military services under the Department of Defense develop and maintain a plan that ensures all financial statements are validated and ready for CFOA compliance.
- d. Support acquisition of real estate and real property IAW AR 405-10 (Acquisition of Real Property and Interests Therein). Submit customer generated and locally recognized requirements to include licenses, easements, fee purchases, leases, transfers, permits, rights of entry, consents, reassignments, and real property exchanges. A Realty Specialist chairs the real estate SST. Coordinate with the USARC G-3/5/7 Engineers to facilitate execution of the RD real property program. Request supported command to participate in site selection visits.
- e. Initiate and manage leases and other in-grant instruments. Ensure lessor or grantee complies with agreement provisions, advising the OCAR Army Reserve Installation Management Directorate of any issues. Coordinate with the accountable installation and Corps of Engineers to obtain in-grant instruments.
- f. Approve, process, and implement out-grants and in-grants IAW ARs 140-483 and 405-80. Prepare Report of Availability. Coordinate with USACE to obtain out-grant and in-grant instruments. Prepare out-grant and in-grant documents within delegated authority.
- g. Manage, in coordination with USACE, title disputes, encroachments, real estate claims, or boundary questions.
- h. Manage the annexation, retrocession, conversion, and diversion of real estate. Initiate request for and review the assembly packages for annexation and retrocession of jurisdiction. Prepare and submit a request for conversion and diversion of real estate.
- i. Approve, process, and implement facility and land disposals IAW ARs 140-483 and 405-90 and other pertinent laws and regulations. Prepare DA Form 337, Disposal Report, requesting approval to dispose of buildings and improvements IAW AR 405-90. Coordinate disposal of facilities and land. Prepare DD Form 1354 transferring accountability of disposed assets.
- j. Prepare and submit funding requirements for demolition and disposal cost requirements, acquisitions, and USACE or other federal real estate agency administrative cost requirements.
- k. Maintain and validate the Army Reserve Real Property Inventory in GFEBS and HQIIS.
- l. Respond to time sensitive taskings and requests from USARC G-3/5/7 Engineers (including Congressional and private party requests.).
- m. Coordinate with Environmental Staff for preparation of NEPA review and applicable document preparation.

22-3-3-4. Geographic Information Systems (GIS)

Provide Army Installation Geospatial Information and Services (IGI&S). This program provides a unified approach for the creation, maintenance, and management of installation geospatial data. The program consolidates and focuses Army efforts in utilizing that information, including its associated systems and resources, to improve accountability and increase the level of credibility of geospatial information and its originating sources. Specific functions include:

- a. Manage engineer-drawing database. Obtain and maintain site maps, utility maps, facility as-built drawings, and other historical documents. Maintain drawing and site plan on the national web based repository.
- b. Execute various GIS analyses using Spatial Analyst, Network Analyst, 3D Analyst & other GIS Desktop extensions and tools to produce a multitude of hard-copy map products and geospatial solutions for the RD DPW personnel.
- c. Responsible for the acquisition, geocoding, maintenance, and updating of the Soldier Home Location GIS database for the utilization of all of GIS Analysts throughout the USAR. Analyze soldier unit data and information from a geospatial perspective by determining unit drive time and Euclidean distances to and/or away from specific USAR centers and other USAR entities and assets.
- d. Capture, maintain, and update all RD facility exterior asset data via the Spatial Data Standards for Facilities, Infrastructure and Environment (SDSFIE) v4.0 enterprise GIS database. Produce hard-copy map

products, web maps, and web mapping applications while utilizing the enterprise GIS data as its backbone for information.

e. Make recommendations on the best course of action for the visualization and interpretation of both GIS and non-GIS data and map solutions for specific mission objectives. Create specialized GIS solutions and products for meetings, presentations, briefings. Produce Microsoft PowerPoint slide decks and methodology reports pertaining to the interpretation of the GIS analyses results, as well as the methods and tools that were used in producing the results.

f. Develop, implement, and maintain policies and SOPs for GIS data management and process workflows.

g. Collect all USAR exterior assets using Trimble GPS technology on-site as well as survey and collect all interior room dimensions, space utilization, space and manpower, and other ancillary data of each USAR building within the RD region

h. Develop Python scripts and models to automate repetitive GIS processes and workflows for better efficiency.

i. Responsible for collecting, importing, and maintaining interior space utilization data in the Army's Space Utilization Database of Record - ePRISMS.

j. Create and maintain an interactive mapping application that displays geospatial data that aids DPW and other RD staff in day to day business processes and decision-making.

22-3-4. Facility Operations and Maintenance Division

The Facility Operations and Maintenance Division oversees key functions to include Energy Program management, Facility Operations, and Facility Maintenance functions.

22-3-4-1. Energy Program

Energy Program Management and Contract QA manages the RD Fixed Facility Energy Program. Specific functions include:

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

b. Maintain an adaptable energy program to ensure energy/water efficiency at all sites and facilities, and ensure energy resiliency at critical sites and facilities. Maintain metrics related to energy usage, efficiency, and resilience and energy policy goals and directives.

c. Arrange for utility connections to new facilities.

d. Develop projects to reduce energy consumption.

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

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

g. Implement re-commissioning and retro-commissioning at older/high usage sites to reduce usage and utility costs.

h. Integrate Energy Building Control Systems where feasible to reduce energy usage and utility costs.

i. Establish an energy team and enhance its effectiveness through training and relationship building with strategic partners and other DPW divisions.

j. Perform energy and water audits.

k. Track energy and water usage and report to higher headquarters.

l. Develop a Comprehensive Energy and Water Master Plan.

m. Integrate renewable and alternative energy sources into future energy projects to reduce usage and utility costs and increase resilience

n. Work with higher HQ and strategic partners to complete and integrate an Installation, Energy, and Water Plan (IEWP) to ensure resilience at critical facilities, as determined by the RDs and Army Reserve Headquarters.

