

DEPARTMENT OF THE ARMY
 HEADQUARTERS, UNITED STATES ARMY MATERIEL COMMAND
 9301 Chapek Road, Fort Belvoir, VA 22060

AMC REGULATION
 NO. 10-2

1 June 2004

Organization and Functions

HEADQUARTERS, AMC, ORGANIZATION, MISSION,
 AND FUNCTIONS

Local supplementation of this regulation and establishment of local forms are prohibited without prior approval from HQ AMC (AMCRM-M) 9301 Chapek Road, Fort Belvoir, VA 22060.

		Paragraph	Page
CHAPTER 1	GENERAL.....		
	Purpose.....	1-1	5
	Mission.....	1-2	5
	Scope.....	1-3	5
	Changes.....	1-4	5
	Designation of Elements.....	1-5	6
	Structural Organization.....	1-6	6
CHAPTER 2	COMMANDING GENERAL		
	Commanding General.....	2-1	6
CHAPTER 3	DEPUTY COMMANDING GENERAL.....		
	Deputy Commanding General.....	3-1	7
CHAPTER 4	EXECUTIVE DEPUTY COMMANDING GENERAL.....		
	Executive Deputy Commanding General....	4-1	7
CHAPTER 5	CHIEF OF STAFF.....		
	Chief of Staff.....	5-1	8
	Deputy Chief of Staff.....	5-2	9

*This regulation supersedes AMC-R 10-2, 21 April 1997.

	Paragraph	Page
CHAPTER 6 SPECIAL STAFF		
Commanding General Staff Group.....	6-1	9
Command Sergeant Major.....	6-2	10
Ombudsman.....	6-3	11
Office of Small and Disadvantaged Business Utilization.....	6-4	11
Secretary of the General Staff.....	6-5	13
Equal Employment Opportunity Office.....	6-6	15
Historical Office.....	6-7	16
Internal Review and Audit Compliance Office.....	6-8	18
Office of the Command Counsel.....	6-9	20
Inspector General Office.....	6-10	28
HQ AMC Stationing Office.....	6-11	28
CHAPTER 7 DEPUTY CHIEF OF STAFF FOR PERSONNEL, G-1		
Deputy Chief of Staff, G-1.....	7-1	30
Equal Opportunity.....	7-2	32
Command Retention.....	7-3	33
HQ Commandant.....	7-4	34
Adjutant General Division	7-5	34
Chaplain.....	7-6	39
Safety.....	7-7	40
Surgeon.....	7-8	42
Facility Planning Division.....	7-9	42
Field Support Division.....	7-10	44
Operations and Training.....	7-11	49
HR Strategic Planning Division.....	7-12	51
Administrative Office.....	7-13	53
Operational Support Career Field (OSCF) Coordination Office.....	7-14	56
HQ Civilian Personnel Advisory Center.....	7-15	57
LOGTECH.....	7-16	58
CHAPTER 8 DEPUTY CHIEF OF STAFF FOR INTELLIGENCE, G-2		
Deputy Chief of Staff, G-2.....	8-1	58
Intelligence and Technology Security Activity	8-2	58
CHAPTER 9 DEPUTY CHIEF OF STAFF FOR OPERATIONS, G-3.....		
Deputy Chief of Staff for Operations.....	9-1	69
Principal Deputy, G-3.....	9-2	70
Liaison Office Canada and Germany	9-3	71
Resource Integration Division.....	9-4	73
Deputy Chief.....	9-5	73
Fiscal Integration.....	9-6	75
Operational Support.....	9-7	77
Director of Current Operations.....	9-8	79
Plans and Operations Division	9-9	80

	Paragraph	Page
Office of Security, Force Protection, and Law Enforcement.....	9-10	87
Strategic Readiness Division.....	9-11	89
Aviation Division.....	9-12	89
Director of Support Operations.....	9-13	91
Maintenance Management Division.....	9-14	92
National Maintenance Division.....	9-15	92
Depot Maintenance and Arsenal Branch.....	9-16	94
Strategic Sustainment and Support Division.....	9-17	96
Ammunition Production Base Branch.....	9-18	96
Ammunition Logistics Branch.....	9-19	99
Chemical and Biological Branch.....	9-20	101
Materiel Management Division.....	9-21	102
Asset Management and Distribution Branch.....	9-22	103
Secondary Items Requirements Branch.....	9-22	105
Combat Service Support Operations Division.....	9-24	106
Sustainment Analysis Branch.....	9-25	107
Surety Office.....	9-26	109
Director of Industrial Operations.....	9-27	110
Industrial Base Capabilities Division.....	9-28	110
Integrated Engineering Management Division.....	9-29	113
Director of Enterprise Integration.....	9-30	117
Office of the Director (AMCOPS-E).....	9-31	119
Enterprise Integration and Synchronization Division.....	9-32	120
Single Stock Fund Legacy Team.....	9-33	121
Joint Integration Division.....	9-34	123
Operational Architecture Integration Division.....	9-35	124
Systems Architecture Integration Division.....	9-36	126
Plans and Programs Division.....	9-37	127
Director of Future Operations.....	9-38	129
Strategic Planning Division.....	9-39	129
Transformation and Technology Division.....	9-40	131
Concepts and Requirements Analysis Division.....	9-41	132
Life Cycle Management Support Division.....	9-42	134
CHAPTER 10 PUBLIC COMMUNICATIONS OFFICE, G-5		
Deputy Chief of Staff, G-5.....	10-1	135
Operations and Communications Services Team..	10-2	135
Plans, Policy and Liaison Team.....	10-3	136
Media and Strategic Communications Team.....	10-4	137
CHAPTER 11 CHIEF INFORMATION OFFICE, G-6.....		
Chief Information Officer, G-6.....	11-1	138
Information Technology Programs Division...	11-2	139
Core Technology and Assessment Division....	11-3	141
Business Management Division.....	11-4	143

	Paragraph	Page
Strategic Planning and Technical Implementation Division.....	11-5	147
DOIM Operations Division.....	11-6	148
Special Projects Office.....	11-7	150
 CHAPTER 12 DEPUTY CHIEF OF STAFF FOR RESOURCE MANAGEMENT, G-8		
Deputy Chief for Resource Management, G-8	12-1	152
Assistant Deputy Chief of Staff for Resource Management, G-8.....	12-2	154
Administrative Office	12-3	154
Army Working Capital Fund Division.....	12-4	156
Integration and Cost Division.....	12-5	157
Policy, Systems, and Accounting Division.....	12-6	160
OMA, Program and Budget Division.....	12-7	163
Manpower and Force Management Division.....	12-8	169
 CHAPTER 13 OFFICE OF COMMAND CONTRACTING.....		
Office of Command Contracting (OCCP).....	13-1	171
Contracting Operations Support Division.....	13-2	173
Contracting Policy Division.....	13-3	175
Integrated Procurement Systems Office.....	13-4	177
Command Contracting Business Management Division.....	13-5	178
 CHAPTER 14 <u>INTERNAL BOARDS, COMMITTEES, AND COUNCILS 1 & 2</u>		
14-1		
 CHAPTER 15 <u>AMC DIRECTIVES</u>		
		15-1
 CHAPTER 16 <u>AMC REPORTS</u>		
		16-1
 CHAPTER 17 <u>AMC AWARDS 1 & 2</u>		
		17-1
 CHAPTER 18 <u>AMC ORGANIZATIONAL CHARTS</u>		
		18-1

CHAPTER 1 GENERAL

- 1-1. Purpose.** This regulation prescribes the organization, missions, and major functions of all authorized organizational elements of Headquarters, U.S. Army Materiel Command (HQ AMC). Its purpose is to provide a framework within which functions of the AMC mission may be accomplished and to assign staff responsibility within the Headquarters. Ensuing chapters identify the mission and functions of such elements.
- 1-2. Mission.** The mission of HQ AMC is to provide broad policy and basic guidance, to accomplish major planning, to establish and coordinate major programs, to evaluate AMC programs and operations, to allocate resources for mission accomplishment, to assist major subordinate commands (MSC) in the accomplishment of their mission, and to resolve command-level problems.
- 1-3. Scope.** The contents of this regulation apply to all elements of HQ AMC.
- 1-4. Changes.** The organization of HQ AMC is necessarily a changing organization, adjusting to new concepts, variable conditions, and changing priorities. For this reason, Deputy Chiefs of Staff and separate Staff Office Chiefs are held responsible for recommending changes that will result in greater effectiveness in mission accomplishment or better utilization of available resources. Organizational change proposals (OCP) affecting mission and functions will be submitted to the [Secretary to the General Staff \(AMCGS\)](#), [Office of the Chief of Staff \(AMCCS\)](#), and [Deputy Chief of Staff, G-8, ATTN: AMCRM-M](#), for review, processing and, as necessary, presentation to the command group for decision. Change proposals with substantiating data will be submitted, in duplicate, as indicated below:
- a. Mission and/or function changes. These changes will be submitted electronically on DA Form 2028 (Recommended Changes to Publications and Blank Forms) for review, approval, and publication in this regulation. Requests will include rationale and authority for the change. In case of extensive revisions, also forward a copy of the current mission and functions statement annotated in red to reflect the proposed revision.
 - b. Organizational realignments. An OCP is required for major changes which impact upon organizational structure, personnel spaces, manpower resources, and mission and functions. OCPs will be submitted electronically to AMCRM-M and will include:
 - (1) Proposed statement of mission and functions annotated in red and documented as prescribed in 1-4a above. If a new activity, mission, or function is proposed, the mission authority will be included.
 - (2) Current and proposed organizational charts.
 - (3) Proposed organizational structure and proposed personnel distribution. The currently approved Table of Distribution and Allowances (TDA) will be annotated to indicate the proposed changes.

- (4) Narrative explanation of purpose and benefits of proposed changes to include resources impact; i.e., funding, personnel, equipment, and facilities, as appropriate.
- c. Peacetime TDA changes. Subsequent to concept approval or approval of mission and functions changes requiring TDA actions, TDA change requests will be submitted by the affected organizational element to the Deputy Chief of Staff, G-8, ATTN: AMCRM-M. Changes to new or revised approved job descriptions that involve either the establishment of new positions or a modification of previously approved position titles, occupational codes, or grade levels will be coordinated with the Assistant Deputy Chief of Staff, G-1/Adjutant General for military changes and the HQ Civilian Personnel Office for civilian changes.
- d. Mobilization TDA changes. After approval of a major realignment, a proposed mobilization TDA organization structure encompassing the previously approved peacetime TDA, and any other additional changes occasioned by the approved peacetime TDA revision, will be submitted to AMCRM-M. The submission will be legibly annotated in red to indicate any changes from the previously approved mobilization TDA. These changes will be coordinated with the Deputy Chief of Staff, G-3. All changes will conform with current applicable mobilization guidance.
- 1-5. Designation of elements.** The organizational alignment and titles of organizational elements within HQ AMC as reflected in this regulation are in consonance with the HQ AMC TDA as currently approved by Department of the Army (DA). All published media of HQ AMC will conform to this structure.
- 1-6. Structural organization.** The structural organization of HQ AMC and all staff elements is reflected in Chapter 18 – Organizational Charts.

CHAPTER 2 COMMANDING GENERAL

2-1. Commanding General (CG).

Mission. The mission of the CG, Army Materiel Command (AMC) is to provide focus and command vision to meet the AMC's assigned mission, to "equip and sustain the Total Force through superior technology and responsive support, assuring worldwide power projection and decisive victory". This is accomplished through a corporate effort involving six major subordinate commands. The commander ensures the AMC makes its primary contribution to the U.S. Army in three main areas. These three core competencies include: acquisition excellence, logistics power protection and technology generation and application.

- (1) Acquisition Excellence. Responsible for the development and acquisition of materiel, in response to objectives and specific requirements established by the Department of the Army. Acquire the best materiel for the soldier

at the best price throughout all phases of the acquisition process, from research through engineering design and manufacturing development to final acquisition and fielding.

- (2) Logistics Power Projection. Responsible for maintaining the readiness of the fighting Army. This is accomplished through industrial preparedness, production, overhaul repair and maintenance programs, logistics support and assistance, pre-positioned war reserve stocks, inventory management, and logistics automation support.
- (3) Technology Generation and Application. Responsible for the research and development of military technologies. Develop and manage a broad technology base incorporating industry, academia, other government laboratories and AMC's own research, development and technology centers. Select, fund and track technology from initial concept through final application.

CHAPTER 3 DEPUTY COMMANDING GENERAL

3-1. Deputy Commanding General (DCG).

Mission. The mission of the DCG is to:

- (1) Monitor and direct command policy for acquisition, logistics, research, development, and international cooperative programs.
- (2) Assist the CG in commanding subordinate units and organizations.
- (3) Act as focal point for North Atlantic Treaty Organizations for standardization and interoperability programs.
- (4) Act as the Department of Defense (DOD) Executive Director for Conventional Ammunition.
- (5) Act as Command focal point for shaping AMC's future.
- (6) Act as LEAN champion.

CHAPTER 4 EXECUTIVE DEPUTY FOR THE COMMANDING GENERAL

4-1. Executive Deputy Commanding General (EDCG).

Mission. The mission of the Executive Deputy to the Commanding General is to:

- (1) Address enterprise related "Army lead" mission assignments to AMC and operational transformation assignments for multi-Major Army Command (MACOM) and multi-service actions, initiatives and strategies.

- (2) Serve as the Industrial Base Advocate and as the Command Group lead for technical and enterprise execution aspects of the Command-wide Army Knowledge Management (AKM) Strategic Implementation Teams, The AMC and “Army Transformation” activities and the HQ AMC Resource Board (ARB).
- (3) Act as support to the Joint Logistics Environment (JLE), the Joint Logistics Commanders’ (JLC) and their Secretariat operations, and on-going information technology Enterprise Integration initiatives internal and external to AMC and the Army.
- (4) Provide specific guidance and prepare plans with regard to Army Transformation goals and objectives.
- (5) Act as the Command Group lead for special studies pertaining to stationing, industrial base planning assessments.

CHAPTER 5 CHIEF OF STAFF

5-1. Chief of Staff.

Mission. The mission of the Chief of Staff is to:

- (1) Serve as principal staff advisor to the CG.
- (2) Direct, supervise, and coordinate primary and special HQ AMC Staff unless otherwise noted.
- (3) Formulate and announce staff operating policies.
- (4) Ensure that the orders and instructions of the CG and the DCG to the staff are carried out.
- (5) Ensure that all instructions issued to the command are according to the CG’s policies and plans.
- (6) Act as the final authority on the continuing actions of planning, organizing, directing, coordinating, controlling, and evaluating the use of personnel, money, materials, and facilities to accomplish the mission and functions of HQ AMC.
- (7) Act as principal assistant to the CG in discharging the CG’s responsibilities for equal employment opportunity within the command.

- (8) Represent the CG in all relations with unions representing HQ AMC employees.

5-2. Deputy Chief of Staff.

Mission. The mission of the Deputy Chief of Staff is to:

- (1) Assist the Chief of Staff in the supervision and coordination of the administration and operation of HQ AMC, and assist in the operation of the offices of the CG and the Chief of Staff.
- (2) Chair headquarters committees and boards that provide oversight/coordination authority for A-76, DOIM operations and resources.
- (3) Provide oversight of AMC-wide "Top 10" List and its supporting automation.

6-1. Commanding General's Staff Group.

- a. Mission. The mission of the Commanding General's Staff Group (CGSG) is to provide direct support to the CG, AMC, by providing an analytical integrated process team capitalizing on internal and external senior expertise resources for complex problem solving, concept formulation, independent assessments, strategic analysis, and organizational studies; sponsoring special studies or initiatives as required, maintaining the integrity of the CG's Transition Plan through implementation and review; and providing technical support, e.g., providing speeches, presentations and articles for publication, providing technical support to CG's travel.
- b. Functions. The functions of the CGSG are:
 - (1) Maintain liaison with the offices of the senior Army leadership to assure that AMC is kept fully abreast of any changes to the "Focus and Direction" of the Army's senior leadership.
 - (2) Maintain liaison with academia and the private sector for the latest innovations and thoughts on a variety of technical, business, and management initiatives.
 - (3) Serve as the CG's advisors. As a conduit between CG and the AMC workforce, assist AMC leadership in implementing Commander's intent, and communicating strategic messages, initiatives, and issues.

- (4) Sponsor, conduct, and/or provide independent and unencumbered analyses, evaluations, assessments, and "what if" capability on functional, organizational, and management proposals or issues.
- (5) Monitor internal and external events and recommend changes in strategic direction accordingly. Assist the CG, AMC, in developing the command's strategic direction and in communicating it to the workforce for implementation.
- (6) Serve as custodian for the CG's Transition Plan. Track implementation of all actions identified in Plan. Maintain liaison with the Transition Team members and solicit their assistance, as appropriate.
- (7) Develop and finalize speeches, presentations and articles for the CG, AMC, to include text, graphics, and appropriate technical support, in coordination with the appropriate staff subject matter experts.
- (8) Develop speeches, presentations, and articles for the DCG and CSM when representing or acting on behalf of the CG, AMC.
- (9) Provide equivalent of COR supervision of contracted Command Group graphics specialists.
- (10) Supervise planning and execution of CG-directed events such as Commander's Conferences and Staff Rides.
- (11) Perform other tasks as assigned in support of Command Group activities.

6-2. Command Sergeant Major.

- a. Mission. The mission of the Command Sergeant Major (CSM) is to serve as the senior enlisted advisor to the CG and staff on matters pertaining to soldier welfare, morale, assignments, reassignments, utilization, promotions, privileges, discipline, training, operations, and logistics. Areas of special interest will include Noncommissioned Officer Development Program (NCODP), Self Development Testing, Safety, Drug and Alcohol Abuse, Family programs, soldier and family quality of life, military and civilian education, and equal opportunity.
- b. Functions. The functions of the CSM are to:
 - (1) Maintain liaison with MSCs and separate reporting activities (SRA) CSM and senior NCO for the dissemination of instructions and information.

- (2) Serve as Chairman, NCO DP Advisory Board and President of the AMC Soldier, noncommissioned officer (NCO) and Retention NCO of the Year Boards.
- (3) Serve as a member of the AMC Excellence in Action Steering Committee, AMC Awards and Decorations Board, and the Brigadier General (BG) J.P. Holland Awards Board.
- (4) Provide advice, counsel, and guidance to all AMC soldiers, officer and enlisted, and to DA civilians on an as required/requested basis.
- (5) Arrange and provide transportation support to the General Officers (GO) and Senior Executive Service (SES) members of HQ AMC staff and visiting dignitaries.
- (6) Senior Enlisted Advisor for the Noncommissioned Officer Program IAW AR 350-17.
- (7) Provide direction for U.S. Army Materiel Command's Enlisted NCO Strategy.

6-3. Ombudsman.

- a. Mission. The mission of the AMC Ombudsman is to assist the CG, AMC in improving the command's operating efficiency, readiness, and strengthening communications.
- b. Function. The functions of the Ombudsman are to:
 - (1) Serve as the command focal point for business/industry relations, inquiries, and concerns.
 - (2) Improve the way AMC does business and communicates with industry.
 - (3) Act on his own personal initiative or call on other command resources to address and resolve problems. (This includes investigation of reported complaints or requests for assistance presented to the Ombudsman by business/industry; and review of policies, regulations and procedures for fairness and equity to the government and industry.)

6-4. Office of Small and Disadvantaged Business Utilization.

- a. Mission. The mission of the AMC Small Business Office is to ensure that a fair portion of contract awards is placed with small business enterprises. The office also serves as an advocate for other socioeconomic programs cited in the Federal Acquisition Regulation.

b. Functions. The functions of the Small Business Office are:

- (1) Provide advice and counsel to the commander on all small business matters.
- (2) Develop, assign and monitor command-wide performance goals for all elements of the program. Promulgate policy and establish procedures to achieve program objectives.
- (3) Establish and maintain continuing liaison relationships with industry via outreach counseling and advocacy activities.
- (4) Develop and implement innovative methods for enhancing business opportunities for small businesses of all types. Encourage initiatives that support other socioeconomic programs such as those involving Indian organizations, Indian-owned economic enterprises and historically black colleges and universities/minority institutions.
- (5) Support the Director, DA Office of Small and Disadvantaged Business Utilization on initiatives, special projects and items of interest and coordinate with other MACOM/government/nonprofit agency small business offices in furtherance of Small Business Program objectives.
- (6) Support members of Congress through participation in business opportunity and federal procurement conferences.
- (7) Serve as the initial contact and focal point for small business inquiries.
- (8) Ensure that small business considerations are fully integrated into decision processes throughout the acquisition cycle by offering planning and execution support to program executive officers, project managers, other requirements representatives and contracting officers.
- (9) Coordinate and synthesize the Small Business Program activities of subordinate organizations throughout AMC by providing program guidance, direction and assessment feedback. Review and approve individual appointments of small business specialists at subordinate activities.
- (10) Identify and disseminate information on continuing education and other professional development opportunities. Encourage and assist with the sponsoring of various small business training programs.
- (11) Facilitate participation in Small Business Innovative Research and Small Business Technology Transfer programs.

- (12) Support government and industry information exchanges. Increase awareness of AMC's Small Business Program and its value in enhancing our nation's warfighting capabilities.

6-5. Secretary of the General Staff.

- a. **Mission.** The mission of the Secretary of the General Staff is to support HQ AMC Command Group members in the supervision, coordination, administration and operations of HQ AMC. The SGS reports directly to the Deputy Chief of Staff and executes missions as directed. The SGS is broken down into three sub-elements: (1) Staff Action Office, (2) Command Operations and Administration, and (3) Protocol.
- b. **Functions.** The functions of the Secretary of the General Staff include the following:
 - (1) **Staff Action Office:**
 - a. Analyze and process correspondence, verify coordination and products received for the Command Group, and maintain follow-up to ensure completion of assigned actions.
 - b. Establish and oversee command policy for preparation and completion of correspondence. Educate the staff to meet standards of performance.
 - c. Analyze and verify coordination, and packaging of correspondence prepared by elements of the AMC staff for signature within the Command Group.
 - d. Task, suspense, and monitor HQ AMC staff and MSCs to respond to requirements from the Command Group, Headquarters, Department of the Army (HQDA), the Department of Defense, and other outside entities. Track performance and report results weekly to the command group.
 - e. Serve as central tasking authority for the Command Group and entry point for tasking and coordination from external sources.
 - f. Serve as administrative assistant for Command Group meetings at the headquarters and as required, on trips involving command group members.

- (2) **Command Operations and Administration:**

- a. Provide administrative support to the offices of the Commanding General (CG), Deputy Commanding General (DCG), Executive Deputy to the Commanding General (EDCG), Chief of Staff (C/S), and Command Sergeant Major (CSM).
- b. Manage the Command Group budget.
- c. Administer travel, civilian pay, supplies and contingency funds.
- d. Supervise performance award boards for Command Group employees.
- e. Prepare weekly staff updates and read ahead documents as required.