22-3-4-2. Facility Operations

Provides Headquarters level support and program management of Facility Maintenance & Repair, Building Maintenance, Improved Grounds Maintenance, Unimproved Grounds Maintenance, Maintenance of Surface Areas, Maintenance of Utility Plant & Systems, Refuse Removal & Recycling Operations, Installation Custodial Services Program Management, Self Help Operations (when allowed), and Non-Hazardous Waste Program Management; Energy Program Operation; Contract QA; and Work Reception & Scheduling. Specific functions include:

- a. Upon the request of the Real Property Management Board (RPMB) President, attend as SMEs to assist the President of the periodic RPMB meetings.
- b. Complete the ISR Infrastructure quality rating for assigned facilities. Coordinate with units assigned to the Reserve Center to coordinate completion of ISR Infrastructure mission rating for assigned facilities. Enter work orders into Work Order Priority List (WOPL) for the facility maintenance, repair, or minor construction required to eliminate any mission related deficiency.
- c. Validate utility bill meter readings, when requested, providing feedback to RD's Energy Program POC.
- d. Assist with arms vault re-certifications.
- e. Create a FAMP, using WOPL. Edit inflation factor and run roll over. Review and update Current Working Estimates (CWE). Correct CWE accounting codes.
- f. Monitor and Maintain heating, ventilation and air conditioning (HVAC) controls, ensuring set points are maintained.
- g. Coordinate with environmental staff for assessment of hazardous building materials including Asbestos, Lead, Radon, and Polychlorinated Byphenyls (PCB).

22-3-4-3. Facility Maintenance

Provide field level execution and Quality Assurance of Facility Maintenance & Repair, Building Maintenance, Improved Grounds Maintenance, Unimproved Grounds Maintenance, Maintenance of Surface Areas, Maintenance of Utility Plant & Systems, Snow & Sand Removal, Pest Control, Installation Custodial Services QA, Refuse Removal & Recycling Operations, Waste Water Operations, Water Production Maintenance, Self Help Operations (when allowed), Non-Hazardous Waste Program, Energy Program Maintenance, ContractQA, and Work Reception. Provide facility maintenance and support for all municipal type services and for repairs. Serve as the single point for coordination of facility operations, maintenance, and repair. Specific functions include:

- a. Inspect facilities to identify required maintenance, repair, or construction requirements.
- b. Ask the tenant units for feedback concerning any facility deficiencies or construction requirements. Provide decision results to affected tenant units in a timely manner.
- c. Walk through the entire facility looking for any facility deficiencies.
- d. Create a WOPL work order for work over the Government Purchase card threshold.
- e. Create and maintain an effective Preventative Maintenance Program.
- f. Accomplish minor maintenance and repair of assigned facilities to include HVAC and roof life cycle maintenance. Contract for all other minor maintenance and repairs. Write a scope of work describing the deficiency and required work to correct the deficiency. Schedule facility repairs. Perform QA inspection of vendor work. Verify bills and reconcile discrepancies with the vendor. Maintain required records of maintenance activities and equipment function and testing.
- g. Perform QA of engineer service contracts, recurring maintenance contracts, and one-time facility maintenance, repair, and construction contracts.
- h. Review the contract specifications and plans to determine inspection requirements.
- i. Perform contract administration and conduct quality assurance inspection on engineer service contracts. Note deficiencies. Perform first line deficiency correction. Submit acceptance reports, with any deficiencies noted to the municipal service branch for payment action.
- j. Perform contract administration and quality assurance inspection of maintenance, repair, and minor construction contracts.
- k. Participate in the pre-construction meetings. Notify customer units of contract work and coordinate work schedules. Conduct site visit with contractor to designate storage areas for materials and site for construction trailer.
- l. Conduct multiple QA inspections at key junctures in the work.
- m. Obtain training on new equipment focusing on the maintenance and repair requirements.
- n. Participate in or conduct final inspection of completed project.
- o. Prepare input to acceptance report and contractor evaluation documentation.
- p. Conduct warranty inspection(s).
- q. Develop scope of work and conduct contractor site visits in support of major maintenance and repair projects.
- r. Draft a detailed scope of work, to include plans and sketches.
- s. Meet on site with contractor(s) and vendor(s) to discuss project requirements. Show all work locations. Discuss and agree on quantities of work. Discuss alternative methods of accomplishing work.
- t. Review contract proposals, design documents, or contract specifications for accuracy of scope of work

and plans, ease of future maintenance, and accuracy of quantities.

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

v. Provide the facility operation, maintenance, repair, and minor construction effort within the RD.

w. Develop a 5YP) using the WOPL. Contact supported commands for their review and comments.

x. Review and validate the FAMP. Submit the FAMP to OCAR ARIMD for review and validation. Monitor the accuracy of the work orders in WOPL. Request FLIPL and AR 15-6 investigations for damage done to facilities.

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

z. Coordinate with environmental staff for assessment of hazardous building materials including: Asbestos, Lead, Radon, and PCB; and for recommendations for management in place or abatement and disposal requirements.

22-3-5. Environmental Division

Ensure the environmental stewardship of the Army Reserve facilities and land, including the assurance of environmental compliance, restoration of any contaminated sites, preservation of cultural and natural resources, and prevention of pollution IAW AR 200-1 and 32 CFR Part 651, Environmental Analysis of Army Actions (March, 2002). Ensure that all RD activities are supported and compliant with all Federal, State, local and DoD/Army policies and regulations and that all activities adhere to the laws and regulations applicable to their operations. Coordinate specific training to help the command comply with requirements. Specific functions include:

a. Develop and maintain the program for environmental stewardship that consists of Program Management, Compliance, Restoration, Pollution Prevention, and Conservation.

b. Plan, organize, direct, and evaluate the environmental compliance, pollution prevention, conservation, and training programs.

c. Program and plan critical funding requirements to ensure sustainment of the environment.

d. Write and submit quarterly UFRs to DPW Business Operations and Integration Division (BOID).

e. Develop and maintain operational and document control.

f. Ensure environmental program or support staff maintain a record of environmental assets with a preference for using the geospatial data used within an Integrated Environmental Geospatial Program (IEGP).

g. Assist RD CG in maintaining an active Environmental Quality Control Committee (EQCC) required to meet quarterly IAW AR 200-1. EQCC will assist the commander or responsible authority in the formulation of policies for the protection, preservation, and enhancement of the environment to help ensure the sustainment of the installation or activity's mission and operations.

h. Ensure reporting requirements Army Environmental Database - Environmental Quality (AEDB-EQ, etc.) are met and supported. Enter VENQ MDEP funded Purchase Requests (PRs) or Purchase Orders (POs) within GFEBs for government approval and acceptance.

i. Document, track, and provide all documentation to support VENQ MDEP funded GPC requests and purchases. This includes a purchase log of invoices and receipts as required by the Federal Acquisition Regulation (FAR) 2-101 for micro-purchases using a \$2,500 and \$10K GPC credit cards.

j. Manage VENQ funded environmental material supply purchasing through a GSA Single Award Task Order or current purchasing vehicle with the RD. Track all purchases from initial order to ensuring and documenting receipt at the facility.

k. Manage data collection, preparation, maintenance, and entry for required RD and Army Reserve data calls and funding requests such as the Headquarters Army Environmental System (HQAES); Status Tool for Environmental Programs (STEP); ED Environmental Program Tool (EPT). Manage data collection for other information requests including but not limited to, FOIA requests, Congressional inquiries to support required response by the government.