(3) Protocol:

- a. Provide direct protocol support for events both within and outside HQ AMC involving the CG and the Command Group; provide telephonic guidance to MSCs, SRAs, Deputy Chiefs of Staff and Separate Office Chiefs for events not directly involving a member of the AMC Command Group.
- b. Coordinate, provide guidance, and monitor progress of ceremonies and special events involving a member of the Command Group.
- c. Provide on-site assistance to MSC and SRA conferences hosted by the CG; provide support, when requested, to conferences located in the National Capital Region (NCR) involving high level speakers or attendees; provide only guidance for conferences located outside the NCR and not hosted by CG unless on-site assistance directed by Chief of Staff.
- d. Purchase and maintain inventory of gifts for official use as directed by AR 37-47, Contingency Funds of the Secretary of the Army.
- e. Control use of Protocol parking spaces 1 through 5 outside HQ AMC.
- f. Control availability of multi-purpose conference room in Modular #1; provide for room configuration, seating, and flag set-up in support of conferences, meetings, ceremonies, and other special events; provide for scheduling audiovisual support.

6-6. Office of Equal Opportunity.

a. Mission. The mission of the Office of Equal Opportunity (OEO) is to:

- (1) Manage the AMC program for equal employment opportunity (EEO) for civilians.
- (2) Provide management oversight, direction, and program evaluation for the EEO program.
- (3) Develop, implement, monitor, evaluate, and report an effective Equal Employment Opportunity/Affirmative Action (EEO/AA) Program command-wide.
- (4) Provide active leadership for obtaining full compliance and execution of the EEO/AA Program.
- (5) Inform the CG and senior leaders on EEO concerns, comply with reporting requirements in accordance with CFR, DOD, and DA, and perform EEO/AA program office automation.
- (6) Support external Civil Rights programs and recognize management performance in support of program and mission goals and objectives.

b. Function. The functions of OEO are to:

- (1) Provide advice and consultation to the CG, his staff, and subordinate commanders, as appropriate, on all matters related to Federal civilian programs of equal employment opportunity.
- (2) Develop, recommend, review and/or approve and provide oversight for the full range of policies and procedures in the command as they pertain to or impact the equitable treatment of AMC's human capital.
- (3) Evaluate EEO programs within AMC and provide assistance to other MACOMs, HQDA, DOD, and other Federal or non-federal agencies or organizations, as required.
- (4) Serve as a source of expertise in EEO law, equitable employment policies, Federal EEO practices, and related matters.
- (5) Provide functional leadership for AMC EEO careerists and interns.
- (6) Represent AMC on all EEO-related issues to the community at large, Congress, special interest groups, and institutions of higher learning.

- (7) Develop policy and procedures to ensure implementation of a viable Affirmative Employment Program for the command.
- (8) Ensure that AMC discrimination complaint processing systems fully comply with applicable statutes and other guidance, including alternative methods for complaint resolution (e.g., mediation or other Alternative Dispute Resolution methodologies).
- (9) Ensure, operationally and by staff oversight, command compliance with statutes and other guidance pertaining to Special Emphasis Programs for minorities, women, disabled individuals, and institutions serving these populations.
- (10) Operate a fully compliant Affirmative Employment Program for HQ AMC and other serviced organizations.
- (11) Provide oversight to ensure a fully compliant discrimination processing system for HQ AMC and other serviced organizations. Process those complaints which cannot be processed by subordinate activities or other MACOMs.
- (12) Serve as liaison to the external Civil Rights Program in support of Titles V, VI, VII, IX, I and II Americans with Disabilities Act, 1990, Age Discrimination in Employment Act of 1967, Rehabilitation Act of 1973 and 1992, Equal Pay Act of 1963, Equal Employment Opportunity Commission (MD) 715, and Alternative Dispute Resolution applicable Executive Orders and case law.

6-7. Command Historical Office.

- a. Mission. The overall mission of the Historical Office (the Command Historian) is to preserve the Command's institutional memory and to educate the work force on the Command and its heritage. More specifically, the mission is to develop policy and oversight for the conduct of the command-wide Historical Program, perform the historical mission at HQ, AMC, represent AMC at DA-level, and provide guidance for historians of subordinate activities and liaison with Museums at AMC installations.
- b. Functions. The Command Historian is dual-hatted, serving as the Command Historian and a member of the CG's Staff Group, and represents the Commanding General and Chief of Staff in all historical matters pertaining to AMC. We provide input to the CG and the Command Group publications, speeches, and other projects. The functions of the Command Historian, assisted by the Historical Office, are to:

- (1) Supervise the activities of the HQ AMC Historical Office as a separate field historical activity, provide guidance and conduct field visits for certification purposes to the MSCs, and plan and develop the overall command historical program.
- (2) Oversee the planning and execution of the command-wide oral history program and staff execution at HQ AMC of the oral history program.
- (3) Direct the command-wide program of Annual Command Histories and staff execution at HQ AMC of the Annual Command History.
- (4) Manage and /or oversee the Command Historical Research Collections and staff execution at HQ AMC of this program, which is essential in preserving the institutional memory of the Command.
- (5) Manage and/or oversee the Command Historical Staff Ride Program (HSRP) and staff execution at HQ AMC of the HSRP, an essential element of professional education, training, and development.
- (6) Manage and/or oversee the Command Historical Inquiry Program (HIP) and staff execution at HQ AMC of the HIP.
- (7) Provide oversight of the command-wide Heraldic Program (HP) and staff execution at HQ AMC of the HP.
- (8) Provide guidance and support to G-3 in lessons learned projects in HQ, AMC, and command-wide during contingencies. Maintain contacts with the Center for Army Lessons Learned (CALL) and other lessons learned organizations in DoD.
- (9) Manage and/or oversee the command-wide program and staff execution at HQ AMC of special and demand studies and Logistics Issues Research Memorandum (LIRM), and Logistics Issues Research Monographs.
- (10) Direct and coordinate deployment of AMC historians and IMAs to cover AMC's roles in contingency operations.
- (11) Perform liaison with the U.S. Army Center of Military History, the U.S. Army Heritage and Education Center, the U.S. Army War College, Center for Army Lessons Learned, other educational Army and joint institutions, other MACOMs and DoD and joint historical offices, and other governmental and private historical organizations. Represent AMC at conferences sponsored by such institutions.

6-8. Internal Review and Audit Compliance Office.

a. **Mission.** The mission of the Internal Review and Audit Compliance (IRAC) Office is to: (1) develop and issue major policies, procedures, plans, and programs for the conduct of the internal review activities throughout the command; (2) provide HQ AMC with an internal audit capability; (3) serve as the AMC point of contact (POC) for all audit matters related to Special Access Programs (SAP); (4) perform audit liaison with external auditors, manage the command reply process for all external audit reports, and keep the AMC command group informed on all external audit issues; (5) provide for the management and oversight of the command-wide Management Control Process.

b. **Functions.** The functions of the Internal Review and Audit Compliance Office are to:

(1) Internal Review.

- (a) Develop and direct command-wide internal review major policy, plans, and programs.
- (b) Provide staff advice, assistance, and supervision over command-wide internal review activities.
- (c) Evaluate the adequacy and effectiveness of subordinate internal review activities.
- (d) Provide internal review audit services to HQ AMC.
- (e) Perform or direct internal reviews that:
 - 1 Concern areas of special interest to HQ AMC or higher authorities.
 - 2 Concern audit trends identified by external audit or locally identified.
 - 3 Relate to complex management areas indicating weaknesses that may lead to major problems without improved or corrected conditions.
 - 4 Evaluate the adequacy and effectiveness of AMC's control systems, procedures, practices, and reports relating to accounting, resource management, and associated activities.
- (f) Analyze and evaluate external audit reports for any major command-wide deficiencies and indications of adverse trends for action by CG.

- (g) Perform audits of nonappropriated funds at HQ AMC.
- (h) Provide effective liaison with higher authority and professional organizations on matters of internal audit policy and techniques.
- (i) Serves as POC within AMC for internal review auditor training.
- (j) Provide consultant and troubleshooting services to operating officials in resolving problems.
- (k) Prepare and finalize HQ and command input to the Semiannual Report to The Congress.
- (l) Serve as the HQ AMC technical expert on all SAP audit-related matters.
- (m) Serve as internal review representative on the AMC SAP Oversight Committee (SAPOC).
- (n) Perform audits, reviews, inspections and audit followup of SAPs, where appropriate.
- (o) Oversee SAP audits performed by subordinate activities where appropriate.

(2) Audit Compliance.

- (a) Develop and recommend policies relating to external audits within AMC.
- (b) Serve as principal advisor to the CG on matters relating to external audits.
- (c) Serve as principal POC for external auditors conducting audits within AMC and higher headquarters for external audit matters.
- (d) Manage the command reply process for all external audit reports.
- (e) Manage and oversee the command External Audit Followup Program.
- (f) Prepare and finalize HQ and command input to the Semiannual Followup Status Report.
- (g) Arrange and attend meetings with external auditors at HQ AMC, higher headquarters, or subordinate commands.

- (h) Serve as Senior responsible official with overall responsibility for ensuring the implementation of an effective management control process within that organization. In this regard, will-
 - 1 Designate an MCA to administer the management control process within the reporting organization and to serve as a focal point for all management control matters.
 - 2 Oversee the preparation of an annual statement that accurately describes the status of management controls in the reporting organization and fully discloses any material weaknesses in management controls, along with plans for their correction.
- (i) Serve as HQ AMC Management Control Administrator and the central POC on all Management Control matters.
- (j) Direct the AMC Management Control Process.
- (k) Provide overall guidance, AMC-wide, and establish reporting procedures to accomplish the requirements of the Army Management Control Process.
- (l) Prepare and submit the Management Control Process reports to Assistant Secretary of the Army for Financial Management and Comptroller.
- (m) Issue instructions for and coordinate development of the CG, AMC, Annual Assurance Statement to the Secretary of the Army.

6-9. Office of Command Counsel.

Mission. The mission of the Office of Command Counsel is to:

- (1) Serve as legal advisor to the CG, AMC, and his or her staff, and provide legal advice in all disciplines to AMC subordinate commands, installations, and field activities.
- (2) Provide advice and counsel on all legal issues affecting AMC operations, to include issues involving systems acquisition, government contracts, fiscal, labor and employment, environmental, and intellectual property.
- (3) Provide legal training as required, and manage the AMC Attorney/Patent Attorney and Patent Advisor Career Program and perform planning, programming, and administrative actions supporting the AMC legal system and the Command legal organization.

- (4) Serve as initial denial authority (IDA) on Freedom of Information Act (FOIA) requests for records concerning AMC procurements.
- (5) Coordinate all AMC actions concerning procurement fraud and procurement irregularities; manage the Command's government ethics program; and serve as Senior Advisor for the AMC Alternative Dispute Resolution (ADR) Program, managing several ADR projects and initiatives including Debriefing, AMC-Level Protest Program, Partnering for Success, Resolving Employment Disputes Swiftly (REDS), and environmental partnering.
- (6) Provide legal advice for AMC operations, such as Operation Noble Eagle, the Global War on Terrorism, and support to the Iraq Coalition Provisional Authority.
- (7) Provide legal advice to support AMC reorganization and Army transformation.

6-9.1. Business Operations Law Division.

- a. Mission. The mission of the Business Operations Law Division is to provide comprehensive legal services and advice involving acquisition, research and development, and logistics programs; international sales and agreements; funding and resources; and intellectual property. The Division also represents AMC in procurement bid protests.
- b. Functions of the Business Law Branch are:
 - (1) Acquisition and Business Law.
 - (a) Provide legal review and advice on contract actions, policies, and procedures involving AMC acquisitions. This includes Congressional inquiries, delegations of authority, mistakes in bid, interagency transactions, novation agreements, and requests for extraordinary relief.
 - (b) Develop and implement AMC contract law plans, programs, procedures, and training to support the AMC acquisition mission.
 - (c) Provide legal counsel for major source selections.
 - (d) Participate in DOD and DA acquisition reform teams and initiatives.

- (e) Develop and advocate legislation to support AMC plans and programs.
- (f) Advise the Command Counsel acting as the AMC initial denial authority (IDA) for procurement records requested under the Freedom of Information Act (FOIA).
- (g) Act as AMC Procurement Fraud Coordinator, providing guidance and support to the AMC Procurement Fraud Advisors and Criminal Investigative Division agents, in execution of the AMC procurement fraud program.
- (h) Provide legal support to AMC logistics operations, including LOGCAP.
- (i) Provide legal services in support of AMC non-appropriated fund support activities.
- (j) Provide legal advice in support of AMC industrial base initiatives and utilization of Government-owned and operated industrial facilities, depots, arsenals, and ammunition plants.
- (k) Provide legal advice to AMC installations to include all necessary coordination with the Installation Management Agency on issues of procurement and industrial operations.

(2) International Agreements.

- (a) Provide legal advice and assistance in negotiating international agreements.
- (b) Provide legal support to actions involving international research and development, rationalization, standardization, interoperability, and North Atlantic Treaty Organization (NATO) logistics, including but not limited to Data Exchange Annexes (DEA), loans of research and development equipment, foreign cooperative testing, and international scientist and engineer exchanges.
- (c) Responsible for legal aspects of sales of Government furnished material to U.S. companies for incorporation into end items for direct commercial sales to foreign countries.

(3) Funding, Resources, and Structure.

- (a) Provide legal advice relating to proper use of funds from all sources, and prepare the legal review of all alleged violations of the Anti-deficiency Act.
- (b) Provide legal advice and services to support the re-engineering, privatization, and outsourcing plans of AMC, to include those under OMB Circular A-76.
- (c) Provide legal advice and services to support the AMC industrial base, mobilization planning, Ammunition Restructuring and Manufacturing Support (ARMS) programs, Resetting The Force, and related logistics issues.

c. Protest Litigation Branch

- (1) Defend and resolve bid protests against AMC acquisitions filed at General Accounting Office, HQ AMC, and other offices (e.g., DA, DOD), as requested. Assist in the defense and resolution of protests filed in Federal court.
- (2) Draft response to Congressional inquiries, brief Congress/staffers regarding protested acquisition issues, advise and brief field and higher headquarters and protesters, awardees, other interested parties and their attorneys, where appropriate, about protested acquisition issues.
- (3) Produce and distribute to field, higher headquarters, The Judge Advocate General's School, U.S. Army and others (e.g., Office of Federal Procurement Policy), protest resolution handbooks, training courses and materials, decision summaries reports, statistical and legal analyses and lessons learned.
- (4) Provide guidance and assistance to HQ AMC, field offices, DOD, DA, and Office of Federal Procurement Policy (OFPP), Department of Justice on the litigation, resolution, and corrective actions for protested acquisition.

d. Intellectual Property Law Branch

- (1) Provide comprehensive intellectual property (IP) law support for Army Research Office's Army-wide basic research mission and for other AMC major subordinate commands and other separate reporting activities not having in-house IP counsel. Provide IP legal services relating to inventions, patents, trade secrets, copyrights, trademarks, technical data rights, and all aspects of domestic and foreign licensing.

- (2) Provide policy guidance, support, and coordination to Army laboratory directors, legal offices, and offices of research and technology applications (ORTAs) on technology transfer and intellectual property licensing. Serve as representative to DA, DOD, Federal Laboratory Consortium (FLC) and other agencies and support the Army Domestic Technology Transfer Program with IP legal support. Consolidate and report AMC Patent prosecution statistics to the Army Domestic Technology Transfer Program Manager to be included in reports required by statute or regulation.
- (3) Manage the AMC Center for Patent Prosecution Excellence (CPPE) as a comprehensive, integrated system for protecting, leveraging, and licensing AMC intellectual property. Facilitate the invention disclosure and patenting process for AMC inventors and lab directors. Administer CPPE contracts for the preparation of Draft Patent Applications and review, modify as necessary, file and prosecute these Applications for participating laboratories. Coordinate with the Office of Naval Research for AMC access to the Department of the Navy Intellectual Property Management Information System.
- (4) Work with academia and industry to leverage grant and contract funds to benefit the national goals of achieving dual use and technology transfer through the mechanisms of grants, cooperative agreements, and other transactions authority.
- (5) Provide contracting officers and project managers with guidance on rights in technical data, computer software, and patent protection for technology arising out of Army research and development contracts.
- (6) Investigate, settle, and/or deny patent, technical data and copyright infringement claims made against Army acquisitions. Negotiate and prepare agreements for purchase of necessary patent and data rights.
- (7) Provide support for field patent counsel and coordination with the U.S. Patent and Trademark Office (USPTO) on issues that affect more than one AMC major subordinate command or separate reporting activity. Provide focal point support for the domestic and foreign patent filing program under the Patent Cooperation Treaty and ensure adequate funding of patent activities in the USPTO.

- (8) Provide IP legal support to international cooperative programs, foreign military sales, MOUs, data exchange agreements, and other agreements with foreign governments or entities.
- (9) Provide legal services regarding technology and cyberspace law, including privacy, cyber-crimes, electronic recordkeeping, e-commerce, and the use and protection of information technology.

6-9.2. General Law Division.

- a. Mission. The mission of the General Law Division is to provide legal services in all areas of law except business law, intellectual property, protests, and international sales.
- b. Function. The major functions of the General Law Division are:
 - (1) Labor & Employment Law. Provide comprehensive legal services to HQ AMC and the subordinate commands. These services include providing advice to clients and field attorneys. Serve as the Army representative at administrative hearings. The specific areas of practice covered include:
 - (a) Military personnel law. Provide advice and interpret issues that affect military personnel.
 - (b) Civilian personnel law. Advise civilian personnel officers on matters regarding personnel policy, reduction in force, classification, discipline and any other personnel matters that affect civilian employees. Represent the agency in matters before the Merit Systems Protection Board.
 - (c) Equal employment opportunity law. Provide advice to AMC EEO Officers regarding Title VII, Affirmative Employment, and any matters that relate to public sector discrimination law. Represent the agency in matters before the Equal Employment Opportunity Commission. Assist the U.S. Attorneys in EEO matters that arise in the federal courts.
 - (d) Labor-management relations. Serve as a member of the management negotiation team with regard to the collective bargaining agreement between the union and management. Advise the Command on matters regarding unfair labor practices and any other matters that arise under the labor relations federal statute.
 - (2) Environmental and Real Estate Law.

- (a) Act as legal counsel in negotiations with Federal, state, and local officials involved in the compliance with, and enforcement of environmental statutes and regulations, to include air, water, solid waste, endangered species, and other areas of law.
 - (b) Provide interpretation and application of environmental statutes, regulation, and environmental program requirements to the Command and attorneys in the field. This mission includes review of environmental impact statements, assessments, and other National Environmental Policy Act (NEPA) documents.
 - (c) Analyze environmental requirements of Base Realignment and Closure Commission (BRAC) legislation and program implementation. Provide advice and review documentation for Army real estate actions.
 - (d) Address issues with the Installation Management Agency (IMA) regarding management of AMC installations.
 - (e) Support environmental partnering through the cooperative settlement of environmental compliance, restoration, and real estate disputes.
- (3) Ethics and Standards of Conduct. Administer a comprehensive ethics program governing the relationship of government employees to the defense contractor community and to private and public associations.
- (a) Review Financial Disclosure Statements.
 - (b) Provide post-federal employment retirement counseling on issues such as restrictions on future employment.
 - (c) Provide interpretation and application of the Procurement Integrity Act (in conjunction with Business Law Division).
 - (d) Act as agency representative to Office of Government Ethics.
 - (e) Act as advisor to AMC employees on all job and ethics issues, on relationships with private associations and defense contractors, procurement integrity, and gifts or gratuities.
 - (f) Conduct Annual Ethics Training for individuals required to file financial disclosure statements.
 - (g) Prepare all required ethics reports for Office of Government Ethics and DA.

- (h) Provide technical advice to ethics counselors in the field.
- (4) Freedom of Information Act (FOIA). Provide advice to AMC FOIA Officer on FOIA requests for all non-procurement matters, to include the interface between FOIA and the Privacy Act.
- (5) Legal Assistance. Provide legal assistance within the scope of our expertise to military personnel and family members and retirees that are AMC civilian employees. Refer to the Fort Belvoir Legal Assistance office as necessary.
- (6) Investigations. Advise investigating officers on the procedures for conducting investigations and conduct independent legal review of findings and recommendations.
- (7) Military Discipline and Administrative Issues.
 - (a) Provide advice to the Commander, AMC, and other senior officers on military discipline and other military law issues, to include administrative separations and reprimands.
 - (b) Provide technical supervision of the exercise of military justice throughout AMC.
- (8) Coordinate military operational law issues for the Command, and serve as the legal advisor to AMC Operations Center. Support AMC operations such as the Global War on Terrorism, Operation Noble Eagle, and AMC support of the Coalition Provisional Authority in Iraq.
- (9) Serve as legal advisor on AMC and Army transformation.

6-9.3 International Sales Branch.

- (1) Provide legal advice for all aspects of foreign military sales (FMS), international logistics, co-development and co-production agreements, foreign military financing-aid, and off-shore procurements.
- (2) Provide legal advice and assistance in negotiating international agreements related to foreign military sales.
- (3) Provide legal advice concerning reports of discrepancy submitted by FMS countries.

- (4) Provide legal advice to the State Department on munitions case requests for export licenses.
- (5) Provide legal support on leases of material to foreign countries and sales of Government furnished equipment to U.S. companies for incorporation into end items for direct commercial sales for foreign countries.

6-10. Office of the Inspector General.

- a. Mission. To determine the state of economy, efficiency, discipline, morale, and readiness throughout the command as directed by the Commanding General.
- b. Function. The functions of the Office of the Inspector General are to:
 - (1) Serve as an extension of the AMC Commander's eyes, ears, voice, and conscience.
 - (2) Conduct inspections to assess AMC's capability to conduct its wartime and peacetime missions.
 - (3) Conduct investigations or inquiries into allegation of:
 - (a) Mismanagement, unethical behavior, fraud, or misconduct
 - (b) Violations of policy, regulation, or law.
 - (4) Provide assistance to all AMC soldiers, family members, and civilians.
 - (5) Teach and train skills and provide information about Army systems, processes, and procedures while assisting, inspecting, and investigating.
 - (6) Conduct command climate assessments as a measure of morale throughout AMC.

6-11. HQ AMC Stationing Office.

The HQ AMC Stationing Office was established to accomplish a specific task of limited duration. Upon completion of the task this office will be disbanded. Additionally, after final approval and release of the Army's BRAC 2005 decision the nature of the office's mission will transition from a MACOM planning cell to AMCs BRAC execution coordinating office.

- a. Mission. The HQ AMC Stationing Office is the command focal point for all AMC deliberations, actions, coordination, and recommendations pertaining to the Base Realignment and Closure (BRAC) study. It serves as the AMC Command Group's liaison with the Army Basing Study (TABS) group and the BRAC Joint Cross Service Groups (JCSG) to ensure AMC's participation in the

overall process and facilitate AMC's BRAC goals and objectives. The AMC Stationing Office oversees the development of AMC BRAC proposals and manages and integrates the process to respond to Army and DOD level requests for information concerning military value and capacity assessments of AMC activities and installations. It reviews and evaluates all BRAC alternatives developed at the HQ AMC and MSC subordinate levels and provides recommendations to the AMC Command Group and TABS office.