22-3-5-1. Compliance

The Compliance function assesses and determines applicability of environmental laws and regulations including: the Clean Air Act (CAA), Clean Water Act (CWA), Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), Emergency Planning and Community Right-to-Know Act (EPCRA), NEPA, Resource Conservation Recovery Act (RCRA), Safe Drinking Water Act (SDWA), Toxic Substance Control Act (TSCA), and any other applicable Federal, State, local, and DoD/Army policies and regulations; develops and implements regionalized regulations, plans, policies, and procedures necessary to facilitate compliance; prepares permits, reports, datasets, and fee payments for submission to regulatory agencies and headquarter elements. Specific functions include:

a. Air Program

(1) Identify and implement cost-effective pollution prevention measures that will reduce hazardous air pollutant, Ozone Depleting Substance (ODS) and Green-House Gas (GHG) emissions.

(2) Obtain and maintain permits needed for modifying, constructing, installing, or removing from service emission sources regulated under a Title V or other regulation.

(3) Perform air emissions monitoring, calculations, and reporting as required by regulatory permits.

(4) Establish a Risk Management Program, which includes the development and maintenance of a Risk Management Plan (RMP) when required.

(5) Generate and/or review contract specifications, scopes of work, job orders and other submittals to determine if they meet determination of applicability of an air quality regulation or permit requirements. Enter planning, programming, and budgeting (PPB) projects into out-year PPB tools owned by the government.

(6) Annually review and provide draft updates of Air Program SOPs, Memorandum for Record (MFRs) or Memorandums.

(7) Provide technical review of RD Authorized Use Lists and Restricted Use List in accordance with National Emission Standards for Hazardous Air Pollutants (NESHAPS) and other air quality regulations and requirements.

(8) Identify and inventory known sources of emissions that exceed reporting threshold requirements, for all facilities owned by the RD.

(9) Maintain an inventory of all ODS potential emission sources which contain 50 pounds or greater of Class I, Class II, and nonexempt ODSs.

(10) Assess annually if all equipment containing 50 pounds or greater of Class I, Class II, and nonexempt ODSs have maintenance service records documented and available.

b. Water Resources (Storm Water, Waste Water, Safe Drinking Water).

(1) Meet drinking water quality standards and programmatic requirements for drinking water systems operated and maintained by the Army.

(2) Comply with applicable sampling and permitting requirements for public water systems and requirements for non-public water systems.

(3) Comply with applicable additional sampling requirements for specific or emerging contaminants in water systems to include those that DoD or the Army requires.

(4) Conduct Water System Vulnerability Assessments (WSVA) and develop Emergency Response Plans (ERP) as required by Army policy. Once the initial assessment is completed and, if necessary, the ERP is finalized, responsibility for required follow-up WSVA and updates of the ERP falls to the installation's or activity's force protection or public works proponent, except where a Foreign Governing Standards (FGS) indicates otherwise.

(5) Ensure sanitary surveys are performed where required by federal or state regulations, DoD or Army policy, and or country-wide FGS.

(6) Maintain and update inventories of industrial facilities that require a National Pollutant Discharge Elimination System (NPDES) general permit for Industrial Storm Water and required Storm Water Pollution Prevention Plans (SWPPPs).

(7) Conduct inspections and sampling at all facilities within the region required by NPDES Permits and required SWPPPs.

(8) Review lab data to ensure reporting requirements are met, compare results to QC data and maintain results by permit and location.

(9) Provide annual reviews and five-year updates for SWPPPs.

(10) Identify facilities that are eligible for a No Exposure Certification and prepare all forms issued or required by the state in which the facility is located.

(11) Perform technical expert for project reviews, design charrettes, and customer/stake holder issues at all RD owned facilities.

c. Toxic Material Management (Asbestos, Lead, PCB, and Radon).

(1) Reduce risk to public health and the environment by employing internal controls and pollution prevention initiatives to comply with environmental laws and regulations.

(2) Support sustainability by reducing the volume or toxicity of Heavy Metals (HM) used or procured.

(3) Where Asbestos Containing Material (ACM), Polychlorinated Biphenyls (PCB) or Lead Based Paint (LBP) is known or believed to exist, qualified personnel will inspect the site and make a determination to the containment and disposition of the material.

(4) Provide oversight and training to ensure contracts disclose known toxic materials at project sites.
d. Hazardous Waste (HW).

(1) Manage HW in compliance with applicable environmental laws and regulations.

(2) Develop and implement a HW Management Plan (HWMP) or comparable document appropriate to the size and complexity of the installation's or activity's operations.

(3) Evaluate waste streams to ensure potential hazardous or special wastes are properly identified and characterized.

(4) Seek continuous reductions in the volume of HW generated by implementing process changes.

(5) Ensure personnel who conduct or oversee HW operations at facilities are properly trained.

Contact your RD Environmental Office for additional information and guidance.

(6) Use existing government purchasing vehicles to request and ensure all required materials and containers required for hazardous, universal, and non-regulated waste disposal is available for all facilities that require storage and disposal.

(7) Generate and/or update waste profiles and submit annually into the WASTE-RC system.

(8) Submit all waste identified in Title 40 Code of Federal Regulations (CFR) into WASTE-RC to create DD Form 1348, track the workflow and coordinate with DLA's contracted waste hauler for pickup.

(9) Provide annual reviews and five-year updates for SWPPPs.

(10) Maintain current internal dataset for the tracking of DLA disposal costs, HW DODAAC identification numbers for each generating facility, and manage regulatory documentation (DD Forms, HW Manifest, UW Manifest, and bills of lading).

e. Noise

(1) Conduct an initial Installation Compatible Use Zone (ICUZ) study where current or future operational range activities (include live-fire training, maneuver training), aircraft operations, or other operations that generate noise could adversely affect the quality of life or health of military or civilian communities.