To facilitate the timely execution of BRAC 2005 directives the Stationing Office will coordinate the development of MSC level BRAC execution plans for each gaining, losing, re-aligned and closing installation. The AMC Stationing Office will also assist the MSCs and installations with execution of approved plans by coordinating and facilitating BRAC actions with HQ DA, other MACOMs, and all applicable agencies and activities.

b. Functions.

- (1) Develop AMC positions on and support Army's development of BRAC input to DOD.
- (2) Maintain a continuous dialogue with Army on the BRAC process and ensure appropriate information sharing throughout the command.
- (3) Meet all Army directed BRAC milestones.
- (4) Support Army's military value assessment of AMC installations.
- (5) Establish and lead the AMC Trusted Agent network.
- (6) Evaluate all AMC developed BRAC alternatives for quality, consistency, feasibility, viability and accuracy.
- (7) Provide regular briefings and updates to the Command Group and senior leaders on BRAC issues, concerns, and overall progress.
- (8) Conduct studies and analyses in support of the BRAC process (i.e., Analysis of AMC's centers of excellence in primary functional areas across AMC and non-AMC sectors (e.g. Other Army, Other Services and DOD Agencies, and Academia) and provide recommendations to the Command Group.
- (9) Provide guidance and direction to subordinate organizations on overall BRAC policy, strategy, and procedures including guidance on installation/activity capacity data collection and military value analyses.

- (10) Develop AMC's BRAC guiding principles and decision framework for review and approval by the Command Group.
- (11) Develop AMC BRAC goals and objectives including viable basing scenarios for consideration by the Command Group.
- (12) Assist AMC MSCs with the development of BRAC execution timelines for activity and capability moves and real and installation property transfers.
- (13) Assist in the development of potential major / minor construction and facility modification requirements.
- (14) Assist in the identification of any BRAC related RESHAPE requirements.
- (15) Identify any technical training requirements to certify gaining industrial activities.
- (16) Assist in identifying BRAC execution funding requirements.
- (17) Approve the retained government "foot print" for realigned or partially closed installations.
- (18) Coordinate the development of the installation environmental baseline and restoration plan.
- (19) Participate in Local Re-use Authority (LRA) coordination and property transfer planning.
- (20) Monitor AMC BRAC implementation and provide status updates to Command Group.

CHAPTER 7
DEPUTY CHIEF OF STAFF FOR PERSONNEL, G-1

7-1. DEPUTY CHIEF OF STAFF FOR PERSONNEL, G-1.

- a. Mission. Advise the AMC Commanding General (CG), the Deputy Commanding General (DCG), the Chief of Staff (CofS), and the AMC staff on:
 - (1) Military and civilian human resource management.
 - (2) AMC-wide civilian and military mobilization plans.
 - (3) Equal opportunity (EO) matters relevant to soldiers and their family members.

- (4) Controlling unacceptable risks to life and limb across the full spectrum of AMC missions and activities.
- (5) Health and Safety of the Command.
- (6) Facilities planning program management for AMC mission facilities.

b. Functions. The functions of the Deputy Chief of Staff for Personnel are to:

- (1) Analyze and administer mobilization and emergency planning. Focus personnel resources for exercises, crisis actions, and mobilization levels, including humanitarian and peacekeeping operations and disaster relief.
- (2) Serve as personal advisor to the CG on all matters concerning EO for soldiers and family members throughout the command.
- (3) Establish and maintain policies and programs to meet specialized needs of AMC for military and civilian personnel management, leader development, professional education and training, workforce revitalization, and morale support activities.
- (4) Oversee the AMC Army Substance Abuse Program (ASAP).
- (5) Exercise operational control over the U Army Materiel Command Logistics Leadership Center (ALLC), RRAD, Texarkana, TX.
- (6) Manage resources for the DCSPER portion of Budget Activity (BA) 32 (Basic Skill and Advanced Training), BA 33 (Army Civilian Training, Education and Development System (ACTEDS)), BA 42 (Military Training Specific Allotment (MTSA)), and BA 43 (Management Headquarters) and various programs in OMA, Other Procurement, Army (OPA), and Military Construction Army (MCA) funds, or portions thereof.
- (7) Act as proponent for resource strategy for all funding programs in the personnel and training functional areas. Defend AMC resources in these programs at the DA level.
- (8) Serves as the Executive Agent for civilian and military personnel management or other G-1 mission programs or projects as directed by higher authority.
- (9) Develop, coordinate, manage and lead AMC Safety and Occupational Health Programs.

- (10) Support CG and direct Major Subordinate Commands for facilities planning Management-matters related to environmental, capital investments with Military Construction, Army and equipment.
- (11) Oversee, monitor, and assist the Commander on the Health and Safety of the command.

7-2. Equal Opportunity (EO).

- a. Mission. The mission of the EO Office is to serve as personal advisor to the Commanding General on all EO matters concerning military, DA civilians, and family members assigned to this command.
- b. Functions. The functions of the EO Office are to:
 - (1) Advise and assist commanders, Deputy Chiefs of Staff, and separate office chiefs at all levels in the areas of EO training, Consideration of Others (CO2) training, climate assessment, complaint resolution, mediation, and affirmative action.
 - (2) Understand, articulate, and implement DOD, DA, and local EO policies.
 - (3) Conduct assistance visits to all major subordinate commands (MSCs) and activities to ensure an EO program and all policies are in place as required.
 - (4) Conduct training as required within the headquarters and elsewhere in the areas of Prevention of Sexual Harassment, CO2 facilitation training, and other human resource training as determined necessary.
 - (5) Submit a Quarterly Narrative and Statistical Report (QNSR) on equal opportunity progress to HQDA NLT 30 days following the end of each quarter.
 - (6) Inquire into all EO complaints throughout the command and follow up.
 - (7) Develop, plan, and conduct observances during the designated time frame as outlined in Table 6-1 or as otherwise directed by HQDA.
 - (8) Develop and maintain a working rapport with all AMC EOAs, HQDA EO Office, and the Defense Equal Opportunity Management Institute.
 - (9) Conduct annual EO Workshops and training for all Equal Opportunity Advisors (EOAs) within AMC.

7-3. Command Retention.

- a. Mission. The mission of Command Retention is to serve as the primary advisor and administrator to the Commanding General in all matters pertaining to Army military personnel retention. Responsible to promote, implement, manage, and support the Army Retention Program to include transition within the command.
- b. Functions. The functions of Command Retention are to:
 - (1) Analyze AMC personnel readiness for signs that will impede the retention effort, and report findings to the Command Sergeant Major and Commanding General for review.
 - (2) Assign retention objectives based on a fair share market to MSCs.
 - (3) Maintain, publish and monitor statistical reports and project retention accomplishments based on present and historical analysis.
 - (4) Perform RETAIN Report(s) reconciliation to ensure proper credit is awarded to the command and specific MSCs.
 - (5) Conduct annual staff assistance, site visits and inspections, as required.
 - (6) Provide guidance, develop, coordinate, and conduct professional development training for leaders and career counselors targeted to the needs of the command.
 - (7) Conduct/participate in retention program conferences/seminars designed to enhance the program.
 - (8) Coordinate and conduct Army Materiel Command's Career Counselor of the Year Board.
 - (9) Serve as liaison between the MSCs and Headquarters Department of the Army Retention.
 - (10) Provide guidance to major subordinate commands (MSCs) in the establishment and operation of the Army Retention Program.
 - (11) Advise MSCs on issues pertaining to eligibility, attrition management, and reclassification centered on all aspects of retention the program.
 - (12) Implement and support the transition program to ensure that personnel are advised of the opportunities of affiliation with the reserve components.

- (13) Coordinate and communicate RC issues with United States Army Human Resources Command Army Personnel Command (HRC), U.S. Army Training and Doctrine Command (TRADOC), and U.S. Army Forces Command (FORSCOM) to ensure support agreements are in place to assist AMC soldiers located in their geographic areas.

7.4 HQ Commandant.

- a. Mission. The mission of the Headquarters, Commandant is to manage the HQ AMC buildings systems and contracts. This includes: headquarters security; moving and arranging the headquarters; training and morale activities for headquarters personnel; food service, quartering, medical support, field sanitation, and supplies for headquarters personnel; receiving and accommodating visitors and augmentees; motor transportation organic to or allocated for headquarters use; maintaining equipment organic or allocated to the headquarters; and other headquarters management responsibilities (organization and administration of the headquarters; recommending manpower allocation; coordinating and supervising movement, internal arrangement, and space allocation; and providing information services).

7.4.1 MWR and Family Services.

- a. Mission. Manage the AMC Family Action Plan Conference and Program; ensure all special installations are receiving adequate services and resources, and liaison with the Installation management agency.

7.5 Adjutant General Division.

- a. Mission. The mission of the Adjutant General Division is to develop and staff supervise the implementation of policies and procedures for the assignment and management of military personnel within the command. This includes matters affecting the selection, assignment, promotion, retirement, award recognition, military policy and guidance, deployment planning and execution, command retention, and overall military personnel services support within the headquarters.

7.5.1. Strength Management Office.

- a. Mission. The mission of the Strength Management Office is to manage officer, warrant officer, and enlisted strength accountability and distribution for the command; to process and monitor all personnel actions related to readiness; and to process DA board results pertaining to promotions, command selection, and school selectees.
- b. Functions. The functions of the Strength Management Office are to:

- (1) Manage the distribution and assignment of officers, warrant officers, and enlisted personnel within the MACOM.
- (2) Develop the officer distribution plan for the command. Prepare and present associated briefings for command leadership.
- (3) Consolidate and validate MSC requisitions. Provide MSCs with direct feedback on validation of requisitions. Coordinate all Base Realignment and Closure (BRAC)/consolidation moves with MSCs, resource management, and PERSCOM.
- (4) Work with information management personnel by identifying discrepancies to the strength management database and authorization documents.
- (5) Ensure that timely and accurate requisitions are submitted to PERSCOM through direct interaction with the various branch and distribution managers in PERSCOM.
- (6) Process, screen, and manage all officer and enlisted promotion lists, DA centralized selection and retention boards, special branches included; command selection lists, and provide associated statistical data for command leadership.
- (7) Act as the command liaison for all personnel actions and management issues.
- (8) Conduct analyses of TDA changes to assess the impact on the command's strength. Coordinate with MSCs and resource management to identify and correct any authorization base discrepancies.
- (9) Conduct an on-going review of Army Education Requirement/Training With Industry (AER/TWI) positions that require special educational needs or training requirements.
- (10) Provide the G-1 Operations Center, AMC Historical Office, and associated agencies with AMC's strength posture.
- (11) Assist MSCs with identifying and correcting Standard Installation Division Personnel System (SIDPERS)/Enlisted Distribution and Assignment System (EDAS)- and Total Officer Personnel Management Information System (TOPMIS)- related problems that directly affect strength accountability.

- (12) Maintain updated listing of all General Officer (GO) job descriptions and Command Designate Position List, Colonel, and Lieutenant Colonel positions.
- (13) Prepare and manage nondeployable personnel reports and P3/4 profile listings for the command.
- (14) Provide the command leadership with technical expertise in fields related to strength management.

7.5.2. Policy, Plans and Services Office.

- a. Mission. The mission of the Policy, Plans and Services Office is to manage matters concerning military personnel policy and programs as they relate to operating effectiveness of the command. Manage the Military Awards Program. Provide service in support of military personnel.
- b. Functions. The functions of the Policy, Plans and Services Office are to--
 - (1) Manage matters dealing with military personnel policy, programs, and studies as they relate to the operating effectiveness of the command.
 - (2) Perform military personnel service support, to include military strength projections for HQ AMC, requirements, promotions, retirements, eliminations, resignations, release from active duty, utilization, TDY requirements for officers and enlisted personnel assigned to HQ AMC, attached units, and selected field operating activities.
 - (3) Prepare and maintain the HQ AMC military personnel rosters and reports.
 - (4) Process incoming and outgoing officer and enlisted personnel.
 - (5) Staff supervises the officer and enlisted personnel evaluation reporting systems (OERs, NCOERs) within HQ AMC. Process NCOER/OER statistical data and evaluate timeliness reports and take action as necessary.
 - (6) Exercise control of suspension of favorable personnel actions (flagging) of military personnel assigned within HQ AMC and selected field-operating activities.
 - (7) Requisition, distribute, and assign officers, warrant officers, and enlisted personnel within HQ AMC, attached units, and selected field operating activities.

- (8) Process and manage HQ AMC military personnel actions and programs, such as urinalysis testing, as required.
- (9) Provide personnel service support assistance to MSCs/SRAs, i.e., no-shows, boards, and late OER reports.
- (10) Develop, publish, and implement AMC policy for the military awards and decoration program per AR 600-8-22 and DOD Dir 1348.33-M.
- (11) Process military awards and related actions for HQ AMC.
- (12) Process military awards received throughout the command requiring MACOM, DA, and DOD approval authority.
- (13) Serve as proponent for AMC Certificates of Achievement Program.
- (14) Manage command permanent orders, to include numbering register, authentication, distribution, and records management functions.
- (15) Monitor MSC/SRA awards programs throughout the command.
- (16) Develop and implement AMC policies and programs for incentive awards system per AR 672-20.
- (17) Review and analyze directives from higher headquarters that affect the command and implement, as appropriate.
- (18) Provide regulatory interpretation and guidance.
- (19) Administer the command's awards program, process high level awards, and provide support to the Incentive Awards Review Board.
- (20) Participate in AMC's annual awards ceremonies.
- (21) Manage headquarters' civilian employee retirement recognition program.

7.5.3. Personnel Readiness/Operation Training - HQ AMC Emergency Operations Center (EOC).

- a. Mission. The mission of the Personnel Readiness/ Operation Training - EOC is to serve as the focal point for the G-1 in analyzing and administering mobilization and emergency planning. This includes analyzing plans and operations; proposing changes to the policy and procedures concerning AMC-wide military and civilian personnel mobilization requirements; continuous evaluation of ongoing planning, organizing, and coordination of the AMC mobilization program. The focus is on personnel resources for exercises, crisis

actions, mobilization levels, and contingency operations, which include humanitarian and peacekeeping operations and disaster relief.

b. Functions. The functions of the Personnel Readiness/ Operation Training EOC are to:

- (1) Serve as the G-1 briefer, responsible for briefing GOs, SES members, the MACOM Command Group, Principal Deputies, Deputy Chiefs of Staff and MSC/SRA representatives on matters pertaining to personnel deployments, issues, accountability, management, sustainment operations, and mobilization issues.
- (2) Identify personnel requirements and task the MSCs for fills, as required.
- (3) Prepare official call forward messages after personnel have been identified for deployment.
- (4) Keep superiors abreast of all personnel deployment issues and/or potential problems.
- (5) Represent the G-1 in all exercises and contingency and emergency operations.
- (6) Provide the G-1, Assistant G-1, division chiefs, and the MSCs with current operational updates and timely and accurate statistical reports.
- (7) Develop a working rapport with HQDA, TRADOC, and MSC points of contact (POCs), DCSLOG Operations Center personnel, and G-1 divisions.
- (8) Review and analyze previous lessons learned on command post exercises, operations, and mobilizations.
- (9) Serve as the G-1 POC for all mobilization and deployment issues.
- (10) Act as the G-1 liaison with HQDA Personnel Contingency Center and PERSCOM on all MSC personnel tasking and deployment issues.
- (11) Coordinate and execute all actions involving the Core Logistics Support Element.
- (12) Develop and maintain a personnel tracking system for both HQDA and Logistics Support Element-Europe (LSE-E) taskings, which accurately reflects personnel status 100 percent of the time.

- (13) Administer and maintain the personnel tempo (PERSTEMPO) database for the entire command. Provide training as needed.

7.6 Chaplain.

- a. Mission. Provide Religious Support for the Command's soldiers, authorized civilians, and family members. Ensure acquisition excellence, and coordinate ecclesiastical logistics projections for the Army Chaplaincy.
- b. Functions. The functions of the chaplain section are:
 - (1) Serve as advisor to the commander in areas of morale, as affected by religion, morals, and ethics and command climate. This support includes advice on the religious needs of soldiers and their families, the religious, moral, ethical and humanitarian aspects of command policies.
 - (2) Provide for, coordinate and synchronize religious support across the command
 - (3) Provide for, coordinate, and synchronize rites, sacraments and ordinances, as defined by distinctive faith groups. These activities may include marriage rites, burial rites, baptisms, ministrations, confirmations, sacraments, blessings, ordinances, daily prayers and other similar requirements across the command.
 - (4) Provide for and coordinate pastoral care and counseling to include: hospital visitation, visitation in corrective facilities, individual and group pastoral counseling, and similar pastoral activities across the command.
 - (5) Provide for and coordinate religious education to include study classes, meetings, retreats, discussion groups and similar activities across the command.
 - (6) Provide for and coordinate the management of religious support ministry resources to include managing dollars for religious support programs, manpower, supplies, equipment and administrative actions required by the CMRP.
 - (7) Provide for and coordinate religious support training. This support includes mentoring subordinate MSC UMTs, site visits, staff assistance visits, conducting of "train the trainer" Suicide Prevention Training, Moral Leadership Training, Spiritual Fitness Training, Family Member Suicide Prevention Training, MOS specific training, Professional development training and other training required by the commander.

- (8) Provide for and coordinate religious support planning and operations to include mobilization, deployment, operations other than war (domestic support ops and peace ops), special operations and redeployment, demobilization activities across the command and in support of the commander's mission to the Army.
- (9) The AMC CMD Chaplain directs, monitors and manages materiel development for the Chaplaincy; has representation as a core member to the Chief of Chaplains Integrated Process team, advising on ecclesiastical logistics and materiel requirements.

7.7 Safety Office.

- a. Mission. The mission of the Safety Office is to lead and manage a comprehensive safety program aimed at providing soldiers with safe equipment and providing a safe and healthful environment for the AMC work force. Objectives of the program are: to prevent interruption of the AMC mission resulting from accidents; to eliminate or control unacceptable risks to personnel, facilities, and equipment; to ensure maximum safety consistent with operational requirements in the design of Army materiel; to integrate Environment Health & Safety initiatives and functionality in AMC's Logistics Enterprise and across the Army's Future Enterprise Systems; and to protect the public and the environment from any adverse effects of AMC operations.
- b. Functions. The functions of the Safety Office are --
 - (1) Develop, coordinate, manage and lead AMC occupational safety and occupational health aspects of installation, industrial, motor vehicle, aviation, ammunition/explosives, materiel safety, chemical agent, biological defense, fire prevention, operational safety, contractor safety, off-duty and radiation safety programs.
 - (2) Establish, effect implementation of, and interpret Federal, DoD, DA and AMC safety policy across all AMC activities and missions.
 - (3) Appoint Accident Investigation Boards for selected accidents and review centralized accident investigation technical reports. Provide subject matter expert for accident investigations, surveys, and other oversight activities.
 - (4) Serve as Materiel Safety subject matter expert in providing advice and counsel to the CG on high risk/high visibility waivers, risk acceptance and other risk to life and limb related concerns. Evaluate system requirements and acquisition documents and materiel release actions to assure a sufficient level of safety is integrated into system design.

- (5) Evaluate requests for waiver and/or deviation from established safety practices and policies.
- (6) Develop and administer the AMC safety Awards Program.
- (7) Serve as AMC Aviation Safety Officer and Command Air Traffic and Airspace Officer.
- (8) Ensure an acceptable level of risk in the use of hazardous materials, including nuclear, radioactive, biological, chemical and explosives materials.
- (9) Manage the Army-wide licensing of radioactive commodities; and staff supervise the DoD Low Level Radioactive Waste Disposal, and the Ionizing Radiation Dosimetry and Calibration Programs.
- (10) Serve as AMC safety representative on the Department of the Army Explosives Safety Council and the Army Fuze Safety Review Board.
- (11) Administer a command accident reporting, analysis and countermeasure program.
- (12) Provide for safety management evaluations of subordinate commands to assess adequacy of compliance with all established safety program areas. Conduct, coordinate and monitor safety related surveys, inspections and evaluations performed by other organizations. Monitor corrective actions for survey findings. Ensure implementation of corrective actions.
- (13) Lead, manage and administer the Safety Management Career Program (CP-12) within AMC.
- (14) Monitor the implementation of the HQAMC and assure the quality of other Installation Management Agency provided safety program services.
- (15) Serve as the AMC POC for the Army Safety Coordinating Panel. In the capacity of integrating agent, support Army Safety Transformation objectives in the areas of Modernization and Recapitalization, Sustainment, and Develop/Acquire Advanced Technology.
- (16) Serve as Environment, Health and Safety (EH&S) business solution lead for Army Enterprise Integration initiatives. Chair the Army EH&S Advisory Group. EH&S lead for AMC Logistics Enterprise Integration efforts.

7.8 Surgeon.

- a. Mission. The mission of the Office of the Surgeon is to provide policy and guidance to HQ AMC and subordinate elements on all health-related matters.
- b. Functions. The functions of the Office of the Surgeon are to—
 - (1) Serve as the single POC in HQ AMC for medical policy, training, and technical medical guidance to ensure conformance with medical doctrine and practices.
 - (2) Coordinate medical care, occupational health, preventive medicine, radiological health and environmental health matters with the Office of The Surgeon General and the Medical Command to ensure legal and regulatory compliance, consistency with established medical practices, and improvement of medical support to AMC.
 - (3) Integrate occupational health policies and procedures into all aspects of industrial and other workplace operations to promote a healthy and fit work force and to minimize illness and injury losses incurred by military and civilian workers.
 - (4) Minimize risk to soldiers and civilian users from fielded equipment and support materiel developers by conducting and coordinating Toxicity Clearances and Health Hazard Assessments for all materiel acquisition.
 - (5) Monitor and support the medical aspects of the Chemical Surety program for AMC.
 - (6) Enhance deployment medical readiness by establishing and implementing effective predeployment preventive medicine guidelines and training for all deployable personnel.