(2) Manage noise from operations and activities such that it complies with applicable environmental laws and regulations, sustains mission capabilities, and helps prevent civilian encroachment, reduces, to the extent practical and consistent with maintaining mission capability, annoyance to surrounding communities from noise associated with the installation's or activity's testing, training and other operations; and promotes outreach that allows local communities an opportunity to provide input in land-use planning efforts for areas subject to noise from the installation's or activity's testing, training, and other operations.

f. NEPA

(1) Survey and prepare Environmental Condition of Property (ECP) Reports, Findings of Suitability to Transfer (FOST), Finding of Suitability for Early Transfer (FOSET), and Findings of Suitability to Lease (FOSLs) to assess and document the environmental condition of transferable property so as to reduce potential environmental compliance liability.

(2) Review and prepare NEPA documentation, as necessary, for all actions on government property.

(3) Provide Advisory Services support for NEPA compliance. Respond to questions and inquiries to advise Government Representatives regarding questions or issues, as they arise, that ensure continued compliance with NEPA.

(4) Plan and prepare Record of Environmental Consideration (REC) and Memorandum of Environmental Review (MER) documents for actions that qualify for such level of documentation.

(5) Provide project management support for Environmental Assessments (EA) prepared by others and facilitate and coordinate the development of in-house EA's.

(6) Provide project management support for Environmental Impact Statement (EIS) actions.

(7) Prepare map and graphic products (for example, photos, GIS shape files) to facilitate or assist review and analysis by SMEs and for inclusion in final NEPA documents.

g. Emergency Planning and Community Right-to-Know Act (EPCRA)

(1) Prepare and maintain an inventory of those hazardous substances as required for EPCRA reporting and provide the data upon request to the installation's environmental office.

(2) Submit annual EPCRA Tier II reports by 1 March to the Local Emergency Planning Committees

(LEPC), State Emergency Response Commissions (SERC), and local fire departments with jurisdiction over their installation or activity.

(3) Submit annual Toxic Release Inventory (TRI), annually by 1 July.

h. Environmental Management System (EMS)/Environmental Performance Assessment System (EPAS)

(1) Army appropriate facilities must continuously assess their EMS to determine its effectiveness and impact of their mission activities and operations on human health and the environment. EMS audits will be conducted as part of the EPAS program.

(2) Implement and maintain an effective environmental compliance assessment and monitoring program. Evaluate the overall performance of the installation or activity to ensure compliance with all applicable Federal, State, local, and DoD/Army policies and regulations.

i. Installation Restoration Program (IRP)

(1) Develop draft environmental cleanup guidance, goals, and methods with the coordination of cleanup efforts with representatives of the Army Environmental Command (AEC), federal, state, and local regulatory agencies.

(2) Coordinate for engineering review, analysis, comment, and planning for various deliverables, documents, communications, and remediation goals.

(3) Maintenance/establishment of administrative records and information repositories to complete semi-annual updates of the Army AEDBI-HQAES, prepare IRP Cost to Complete packets; administer the Defense State Memorandum of Agreement (DSMOA) program (or alternate program for state oversight) and input into the Defense Environmental Programs Annual Report to Congress (DEPARC).

(4) Prepare annual Installation Action Plans (IAP).

(5) Participate in installation Restoration Advisory Board (RAB) meetings or other public outreach/awareness forums.

(6) Provide input to NEPA reviews for projects and other undertakings involving IRP sites and their monitoring and management requirements.

22-3-5-2. Conservation

Conservation functions assesses and determines applicability of environmental laws and regulations including NEPA, Endangered Species Act (ESA), National Historic Preservation Act (NHPA), Native American Graves Protection and Repatriation Act (NAGPRA), Migratory Bird Treaty Act (MBTA), Federal Insecticide Fungicide and Rodenticide Act (FIFRA), Archeological Resources Protection Act (ARPA), American Antiquities Act (AAA), American Indian Religious Freedom Act (AIRFA), Sikes Act and any other applicable Federal, State, local, and DoD/Army policies and regulations; develops and implements regionalized regulations, plans, policies, and procedures necessary to facilitate resource sustainability, conservation and preservation; prepares permits, reports, datasets and fee payments for submission to regulatory agencies and headquarter elements. Specific functions include:

a. Cultural Resource

(1) Establish a Cultural Resources Program to identify, evaluate, and manage cultural resources. Maximize reuse of historic buildings and structures, where justified by an objective analysis of life-cycle benefits and costs, before disposal, new construction, or leasing IAW DoDD 4165.06 DoDI 4165.70

(2) Plan, program, and budget for the execution of the Cultural Resources Program.

(3) Develop an Integrated Cultural Resources Management Plan (ICRMP) as a tool to support management's Cultural Resources Program and integrate cultural resources management into the RD facility and operational strategy.

(4) ICRMP will be reviewed annually at the installation level and revised as necessary. The ICRMP will be updated per DoDI 4715.16 every five years. Updates include consultation with appropriate regulatory agencies.

(5) Develop agreements and other compliance documents as needed.

(6) Provide the technical assistance for the preparation of NHPA Section 106 undertaking packages.

b. Natural Resources

(1) Develop, initiate, and maintain programs for the conservation, use, and rehabilitation of natural resources on Army lands.

(2) Prepare and implement an Integrated Natural Resources Management Plan (INRMP) consistent with DoDI 4715.03 as required by the Sikes Act. Review annually making revisions and update every five years. Updates include consultation with appropriate regulatory agencies.

(3) Cooperate with local, state, and federal organizations when planning for and implementing national land use and conservation policies within the United States. Respect local conservation

ordinances.

c. Pest Management

(1) Develop, implement, and maintain an Installation Pest Management Plan (IPMP), as applicable. Review IPMP annually, revising as necessary. Update IPMP every five-years.

(2) Establish, implement, and maintain a self-help program, when applicable, feasible, and cost effective.

(3) Conduct periodic program reviews once every three years, using pest management professionals to ensure regulatory compliance and correct noted deficiencies.

(4) Maintain and archive records, including reports, regarding pesticide applications within the installation's or activity's boundaries (buildings, facilities and grounds).

(5) As the Pest Management Quality Assurance Evaluators (PMQAE), develop or review pest management contract specifications or assess performance of pest management contracts. Recommend contract revisions to COR and DPW.

(6) Ensure draft solicitations for commercial pest management services address IPMP requirements for the proper application and safe handling of pesticides.