7.9 Facility Planning Division.

- a. Mission. The major focus is on mission unique facilities requirements in support of the tactical side of the Army and AMC's core competencies. The Facilities Planning Division provides the appropriate over sight of mission requirements and issues primarily related to environmental; capital investments with Military Construction, Army (MCA); and equipment. Support AMC Commander's directives for special and critical programs for readiness and transformation initiatives such as:
 - (1) Housing of activated troops

- (2) Represent HQAMC at the Fort Belvoir Real Property Planning Board (RPPB)
 - (3) 9/11 force protection gate requirements
 - (4) Planning and programming issues dealing with the permanent location of HQ AMC building
 - (5) Represent HQAMC at the Fort Belvoir Environmental Quality Control Committee (EQCC).
- b. Functions. Generally, functions are environmental, capital investments and equipments. Specific functions are to:
- (1) Coordinate Environmental Management System (EMS) requirements.
 - (2) Advise and assist in Pollution Prevention (P2) management.
 - (3) Provide oversight, advice and guidance in managing National Environmental Policy Act (NEPA) for AMC.
 - (4) Perform various AMC environmental liaison functions.
 - (5) Maintain appropriate interface with functional mission program.
 - (6) Coordinate, develop, & program AMC's Command wide capital investments programs (CIP) including intermediate and long range MCA, Army Power Projection Platform (AP3), operations and maintenance appropriations (OMA), and sustainment/renovation/new construction costs.
 - (7) Collect from the MSCs and prioritize individual MCA, AP3, and UMMCA construction projects.
 - (8) Develop, coordinate and defend equipment modernization program for MCA projects in maintenance and production plants in the FYDP program at AMC organic depots.
 - (9) Assist in Master Planning requirements.
 - (10) Support the G3 & G8 in the development of Army Working Capital Fund (AWCF) Capital Improvement Program (CIP).
 - (11) Analyze, support & defend resource (i.e. POM, ROCK drills,) requirements.

- (12) Provide equipment management program oversight.
- (13) Support equipment redistribution management.
- (14) Assist in equipment maintenance management.
- (15) Develop and manage equipment survey requirements.
- (16) Provide mobile equipment fleet management oversight.
- (17) Maintain table of distribution and allowances (TDA) equipment authorizations.
- (18) Interpret HQDA policy.

7-10. Field Support Division.

- a. Mission. The mission of the Field Support Division is to exercise responsibilities in the development, integration, implementation, and evaluation of a comprehensive, command-wide civilian personnel program by developing AMC civilian business planning strategies and evaluative criteria, and comparative profiles for various civilian personnel work operations; exercise technical and administrative authority for the approval and implementation of all reshape actions and initiatives, as well as civilian personnel demonstration projects in AMC; develop, implement, and evaluate AMC immediate and long-term policies, delegations of authority, regulations, and new programs in the full range of civilian personnel functions and allied programs such as mobilization planning; determine and assess the needs of AMC commands, commanders, and civilian personnel chiefs for attracting, employing, sustaining, managing, and motivating a quality work force; develop and revise necessary program policies and implementing guidelines; monitor key elements of civilian personnel management to determine need for, use of, and effectiveness of AMC policies and practices; propose changes in regulations and legislation to improve effectiveness of the civilian personnel system; participate in or lead special studies, evaluations, and programs in conjunction with other ODCS, G-1 divisions, AMC staff offices, DA, DOD, or other Federal agencies; manage the Civilian Awards Program; and provide staff oversight and assistance to AMC MSCs, installations, and activities reporting directly to AMC on all aspects of the Army Substance Abuse Program (ASAP).

7-10.1. Program Evaluation

- a. Mission. Exercise responsibilities in the development, integration, implementation, and evaluation of a comprehensive, command-wide civilian personnel program by developing AMC civilian business planning strategies, and evaluative criteria and comparative profiles for various civilian personnel

work operations. In addition, exercises technical and administrative responsibility for the approval and implementation of civilian personnel demonstration projects in AMC.

b. Functions. The functions of Program Evaluation are to:

- (1) Through business planning strategies, develop and implement positive systems through approaches that ensure continuous process improvements as part of our way of doing business.
- (2) Provide command-wide program guidance and manage the AMC implementation of civilian personnel program evaluation. Serve as the focal point for program evaluation of AMC's civilian personnel management programs, policies, and procedures. Ensure that personnel programs operate in accordance with pertinent laws and regulations governing Federal personnel administration. In conjunction with the U.S. Army Civilian Personnel Evaluation Agency, conduct staff assistance reviews and inspections of AMC activities.
- (3) Maintain liaison and coordination with DOD, HQDA, major Army commands (MACOMs), and other services. Coordinate and interface with the HQDA Assistant G-1(Civilian Personnel Policy), Office of the Secretary of Defense (OSD), and Office of Personnel Management (OPM) on AMC personnel and program evaluation issues.
- (4) Conduct on-site evaluations at AMC MSCs, separate reporting activities (SRAs), and installations.
- (5) Serve as the focal point for field commanders with respect to operational assistance in all civilian personnel functional areas. Provide assistance to AMC MSCs and activities, and participate in special studies in conjunction with DOD or other Federal agencies.
- (6) Oversee the implementation of and evaluate all AMC laboratory demonstration projects regarding civilian personnel programs. Determine and assess management needs, develop program policies and implementing guidelines, and evaluate program effectiveness.

7-10.2. Reshape.

- a. Mission. Exercise technical and administrative authority for the approval and implementation of all reshape actions.
- b. Functions. The functions of Reshape are to:

- (1) Develop, implement, and evaluate all reshape programs (including reduction in force (RIF), Voluntary Early Retirement Authority, Voluntary Separation Incentive Pay, Priority Placement Program, transition planning, and Army Career Alumni Program). Determine and assess management needs, develop program policies and implementing guidelines, and evaluate program effectiveness.
- (2) Provide command-wide program guidance, and manage the AMC implementation of civilian personnel reshape programs. Serve as the focal point for AMC's reshape program, policies, and procedures. Ensure that reshape programs operate in accordance with pertinent laws and regulations governing Federal personnel administration.
- (3) Maintain liaison and coordinate with DOD, HQDA, MACOMs, and other services. Coordinate and interface with the Army Asst G-1(CPP), OSD, and OPM on AMC civilian reshape issues.
- (4) Serve as the focal point for processing and approving all reshape actions for AMC's installations. Coordinate all reshape actions with HQ AMC elements, HQDA, OSD, and other MACOMs as appropriate.

7-10.3 Civilian Personnel Policy and Programs.

- a. Mission. Develop, implement, and evaluate AMC immediate and long-range policies, delegations of authority, regulations, and new programs in the full range of civilian personnel functions and allied programs.
- b. Functions. The functions of Civilian Personnel Policy and Programs are to:
 - (1) Develop command policy and instructions on recruitment, placement, and other staffing programs. Provide interpretive guidance to the field. Make individual determinations on complicated and controversial cases and those reserved for MACOM decision.
 - (2) Provide staff policy and guidance in comprehensive civilian personnel contingency planning, deployment, and mobilization.
 - (3) Develop policy and procedures for classification and position management. Provide expert guidance to MSCs and installations in understanding classification standards and position classification, and in maintaining classification accuracy and job alignment.
 - (4) Develop command policy and guidance for AMC in carrying out installation responsibilities in connection with the workers' compensation program, including continuation of pay; relocation travel, and associated

allowances and leave; and allowances and differentials for recruitment, retention, and overseas employment.

- (5) Provide individual determinations on application of regulations in establishing pay and entitlements for difficult and controversial cases and those reserved for MACOM decision. Determine the need and develop proposals for continued, revised, or new special salary rates and present to DA for approval and forwarding to OPM. Determine the need for revised allowance and differential rates and provisions for recruitment and retention, and present to DA for approval and forwarding to OPM or the Department of State.
- (6) Provide staff guidance to AMC elements in special employment programs, e.g., affirmative action programs, welfare to work, employment of disabled, disadvantaged youth, upward mobility, and veterans selective placement programs.
- (7) Develop and implement policies concerning conditions of employment, length of overseas tours, and compassionate reassignments.
- (8) Provide staff direction command wide in the use of experts and consultant services, interagency/industry/university employment exchange programs.
- (9) Provide staff direction and assistance to MSCs and activities in administering civilian retirement programs.
- (10) Develop and implement AMC policies, procedures, and programs for employee management relations and performance management.
- (11) Provide staff direction and assistance to AMC command and activities on labor relation's matters including bargaining unit questions, labor negotiations, arbitration matters, and unfair labor practices. Encourage labor management partnerships in AMC and act as the advisor to the AMC Chief of Staff/AMC representative to the Defense Labor Management Partnership Council. Provide guidance to MSC and AMC activities on changes in labor laws and landmark decisions, and consult on compliance of labor agreements with published laws, regulations, and policies.
- (12) Provide guidance and assistance, and develop policy and procedures for handling employee conduct, complaints and grievances, employee counseling, work schedules, leave administration, standards of conduct, disciplinary and adverse actions, and appeals to the Merit Systems Protection Board.

- (13) Develop policy and procedures on the use of the Total Army Performance Evaluation System (TAPES). Provide staff guidance and assistance to AMC commanders, staff, and personnel activities on the appraisal system.
- (14) Lead and promote improvements and innovations in the civilian personnel system by organizing civilian personnel planning processes and work groups, sponsoring and performing studies into personnel issues, developing and coordinating legislative and regulatory change proposals, and preparing the AMC position on proposed legislation and regulatory changes originating outside the command.
- (15) Develop, publish, and implement AMC policy for the Civilian Incentive Awards Program per AR 672-20.
- (16) Process civilian awards received throughout the command requiring MACOM, DA, and DOD approval authority.
- (17) Monitor MSC/SRA awards programs throughout the command.
- (18) Review and analyze directives from higher headquarters that affect the command and implement, as appropriate.
- (19) Provide regulatory interpretation and guidance.

7-10.4. Army Substance Abuse Program (ASAP).

- a. Mission. The mission of the ASAP is to provide staff direction and assistance to AMC MSCs, installations, and activities reporting directly to HQ AMC on all aspects of the ASAP.
- b. Functions. The functions of the ASAP are to--
 - (1) Develop and implement AMC policies for the ASAP.
 - (2) Monitor the AMC Biochemical Testing Program for military and civilian employees.
 - (3) Develop data on the prevalence of alcohol and drug abuse within AMC.
 - (4) Maintain liaison with DA in documenting and monitoring the biochemical program.
 - (5) Assist in the training of certifying officials in the Personnel Reliability Program (PRP) to ensure that no one is accepted into the PRP until screened and certified.

- (6) Ensure all PRP candidates are urine tested and their medical records are reviewed before they are PRP certified.
- (7) Serve as a working member of the HQ AMC Chemical Surety Oversight Board to assist in resolving non-compliance issues.
- (8) Participate in Chemical Surety Inspections and Department of the Army Inspector General inspections of surety program activities.
- (9) Provide briefings to the command group on the drug and alcohol issues impacting the command.

7-11. Operations and Training.

- a. Mission. The mission of the Operations and Training Division has the overarching focus of workforce revitalization by developing policy for and directing the development, implementation, and evaluation of a command-wide leadership development and professional education and training programs for civilian personnel, centralized Fellows, Career Intern, and Apprentice programs, and MACOM-level civilian career management programs. Develop policy for and provide full scope of personnel management for members of the AMC Senior Executive Service (SES), including Scientific and Professional (ST), Senior Level (SL), and employees in positions classified above grade 15 in Science and Technology (S&T) demonstration projects. Serve as executive agent for DA in recruiting for ST-level engineering and scientific positions throughout Army. Manage the military and civilian Army Acquisition Corps position listings within AMC.
- b. Functions. The functions of the Operations and Training Division are to:
 - (1) Establish command-wide training policy, objectives and requirements. Provide management, oversight, including post-training assignment and utilization policies, and guidance for the command. Coordinate civilian training programs with decisions and actions in other program areas to ensure adequate and effective civilian training programs and services. Develop new educational, training, or career development programs to meet operational and strategic needs of the command. Develop resource, automation, and publicity plans. Conduct quarterly professional development seminars for HQ AMC employees. Exercise overall direction of training program budget elements dealing with executive development, long-term training, centralized civilian intern program, and AMC leader development programs.
 - (2) Convene and provide advice and support to HQ AMC selection boards for Senior Service Schools, Army Management Staff College, and other

competitive development programs. Market Long Term Training Programs within the command.

- (3) Staff and coordinate proposed DA and higher headquarters issues in assigned functions and develop AMC comments and recommendations that support AMC core competencies
- (4) Accept requests for civilian training outside the continental United States and coordinate actions with the Assistant Secretary of the Army (Manpower and Reserve Affairs).
- (5) Manage quotas for training conducted for AMC personnel and DA personnel under the Defense Management Education and Training Program at schools under the jurisdiction of the DA, Air Force, Navy, and other Defense agencies using the Army Training Requirements and Resources System (ATRRS).
- (6) Directs and manages training programs administered and facilitated by the G1 AMC Logistics Leadership Center at RRAD. Serve as program coordinator, consultant, evaluator, and troubleshooter to the AMC Logistics Leadership Center regarding policies governing managerial operations, curriculum, and training development. Provides research capabilities for the Commanding General within the capabilities of the G1 AMC Logistics Leadership Center (e.g., workforce analysis; outyear projections)
- (7) Try out comprehensive Senior Executive Service/equivalent HR Management. Develop command policy and provide full scope of HRM for the AMC SES Corps, PB V employees, and serves as Army's Executive Agent for the recruitment, administration and management of ST employees (i.e., recruitment, rating, ranking, screening and selection panels, appointment and pay setting; training, performance management, incentive awards, position classification, retirement) in accordance with DA policy and guidelines. Plan, recommend, coordinate, and take staff actions relative to executive personnel allocations, classification, selections, training, development, grievances, performance management, awards, and discipline. Develop and recommend the AMC position relative to HQDA-proposed policies for executive personnel programs.
- (8) Develop and manage AMC Leader Development and entry level programs for the white collar and blue collar professional civilian workforce (e.g., Fellows, Interns, Student Experience Programs, Career Related Experience in Science and Technology, Apprentices).
- (9) Manage the Army Acquisition Corps position structure, critical Acquisition Corps positions, maintain military and civilian Acquisition

Corps position listings. Maintain the Acquisition Corps position database with oversight for regulatory compliance in identifying critical acquisition positions and any changes within the military and civilian acquisition position listing.

- (10) Develop and justify the budget for AMC career interns, Fellows, and apprentices. For entry-level employees on ACTEDS student detachment manpower determines spaces and required funding. Analyze, coordinate, and validate professional entry-level recruitment requirements. Coordinate intern forecasting model projections with subordinate commands and the functional community to ensure the right mix of intake (Apprentices, Fellows, interns, Co-Ops). Conduct the annual AMC career intern intake and the DA requirements surveys to justify the requirements for the AMC career intern program.
- (11) Coordinate and review programs of instruction (POI) for career interns and AMC Fellows to ensure the contents are current. Coordinate designations and changes of permanent duty location assignments of AMC Fellows and career interns.
- (12) Provide overall expert knowledge of regulatory requirements that affect career program administration. Monitor and evaluate progress of AMC career management programs. Conduct quarterly professional development seminars for HQ AMC career program employees. Develop or review proposals to change Army or AMC career management structure(s) per functional request, AMC 2010, or other strategic plan or change.
- (13) Support other divisions in developing AMC civilian personnel strategic plans, business planning strategies, and evaluative criteria. Participate in AMC program evaluation efforts.

7-12. HR Strategic Planning Division.

- a. Mission. The mission of the Strategic Planning Division is to integrate, coordinate, and oversee G1 planning and reporting in support of broad, mid and long term command and G1 strategic goals and objectives. Manage the long range analysis and planning process for civilian workforce revitalization and transformation in consultation with the human resource (HR) technical program staff, mission directorates and the field. Coordinate and represent AMC/G1 interests in design, deployment, and access to HR data systems.
- b. Functions. The functions of Strategic Planning Division are to:
 - (1) Promote fundamental improvements and innovations in civilian personnel management by organizing civilian personnel planning processes and

work groups, sponsoring and performing studies into personnel issues, preparing near-term and strategic HR plans in conjunction with other G1 and AMC organizations, developing and coordinating legislative change proposals, and preparing the AMC position on major system changes.

- (2) Represent the G1 in strategic planning venues within AMC, the Army, and other organizations.
- (3) Develop, evaluate, defend, and present comprehensive civilian HR program resource requirements in coordination with initiative proponents.
- (4) Manage G1 program planning, review and analysis activities for the Balanced Scorecard and periodic reviews. Organize the G1 staff in mission map/scorecard development and metric-based assessments, ensure timely and appropriate input by the staff, coordinate internal review and preparation sessions, and represent the G1 in meetings and workgroups related to scorecard.
- (5) Recommend changes and new requirements to Army and OSD relative to civilian HR databases, programs, hardware, training, reports, and communications capabilities needed by AMC HR, resource/force management, and management communities to execute their workforce and personnel management responsibilities effectively.
- (6) Develop, maintain, and run recurring and ad hoc programs and reports to provide standard information and strength accounting, to ensure ready access to common HR workforce data and to ensure civilian/military personnel database accuracy relative to the AMC-wide civilian/military work force.
- (7) Provide historical and current data and data displays for civilian workforce demographic analyses, HR program/practices measurement and planning.
- (8) Develop AMC civilian personnel strategic plans. Participate in or lead special studies, evaluations, and programs in conjunction with other OG-1 divisions, AMC staff offices, DA, DOD, or other Federal agencies.
- (9) Lead and promote improvements and innovations in the civilian personnel system by organizing civilian personnel planning processes and work groups, sponsoring and performing studies into personnel issues, preparing near-term and strategic personnel plans in conjunction with other OG-1 and AMC organizations, developing and coordinating legislative and regulatory change proposals, and preparing the AMC position on proposed legislation and regulatory changes originating outside the command.

7.13. G-1 Administrative Office.

- a. **Mission.** The mission of the G-1 Administrative Office is to provide management, control, and execution of funds allocated in the Program Budget Guidance (PBG) for AMC-wide military and civilian training and G-1 operations in accordance with the planning, programming, budgeting, and execution system (PPBES). Provide Contracting Officer's Representative (COR) for the AMC Fitness Center. Provide for the control and management of G-1 funds and develop G-1 long-range plans. Document and analyze the G-1's input to the AMC Table of Distribution and Allowances (TDA) and the Mobilization Table of Distribution and Allowances (MOBTDA), which is used for distribution of Individual Mobilization Augmentee (IMA) and Individual Ready Reserve (IRR) personnel. Manage HQ AMC conference planning. Develop AMC-wide conference policy. Provide OCONUS/CONUS travel policy. Provide the G-1 Staff Action Control Officer responsibilities (SACO) and the Information Systems Security and information technology points of contact. Provide administrative support to the Office of the Deputy Chief of Staff for Personnel (OG-1).
- b. **Functions.** The functions of the G-1 Administrative Office are to:
- (1) Control and manage the decentralized operation funds. Coordinate all G-1 budget actions, to include the PPBES, PBG, and Program Objective Memorandum (POM) processes. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325 and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.
 - (2) Plan, program, budget, and execute the resources for the G-1 portion of BA 32, BA 33, BA 42, and BA 43. All funds are provided in the PBG. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325 and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.
 - (3) Plan, program, and direct the distribution of BA 32 and BA 42 funds to the MSCs. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325 and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.
 - (4) Manage and monitor MTSA funds. Provide instructions and guidance to MSC training coordinators and budget analysts. Maintain liaison with HQDA representatives in the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) and the Office of the Deputy Chief of Staff for Operations and Plans. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325

and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.

- (5) Participate in PPBES decisions involving decrements handed down by DA. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325 and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.
- (6) Participate in negotiations for acquiring funding for unfinanced requirements, etc. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325 and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.
- (7) Provide program/management oversight for the analysis and distribution of ACTEDS funds. Provide interpretive guidance to the field concerning the utilization of the ACTEDS funds. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325 and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.
- (8) Control and manage the decentralized G-1 operating funds. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325 and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.
- (9) Serve as G-1 representative to the Resource Integration Council (RIC). Advise and brief the Senior Resource Action Committee (RAC) members when required. Attend RAC briefings when required. * AR 1-1 Planning Programming Budget and Execution System, Title 31 US Code, Sec 3325 and 3528, DoD Directive 7000.15, DoD Fmr Vol 5, CH 3., DoD Financial Management Regulation.
- (10) Serve as COR for the AMC Fitness Center. Serve as executive secretary for the Fitness Center Advisory Council.*AR 600-3.
- (11) Serve as Collateral Duty Safety Officer for the G-1.*AR 385-10.
- (12) Manage the Internal Control Program, vulnerability assessments, and long-range/strategic planning for G-1. *AR 11-2 Management Control, DOD Government Purchase Card SOP
- (13) Serve as G-1 Training Coordinator.*VOCO
- (14) Develop and implement CONUS/OCONUS travel policy and procedures for AMC military and civilian personnel temporary duty travel

(TDY). *AMC Regulation 600-2, DOD Directive 4500.9, JFTR Volume 1 and JTR Volume 2.

- (15) Process requests and obtain approval for OCONUS TDY for senior officials and others visiting countries designated "special areas" by the Department of State. Maintain liaison with HQDA, DOD, other government agencies, and overseas commands. * AMC Regulation 600-2, DOD Foreign Clearance Guide 4500-54. G.
- (16) Analyze, process, and approve Actual Expense Allowance requests for AMC. *AMC Regulation 1-12, DA Policy JFTR Volume 1 and JTR Volume 2.
- (17) Validate requests for military air transportation of headquarters personnel and schedule flights with the centralized Army Aviation Support Office. * AMC regulation 600-2 and DOD Directive 4500.56.
- (18) Serve as proponent for AMC-R 600-2, Temporary Duty Travel of Military and Civilian Personnel. *AMC regulation 600-2.
- (19) Provide management of Metro fare cards for local transportation. *AMC Regulation 600-13.
- (20) Serve as AMC Conference Manager and proponent for AMC-R 1-12, Sponsorship of Conferences. *AMC Regulation 1-12, JFTR Volume 1 and JTR Volume 2.
- (21) Serve as AMC Committee Management Officer; proponent for AMC Suppl 1 to AR 15-1, Committee Management. *AMC Supplement 1 and AR 15-1.
- (22) Serve as AMC Lodging Success Program Manager. *AMC regulation 1-12, JFTR Volume 1 and JTR Volume 2.
- (23) Perform the administrative functions contained in Chapter 16, Common Functions of Administrative Offices. *DAPAM 600-8 and AR 10-89.
- (24) Serve as the Government-Sponsored Travel Charge Card Coordinator for G-1. *DOD Financial Management Regulation Volume 9, Travel and Transportation Act of 1998, JFTR Volume 1 and JTR Volume 2.
- (25) Provide information to HQ AMC, SRAs, and MSCs on the Mass Transportation Fringe Benefit Program. * Executive Order 13150 and federal Register, Volume 1 and JTR Volume 2.
- (26) Serve as the G-1 Staff Action Control Office. *VOCO

- (27) Serve as the Information Systems Security Officer. *VOCO AMCCIO.
- (28) Serve as the Information Technology Point of Contact. *VOCO AMCCIO.
- (29) Serve as the procurement point of contact for the G-1 and special staff.
*Federal Acquisition Regulation (FAR) and the Defense Contracting Command – Washington (DCCW).