22-3-5-3. Pollution Prevention

The Pollution Prevention (P2) functions include assesses and determines applicability of environmental laws and regulations including Executive Order (EO) 13834 Efficient Federal Operations, FAR 2-101, and any other applicable Federal, State, local, and DoD/Army policies and regulations; develops and implements regionalized regulations, plans, policies, and procedures necessary to promulgate waste prevention and recycling measures and comply with all Federal requirements with regard to solid, hazardous, and toxic waste management and disposal. The P2 Branch also administers the RD Hazardous Material Management Program in support of the Compliance Branch Air, Hazardous Waste, EPCRA programs. Specific functions include:

a. Identify and recommend, to the extent practical, pollution prevention initiatives, including sustainable procurement, reuse, recycling, and/or reclamation of materials to reduce the life-cycle costs operating their installation or activity and performing their military mission.

b. Perform P2 opportunity assessments, produce, and implement Pollution Prevention Plan.

c. Maintain and monitor hazardous material inventories to minimize waste through less hazardous product replacement, proper storage, and shelf-life management and to ensure adequate data is maintained to meet CAA, RCRA and EPCRA reporting requirements.

22-3-6. Training

In conjunction with other compliance, conservation, and prevention functions listed above conducts EPAS assessments of RD activities, performs staff assistance visits to regional facilities to assist with EPAS finding(s) corrective actions and assisting with improving other environmental operations through the performance of process reviews and root cause analysis determinations, and provides training for RD Environmental Compliance Officers (ECO), waste handlers, and other personnel performing activities and inspections required for RD compliance with federal, state, local, and DoD and Army environmental regulation, policies or procedures. Specific functions include

a. Implement required in-house and on-line training by most efficient means.

b. Send training schedules out to appropriate units with understanding that units must pay for enrollee travel requirements.

c. Plan a training program to meet the environmental education requirements for units meeting federal, state, local, Army, and DoD environmental compliance requirements.

d. Train RD Directorates on internal control policies required to meet statutory, Executive Order, and regulatory requirements.

e. Environmental Training is required for RD leadership and decision-makers per 32 CFR Part 651.4(o)(12) and 651.5(d)(2).

Section VI

Assigned and Additional Units Information

This section addresses the assigned and additional units within the RDs. The Mission Command Support Group executes command and control of subordinate units assigned to the RDs. Chapters 23 through 24 outline the key aspects of the RD assigned units.

Chapter 23. Headquarters and Headquarters Detachment (HHD)

23-1. Mission

The HHD provides ongoing training, logistical, and administrative support to all Soldiers and Families assigned or attached IOT provide the RD CG with a ready, professional, proficient, and highly versatile staff capable of executing their mission anywhere in the world.

23-2. Responsibility.

Command the HHD and advise the RD CG on the planning, coordination and operation of functions on command, training, finance, personnel administration, and supply for all assigned personnel.

23-3. Functions

a. Administration

(1) Maintain accountability of officer and enlisted Soldiers; maintain the RLAS and Unit Manning Report (UMR) data; monitor quarterly ETS roster.

(2) Perform Soldier counseling for flagging, unsatisfactory performance and transfer actions. Oversee UCMJ or other disciplinary actions; prepare as appropriate for the RD CG final decision.

(3) Maintain duty rosters for any unit tasking.

(4) In-process and out-process Soldiers (Sponsorship). Process AT, Active Duty for Training (ADT), and ADOS duty requests.

(5) Conduct birth-month audits, coordinate for Level 1 SRPs, and prepare promotion packets. Maintain unit personnel readiness.

(6) Monitor and prepare Fitness for Duty requests, Medical Profiles, Line of Duty investigations, MAR2, Medical Evaluation Boards (MEB), and Physical Evaluation Boards (PEB) for RD HHD Soldiers. Prepare and monitor personnel flagging actions, height and weight screenings, and medical readiness.

(7) Coordinate urinalysis testing and ensure compliance with the Army Substance Abuse Program.

b. Finance

(1) Ensure the proper operation of Defense Joint Military Pay Software-Reserve Component (DJMS-RC) to include the maintenance of the attendance roster for subordinate units to the MCSG. Maintain duty attendance rosters.

(2) Maintain Unit Fund Account Ledgers.

(3) Maintain the RD Leave Control Register for all Soldiers assigned to the MCSG per SOP.

(4) Review and approve the Unit Commander's Finance Report and process required actions. Process Soldier pay actions to include Special Duty Pay to Defense Military Pay Office.

(5) Manage Lodging In Kind (LIK) and Inactive Duty Training (IDT) Travel programs in accordance with Army Regulations, USARC, and Local policy.

c. Training and Operations

(1) Direct unit training and professional Officer/NCO development training.

(2) Conduct the semi-annual ACFT and maintain personnel records.

(3) Plan and conduct Battle Assembly Training, to include training meetings and the preparation of training schedules. Support special events as requested by the Command Group.

(4) Supervise headquarters collective and individual training. Process ATRRS school requests for Soldiers.

(5) Conduct Quarterly Unit Status Report (USR).

d. Supply

(1) Issue/order supplies and equipment for Soldiers.

(2) Coordinate Substance in Kind (SIK) and manage Meals Entitlement Management (MEM) Registration.

e. Mobilization

(1) Support the mobilization of units such as Chaplain detachments and other detachments through all stages: collective training, MJAC coordination and final mobilization preparation actions.

(2) Prepare monthly Chaplain detachment Readiness Reports for USARC CH DIR and participate in the monthly Chaplain detachment readiness meetings.

Chapter 24. Mission Command Support Group (MCSG)

24-1. Mission

The Mission Command Support Group executes command and control of subordinate units assigned to the RD to provide combat-ready units and Soldiers for mobilization and deployment in support of worldwide contingency requirements.

24-2. Responsibility

Provides direction and guidance to subordinate units. Support is provided in the functional areas of administration, finance, training and operations, supply, and mobilization.

24-3. Functions

a. Administration

(1) Maintain accountability of officer and enlisted Soldiers; maintain the RLAS and UMR data; monitor quarterly ETS roster.

(2) Perform Soldier counseling for flagging, unsatisfactory performance and transfer actions. Oversee UCMJ or other disciplinary actions; prepare as appropriate for the RD CG final decision.

(3) Maintain duty rosters for any unit tasking.

(4) In-process and out-process Soldiers (Sponsorship). Process AT, ADT, and ADOS duty requests.

(5) Conduct birth-month audits, Level 1 SRPs, and prepare promotion packets.

(6) Maintain unit personnel readiness.

(7) Monitor and prepare Fitness for Duty requests, Medical Profiles, Line of Duty investigations, MAR2, Medical Evaluation Boards (MEB), and Physical Evaluation Boards (PEB) for RD HHD Soldiers. Prepare and monitor personnel flagging actions, height and weight screenings, and medical readiness.