7.14. Operational Support Career Field (OSCF) Coordination Office.

- a. Mission. The mission of the OSCF Coordination Office is to support the AMC G1 in providing advice to the AMC Commanding General on his duties as the OSCF Coordinator.
 - (1) The OSCF is comprised of Functional Area 48, Foreign Area Officers and Functional Area 51, Army Acquisition Corps officers.
 - (2) The AMC, CG is responsible for the oversight of the functional area proponents who collectively comprise his career field and is to integrate, consolidate and report professional development, force structure and personnel policy issues to HQDA.
- b. Functions. The functions of the OSCF Coordination office are to prepare the AMC G1 and AMC CG to perform the following specified tasks:
 - (1) Provide annual guidance for officers, warrant officers, enlisted and civilian personnel within the career field.
 - (2) Monitor and provide information pertaining to Personnel Management Life Cycle functions within the career field.
 - (3) Coordinate issues within the career field vertically and horizontally with other career fields.
 - (4) Synchronize personnel proponent actions across career fields.
 - (5) Coordinate resource data for Program Objective Memorandum (POM) and Unfinanced Requirements (UFR) submissions.
 - (6) Conduct functional area reviews with the career field and coordinate changes.
 - (7) Participate in Army Training Leader Development Panel (ATLDP) sessions.

- (8) Integrate career field issues for presentation at various forums.
- (9) Assess the health of the career field through the eight Life Cycle Functions and provide reports as required.
- (10) Consolidate and review the career field proponents Doctrine, Organizations, Training, Materiel, Leadership and education, Personnel and Facilities (DOTMLPF) development and analyze to assess the impact across the career field.
- (11) Publish periodic career field updates.

7.15. HQ Civilian Personnel Advisory Center.

- a. Mission. The mission of the CPAC is to assist the CG in accomplishing his assigned missions by providing his management officials and civilian employees with advice and assistance in effective personnel management and administration.
- b. Functions. The functions of the CPAC are to:
 - (1) Serve as principal advisor to managers and employees in the functional areas of management employee relations, labor relations, staffing and position management, training, and benefits administration.
 - (2) Advise management on appropriate recruitment strategies in the area of staffing and classification. Develop crediting plans. Establish and maintain sound, efficient position structure. Develop and classify position descriptions. Adhere to affirmative action goals, processes, procedures, and intent.
 - (3) Direct in- and out-processing of civilian personnel within HQ AMC.
 - (4) Manage the HQ AMC Labor Relations Program; serve as principal point of contact for resolving employee grievances and appeals; serve as the principal coordinator with the Union on changes in personnel policies, practices, and working conditions.
 - (5) Assist management and employees in identifying and obtaining necessary training not available through the Northeast Region Civilian Personnel Operations Center, particularly, on-site training for HQ AMC employees.
 - (6) Administer various human resources programs, such as Workman's Compensation, Voluntary Separation Incentive Pay (VSIP), and registration in the Priority Placement Program.

- (7) Assist management in administering and executing their responsibilities in areas such as civilian mobility, A-76 studies and affirmative action review of all GS/GM-15 selections.

7-16. LOGTECH.

- a. Mission. Conduct other education and training programs and special projects as may be directed by HQDA, DoD or other appropriate authority at higher echelons of Government.
- b. Function. Serves as the Executive Agent for Department of Defense in developing, implementing and operating extensive logistics education programs across the entire department. As such, addresses broad national defense objectives that cut across service component and agency lines for both civilians and military members (active and reserve forces).

CHAPTER 8 DEPUTY CHIEF OF STAFF, G-2

8-1. Deputy Chief of Staff, G-2.

- a. Mission. The mission of the G-2 is to:
 - (1) Formulate and direct the execution of intelligence, counterintelligence, security countermeasures, sensitive compartmented information, and special access program policies and procedures required to support and protect research, development, acquisition and readiness programs throughout AMC and in support of PEO/PM structure, as required.
 - (2) Ensure intelligence oversight training for command intelligence and security staffs is accomplished.
 - (3) Manage the AMC portion of the General Defense Intelligence Program.
 - (4) Exercise staff supervision and oversight of the Intelligence and Technology Security Activity (ITSA).

8-2. Intelligence and Technology Security Activity.

- a. Mission. The ITSA supports both headquarters and major subordinate commands/separate reporting activities in the execution of intelligence and security related programs.
 - (1) Assist the AMC Deputy Chief of Staff, G2 in (1) Formulating and directing the execution of intelligence, counterintelligence, security countermeasures, sensitive compartmented information and special access

program policies and procedures throughout HQ AMC, AMC subordinate activities and in support of the program executive officer/program manager (PEO/PM) structure.

- (2) Provide foreign scientific and technical intelligence, counterintelligence and security support to HQ AMC elements. Provide current intelligence to the Command Group, headquarters staff, and subordinate AMC elements. Provide threat and counterintelligence support for Command Group foreign trips. Oversee security awareness training program to ensure all HQ employees receive requisite training. Assist HQ Security Monitors in training their organization's employees.
- (3) Perform physical security surveys and surety inspections (by the Security Support Division) of AMC installations/activities storing surety materials, conventional arms, ammunition, and explosives (AA&E) and those possessing sensitive information systems (office automation) under the operational control of the AMC Provost Marshal per a memorandum of understanding. Conduct Intelligence and Security Program Inspections (ISPI) of AMC sites.
- (4) Manage the command waiver and exception program. Conduct technical review of construction projects and intrusion detection system projects. Perform special evaluations of intelligence functions as requested.
- (5) Assist the AMC G2 in ensuring that intelligence oversight is maintained and that oversight training for AMC subordinate intelligence and security staffs is accomplished.
- (6) Operate the portion of the Defense Special Security System in support of HQ AMC.
- (7) With the assistance of the command Civilian Personnel Office, manage the AMC Defense Civilian Intelligence Personnel System (DCIPS).

b. **Functions.** The major intelligence and security functions performed by the ITSA are:

- (1) Director ITSA (AMXMI). Provide technical guidance and assistance for all AMC Senior Intelligence Officers. Provide technical assistance to HQ AMC, MSC installations, and activities in the execution of all aspects of intelligence, counterintelligence, security countermeasures, special access programs, and sensitive compartmented information program policies and procedures.
- (2) Intelligence Division (AMXMI-INT).

- (a) Provide Intelligence and Threat Support to AMC G-3.
 - 1 Provide intelligence and threat support to G3 planning activities.
 - 2 Coordinate with G3 to prepare HQ AMC Priority Intelligence Requirements (PIRs).
 - 3 Prepare and disseminate daily intelligence updates within HQ AMC and throughout the command.
- (b) Provide multi-source intelligence, threat, and counterintelligence 24 hours, 7 days a week in support of AMC operations and force protection and protection requirements during crisis and contingency operations.
- (c) Provide threat support to exercises.
- (d) As AMC Requirements Manager, review for validation, validate or return, and track all production requirements.
 - 1 Provide policy, guidance, and technical assistance to subordinate activities on submission of intelligence requirements.
 - 2 Coordinate intelligence production center responses to production requirements.
 - 3 Maintain tracking system to ensure production responsibilities, schedule, and output from the intelligence community are met.
 - 4 Provide briefings on product evaluations to HQDA.
 - 5 Serve as arbitrator when disputes cannot be resolved between AMC and intelligence production centers on requests for intelligence.
 - 6 Manage all Statement of Intelligence Interests (SII) accounts for HQ AMC and subordinate activities. Ensure all accounts receive appropriate intelligence to perform their mission.
- (e) Scientific and Technical Intelligence Support to Technical and Acquisition Programs.

- 1 Act as the functional manager for and facilitate the Technology Acquisition Coordination Subcommittee (TACS) program within AMC.
- 2 Act as the functional manager for and facilitate the Army's DC28 Foreign Material Program within AMC.
- 3 Execute the Global Risk Benefits Assessment (GRBA) Program.
- 4 Execute the System Threat Assessment (STA) Program. Provide policy, guidance, and technical assistance to AMC subordinate activities on System Threat Assessment Reports (STARs). Act as validation authority for STAs for ACAT III Programs.
- 5 Provide authoritative policy and guidance on threat representations in AMC modeling and simulation, including requirements development and threat representation (threat M&S) validation.
- 6 Facilitate the distribution of scientific and technical intelligence within HQ AMC and subordinate activities.
- 7 Provide intelligence policy and guidance in support of Advanced Concept Technology Demonstrator (ACTD), Advanced Technology Demonstrator (ATD), and other technology programs within AMC.

(f) Threat Assessments.

- 1 Provide MACOM level threat assessments covering Foreign Intelligence Service (FIS) threats, terrorist threats, threats to automated information systems (AIS), and other threats as appropriate.
- 2 Prepare travel threat assessments covering OCONUS travel areas for senior HQ AMC officials.
- 3 Chair and participate in the AMC Cyber Threat Working Group to identify and address threats to automated information systems across AMC.

(g) Functional Budget Management

- 1 Act as AMC functional manager for the General Defense Intelligence Program (GDIP). Develop and brief the DA G-2 quarterly on the status of GDIP obligations.
- 2 Act as functional manager for the AMC portion of the Department of Defense Intelligence Information System (DoDIIS) connectivity.
- 3 Act as AMC functional manager for the Measurements and Signatures Intelligence Program (MASINT).

(h) Sensitive Compartmented Information (SCI) Management

- 1 Provide access to SCI to SCI-cleared personnel and manage and account for SCI documents in support of the AMC intelligence mission.
- 2 Promulgate and enforce SCI physical security standards throughout AMC and subordinate activities. Provide SCI support and oversight to MSCs.
- 3 Support General Officers and Senior Executive Service personnel with SCI Privacy Communications.
- 4 Maintain an operational Defense Special Security Communications System (DSSCS) and DoDIIS site.
- 5 Provide intelligence support to AMC's Force Protection Program, including support to Force Protection Vulnerability Assessment Teams.

- (i) Serve as Army POC responsible for coordination of foreign capabilities input to the Military Critical Technology List (MCTL).

(3) Security Countermeasures Division (AMXMI-SCM).

(a) Manage AMC's Foreign Disclosure Program.

- 1 Write Foreign Disclosure procedures for AMC.
- 2 Review, coordinate, and/or approve Delegation of Disclosure Authority Letters (DDL) pertaining to international agreements, foreign liaison officers, certified/accredited foreign nationals, Cooperative Program Personnel, and participants in the Engineers and Scientists Exchange Program (ESEP).

- 3 Ensure proposed disclosures are consistent with National Disclosure Policy and assess MSC compliance with policies and procedures.
- 4 Manage HQAMC Foreign Visit Request Program and monitor foreign national visits to HQAMC and AMC activities. Ensure visits are consistent with established policy and/or agreements.
- 5 Train AMC personnel to understand and implement Foreign Disclosure programs through Staff Assistance Visits, Workshops, and Video-teleconferences with AMC Foreign Disclosure Officers (FDOs).
- 6 Support field inquiries with policy interpretation.

(b) Manage AMC Technology Protection Program.

- 1 Oversee and administer the AMC Technology Protection Program.
- 2 Interpret DA/DOD Technology Protection (TP) policy and guidance and implement as appropriate.
- 3 Prepare AMC supplemental guidance.
- 4 Represent AMC at Army-level and above TP working groups and meetings.
- 5 Monitor suspenses and ensure Technology Protection Plans (TPPs) are prepared accurately and on time.
- 6 Coordinate TP issues with Army G-2 and counterparts in other MACOMs.
- 7 Coordinate counterintelligence (CI) support to the AMC TP program with Army G-2, U.S. Army Intelligence and Security Command (INSCOM), and 902d Military Intelligence Group.
- 8 Perform command inspections of all subordinate TP programs.
- 9 Coordinate TP training requirements.

(c) Manage the AMC Arms Control Program.

- 1 Oversee implementation of OPEN SKIES, Strategic Arms Reduction Treaty (START), and Intermediate-Range Nuclear Forces (INF).
- 2 Establish policy and ensure AMC compliance with on-site inspection requirements for INF, START and OPEN SKIES treaties.
- 3 Update AMC OPEN SKIES operations plan (OPLAN) and START notification procedures annually.
- 4 Monitor trial flights and notification procedures (via 24 hour pager) to ensure arms control notifications are passed in accordance with procedures by the AMC Operations Center during duty hours and by the AMC Telecommunications Center/Staff Duty Officers after duty hours.
- 5 Conduct six-month certification, to certify AMC has no treaty limited items in inventory or storage and is not conducting research and development in contravention of the START and INF.
- 6 Train HQ personnel on notification procedures.

(d) Manage AMC Information Security Program.

- 1 Provide oversight of Information Security Program within AMC.
- 2 Prescribe security standards and procedures for safeguarding classified information.
- 3 Interpret and clarify DOD and Army policies. Adapt these policies for AMC use.
- 4 Respond to requests for information, assistance, and guidance from MSCs and HQDA.
- 5 Conduct staff assistance visits and monitor MSC compliance with appropriate regulations.

(e) Manage HQ AMC Information Security Program.

- 1 Provide general supervision of all information security programs within HQ AMC.
- 2 Prescribe security standards and procedures for safeguarding classified information within HQ AMC.
- 3 Supervise and conduct security inspections within HQ AMC.
- 4 Initiate appropriate action in cases of suspected or alleged security violations within HQ AMC.
- 5 Provide advice and guidance on safeguarding classified information within HQ AMC.
- 6 Provide personnel security program oversight within HQ AMC.

(e) Manage AMC Communications Security (COMSEC) Program.

- 1 Develop a comprehensive inspection program to ensure that COMSEC material is being used, stored, distributed, destroyed, and accounted for IAW AR 380-40 and TB 380-41.
- 2 Update AMC Supplement to AR 380-40 (COMSEC).
- 3 Update AMC Supplement to AR 380-53 (Information Systems Security Monitoring).
- 4 Provide resources for COMSEC custodians with problems or questions.
- 5 Provide the CG with an annual report on COMSEC posture of AMC.
- 6 Provide technical assistance to HQ AMC and subordinate activities in the areas of Communications Security, Cryptographic Access, TEMPEST, and Technical Surveillance Countermeasures programs.

(f) Manage AMC Personnel Security Program.

- 1 Provide oversight of Personnel Security Program within AMC.

- 2 Interpret and clarify DOD and Army policies. Adapt these policies for AMC use.
- 3 Respond to requests for information, assistance, and guidance from MSCs and HQDA.
- 4 Conduct staff assistance visits and monitor MSC compliance with appropriate regulations.
- 5 Determine position sensitivity.

(g) Manage AMC counterintelligence (CI) activities.

- 1 Serve as interface with CI community.
- 2 Schedule monthly meetings for the CG/DCG regarding CI activities within AMC with 902d Military Intelligence Group.
- 3 Prepare and coordinate the HQ portion of all Counterintelligence Support Plans (CISPs).
- 4 Provide advice and guidance on Subversion and Espionage Directed Against the U.S. Army (SAEDA).

(h) Functional Budget Management.

- 1 Act as AMC functional manager for the security Management Decision Packages (MDEP) QSEC. Develop and brief the DA G-2 quarterly on the status of QSEC obligations.
- 2 Serve as functional manager for resource requirements for INF, START, and LOGSA arms control database work (MDEPs VTRE and VTSM). Support and defend resource requirements at annual Program Evaluation Group (PEG) meetings.
- 3 Identify and advocate resources to support AMC Technology Protection program.

(i) Manage AMC Special Access Programs (SAP).

- 1 Serve as HQ AMC focal point for all SAPs and sensitive activities managed or supported by AMC elements.

- 2 Ensure all SAPs and sensitive activities are properly registered, reported, and approved.
- 3 Provide policy, direction, and oversight for the establishment, maintenance, and control of SAPs.
- 4 Manage security and intelligence activities in support of SAPs. Security disciplines managed include information security, operations security, industrial security, treaty compliance, physical security, and foreign disclosure.
- 5 Serve as the entry point for all external audits and inspections of SAPs and sensitive activities. Manage AMC's participation in the DA "Fix-it" process to resolve findings resulting from inspections and audits.
- 6 Coordinate or support all SAP reviews at HQ AMC and HQDA to include Special Access Program Oversight Committee (SAPOC) reviews, working SAPOC; and Technical Review Committee reviews.
- 7 Administer the Department of the Army Sensitive Support Program (DASSP) and other sensitive support activities within AMC.
- 8 Conduct staff assistance visits and monitor MSC compliance with appropriate regulations.

4. Security Support Division (AMXMI-SSD).

- (a) Schedule and conduct compliance surveys/inspections and prepare reports on installations/activities, including recommendations for remedial actions, as appropriate.
- (b) Conduct physical security surveys every 18 months at surety sites and every 24 months at conventional sites.
- (c) Conduct Information Security Program inspections in conjunction with conventional physical security surveys at HQ AMC, MSC HQ, and at activities, installations, and SRAs with controlled documents.
- (d) Provide on-site compliance reviews and revalidation of physical security waivers and exceptions. Review requests for new waivers and exceptions and provide technical guidance to the approving authority when requested.

- (e) Provide technical expertise and assistance to HQ AMC and subordinate activities for the evaluation, implementation, and improvement of physical security, law enforcement, crime prevention, security of automated information systems, information security, operations security, security awareness, personnel security, sensitive compartmented information security, communication security, and foreign disclosure.
- (f) Provide technical assistance and participate in Surety Management Reviews (SMR) and Installation Response Force Exercises (IRFX) conducted by AMC Surety Field Activity. Provide surety support for the Army and Chemical Stockpile Emergency Preparedness Program (CSEPP).
- (g) Conduct special security studies, evaluations, assistance visits and/or inspections as directed.
- (h) Evaluate adequacy of responses to reports of corrective actions on deficiencies and other weaknesses cited in security surveys and inspections reports.
- (i) Provide technical advice on utilization and application of security measures and equipment at AMC installations and activities.
- (j) Review and prepare comments on all AMC construction projects having security implications to ensure compliance with established physical security policies.

5. Relationships.

- a. Exercise operational control over AMC ITSA.
- b. The Director, AMC ITSA, is authorized direct communication with AMC subordinate elements. In addition, direct communication is authorized with DA and DoD elements as approved by the AMC G2.
- c. Support to the AMC Security Support Division is provided as follows:
 - (1) Operational control: AMC Provost Marshal.
 - (2) Administrative and logistical: Fort McPherson.
 - (3) Civilian Personnel: Fort McPherson.

(4) Comptroller: Anniston Army Depot.

CHAPTER 9 DEPUTY CHIEF OF STAFF FOR OPERATIONS, G-3

9-1. DEPUTY CHIEF OF STAFF FOR OPERATIONS, G-3.

- a. **Mission.** The mission of the Deputy Chief of Staff for Operations, G-3, and (AMCOPS) is to serve as the principle staff responsible for preparation and sustaining of war fighting in peace and war today and tomorrow. AMCOPS is responsible for both vertical and horizontal integration and internal operations. Provide integrated and responsive support around the clock across the full spectrum of near term Army Operations to include emerging Homeland Defense, global war on terrorism, security, logistics transformation, Force Protection, and law enforcement. Conduct and participate in Joint Chiefs of Staff and Department of the Army (JCS/DA) command post exercises. Exercise command and control of supply chain management to include Army Pre-positioned Stocks, current sustaining base operations, readiness, and management of the Surety Program. Provide direction and management of the logistics transformation; logistics support initiatives, to include the Single Stock Fund (SSF), and National Maintenance Program (NMP). Integrate all assigned initiatives of the Army Transformation, develop future technologies, provide for acquisition interface, engage in enterprise resource planning, and redesign of the Sustaining Base. Be responsible for war planning and supporting logistics, contingency, operational, strategic, and organizational plans for the Army Materiel Command (AMC). Generate future work force requirements, integrate all AMC input into the Army Force Development Plan and oversee the Logistics Assistance Program. Institute the "Lean Thinking" philosophy of management across the G-3 organization.

- b. **Functions.** The functions of the Deputy Chief of Staff for Operations, G3, is to:
 - (1) Establish procedures for logistics systems functional management to include development, inception, and recognition of functional requirements.

 - (2) Provide oversight for the operational management function to include asset visibility, inventory management, item identification, supply performance, and major end item management systems.

 - (3) Provide guidance for strategic planning, acquisition systems life cycle management support, sustaining analysis, and force protection as they apply to the functions of the G-3 for Operations.

 - (4) Direct the integration of all AMC national level force projection and provider logistics functions.

- (5) Establish guidance for all AMC maintenance related missions.
- (6) Establish direction, implement, procedure, and provide guidance in the oversight of the national level secondary item requirement and inventory programs.
- (7) Provide oversight of the Single Stock Fund (SSF) and National Maintenance Management (NMM) Programs.
- (8) Provide oversight of the program, budget, execution, training, personnel management, contractual actions, metrics, organizational environment, and administrative support of the G-3 for Operations.
- (9) Provide guidance and direction for managing the Depot Maintenance Programs.

9-2. Principal Deputy G-3.

- a. **Mission.** The mission of the Principal Deputy G-3 (AMCOPS) is to provide direction, oversight, managerial guidance, and supervision of the Directors of Current Operations, Support Operations, Industrial Operations, Enterprise Operations, Future Operations, and Resource Integration Division. This includes the operations, plans, force protection, maintenance, sustaining, materiel management, ammunition, Single Stock Fund (SSF), Chemical/Biological, industrial base, strategic planning, logistics transformation, and life cycle management mission areas.
- b. **Functions.** The functions of the Principal Deputy G-3 are to:
 - (1) Direct the establishment of procedures for functional management to include development, inception, and recognition of functional requirements.
 - (2) Provide oversight for the operational management function to include plans, operations, security, force protection, and law enforcement.
 - (3) Provide guidance and direction for maintenance management, sustaining, materiel management, ammunition management, surety, and the Single Stock Fund (SSF).
 - (4) Provide guidance and direction for industrial base capabilities and integrated engineering management.
 - (5) Provide guidance, direction, and managerial oversight for enterprise planning and analysis.

- (6) Provide guidance, direction, and managerial oversight for technology support and integration.
- (7) Organize G-3 to successfully provide Army readiness and transformation using specific customer solutions today and anticipating war fighter needs in the future.
- (8) Institutionalize incentives and incentive programs to ensure that best technology solutions are available for insertion into materiel systems.

9-3. Liaison Office Canada and Germany.

- a. **Mission.** The mission of the Liaison Office Canada and Germany is to serve as the Commanding General's primary advisor for Canadian and German Corporate Strategy, providing a central analytical capability for joint strategic planning. Analyze the strategic impact of external guidance, to include the relationship of Canada and Germany to the National Security Strategy, Army Plan, and Army Vision. Then determine its impact on the Canadian and German mission, functions, objectives, and plans. Provide management oversight of major Canadian and German strategic initiatives, ensuring congruency, balance and continuity with the Commander's intent. Perform research, analysis, and evaluation of current Canadian and German command-wide programs, organizations and procedures to ensure efficient functioning of the command and to recommend changes to strengthen the command's performance and operating efficiency.
- b. **Functions.** The functions of the Liaison Office of Canada and Germany are to:
 - (1) Develop, implement, and maintain a communication process between Canada and Germany, and the AMC PM organizations through routine dialog, correspondence, visits, newsletters, video teleconferencing and quarterly Army Regional PEO/DSA/PM Conferences.
 - (2) Serve as the Canadian and German contact office, with an assigned contact officer, facilitating the resolution of AMC PM Office issues and needs, with other AMC elements, Headquarters and subordinate activities, HQDA, and DOD.
 - (3) Develop, implement, and maintain an automated data network to facilitate coordination of issues and information between HQAMC and Canada and Germany.
 - (4) Provide AMC and Department of the Army Systems Coordinators (DASC'S) with Canadian and German oversight of their programs when responding to DA, OSD, and congressional issues and inquiries.

- (5) Manage the Canada and Germany Liaison Office. Serve as the principal Canadian and German contact officer, for liaison with industry on matters related to research, development and acquisition, of Foreign Materiel Sales (FMS) items of equipment. Represent Canada and Germany at government/industry symposiums, technical/professional societies, and associations.
- (6) Provide Canadian and German input to the Foreign Commercial Purchases (FCP) program conducted by the Program Manager, Threat Systems Management Office, PM ITTS.
- (7) Provide for Canadian and German strategic planning, management oversight, and implementation of applicable statutory initiatives.
- (8) Provide focused interdisciplinary analytical capability to ensure critical integration of Canadian and German initiatives
- (9) Provide a quick reaction analysis, assessment and problem-solving capability when required by urgent or sensitive situations within the Canadian and German programs.
- (10) Define and conduct Canadian and German management studies relating to the development of new, or existing, management systems, models, operating procedures, methods, and organizational concepts.
- (11) Provide Canadian and German representation at meetings with representatives of Congress, DOD, DA, OMB, GAO, other commands, and government agencies on matters pertaining to their respective strategic analyses, plans, programs, or projects.
- (12) Ensure Canadian and German leadership awareness of innovative management concepts, technologies, systems and methods of operation throughout Army, DOD, Private Industry, and Academia.
- (13) Maintain a professional Canadian and German network, with other organizations, which help identify internal and external politics affecting mutual strategies.
- (14) Process Canadian and German actions through existing organization chains of command.
- (15) Separate internal office suspense transactions, for Canada and Germany, then monitor them until completion.
- (16) Prepare Canadian and German reports.

- (17) Analyze and process Canadian and German correspondence.
- (18) Develop a Canadian and German suspense tracking system for applicable actions.
- (19) Produce Canadian and German briefing slides, briefing notebooks and transparencies, when required.
- (20) Maintain record copies and files of all major briefings that are presented by Canadian and German representatives.
- (21) Act as Headquarters Contact Officer on issues requiring coordination with G-2 (AMXMI-SCM).

9-4. Resource Integration Division.

- a. Mission. The mission of the Resource Integration Division (AMCOPS-R) is to provide the G-3 Staff with Services and Solutions for their resource requirements: People - Funding - Knowledge.
- b. Functions. The functions of the Resource Integration Division are to:
 - (1) Provide executive level fiscal integration and operational support guidance to the G-3.
 - (2) Direct the requirements determination process in support of Sustainment Systems for Technical Support (SSTS), National Inventory Control Point (NICP) operations, and logistics support of Supply Depot Operations (SDO).
 - (3) Oversee, direct, and review the administration of contracts for the G-3.
 - (4) Manage the G-3 budgetary and execution processes.
 - (5) Lead and manage the workforce and use human capital in an effective and efficient manner, that promotes excellence, well being, innovation, and collaboration to support soldiers.
 - (6) Provide the G-3 with organization management support to include administrative procedures and digitization.

9-5. Deputy Chief.

- a. Mission. The mission of the Deputy Chief is to provide support to the Resource Integration Division in all administrative and managerial areas.

- b. Functions. The functions of the Deputy Chief are to:
- (1) Establish functional requirements for a computerized data retrieval system, Army Knowledge On-line (AKO), in order to serve the management information needs of the DCS-level office organizational elements.
 - (2) Maintain a repository of data, information, and briefing materiel to support the G-3 organizational briefing and ad-hoc requests from the G-3, the COS, DCG, and the CG.
 - (3) Develop metrics and other forms of performance measurement for Resource Integration Division.
 - (4) Maintain the Resource Integration Alert Roster
 - (5) Develop, maintain, update, and revise organizational realignments as they occur within the G-3.
 - (6) Manage and support the Re-location IPT, Administrative IPT/G-3 Secretaries, and Change Management IPT.
 - (7) Serve as the Primary Point of contact for the G-3 Town Hall Meetings.
 - (8) Serve as the responsible official for data management and in developing, implementing, managing, and maintaining the G-3 Mission Information Integration program. Coordinate appropriate actions with the G-3 Webmaster to ensure the G-3 Mission Integration project is a functionally viable knowledge management tool and is accessible to those so designated.
 - (9) Function as the responsible official for a variety of resource activities and appropriate management services essential to the G-3's responsibilities for the management and technical integration of all information essential to the mission, goals, and objectives of the G-3, AMC, and Army.
 - (10) Develop, review, and analyze all policies, procedures, methodologies regarding the electronic gathering, processing, retrieving, disseminating, and categorizing of all designated information to be included into the G-3 Mission Information Integration project.
 - (11) Serve as the primary G-3 focal point for the Army Knowledge Online (AKO) in providing guidance on the setup and file preparation for upload to AKO.

- (12) Provide signature authority for the Common Access Card (CAC) Request Form for all G-3 military, civilian, and contractual personnel.

9-6. Fiscal Integration.

- a. Mission. The mission of Fiscal Integration is to integrate and manage G-3 multi-appropriations and non-appropriated funding within the planning, programming, and budget activities. Coordinate and provide guidance for requirements validation and Program Objective Memorandum (POM) submissions. This unit is responsible for budget execution and execution tracking for each managed program. This unit also provides contract management services and contract execution tracking.
- b. Functions. The functions of Fiscal Integration are to:
 - (1) Maintain and monitor a variety of databases and web sites pertinent to the Operations and Maintenance Army (OMA), Budget Estimate Submission (BES), Program Objective Memorandum (POM), and President's Budget.
 - (2) Develop and implement OMA and budgeting activities.
 - (3) Coordinate with appropriate AMC staff elements and Major Subordinate Command's (MSC'S) in developing AMC positions on mission requirements funded with the various appropriated and non-appropriated authorizations.
 - (4) Integrate G-3 budget and budget execution actions to include: budget estimates, amended budget estimates, POM to budget drills, Program Budget Decisions (PBD), and bill/bill payer execution drills. Serve as the lead for distribution and coordination of G-3 PBD'S.
 - (5) Provide the overall G-3 staff focal point coverage for AMC'S Requirements Review and Resource Summit.
 - (6) Provide the overall G-3 staff focal point in support of HQDA'S POM process.
 - (7) Integrate and manage G-3's OMA, Procurement, and AWCF appropriation planning, programming, and budget activities. Prioritize, allocate, and defend G-3's OMA and AWCF resources. Develop and implement plans and processes that facilitate horizontal integration across vertical manpower, OMA, and AWCF functions. Develop and implement management control procedures and manage activities focused toward integrating and improving the efficiency and effectiveness of G-3 business processes. Serve as the integrator for the AMC and Army programs, as assigned.

- (8) Track and analyze HQDA decisions during Army POM build, BES, and President's Budget.
- (9) Manage and oversee the preparation and submission of the G-3 budget.
- (10) Manage and oversee Army Working Capital Fund (AWCF) operations and capital accounts.
- (11) Manage the OMA program for Major Item Sustained Systems for Technical Support (SST-S), Major Item SDO, Major Item SDT, Major Item Inventory Control Point (ICP) Operations, and Major Item Demilitarization (DEMIL).
- (12) Monitor all Management Decision Packages (MDEP'S) and prepare and assist with MDEP Briefings to the PEG'S.
- (13) Provide execution tracking of contracts.
- (14) Provide contract management services.
- (15) Maintain awareness and provide input to business process applications to include Internal Management Control programs, metrics, Army Working Capital Fund (AWCF), Ordnance Business Area, and Activity Based Costing implementation.
- (16) Serve as the G-3 for operations focal point to provide to the DA DCSLOG/ADCSLOG consolidated and integrated program, and budgetary data while responding to queries regarding budgetary data.
- (17) Monitor funding streams to ensure senior leadership is aware of resource issues.
- (18) Develop, implement, defend and execute, review, reconcile and manage the assigned OMA program funds that finance civilian manpower spaces, travel, training, associated costs and special programs/projects designated within G-3. Develop and implement obligation plans for assigned programs.
- (19) Perform a broad range of administrative, budgetary, and personnel support functions. These are outlined in Chapter 17, Common Functions of Administrative Offices.

9-7. Operational Support.

- a. Mission. The mission of Operational Support is to serve as the primary office of responsibility for managing human capital, providing organizational management, developing administrative procedures, and overseeing digitization.
- b. Functions. The functions of Operational Support are to:
 - (1) Serve as the primary office of responsibility for all aspects of G-3 Audits and Inspections and maintain a living database.
 - (2) Manage all audit reports to include Inspector General (IG), General Accounting Office (GAO), and Army Audit Agency (AAA) Reports.
 - (3) Serve as the G-3 lead for preparing briefing charts for AMC leadership.
 - (4) Provide and implement policy guidance addressing the administrative Standard Operating Procedures (SOP'S) internal to the G-3.
 - (5) Serve as the G-3 lead and focal point for the Annual Historic Review.
 - (6) Maintain the Individual Mobilization Augmentation (IMA) Program for the G-3, and its field activities.
 - (7) Maintain the G-3 official TDA, and provide guidance to G-3 Division Chiefs regarding TDA personnel requirements and authorizations.
 - (8) Develop and update the G-3 input to AMC-R 10-2, Mission and Functions Statement.
 - (9) Develop and manage Inter-Service Agreements (ISSA'S) and Memorandums of Understanding (MOU'S).
 - (10) Serve as the G-3 Training Coordinator with oversight responsibility for Individual Development Plans (IDP'S), Course Availability, Requests for Training, Career Counseling, and interaction with the G-1 Training Officer.
 - (11) Develop, maintain, and update the civilian personnel position descriptions for both Senior Executive Service (SES), and non-SES, G-3 civilian personnel and submit to G-1.
 - (12) Prepare the annual Materiel Deficiencies Report.
 - (13) Manage tasking actions and Point and Trip Reports from the Suspense Control System.

- (14) Maintain current actions, with executive calendars, while providing for the management of mail.
- (15) Serve as the G-3 member to the AMC Information Management Support Council (IMSC).
- (16) Interface with the DOIM and serve as the G-3 POC for all Information Technology issues.
- (17) Monitor the status of G-3 e-mail address lists.
- (18) Manage both military and civilian personnel actions, for the G-3, to include the following: civilian personnel hiring actions for both temporary and permanent personnel; civilian personnel promotions; civilian personnel performance standard preparation; civilian personnel performance appraisal preparation; rating scheme development for both military and civilian personnel; civilian personnel action justification; and both military and civilian personnel awards.
- (19) Manage the awards and Total Army Personnel Evaluation System (TAPES) Program for the G-3 and field activities.
- (20) Review Financial Disclosure Statements for G-3, and field activity personnel, for the G-3.
- (21) Develop, maintain, revise, and adjust G-3 In-Out Processing procedures for military, civilian, and contractor personnel.
- (22) Serve as the Information Security Officer for all regulatory administrative functions emanating from the regulatory procedures and guidance.
- (23) Enter individual security information into the Resource Integration Division database.
- (24) Ensure that each individual employee has a CAC card after they receive a badge. If necessary, refer them to the appropriate website to complete Form 1171-2.
- (25) Serve as the G-3 Agency Program Coordinator responsible for the overall administration of the DOD Travel Card Program, and the annual FOIA Report.
- (26) Provide quarterly updates to G-3 Boards and Panels, and Action Officer Project List.

- (27) Develop Weekly Status Reports to track the number of days to fill recruitment actions, for personnel, as part of the metrics report.
- (28) Perform civilian personnel, timekeeping functions in compliance with Army Civilian Personnel Regulations.
- (29) Prepare the G-3 Telephone Directory with Quarterly Updates on 15 January, 15 April, 15 July, and 15 October.
- (30) Manage the consideration of Others (CO2) and Stress/Change Management Programs.
- (31) Serve as the focal point for the various G-3 organizations in electronically collecting all briefings, SOP'S, Mission and Functions Statements, and all other pertinent data as deemed essential by the G-3 for inclusion into the G-3 Mission Information Integration Project.
- (32) Ensure contractors, and their sponsors, complete the contractor in-processing form.
- (33) Add individual contractor information to the AMCOPS-B database.
- (34) Track the status of all security clearances with G-3 IT POC'S while ensuring new employees, who do not have a clearance, do not obtain a LAN Account, without a waiver signed by the DOIM.
- (35) Verify security clearance information for all contractors, who are requesting system access, to a specific database, and refer individual employees to appropriate security officials for verification.
- (36) Track all employees who have not in or out processed with appropriate Resource Integration Division officials.
- (37) Review, update, and maintain all security related SOP'S originating within the Resource Integration Division.
- (38) Develop, maintain, update, and revise a Personnel Book for the Deputy Chief of Staff for Operations, G-3, and the Principal Deputy, G-3.

9-8. Director of Current Operations.

- a. Mission. The mission of the Director of Current Operations (AMCOPS-C) is to provide command and control of current operations. Conduct deliberate, and mobilization planning, and sustaining of the war fighter in peace and war. Provide integrated and responsive support 24/7 across the full spectrum of near term Army Operations to include emerging Homeland Defense, Global War on

Terrorism, Security, Force Protection, and Law Enforcement. Conduct and participate in Joint Chiefs of Staff/Department of the Army (JCS/DA) exercises.

- b. Functions. The functions of the Director of Current Operations are to:
 - (1) Provide oversight of current operations, mobilization planning, and sustaining of the war fighter in peacetime and wartime.
 - (2) Provide support across the full spectrum of near term Army operations.
 - (3) Conduct JCS/DA Command Post Exercises.

9-9. Plans and Operations Division.

- a. Mission. The mission of the Plans and Operations Division (AMCOPS-CP) is to monitor, plan, and conduct continuous analysis for supporting execution of current military operations. Provide Command Group updates on world situations, current U.S. forces operations and their impact. Operate and maintain a 24/7 AMC Operations Center with C4 infrastructure. Draft, publish, exercise and execute AMC plans for support of military operations in peace and war. Plan, conduct and participate in JCS/DA exercises and war games.
- b. Functions. The functions of the Plans and Operations Division are to --
 - (1) Conduct an analysis of Commander in Chief (CINC) Operations Plans to evaluate and assess AMC'S capability to provide wartime logistics support and identify potential hollowness as it relates to war fighting capabilities.
 - (2) Provide command direction, guidance, and resource management for the Army Logistics Assistance Program (LAP).
 - (3) Manage, develop, coordinate, and integrate G-3 for Plans and Operations input into DOD, Army, and AMC strategic planning processes and documents.
 - (4) Serve as the AMC G-3, Plans and Operations focal point, and integrator for the HQDA Quadrennial Defense Review (QDR).
 - (5) Develop, direct, coordinate, support, and monitor the execution of transition to war ammunition logistics planning within the Plans and Operations Division.
 - (6) Participate in development of Army mobilization, pre-positioning and contingency plans involving Class V materiel.

- (7) Serve as the AMC, and G-3 for Operations, lead in the Joint Staff Focused War Game (FLOW) and support the AMCOPS in his Army Ordnance Pillar Head role in support of Joint Vision 2020.
- (8) Ensure that the assigned chemical and biological aspects of mobilization plans are developed, reviewed, and exercised.
- (9) Develop, publish, and maintain the AMC Emergency Response Plan (AMC ERP), for Military Support to Civil Authorities (MSCA), Military Assistance for Civil Disturbances (MACDIS), and Foreign Humanitarian Assistance (FHA).
- (10) Develop, publish, and maintain the AMC Logistics Plan (LOGPLAN), for support of the war fighting combatant commands and their Army Service Component Command's (ASCC) OPLANS, for Major Regional Contingencies (MRC). Develop Concept Plans (CONPLAN), which have Time-Phased Force Deployment Data (TPFDD), to produce a generic plan for Lesser Regional Contingencies (LRC), and for Functional Plans (FUNCPLAN) developed to support SASO, which results in other AMC plans. For example, the AMC ERP addressed previously is performed in accordance with Chapter 5, AR 700-138, and the HQDA AMOPES.
- (11) Lead, coordinate, and integrate the development of AMC national level force projection and provider mission responsibilities. For the Logistics Sustaining Analysis (LSA), input is made to the war fighting combatant commands and/or ASCC'S OPLANS for the MRC'S as tasked, or directed, by HQDA DCSLOG. This function is performed in accordance with Chapter 6, AR 700-138.
- (12) Review joint, combined, Army and other military service doctrinal publications to assess the impact of developing concepts on AMC logistics plans, systems, and organizations.
- (13) Develop, publish, and maintain the AMC Mobilization and Operations Planning and Execution System (AMCMOPES) document.
- (14) Coordinate AGCSS logistics product line software development for AMC as the strategic, operational, and tactical national level force projection logistics provider in support of deliberate and crisis response and action planning and execution.
- (15) Serve as the focal point for institutionalizing of national level force projection and provider logistics, support initiatives into joint, combined, Army, and other military service doctrine.

- (16) Serve as the focal point for the strategic, operational, and tactical, national level, force projection and provider for logistics planning under the deliberate and crisis response planning process.
- (17) Represent the command at meetings and conferences regarding logistics planning, logistics planning factors, materiel supply requirements determination and source identification, and logistics sustaining assessment and analysis.
- (18) Support the HQAMC COC during the execution of military operations, SASO, other contingency operations, and exercises for mid and long term planning.
- (19) Serve as the HQAMC lead division for the development of Logistics Planning Factors (LPF) in accordance with AR 700-8.
- (20) Prepare input to Joint, Army, and other military service doctrinal publications which reflect AMC'S role as the national level force projection logistics provider.
- (21) Represent the command at meetings and conferences pertaining to logistics doctrine.
- (22) Serve as the AMC focal point for the development of the Army Global Command and Control System (AGCCS) within AMC. This includes its implementation, modernization, and upgrade of hardware, software, and communications.
- (23) Coordinate and integrate AMC mobilization and operations planning and execution concepts, doctrine, organizations, and resources with HQDA and other federal, DOD, joint, and military service staffs, commands, agencies, activities, and elements.
- (24) Develop requirements for support of Operations Plans.
- (25) Serve as the AMC focal point and manager for the CG AMC'S annual Army Logistics Summit (ALS).
- (26) Serve as the AMC focal point and integrator for the Senior Officers' Logistics Management Course (SOLMC), Fort Knox, Kentucky.
- (27) Develop competitive source techniques.
- (28) Serve as the G-3 for Operations focal point for the FAIR.
- (29) Manage AMC'S input to the Army's Force Design Plan.

- (30) Coordinate with GSA, DOD, DLA, J-4, HQDA, ODCSLOG, other MACOM'S, other military services, and ASCC staffs, commands, agencies, and elements that integrate AMC materiel supply, requirements determination and source process. This function is performed in accordance with Chapter 6, AR 700-138.
- (31) Develop guidance, programs, and procedures for the development and integration of Army and AMC managed materiel supply requirements and sources for the war fighting combatant command's and their Army Service Component Command's (ASCC) Operations Plan (OPLAN).
- (32) Perform crisis response and action planning for AMC national level force projection logistics provider support to military operations, Stability and Sustaining (SASO), and emergency response contingencies.
- (33) Develop and implement systems to analyze and aggregate Army materiel supply source data in support of the Joint Operation Planning and Execution System (JOPES).
- (34) Serve as AMC'S focal point for mobilization and operations planning to include the development and integration of emergency and mobilization plans and programs.
- (35) Represent the command at meetings and conferences dealing with mobilization, JOPES, and MOPES.
- (36) Oversee continuous analysis for execution of current military operations.
- (37) Monitor worldwide operational logistics requirements.
- (38) Provide command group briefings on a routine basis on the world situation and current U.S forces operation and their impact.
- (39) Develop an Operations Center program that maintains the AMC Operations
- (40) Center (AMCOC) in a constant state of readiness, and provide AMC with a rapid activation capability.
- (41) Develop procedures for maintaining and activating the AMCOC.
- (42) Conduct periodic exercises and tests of activation of facilities.
- (43) Provide for security, administration, and scheduling of facilities.

- (44) Serve as the focal point for reporting emergency conditions for all AMC elements.
- (45) Respond to emergency action messages and flash communication checks.
- (46) Brief staff duty personnel about the ongoing operations and projects.
- (47) Provide operational security emergency planning procedures for the command, including how to respond to emergency Action Messages and flash communication checks.
- (48) Provide all emergency responses during duty hours and for briefing staff duty personnel and to receive them during non-duty hours.
- (49) Determine which JCS/DA exercises are appropriate for AMC participation, and then direct the level of involvement of the HQ Staff, subordinates, or any specific functional element.
- (50) Conduct exercise planning, meetings to establish objectives for AMC, and design exercise elements to test specific issues.
- (51) Provide AMC'S operational and logistical viewpoint for exercise play to higher headquarters.
- (52) Furnish HQ staff with guidance on preparing exercise documents.
- (53) Serve as the exercise control staff during exercise play.
- (54) Supervise AMC players as they work to meet exercise objectives and provide responses outside of AMC.
- (55) Maintain tasking authority over all AMC elements for operations and exercise related matters.
- (56) Serve as the focal point for executing AMC'S support to the DA, Director of Military Support (DMS), for contingencies involving Civil Strife, foreign or domestic. Oversee disaster operations while providing support to the White House, Secret Service, FBI, and other federal agencies.
- (57) Direct and coordinate the release to military or civilian authority, materiel and equipment required in support of civilian disturbance control, emergency and disaster responses, and recovery and operations.
- (58) Develop procedures for AMC'S participation in treaties between U.S. and other governments, in coordination with the DCS for Military Intelligence.

- (59) Provide treaty visibility to all AMC facilities.
- (60) Conduct evaluation and testing of non-war plans, such as, disaster control, civilian disturbances, postal augmentation, and animal disease control.
- (61) Coordinate the continuing development and integration of automated operations systems, such as, the Army Global Command and Control System (AGCCS), the Logistics Anchor Desk (LAD), and the Secure Command Operations Reports and Exercise (SCORE) System.
- (62) Manage the JCS Exercise funds for the command, including planning for the out years, providing continued AMC support to exercises, allocating exercise funds to all AMC subordinates annually, and furnishing guidance concerning prohibitions and allowable charges to these funds.
- (63) Provide oversight to the command's Lessons Learned program for all exercises, contingencies, and operations.
- (64) Provide guidance on the types of issues to be submitted, and when to submit them, while reviewing and categorizing submissions and forwarding the issues, as required to higher headquarters.
- (65) Chair work groups to assign new lessons learned to a responsible office or agency, and to assess the resolution of existing lessons learned while retaining a historical database.
- (66) Evaluate search request of the Lessons Learned database by other government agencies, contractors, and the media.
- (67) Serve as the regulatory responsible officer for the following documents:
 - a) AMC-R 350-6, New Equipment Training.
 - b) AMC-R 525-1, AMCOC Activation/Augmentation/Operation.
 - c) AR 350-1, Army Training.
 - d) AR 350-35, Army Modernization Training.
 - e) AR 710-1, C6, Management of Army Pre-Positioned Stock (APS).
 - f) FM 63-11, Operations.
 - g) FM 100-17-1, Army Pre-Positioned AFLOAT.
 - h) FM 100-17-3, Army Pre-Positioned ASHORE.
- (68) Provide AMC support to major item projects and programs.
- (69) Serve as the Army focal point for the following programs: Military Standard Requisitioning and Issue Procedure (MILSTRIP), Military Standard Transaction Reporting and Accounting Procedures

(MILSTRAP), Defense Logistics Management System (DLMS), Electronic Data Interchange (EDI), Military Standard Evaluation Procedure (MILSTEP), and Logistics Metric Analysis Reporting System (LMARS).