(8) Coordinate urinalysis testing and ensure compliance with the Army Substance Abuse Program.

b. Finance

(1) Ensure the proper operation of DJMS-RC to include the maintenance of the attendance roster for the headquarters. Maintain duty attendance rosters.

(2) Maintain Unit Fund Account Ledgers.

(3) Maintain the RD Leave Control Register for all Soldiers assigned to the RD HHD.

(4) Review and approve the Unit Commander's Finance Report and process required actions.

Process Soldier pay actions to include Special Duty Pay to the Defense Military Pay Office.

(5) Manage LIK and IDT-Travel programs in accordance with Army Regulations, USARC, and Local policy.

c. Training and Operations

(1) Direct unit training and professional Officer/NCO development training.

(2) Conduct the semi-annual ACFT and maintain personnel records.

(3) Plan and conduct Battle Assembly Training, to include training meetings and the preparation of training schedules. Support special events as requested by the Command Group.

(4) Supervise headquarters collective and individual training. Process ATRRS school requests for Soldiers.

(5) Conduct Quarterly Unit Status Report (USR).

d. Supply

(1) Issue/order supplies and equipment for Soldiers.

(2) Coordinate SIK and manage Meals Entitlement Management (MEM) Registration.

e. Mobilization

(1) Support the mobilization of units such as Chaplain detachments and other detachments through all stages: collective training, MJAC coordination and final mobilization preparation actions.

(2) Prepare monthly Chaplain detachment Readiness Reports for USARC CH DIR and participate in the monthly Chaplain detachment readiness meetings.

Appendix A

References

Section I

Required Publications

Except where otherwise indicated, the following references are available on the APD website (<http://armypubs.army.mil/>). DoD references are available on the OSD website (<http://www.dtic.mil/whs/directives/corres/pub1.html>). USCs are available at <http://uscode.house.gov/>. CFRs are available at <http://www.gpo.gov/>. EOs are available at <https://www.archives.gov/federal-register/executive-orders/disposition>. UFCs are available at <https://www.wbdg.org/ffc/dod/unified-facilities-criteria-ufc>.

AR 11-2

Managers Internal Control Program (Cited in para 11-2g.)

AR 11-7

Internal Review Program (Cited in para 11-2a.)

AR 15-6

Procedures for Investigating Officers and Board of Officers (Cited in para 5-2-3.)

AR 20-1

Inspector General Activities and Procedures (Cited in para 4-2.)

AR 25-1

The Army Information Resources Management Program (Cited in para 20-3h.)

AR 27-20

Claims (Cited in para 5-2-3.)

AR 27-26

Rules of Professional Conduct for Lawyers (Cited in para 5-1a.)

AR 40-501

Standards of Medical Fitness (Cited in para 15-3-13e.)

AR 135-175

Separation of Officers (Cited in para 15-3-10e.)

AR 135-178

Enlisted Administrative Separations (Cited in para 15-3-10e.)

AR 135-381

Incapacitation of Reserve Component Soldiers (Cited in para 15-3-10b.)

AR 140-483

Army Reserve Land and Facilities Management (Cited in para 22-2b.)

AR 200-1

Environmental Protection and Enhancement (Cited in para 22-2b.)

AR 350-53

Comprehensive Soldier and Family Fitness (Cited in para 15-3-15g(1).)

AR 380-5

Department of the Army Information Security Program (Cited in para 16-3-2b.)

AR 380-67

Personnel Security Program

AR 381-10

US Army Intelligence Activities (Cited in para 16-3-1b.)

AR 385-10

The Army Safety Program (Cited in para 7-2f.)

AR 405-10

Acquisition of Real Property and Interests Therein (Cited in para 22-3-3-3d.)

AR 405-45

Real Property Inventory Management (Cited in para 22-3-3-3b.)

AR 405-90

Disposal of Real Estate (Cited in para 22-3-3-3i.)

AR 600-8-4

Line of Duty Policy, Procedures, and Investigations (cited in para 15-3-1a.)

AR 600-8-7

Retirement Services program (Cited in para 15-3-15f(1).)

AR 600-8-22

Military Awards (Cited in para 15-3-13a.)

AR 600-20

Army Command Policy (Cited in para 3-2a.)

AR 600-63

Army Health Promotion (Cited in para 15-3-15c(1).)

AR 638-8

Army Casualty Program (Cited in para 15-3-11b.)

ATP 3-34.5

Environmental Considerations (Cited in para 22-2b.)

DA Pam 25-403

Guide to Recordkeeping in the Army (Cited in para 1-5.)

DA Pam 135-381

Incapacitation of Reserve Component Soldiers Processing Procedures (Cited in para 15-3-10b.)

DA Pam 600-24

Health Promotion, Risk Reduction, and Suicide Prevention (Cited in para 15-3-15c(1).)

DoD 5240.1

DoD Intelligence Activities (Cited in para 16-3-1b.)

DoD 7000.14-R

Department of Defense Financial Management Regulation (DoD FMR) (Cited in para 21-3-3s.)

DoDD 6495.01

Sexual Assault Prevention and Response (SAPR) Program (Cited in para 15-3-15d(1).)

DoDI 1241.01.

Reserve Component (RC) Line of Duty Determination for Medical and Dental Treatments and Incapacitation Pay Entitlements (Cited in para 15-3-10a.)

DoDI 1300.15

Military Funeral Support (Cited in para 15-3-11a.)

DoDI 1332.18

Disability Evaluation System (DES) (Cited in para 15-3-10e.)

DoDI 4715.03

Natural Resources Conservation Program (Cited in para 22-3-5-2b(2).)

DoDI 4715.16

Cultural Resources Management (Cited in para 22-3-5-2a(4).)

DoDI 6495.02

Sexual Assault Prevention and Response (SAPR) Program Procedures (Cited in para 15-3-15d(1).)

DoDI 6495.03

Defense Sexual Assault Advocate Certification Program (D-SAACP) (Cited in para 15-3-15d(1).)

FAR 2-101

Federal Acquisition Regulation (FAR) (Cited in para 22-3-5i.)

TC 3-21.5

Drill and Ceremonies (Cited in para 15-3-11a.)

Title 10 USC 10216

Military Technicians (Dual Status) (Cited in para 15-3-9b.)

Title 10 USC 10217

Non-Dual Status Technicians (Cited in para 15-3-9b.)

Title 10 USC 10218

Army Reserve and Air Force Reserve Technicians: Conditions for Retention; Mandatory Retirement under Civil Service Laws (Cited in para 15-3-9b.)

Title 40 Code of Federal Regulations

Protection of Environment

Unified Facilities Criteria (UFC) 4-010-01

DoD Minimum Antiterrorism Standards for Buildings

USAR Reg 385-2

U.S. Army Reserve Safety Program (Cited in para 7-2f.)

Uniform Code of Military Justice

(Cited in Para 5-1a.)

Section II

Related Publications

This section contains no entries

Section III

Prescribed Forms

This section contains no entries

Section IV

Referenced Forms

DA Form 337

Request for Approval of Disposal of Buildings and Improvements

DA Form 2028

Recommended Changes to Publications and Blank Forms

DD Form 108

Application for Retired Pay Benefits

DD Form 577

Appointment/Termination Record - Authorized Signature

DD Form 1155

Order for Supplies or Services

DD Form 1354

Transfer and Acceptance of DOD Real Property

DD Form 1348

DoD Single Line Item Requisition System Document (Manual)

DD Form 1391

FY Military Construction Project Data

DD Form 2656

Data for Payment of Retired Personnel

DD Form 2656-1

Survivor Benefit Plan (SBP) Election Statement for Former Spouse Coverage

DD Form 2656-5

Reserve Component Survivor Benefit Plan (RCSBP) Election Certificate

DD Form 2656-6

Survivor Benefit Plan Election Change Certificate

SF Form 1199A

Direct Deposit Sign-Up Form (available at <https://www.gsa.gov/reference/forms>)

Appendix B – Line of Effort # 1 Human Resource Services and Support

This section outlines initial information of this specific LOE. Future expansion of this information will provide details on how these LOE actions are operationalized and conducted between RD and its supported regional tenant organizations.

Proponent: Readiness Division G-1/DHR

Objectives.

Long-term Objective 1.1: Full execution of expanded regionalized installation-type support and services.

Long-term Objective 1.2: Standardized Human Resource services and support through community best practices to support Soldiers, Civilians, and Families using enterprise information systems.

Long-term Objective 1.3: Integrated system of systems which encompasses and facilitates all of Human Resource Functions, allowing user interface at echelon and at the point of need, appropriate to the required purpose and level of access.

Long-term Objective 1.4: A future-focused workforce that is flexible, adaptable and capable of executing and sustaining human resource service and support in a rapidly evolving environment.

Long-term Objective 1.5: Conduct Civilian Employee Work Force testing pursuant to the Drug free Workplace and Department of Transportation mandates.

End State: Develop and sustain human capital capable of providing critical and superior services supporting Soldier, Civilian, and Family readiness. Creating a resilient and ready force through unity of effort, innovative solutions, and systems integration.

Appendix C - Line of Effort # 2 Infrastructure - The foundational resources that enable the RDs' ability to affect readiness.

This section outlines initial information of this specific LOE. Future expansion of this information will provide details on how these LOE actions are operationalized and conducted between RD and its supported regional tenant organizations.

Proponent: Readiness Division DPW

Objectives.

Long-term Objective 2.1: New USAR-specific policies that are tailored to meet the needs of the USAR in order to create resilience and sustainability.

Long-term Objective 2.2: AR 140-483, Army Reserve Land and Facilities Management, prescribes standardized and modular design criteria for new construction of Reserve Centers, interrelated facilities, and site development.

Long-term Objective 2.3: A collaborative holistic standardized process driven by demographics that places units in sustainable locations in the right facilities with supportive capabilities.

End State: Provide versatile non-deployable infrastructure that is resilient, sustainable, and capable of supporting readiness for mobilization and deployments.

Appendix D - Line of Effort # 3 Operations - Effective and efficient operations.

This section outlines initial information of this specific LOE. Future expansion of this information will provide details on how these LOE actions are operationalized and conducted between RD and its supported regional tenant organizations.

Proponent: G-3

Objectives.

Long-term Objective 3.1: RD's resources and plans are optimized to support activities to enhance mobilization.

Long-term Objective 3.2: RDs serve as synchronizing and collaborating agents for integrating horizontal and vertical communication and prioritization with stakeholders.

Long-term Objective 3.3: RDs lead integration and coordination across the region to efficiently provide services in support of Army Reserve Priorities.

Long-term Objective 3.4: RDs are postured to enhance readiness by improving and prioritizing resources to support and execute regional tasks.

End State. Operations: Exercise senior geographic command to integrate capabilities with Reserve Commands to enhance readiness, mobilization and deployment of the Army Reserve Forces.

Appendix E - Line of Effort # 4 Logistics.

This section outlines initial information of this specific LOE. Future expansion of this information will provide details on how these LOE actions are operationalized and conducted between RD and its supported regional tenant organizations.

Proponent: Readiness Division G-4/DOL

Objectives.

Long-term Objective 4.1: Standardization of logistics operations across RDs.

Long-term Objective 4.2: Comprehensive property accountability through systems of record.

Long-term Objective 4.3: Readiness enhanced through improved equipment maintenance.

Long-term Objective 4.4: Training and mobilization support capability.

Long-term Objective 4.5: Manpower aligned with mission requirements.

End State. Provide standardized logistics support to enable Army Reserve Stakeholders to attain the highest state of readiness through collaboration; resulting in operationally ready tactical equipment, comprehensive property accountability and efficient support to training and mobilization requirements.

Glossary

Abbreviations

ACE

Ask Care Escort

ACES

Army Continuing Education System

ACFT

Army Combat Fitness Test (ACFT)

ACM

Asbestos Containing Material

ADOS

Active Duty for Operational Support

ADT

Active Duty for Training

AFAP

Army Family Action Plan

AMEDD

Army Medical Department

AMP

Acquisition Management Plan

AMSA

Army Maintenance Support Activities

ASA (FM&C)

Assistant Secretary of the Army (Financial Management and Comptroller)

ASAP

Army Substance Abuse Program

ASIP

Army Stationing and Installation Plan

ASIST

Applied Suicide Intervention Skills Training

ATRRS

Army Training Requirements Resources System

BASOPS

Base Operations

BFT

Battle-Focused Training

CAA

Clean Air Act

CAC
Casualty Assistance Center

CASO
Contract Administration Support Office

CCIR
Commander's Critical Information Requirements

CCWO
Command Chief Warrant Officer

CFOA
Chief Financial Officers Act

CG
Commanding General

CHC
Chaplain Corps

CIO/G-6
Chief Information Office, G-6

C4IM
Command, Control, Communications, Computers, and Information Management

CMF
Career Management Field

CMP
Change Management Plan

COR
Contracting Officer Representative

CoS
Chief of Staff

CPAC
Civilian Personnel Advisory Center

CSF2
Comprehensive Soldier and Family Fitness

CSM
Command Sergeant Major

CWA
Clean Water Act

CWE
Current Working Estimates

DCG
Deputy Commanding General

DD Form

Department of Defense Form

DFAS

Defense Finance and Accounting Service

DJMS-RC

Defense Joint Military Pay Software-Reserve Component

DLA

Defense Logistics Agency

DoD

Department of Defense

DoDD

Department Of Defense Directive

DoDI

Department of Defense Instruction

DPW

Directorate of Public Works

DPW

Department of Public Works

DRM

Director of Resource Management

DSCA

Defense Support of Civil Authorities

DTS

Defense Travel System

EA

Environmental Assessments (EA)