- (70) Represent stock management, inventory control, and item identification projects and initiatives to the Army Staff, OSD, DLA, and other services.
- (71) Serve as the HQDA, Executive Agent (EA) for Direct Supply Support/Air Line of Communication (DSS/ALOC).
- (72) Serve as the HQAMC focal point for Report of Discrepancy (ROD/SF 363).
- (73) Serve as the Army Executive Agent for Transportation Discrepancies (TDR/SF 361).
- (74) Serve as the Army Executive Agent (EA) for the Defense Traffic Management (DTM) Regulation.
- (75) Provide support to the Special Access Programs (SAP), Single Stock Fund (SSF), and National Maintenance Program (NMP).
- (76) Manage the Materiel Returns Program, including the Automatic Returns List (ARIL).
- (77) Manage the materiel distribution and order ship time issues related to implementation of the Army wide Velocity Management (VM) initiatives.
- (78) Serve as the AMC focal point for the Army Strategic Mobility Plan (ASMP) for transportation, distribution, and infrastructure requirements for the logistics base.
- (79) Provide support to the federal, state, and local, law enforcement agencies, in support of their counter-drug interdiction operations.
- (80) Monitor the Defense Reutilization Management Office (DRMO/Disposal), and coordinate with DLA.
- (81) Serve as the interface between the Army Cataloging System (ACS) and Defense Logistics Information System (DLIS).
- (82) Develop asset management procedures for re-capitalized components.
- (83) Manage the Chief, Financial Officer (CFO) reporting system for the National Defense Equipment (NDE) Program.

- (84) Monitor customer wait time.
- (85) Develop an enhanced Total Asset Visibility (TAV) requirement to incorporate Army Total Asset Visibility (ATAV) into the Logistics Integrated Database (LIDB) for policy development.
- (86) Support the HQAMC/Defense Logistics Agency (DLA) liaison officer mission for the G-3 for Operations.
- (87) Provide inter-service supply support to the Depot Maintenance Sub-Group to JG-MM.
- (88) Provide an Installation Supply Representative (ISR) to the Training and Doctrine Command (TRADOC).
- (89) Provide support to the Wholesale Logistics Modernization Program (WLMP) Design Team.
- (90) Provide ammunition representation to the AMC Operations Center during operations and exercises.
- (91) Manage the Operations Security Program for AMC.

9-10. Office of Security, Force Protection, and Law Enforcement.

- a. Mission. The mission of the Office of Security, Force Protection, and Law Enforcement (AMCOPS-CS) is to provide policy and oversight of force protection, physical security, personal security and law enforcement functions with the Command. Serve as the Army FCR for Career Program 19 (Security and Law Enforcement).
- b. Functions. The functions of the Office of Security, Force Protection, and Law Enforcement are to:
 - (1) Coordinate and provide policy for an integrated AMC FP program, consisting of its subordinate components. Serve as the Deputy Chair Person for the AMC Force Protection Committee (FPC) and chair for the FP Working Group.
 - (2) Interpret the DOD/DA Anti-Terrorism (AT) program policy and provide command guidance.
 - (3) Develop AT/FP exercises to evaluate command programs. Conduct "Red Team" evaluation exercises at selected installations.

- (4) Monitor program execution through periodic Vulnerability Assessments/Compliance Inspections (VA/CI) and surveys of all chemical, nuclear, and conventional arms, ammunition, explosive production, and storage facilities.
- (5) Serve as the AMC Program Manger for all physical security, FP, law enforcement and security forces matters to include requirements, utilization, operations, training, and individual and organizational equipment.
- (6) Serve as the AMC proponent for physical security standards and equipment to include lighting, intrusion detection equipment, and anti-terrorism activities within the command.
- (7) Serve as the AMC representative to the HQDA Physical Security Review Board.
- (8) Develop, manage, and coordinate management of physical security, force protection, law enforcement and personal security programs.
- (9) Execute AMC Physical Security and Law Enforcement Exception and waiver Programs.
- (10) Review and evaluate all Class V physical security and environmental programs, issues, procedures, and waivers to identify and resolve contradictions with other ammunition logistics policies and procedures.
- (11) Perform threat monitoring and liaison with law enforcement and security agencies, and continually assess the Command's FP posture against foreign and domestic threats. Collect, coordinate, and disseminate time sensitive threat information and recommend appropriate Force Protection Condition (FPCON) level. Identify program enhancements, their utilization, operation, training, and individual and organization equipment.
- (12) Manage the Army Career Program 19, Physical Security and Law Enforcement. Develop the Army Civilian Training, Education and Development System (ACTEDS) Plan. Manage ACTEDS training funds for Army. Develop strategic personnel plans.
- (13) Maintain a Personal Security Detachment (PSD) for the protection of designated High-Risk Personnel (HRP).
- (14) Serve as the AMC proponent for all funds designated for application to Force Protection (FP), law enforcement operations, physical security equipment, and anti-terrorism activities within the command.

- (15) Serve as the AMC proponent for Reliability, Availability, and Maintainability Process (RAMP).
- (16) Develop metrics and other forms of performance measurement.
- (17) Manage AMC TDY and annual leave security travel briefings for OCONUS destinations.
- (18) Manage the HQAMC Visitors Control Program to include the visitor control automated system and badging program.
- (19) Maintain a SFP and LE Operations Desk in the AMC Operations Center on 16/7 basis.

9-11. Strategic Readiness Division.

- a. Mission. The mission of the Strategic Readiness Division (AMCOPS-CR) is to implement, execute, and sustain the HQDA directed Strategic Readiness System (SRS) program throughout AMC to include Major Subordinate Commands (MSC'S) and Separate Reporting Activities (SRA'S).
- b. Functions. The functions of the Strategic Readiness Division are to --
 - (1) Act as the G-3 for Operations lead for the CSA'S Strategic Readiness system (SRS).
 - (2) Serve as the AMC functional proponent of the Readiness Integrated Database (RIDB), and automated platform which serves as the Army's Central Repository for Materiel Condition Status Reports (MCSR).

9-12. Aviation Division.

- a. Mission. The mission of the Aviation Division (AMCOPS-CA) is to serve as the MACOM proponent for policy and guidance in the management and safe operation of AMC aviation resources. Serve as the principal advisor to the Commanding General for all aviation matters. Act as the responsible official for the oversight of all Aviation Activities ensuring maintenance, aircraft and personnel meet today and tomorrow's missions in support of Army research and development objectives.
- b. Functions. The functions of the Aviation Division are to --
 - (1) Participate on the Army Safety Action Team (ASAT), as the AMC aviation subject matter expert, contributing to the decisions of the Army Leadership affecting the flight safety of the Army aircraft worldwide.

- (2) Review "draft" Safety of flight and Aviation Safety Action Messages for technical content and application, recommending changes as required, and advising the Command Group of potential impact to Operational Readiness and Logistics issues.
- (3) Develop and maintain a tracking system to monitor compliance of AMC aircraft with issued Safety of flight and Aviation Safety Action Messages.
- (4) Serve on the Army Aviation Standardization Committee, representing the GC, AMC, in the development of Army Regulations and Training Doctrine applicable to Army Aviation worldwide.
- (5) Serve as the Army Functional Proponent and waiver authority of a TRI-SERVICE/DCMA regulation directing procedures for Flight and Ground Operations of aircraft manufacturers and aviation support maintenance contractors Army-wide.
- (6) Develop Flying Hour Program (FHP) with monthly and quarterly execution projections for AMC aircraft and Army aircraft on loan to the Navy Test Pilot School (NTPS). Develop a FHP Tracking Program depicting actual versus projected FH execution, providing monthly/quarterly reporting to HQDA.
- (7) Serve as the MDEP manager, develop POM projections to determine resources required to execute POM cycle FHP for AMC and the NTPS, as well as the aviation support maintenance contract at the NTPS.
- (8) Develop, execute, monitor and evaluate MACOM program for initial aircrew qualification, recurrent training and aircraft maintenance management of assigned nonstandard aircraft.
- (9) Conduct Commander's evaluations (Aviation Resource Management Surveys [ARMS]) at all AMC subordinate aviation activities and aviation support maintenance contractor's facilities CONUS-wide. Evaluate primary functional areas of; Operations, Standardization and Training, Aircraft Maintenance Management, Petroleum Products Management, Ground Support Equipment, Allied shops, and Quality Control. Provide key staff personnel with comprehensive written findings, references and directed corrective actions. Provide Commanders/chiefs a summary of unit strengths and weaknesses and direct required corrective actions via written and oral out briefs.
- (10) Chair the AMC Aviation Standardization committee and conduct annual Aviation Training Symposiums providing subordinate aviation

Commanders/Chiefs and their key staff personnel with updates to Army/AMC policies and guidance. Identify trends noted during ARMS and provide direction to maximize efficiencies, effectiveness and safety of AMC aviation programs.

- (11) Review, approve and issue MACOM authorizations to pilot Army aircraft and participate in aerial flight.
- (12) Review requests for Airworthiness Releases required for modification of assigned test aircraft. Review technical data packages, weight and balance documentation, flight profiles and potential affects on aircraft handling characteristics. Forward completed packages to Aviation Engineering Directorate (AED), AMCOM for issuance of the Airworthiness Release.
- (13) Provide mission support and pilot flight proficiency evaluation to subordinate units.

9-13. Director of Support Operations.

- a. Mission. The mission of the Director of Support Operations (AMCOPS-S) is to prepare and sustain the war fighter in peace and war today and tomorrow. Provide the primary focus on the current fiscal year and the budget year. The directorate is responsible for software, sustaining base operations, readiness, customer requirement integration, and strategic alliances. Responsibilities include the command and control of supply chain management: to include Army pre-positioned stocks, current sustaining base operations, readiness and management of the Surety Program. This office exercises command and control of readiness, sustaining base operations, customer requirement integration, and post-production software support. Additional responsibilities include oversight of secondary items: to include depot maintenance, arsenal management, chemical and biological defense materiel, chemical agents and munitions, industry interface, test and evaluation, product assurance, and production management in support of current industrial base operations. The office provides direction and management of logistics support initiatives to include NMP, asset management and distribution, and support for related industrial base programs, Inventory Control Points (ICP'S), and Integrated Materiel Management Centers (IMMC). It also serves as a Munitions Logistics Career Field (CP-33) functional supervisor.
- b. Functions. The functions of the Deputy Chief of Staff for Support Operations include the following:
 - (1) Establish and implement policy and provide guidance and direction inherent in the oversight of the national level secondary item requirements and inventory programs.

- (2) Maintain and sustain related legacy systems and oversee future reengineering efforts implementing national requirements and inventory policy.
- (3) Serve as the AMC focal point for all Explosive Ordnance Disposal (EOD) issues.

9-14. Maintenance Management Division.

- a. Mission. The mission Maintenance Management Division is to serve as principle advisor to the G-3 on all maintenance management matters under the purview of the U.S. Army Materiel Command, to include the strategic planning necessary to meet goals and objectives established in support of the war fighter during peacetime and in go-to-war scenarios.
- b. Functions. The Maintenance Division Chief is the G-3 advisor to the G-3 on strategic maintenance planning and support to the war fighter.

9-15. National Maintenance Division.

- a. Mission. The NMD mission is to develop and integrate policies, procedures and business processes that provide sustainment maintenance capability in support of Army missions. The NMD serves as the Army proponent, advocate, and representative for the National Maintenance Program (NMP). The NMD is under the management of the Director of Maintenance Management, Deputy Chief of Staff for Operations, G-3, and the Headquarters U.S. Army Materiel Command.
- b. Functions. The NMD functions include the following:
 - (1) Develop policy in AR 750-1 related to the National Maintenance Program.
 - (2) Serve as the Army lead for the National Maintenance Program worldwide.
 - (3) Responsibility for the component repair business area in the sustainment base for the U.S. Army and other customers.
 - (4) Performance of integration functions with HQDA, Major Army Command and the Installation Management Agency on component repair mission.
 - (5) Ensure national maintenance program management is input to doctrine, strategic direction and policy statements.
 - (6) Serve as a resource for national maintenance information to Integrated Logistics Support processes.

- (7) Identify and ensure that data requirements for national maintenance program management are integrated into emerging automation systems.
- (8) Perform national level staff supervision over the national maintenance program functions.
- (9) Establish and monitor metrics for cost effectiveness and efficiency of national repair programs.
- (10) Provide compliance oversight of production plans of national managers and coordinate with the NMM MSC Teams on national level repair programs.
- (11) Provide staff supervision of the National Logistics Quality Office (NLQO) management of the NMM Quality Assurance program.
- (12) Serve as the HQ Staff lead for the Two Level of Maintenance doctrine concept.
- (13) Maintain and improve the integrity of NMM databases.
- (14) Serves as the Army lead for repair cost validation in development of the annual Price and Credit Table as part of the budget/POM process.
- (15) Serves as the AMC maintenance functional representative to the HQDA AWCF Requirement Review Group.
- (16) Is a resource for national maintenance information to Integrated Logistics Support process.
- (17) Identify and ensure that data requirements for national maintenance program management are integrated into emerging automation systems.
- (18) Perform national level staff supervision over the national maintenance program functions.
- (19) Establish and monitor metrics for cost effectiveness and efficiency of national repair programs.
- (20) Provide compliance oversight of production plans of national managers and coordinate with the NMM MSC Teams on national level repair programs.
- (21) Provide staff supervision of the National Logistics Quality Office (NLQO) management of the NMM Quality Assurance program.

- (22) Serve as the HQ Staff lead for the Two Level of Maintenance doctrinal concept.
- (23) Maintain and improve the integrity of NMM databases.
- (24) Serve as the Army lead for repair cost validation in development of the annual Price and Credit Table as part of the budget/POM process.
- (25) Serve as the AMC maintenance functional representative to the HQDA AWCF Requirement Review Group.

9-16. Depot Maintenance and Arsenal Branch.

- a. **Mission.** The mission of the Depot Maintenance and Arsenal Branch (AMCOPS-SMD) is to establish policy and provide guidance/direction for management of the depot maintenance major item program, to include strategic planning; maintenance depots; arsenals; maintenance engineering program; depot maintenance inter-servicing; and joint activities. Coordinate activities of the Army's Depot Maintenance Corporate Board (DMCB) and the Joint Group on Depot Maintenance (JG-DM).
- b. **Functions.** The functions of the Depot Maintenance and Arsenal Branch include the following:
 - (1) Manage the planning, programming, budgeting, integration, and execution of the Operations and Maintenance, Army (OMA) Major Item Depot Maintenance Program.
 - (2) Serve as headquarters staff point for management of the maintenance depots and arsenals.
 - (3) Develop policy, procedures, and strategic planning for the depot maintenance and arsenal manufacturing programs.
 - (4) Manage the depot maintenance core program to meet readiness and sustainability requirements in support of the Joint Chiefs of Staff contingency scenarios.
 - (5) Manage the arsenal-manufacturing program to meet readiness and replenishment requirements in support of the National Security Strategy and Defense Planning Guidance.
 - (6) Manage AMC'S Maintenance Engineering activities such as Interactive Electronic Technical Manuals (IETM'S), Manpower Requirements Criteria (MARC), Reliability Centered Maintenance (RCM), and Sample Data Collection (SDC).

- (7) Serve as headquarters staff lead for management of the AMC Field Support Center (AFSC) concept, planning and implementation to optimize logistics support worldwide.
- (8) Provide Army cognizance over the Joint Depot Maintenance Analysis group (JDMAG) to include management of data to support Depot Maintenance Operations Indicators and Depot Maintenance Business Profile.
- (9) Serve as the Army Maintenance Inter-service Support Management Office (MISMO) for overseeing/implementing joint depot maintenance.
- (10) Represent Army on the Joint Advisory Board (JAB) to the Joint Group on Depot Maintenance supporting the Joint Logistics Commanders (JLC) program objectives.
- (11) Manage Army programs associated with joint depot maintenance inter-servicing activities, to include the Depot Source of Repair (DSOR) decision process and also manage the Army's Depot Maintenance Inter-service Support Agreement (DMISA) Program
- (12) Serve as Army member of the Inter-service Materiel Accounting and Control System (IMACS) Configuration Management Team.
- (13) Serves as the Army lead for the Joint Depot Maintenance MILCON Review and the Joint Technology Engineering Group (JTEG).
- (14) Provide headquarters oversight of the AMC Arsenal Support Program Initiative (ASPI).
- (15) Responsible for Depot Maintenance business area of the Cost Management/Activity Base Cost Program.
- (16) Serve as headquarters staff lead for management of the Army Oil Analysis Program (AOAP).
- (17) Performs coordination, integration, and other liaison activities with OSD, HQDA, other Army activities, other DOD services and agencies for assigned programs and projects.
- (18) Serves as the AMC Materiel Maintenance Career Program (CP 17) manager

9-17. Strategic Sustainment and Support Division.

- a. Mission. The mission of Strategic Sustainment and Support Division (AMCOPS-SC) is to plan, organize, direct, and control the Army and AMC logistics functional areas for ammunition by means of specific programs delegated to the Major Subordinate Commands (MSC'S). Monitor and provide input to Class V missile logistics issues. Direct overall AMC Class V retrograde and call forward programs. Plans, directs and reviews Army ammunition suspension and restriction actions and programs. Serve as the AMC focal point for investigations of specific incidents related to major failures and malfunctions. Plan, review coordinate, analyze, and disseminate explosive safety issues for the Director of Operations. Oversee the review of explosive safety waivers and exemptions in coordination the AMC Safety Office. Provide management direction and control of the Chemical Biological Defensive Equipment (CBDE) and Nuclear Surety Programs.
- b. Function. The functions of the Strategic and Sustainment and Support Division include the following:
 - (1) Support the Maintenance XXI Project effort.
 - (2) Manage the Depot Maintenance CORE program to meet requirements in support of the Joint Chiefs of Staff (JCS) contingency scenarios.
 - (3) Manage the arsenal manufacturing program to meet readiness and replenishment requirements in support of the National Security Strategy and Defense Planning Guidance.

9-18. Ammunition Production Base Branch.

- a. Mission. The mission of the Ammunition Production Base Branch (AMCOPS-SCP) is to ensure centralized management of ammunition, throughout the logistics life cycle, for the execution of the ammunition materiel mission. Ensure the identification, provision, and coordination of required ammunition resources.
- b. Functions The functions of the Ammunition Production Branch include the following:
 - (1) Review, assess, analyze, and plan for ammunition plant, surge capability. Develop surge plans to include proposed facility funding.
 - (2) Review, assess, analyze, and plan for ammunition industrial mobilization. Develop industrial preparedness, and mobilization plans to include proposed facility funding. Maintain and update a plan for improving the Industrial Base during peacetime with current and realistic cost estimates.

- (3) Monitor, assess, analyze, and report on the impact of pending and ongoing strikes and layoffs.
- (4) Submit recommendations for economy of production to include the closing or sending to excess appropriate ammunition plants.
- (5) Monitor, assess, analyze, and review Plant Equipment Packages (PEP'S), on an annual basis. Submit recommendations for sending to excess or elimination
- (6) Provide MDEP point of contact for RE04-ammunition personnel, and a point of contact within the Ammunition Logistics and Ammunition Production Base Branches.
- (7) Monitor, assess, analyze, and report on Occupational Safety and Health Act (OSHA), Environmental Protection Agency (EPA), and Environmental Impact Statement (EIS) issues that address the production base.
- (8) Develop, support, assess, analyze, and monitor the maintenance of industrial facility accounts
- (9) Develop, support, assess, analyze, and monitor safety and environmental corrections and improvements/requirements at the ammunition plants.
- (10) Provide input and representation to production sustainment groups. Monitor and respond to General Accounting Office (GAO), Army Audit Agency (AAA), and Inspector General (IG) Reports that address production, production base support, and production facilities.
- (11) Prepare, coordinate, and provide congressional inserts for the record and production related system/descriptive summaries.
- (12) Prepare responses to congressional inquiries relative to plant workload and facilities
- (13) Prepare responses to congressional inquiries relative to plant workload and facilities.
- (14) Serves as the lead action office within the G-3 for the Armament Re-tooling and Manufacturing Support (ARMS) Program to include managing program funding and serving as the focal point for legislative interest.

- (15) Sponsor the ARMS, Federal Executive Advisory Committee (FEAC), which is composed of senior level government and private sector executives who meet and discuss the direction of the ARMS Program.
- (16) Serve as the lead action office addressing issues that involve Program Budget Decision (PBD) 407, and the oversight of industrial policy for ammunition plants and their management.
- (17) Serve as the AMC focal point for Industrial Base (IB) management.
- (18) Coordinate IB matters regarding research, development, munitions, and logistics matters, with HQAMC functional staff elements.
- (19) Serve as AMC'S proponent for, and manager of assigned programs per AR 700-90, army Industrial Base (AIB) Program.
- (20) Provide technical and program support to AMC'S Industrial Base Advocate.
- (21) Coordinate HQAMC'S IB mission and functions with other HQAMC functional staff elements, MSC Industrial Base Advocates, and HQDA Secretarial and staff elements.
- (22) Develop and institutionalize AMC IB policy to improve the effectiveness and efficiencies of processes inherent to the IB management in accordance with the Defense Production Act of 1950, DOD IB Policy, AR 700-90, Acquisition Reform, and Army Transformation.
- (23) Issue guidance for IB data collection, analysis, and reporting requirements to identify strengths and areas requiring improvements.
- (24) Provide IB technical and program assistance to PEO'S and DSA'S, PM's, MSC'S, and IB Advocates and Planners. This includes private industry, HQDA and OSD for IB policy, actions, implementation, coordination, and information in order to comply with DOD, Army, and AMC acquisition and IB policies
- (25) Serve as a proponent for AMC IB metrics.
- (26) Develop, analyze, and report metrics and recommend areas requiring improvement. Develop and implement actions to improve identified areas requiring improvement.
- (27) Manage AMC'S IP funding, except ammunition related funding, to include IP operations and Industrial Mobilization Capabilities/Unutilized Plant Capacity, OMA funds.