ECS

Equipment Concentration Sites

EO

Equal Opportunity

EMS

Environmental Management System

EPAS

Environmental Performance Assessment System

EPCRA

Emergency Planning and Community Right-to-Know Act

EQCC

Environmental Quality Control Committee

ERP

Emergency Response Plans

ETS
Equipment Transition Site

Euclidean Distance
A measure of the true straight line distance between two points

FAMP
Facilities Annual Management Plan

FAR
Federal Acquisition Regulation

F&C
Finance and Comptroller

FGS
Foreign Governing Standards

FLIPL
Financial Liability Investigations of Property Loss

FOA
Field Operating Agencies

FOIA
Freedom of Information Act

FPCON
Force Protection Conditions

FTS
Full-Time Support

FY
Fiscal Year

GFEB
General Fund Enterprise Business System

GIS
Geographic Information System

GO
General Officer

GPC
Government Purchase Card

GSA
General Services Administration

HHD
Headquarters and Headquarters Detachment

HM
Heavy Metal

HQ
Headquarters

HQDA
Headquarters, Department of the Army

HRC
Human Resources Command

HRR
Health Readiness Record

HVAC
Heating, ventilation and air conditioning

IAW
In Accordance With

ICE
Interactive Customer Evaluation

ICRMP
Integrated Cultural Resources Management Plan

ICW
In Coordination With

IDOC
Intermediate Documents

IDT
Inactive Duty Training

IG
Inspector General

IMO
Information Management Officer

INCAP
Incapacitation

INFOSEC
Information Security

INRMP
Integrated Natural Resources Management Plan

iPERMS
Interactive Personnel Electronic Records Management System

IPMP
Installation Pest Management Plan

IRP
Installation Restoration Program

ISR

Installation Status Report

IT

Information Technology

KM

Knowledge Management

LBP

Lead Based Paint

LIK

Lodging in Kind

LOD

Line of Duty

LTA

Local Training Areas

MAR2

Military Occupational Specialty (MOS) Administrative Retention Review (MAR2)

MCAR

Military Construction Army Reserve

MDEP

Management Decision Package

MEDCHART

Medical Electronic Data for Care History and Readiness Tracking

MEDPROS

Medical Protection System

MFH

Military Funeral Honors

MICP

Management Internal Control Program

MILCON

Military Construction

MOA

Memorandum of Agreement

MOS

Military Occupational Specialty

MOU

Memorandum of Understanding

MSC

Major Subordinate Command

NCO

Noncommissioned officer

NEC

Network Enterprise Center

NEPA

National Environmental Policy Act

NESHAPS

National Emission Standards for Hazardous Air Pollutants

NHPA

National Historic Preservation Act

NPDES

National Pollutant Discharge Elimination System

OCAR

Office of the Chief, Army Reserve

ODS

Ozone depleting substance

OIP

Organization Inspections Program

OMA

Operation and Maintenance, Army

OMAR

Operation and Maintenance, Army Reserve

OPORD

Operations Order

OPSEC

Operations Security

OSJA

Office of the Staff Judge Advocate

PAG

Personnel Action Guide

PAO

Public Affairs Office

PAX

Programming, Administration and Execution

PBG

Program Budget Guidance

PCB

Polychlorinated Byphenyls .

PERSEC

Personnel Security

PIEE

Procurement Integrated Enterprise Environment

POC

Point of Contact

POM

Program Objective Memorandum

PM

Program Manager

PR

Purchase Requisitions

Python Script

an interpreted, high-level, general-purpose programming language

QA

Quality Assurance

QC

Quality Control

RCRA

Resource Conservation Recovery Act

Retrocession

Cede territory back again

RD

Readiness Division

RFMMS

Range Facility Management Support System

RLAS

Regional Level Application Software/System

RPA

Reserve Personnel, Army

RPAC

Reserve Personnel Action Centers

RPLANS

Real Property Planning and Analysis System

RPMB

Real Property Management Board

RPMP

Real Property Master Planning

RPX
Real Property Exchange

R2
Ready and Resilient

SAV
Staff Assistance Visit

SDSFIE
Spatial Data Standards for Facilities, Infrastructure and Environment

SGS
Secretary of the General Staff

SHARP
Sexual Harassment /Assault Response and Prevention

SIK
Substance in Kind

Sikes Act
provides for cooperation by the Department of the Interior and Department of Defense with state agencies in planning, development, and maintenance of fish and wildlife resources on military reservations throughout the United States

SIPR
Secret Internet Protocol Router

SJA
Staff Judge Advocate

SME
Subject Matter Expert

SMS
Strategic Management System

SOH
Safety and Occupational Health

SOP
Standing Operating Procedure

SRM
Sustainable Readiness Model

SRP
Soldier Readiness Process

SST
Site Survey Team

SWPPP
Storm Water Pollution Prevention Plans

TASS
Trusted Associate Sponsorship System

TDA

Table of distribution and allowances

TPU

Troop Program Unit

Trimble GPS Technology

High efficiency surveying

UCMJ

Uniform Code of Military Justice

UFR

Unfunded Requirement

UMMCAR

Unspecified Minor Military Construction-Army Reserve

UMR

Unit Manning Report

UMT

Unit Ministry Team

URR

Unit Readiness Reports

USACC

United States Army Cadet Command

USACE

United States Army Corps of Engineers

USAR

United States Army Reserve

USARC

United States Army Reserve Command

USAREC

United States Army Recruiting Command

USC

United States Code

VSO

Veteran Service Organizations

WBS

Work Breakdown Structure

WOPL

Work Order Priority List

WSVA

Water System Vulnerability Assessments

WAWF

Wide Area Workflow

YRRP

Yellow Ribbon Reintegration Program

5YP

Five-Year Maintenance and Repair Plan