- (28) Program and defend AMC IP budget requirements for the IB functional areas within HQAMC budgetary process and Army's Sustaining Program Evaluation Group (PEG).

9-19. Ammunition Logistics Branch.

- a. Mission. The mission of the Ammunition Logistics Branch (AMCOPS-SCL) is to plan, organize, direct, and control the Army and AMC logistics functional areas for ammunition by means of specific programs delegated to the Major Subordinate Commands (MSC'S). Monitor and provide input to Class V missile logistics issues. Direct overall AMC Class V retrograde and call forward programs.
- b. Functions. The functions of the Ammunition Logistics Branch include the following:
- (1) Develop policy, oversee, and assess the execution of AMC ammunition depot work-loading. Monitor the Army's Ammunition Plant/Depot Storage Program for long term storage of ammunition.
 - (2) Manage pre-positioned ship afloat maintenance cycle (Army Reserve-3) for ammunition and ammunition related materiel.
 - (3) Monitor, assess, analyze and report to the Deputy G-3 for Support Operations, on environmental issues.
 - (4) Serve as the Deputy G-3 for Support Operations ammunition focal point on all ammunition environmental issues, tasks, missions, and policy directives. Participate as a member of the Operational and Environmental Executive Steering Committee for Munitions (OEESCM) to address the policy for the significant issue of management and disposition of range and munitions residue.
 - (5) Develop, review, and monitor policy affecting the Army Working Capital Fund (AWCF) and ordnance business area to include five munitions depots and three munitions centers.
 - (6) Direct the development of new techniques and procedures for ammunition surveillance operations.
 - (7) Manage the AMC portion of the Quality Assurance Specialist Ammunition Surveillance (QASAS), Career Program CP-20.
 - (8) Review and analyze AMC'S automated system for ammunition metrics to ensure that ammunition metrics have been correctly updated, that the

analysis is logical, and that corrective action has been taken, when required.

- (9) Provide AMC representation in negotiation of inter-service support agreements for surveillance programs of other services, ammunition stored in Army installations under provisions of the Joint Inter-service Logistics Support Agreement for Ammunition.
- (10) Manage and serve as the Army focal point for the Single Manager for Conventional Ammunition (SMCA) Charter, SMCA Manual, SMCA Directive and all other Joint Service or SMCA issues, programs, or objectives.
- (11) Manage Career Program 33 - Ammunition Management. Plan, organize, direct, control, and monitor the Ammunition Management Career Program (AMCP) for AMC and HQDA. Provide technical expertise, and staff support to the Functional Chief and serve as the Functional Chief's representative for CP-33 program issues.
- (12) Establish policy for AMC and DA addressing ammunition wholesale supply. Manage ammunition supplies for AMC, including pre-positioned ships and Army War Reserve/Operational Projects and War Reserve Stocks for allies.
- (13) Monitor AFSC and AMCOM execution of the wholesale ammunition inventory effectiveness program. Prepare and submit quality metrics to higher headquarters, as required.
- (14) Respond to GAO, AAA, and IG reports, findings and inquiries addressing ammunition or ammunition related logistics or functional issues.
- (15) Plan, organize, direct and control the Army and AMC logistics functional areas for ammunition by means of specific programs delegated to MSC'S. Monitor and provide input to Class V missile logistics issues.
- (16) Direct overall AMC Class V retrograde and call forward programs.
- (17) Plan, review coordinate, analyze, and disseminate explosive safety issues for the G-3 for Operations.
- (18) Provide staff support to the Executive Director for Explosive Safety (EDES) for their mission, and the G-3 for Operations as the AMC EDES.
- (19) Review explosive safety waivers and exemptions in coordination with the AMC Safety Office.

- (20) Serve as an invited participant on the Joint Ordnance Commanders Group Executive Committee.
- (21) Review, monitor, and update regulatory guidance and policy affecting ammunition programs for AMC. These include revisions or actions due to Base Realignment and Closure (BRAC) actions, or environmental law.
- (22) Manage ammunition supplies for AMC, including pre-positioned ships and Army War Reserve/Operational Projects and War Reserve Stocks for allies.

9-20. Chemical and Biological Branch.

- a. Mission. The mission of the Chemical and Biological Branch (AMCOPS-SCC) is to ensure centralized management of Chemical Biological Defensive (CBD) materiel management through Research, Development, and Acquisition (RDA), logistics, demilitarization, and issuing policy for the execution of the CBD materiel mission. Ensure identification, provision, and coordination of required resources.
- b. Functions. The functions of the Chemical and Biological Branch include the following:
 - (1) Provide policy, guidance, direction and oversight of all CBD materiel programs.
 - (2) Support ASAALT and ARSTAF to develop, justify, manage and review procurement programs and budgets for CBD materiel.
 - (3) Advise and assist AMC staff, field activities, PEO and PM on CBD materiel matters.
 - (4) Plan for, execute and monitor budget processes for all AMC Surety Programs to include stockpile management, guards etc., and related materiel.
 - (5) Coordinate all CBD materiel and associated operational issues with higher headquarters, other MACOM'S and other government agencies.
 - (6) Develop and coordinate all responses to inquiries, reports and investigations related to CBD materiel.
 - (7) Direct, monitor, review, and recommend approval of studies, plans and analyses related to CBD materiel programs.

- (8) Ensure centralized management of CBD materiel through RDA, logistics, and issuing policy for the execution of the CBD materiel mission, and ensure identification, provision and coordination of required resources.
- (9) Ensure timely coordination with DLA and other agencies to identify problems and/or resources required to support non-assigned CBD materiel.
- (10) Ensure the chemical and biological defense aspects of mobilization plans are developed to support CBD programs.
- (11) Monitor and support the development of environmental documentation and plans to support CBD materiel programs.
- (12) Exercise staff proponent responsibility for CBD materiel fielding.
- (13) Receive and distribute Chemical Event Reports through AMC OPS Center.

9-21. Materiel Management Division.

- a. Mission. The mission of Materiel Management Division (AMCOPS-SL) is to provide management oversight and policy/procedural guidance of the supply and distribution programs, Weapon System Codes (WSC), Army Pre-positioned Stocks (APS), Aviation Systems, Supply Chain Management, and Army Working Capital Funds (AWCF).
- b. Functions. The functions of the Materiel Management Division include the following:
 - (1) Provide direction and guidance, then monitor compliance of DA policy within AMC.
 - (2) Provide major item and repair parts management guidance and procedures, as appropriate, to the AMC MSC'S and other MACOM'S. Provide AMC support to major item projects and programs.

9-22. Asset Management and Distribution Branch.

- a. Mission. The mission of the Asset Management and Distribution Branch (AMCOPS-SLA) is to provide guidance, procedure, and direction for all aspects of Asset Management and Distribution business processes to the Army Materiel Command Integrated Materiel Management Centers, or other field users. The specific areas include, DOD MILS Processes, Requisition Processing, Inventory, Asset Visibility, Transportation, Distribution, Joint Logistics, Reverse Logistics, Army Item Tracking, Major Item Program, Single Stock

Fund (SSF), Distribution Management, Customer Wait Time, and Career Program Management for Supply (13) and Transportation (24) Reviews, Requirements, and Training Plans.

- b. Functions. The functions of the Asset Management and Distribution Branch include the following:
- (1) Provide guidance, procedures, and program oversight of DOD/Army Unique Item Tracking (UIT) System, which include small arms, Controlled Cryptographic Items (CCI), and Radiation Testing and Tracking Items (RATT'S).
 - (2) Provide procedures, guidance, and direction for DA storage space Management utilization programs; Standard Depot Systems (SDS); Army Standard Distribution System for Spare Parts; Direct Supply Support/Air Line of Communication (DSS/ALOC); Care of Supplies in Storage (COSIS); Care of Materiel in Storage (COMIS); Army Traffic Management-Transportation (ATMT); and Army Over Ocean Cargo Forecasting (AOCF) via Logistics support Activity (LOGSA).
 - (3) Conduct AMC Supply and Transportation Career Program Management (CPM) Career Programs 13 and 24, respectively. Perform/Develop career program reviews, intern requirements, and training plans.
 - (4) Serve as the AMC responsible office for the exchange of non-excess personal property, in accordance with, DOD Materiel Management Regulation 4140-1-R.
 - (5) Provide oversight and program guidance of Continuing Balance System Expanded (CBS-X)/Army FLOW Model/Major Item Requisition Validation (MIRV) program/Adopted Items of Equipment (AIE) (SB 700-20) review and publication.
 - (6) Serve as the AMC Headquarters focal point for the Defense Automated Address System (DAAS).
 - (7) Serve as the USAMC/Army point of contact and LOGSA liaison, for CONUS Line Haul (LH) and Over Ocean Second Destination Transportation (SDT).
 - (8) Serve as the G-3 lead for Program Budget Decision (PBD) 410, Transportation.
 - (9) Serve as the HQAMC point of contact for materiel loan and lease issues. Provide support of federal, state, and local law enforcement agencies in support of their counter-drug interdiction operations.

- (10) Serve as HQDA focal point for the Shelf Life Management Program (SLMP) and Electronic Data Interchange (EDI) for transportation.
- (11) Serve as the Army focal point for Military Standard Transportation and Movement Procedures (MILSTAMP).
- (12) Serve as the Army focal point for MILSTRIP, MILSTRAP, DLMS, EDI, and MILSTEP.
- (13) Represent AMC on asset management, supply chain management, inventory control, stock positioning, and item identification projects and initiatives to the Army staff, Office of the Secretary of Defense (OSD), Defense Logistics Agency (DLA), and other services.
- (14) Serve as the HQDA Executive Agent (EA) for Direct Supply Support/ALOC.
- (15) Serve as Headquarters AMC focal point for Supply Discrepancy Reports (SDR/SF 363).
- (16) Serve as the Army Executive Agent for Transportation Discrepancies (TDR/SF 361).
- (17) Serve as the Army Executive Agent for the Defense Traffic Management (DTM) Regulation.
- (18) Provide support to the Special Access Program (SAP), Single Stock Fund (SSF) and National Maintenance Program (NMP).
- (19) Serve as the interface between the Army Cataloging system, and Federal Logistics Information System (FLIS).
- (20) Serve as the AMC POC for AMC/DLA Day.
- (21) Serve as the Army proponent for AR 710-1, Wholesale Logistics, Chapters 4 and 5.
- (22) Serve as the AMC POC for the HQDA G4 Global VTC.
- (23) Schedule and direct annual reconciliation audits between the Commodity Command Standard System and all storage sites containing AMC assets.
- (24) Serve as the AMC Deputy Domain Manager for Asset Management.

- (25) Serve as Asset Management and Distribution Change Agent to Logistics Modernization Program.
- (26) Serve as member of the AMC Automatic Identification Technology (AIT) Working Group.
- (27) Serve as the AMC proponent for the Stock Positioning Optimization Readiness Targeted System (SPORT).
- (28) Serve as Liaison to Headquarters, Defense Logistics Agency.
- (29) Support the Operation Center staff. Serve as the supply plans and operational readiness representative.
- (30) Serve as member of the Inter-service Supply Support to Depot Maintenance Work Group.
- (31) Serve as member of the Supply Depot Workload Forecasting Work Group.
- (32) Serve as AMC focal point for the Weapon System Support Program.
- (33) Represent AMC on Logistics Transformation asset management and distribution issues.
- (34) Represent AMC on Striker Brigade Combat Team asset management and distribution issues.

9-23. Secondary Items Requirements Branch.

- a. Mission. The mission of the Secondary Items Requirements Branch (AMCOPS-SLR) is to serve as the AMC functional proponent for spares resourcing and spares requirements determination and inventory management/optimization. The Division also serves as a central proponent for implementing and executing the Army Single Stock Fund (SSF) program, including overseeing AMC'S Installation Supply Representative (ISR) program.
- b. Functions. The functions of the Secondary Items Requirements Branch include the following:
 - (1) Serve as AMC'S primary proponent for developing, implementing, and sustaining the SSF secondary item, requirement determination process.
 - (2) Serve as the AMC proponent for secondary item requirements determination and inventory management processes, guidance, policy and procedures.

- (3) Serve as the HQAMC ASL review participant and proponent for the Authorized Stock-age List (ASL) review procedures.
- (4) Serve as the AMC proponent for the AMC Supply Representative Handbook.
- (5) Oversee the Materiel Management Decision (MMD) File and serve as the proponent for the policies that establish MMD parameters.
- (6) Chair the AMC Requirements Integrity Group (RIG).
- (7) Serve as the AMC proponent for the Special Program Requirements (SPR) project.
- (8) Serve as the AMC proponent for the Army Precision Item Management Course and the Army Integrated Management Course (AIMC).
- (9) Serve as the AMC Deputy Domain Manager for Requirements Policy.
- (10) Serve as the HQAMC proponent for the Requirements Determination and Execution System (RDES).
- (11) Serve as the HQAMC Logistics Modernization Program (LMP) proponent for secondary item requirements determination and inventory management processes.
- (12) Oversee the Secondary Item Budget Stratification Process and serve as the AMC proponent for stratification policy, analysis, and system reengineering.
- (13) Serve as the primary financial overseer of the Army Working Capital Fund (AWCF), Supply Management Army (SMA) resource program. Provide functional input and assistance to the AMC G-8 for AWCF-SMA budget and POM submissions. Oversee the AWCF-SMA execution.
- (14) Provide national secondary item inventory oversight to include reporting, performance evaluation and program optimization.
- (15) Serve as the AMC proponent for the Army Precision Item Management Course and the Army Integrated Management Course (AIMC).

9-24. Combat Service Support Operations Division.

- a. Mission. The mission of the Combat Service Support Operations Division (AMCOPS-SA) is to establish oversight procedures, guidance and direction for the Director of Support Operations on the Army War Reserve program, except

medical and ammunition, and Operational Project Stocks. Provide and disseminate command guidance for AMC management and control of Army War Reserve Pre-positioned Sets, Army War Reserve Sustaining and Army War Reserve Operational Projects. Provide oversight of the Logistics Civil Augmentation Program to include AMC contract event execution and pre-planned crisis response capability. Serve as the AMC liaison to the HQDA staff for coordination and resolution of LOGCAP issues.

- b. Functions. The function of the Combat Service Support Branch is to provide combat service operational support to AMC through the Army Reserve force program.

9-25. Sustainment Analysis Branch.

- a. Mission. The mission of the Sustainment Analysis Branch (AMCOPS-SCS) is to monitor the operational availability of fielded weapon systems and equipment, and when indicated, focus AMC resources on areas that will positively impact the materiel readiness of Army fielded forces. This branch will establish policy and procedures, and provide command level guidance, to AMC elements on all aspects of the Army Pre-positioned Stock (APS) Program. This branch will provide oversight for operational project stocks, related war reserve, and LOGCAP.
- b. Functions. The functions of the Sustainment Analysis Branch include the following:
 - (1) Provide command guidance and direction for the implementation of Army readiness policy and reporting requirements by AMC reporting units.
 - (2) Establish the agenda, research topics, provide readiness rates of interest items, and conduct the Mid-Month readiness review (MMRR) for senior logisticians from HQDA, HQAMC, DLA, and other interested participants.
 - (3) Support HQDA and the AMC staff in preparation for the CSA'S Monthly Readiness Review (MRR).
 - (4) Prepare readiness input to the CG, AMC'S congressional testimonies and respond to congressional issues relating to AMC and Army readiness.
 - (5) Serve as the AMC focal point for submission of logistics support data to HQDA for the Expanded Quarterly Readiness Report to Congress (EQRRC).

- (6) Assess weapon system mission capable status from both the unit and fleet perspective on a continuing basis, and initiate action to remedy actual and projected shortfalls in Army materiel readiness.
- (7) Develop, implement, and manage the AMC portion of other Status of Resource and Training System (SORTS) process.
- (8) Provide a conduit for logistics readiness intelligence from the field Logistics Assistance Office (LAO) personnel to the AMC and DA staffs.
- (9) Analyze logistics intelligence provided by the Major Subordinate Commands (MSC'S) and field LAO'S then array the data in appropriate formats and reports for presentation to senior management officials.
- (10) Manage, assess, and display materiel condition, status data for reportable Army equipment from all sources.
- (11) Receive, review, process, consolidate, and transmit Unit Status Reports (USR) from AMC Modified Table of Organizations and Equipment (MTOE).
- (12) Act as the G-3 for Operations lead for the CSA'S Strategic Readiness System (SRS).
- (13) Serve as the AMC functional proponent of the Readiness Integrated Database (RIDB), and automated platform which serves as the Army's central repository for Materiel Condition Status Reports (MCSR).
- (14) Provide technical direction to MSC'S, and other Special Reporting Activities (SRA), relative to the materiel condition status of Army managed weapon systems
- (15) Monitor aviation assets, operational fleet, and wholesale inventory aircraft, to ensure the AMC units are submitting monthly readiness reports in accordance with regulatory guidelines.
- (16) Act as the AMC focal point for APS doctrine development, review, and command promulgation.
- (17) Serve as the responsible element for APS force structure review and command management. Represent and defend APS program requirements in the Total Army Analysis (TAA) process. Develop and represent the APS portion of AMC'S Annual Command Plan (ACP).

- (18) Serve as the AMC responsible element for coordinating the implementation of APS into the Single Stock Fund (SSF) and National Maintenance Plan (NMP).
- (19) Interface and coordinate with the JCS, DOD, other services, agencies, and MACOM'S in support of the APS program.
- (20) Direct and coordinate the release and issue of APS materiel.
- (21) Provide command direction for the use of APS Stocks in support of Army field training exercises.
- (22) Provide APS and readiness assessment and analysis support to the AMC delegate to the HQDA Projection Council of Colonels (COC).

9-26. Surety Office.

- a. **Mission.** The mission of the Surety Office (AMCOPS-S) is to provide policy guidance, direction and management oversight of all operations (storage, de-mil, or research) involving chemical or biological agents. Provide advice assistance to the headquarters staff and field activities on surety matters. Coordinate all operational and materiel surety issues with higher headquarters, other MACOM'S and state and federal agencies.
- b. **Functions.** The functions of the Security Offices are listed below:
 - (1) Provide policy, guidance, direction and oversight for all chemical and biological programs, agents and munitions.
 - (2) Provide policy and oversight of the AMC surety programs.
 - (3) Oversee and direct the activities of the Surety Assistance Team (formerly SFA).
 - (4) Coordinate all surety materiel and operational issues with higher headquarters, other MACOM and other government agencies.
 - (5) Develop and coordinate all responses to inquiries, reports, investigations related to surety policy and operations.
 - (6) Direct, monitor, review and recommend approval of studies, plans and analyses related to surety programs.
 - (7) Coordinate the development of environmental and safety documentation and plans to support surety programs.

- (8) Exercise staff proponent responsibilities for assigned AMC surety related regulations, policies, plans and training.
- (9) Serve as the AMC focal point for all matters pertaining to chemical stockpile storage, demilitarization, and surveillance as related to surety.
- (10) Coordinate surety program reviews and command efforts to meet program requirements.
- (11) Coordinate and support a command Surety Board.
- (12) Serve as the AMC focal point for all matters pertaining to CWC compliance.
- (13) Provide analysis and trend information on Chemical Event reports received.
- (14) Exercise staff proponent responsibility for Chemical Stockpile Emergency Preparedness Planning (CSEPP) and execution.

9-27. Director of Industrial Operations.

- a. Mission. The mission of the Director of Industrial Operations (AMCOPS-I) is to integrate and execute the Army and AMC engineering, product data management, technical data, production and quality management, industrial base assessments, and industrial base strategies. Implement and coordinate the Defense and International Standardization Programs. Implement and integrate Army pollution and environmental programs. Facilitate initiatives for industrial process improvements.
- b. Functions. The functions of the Deputy Chief of Staff for Industrial Operations are to:
 - (1) Issue guidance for Industrial Base data collection, analysis, and reporting requirements to identify strengths and areas requiring improvements.

9-28. Industrial Base Capabilities Division.

- a. Mission. The mission of the Industrial Base Capabilities Division (AMCOPS-IEB) is to assess and develop strategies and plans to manage AMC'S Industrial Base Program in support of Army Transformation.
- b. Functions. The functions of the Industrial Base Capabilities Division are to:
 - (1) Manage AMC'S Industrial Preparedness Operations (IPO), non-ammunition funding. Serve as AMC'S ASIE Management Decision

Evaluation Program (MDEP) manager. Develop the criteria for prioritization, validate and justify AMC'S IPO funding requirements, and defend the requirements at the Army's Sustaining Program Evaluation Group (PEG). Support the Army's G-4 efforts to defend Army's IPO funding levels.

- (2) Manage the Army's efforts to institutionalize Public-Private Partnerships in the National Sustaining Base in support of the Army's Logistics Transformation.
- (3) Manage, integrate and institutionalize AMC'S corporate Industrial Base (IB) Strategy. Support the Army's IB Strategy and Army Transformation.
- (4) Develop and promulgate a process to integrate IB management in the Army materiel acquisition process. Ensure that the process provides for the following: identification and analysis of critical IB areas and processes; identification and analysis of critical materiel items and requirements; procedures for planning and coordinating with other HQAMC functional elements, Program Executive Offices, and industry for the maintenance and retention of critical processes, procedures, and sectors; guidance for functional support to integrate IB programs in the Army materiel acquisition process per DOD and Army acquisition policies; an analysis of industrial base data and trends for development and integration of the AMC IB strategy, policy, and documentation to integrate IB considerations in the materiel acquisition process; and can identify, maintain, and analyze metrics to measure the adequacy of the IB program.
- (5) Conduct and coordinate IB studies to determine the availability and viability of IB processes, capacity, and capability. This is required in support of peacetime and wartime critical operational and readiness requirements.
- (6) Ensure the Production Base Support (PBS) Program supports the Army Industrial Base Strategy in support of Army Transformation.
- (7) Support the Army's Capital Improvement Program (CIP) for organic maintenance depots.
- (8) Manage the Army's IB electronic portal/page to provide AMC'S IB Planners the automated tools and a centralized repository, for knowledge, lessons learned, and analytical tools, needed to evaluate IB considerations in support of the Army materiel acquisition process.

- (9) Serve as the AMC focal point for the Assessment of potential implications for Army Programs resulting from proposed mergers or acquisitions of defense contractors.
- (10) Serve as the Army's proponent for the Army's Title III Program, Expansion of Productive Capacity and Supply, in accordance with the Defense Production Act. Represent the Army in the DOD Title III Working Group. Manage and coordinate the Army support of the DOD Title III Program.
- (11) Serve as the Army Defense Priorities and Allocation System (DPAS) Officer, and manage the Army implementation of priorities and allocations in accordance with DODD 4400-1, Defense Production Act Program. Provide technical staff assistance and policy oversight on the implementation and execution on the DPAS, and Strategic and Critical Materiel. Provide technical assistance to PEO'S and Program Managers (PM's), buying commands, industry, HQDA, and OSD for DPAS policy, actions, coordination, and information.
- (12) Serve as the Army proponent for the DOD Diminishing Manufacturing Sources and Materiel Shortages (DMSMS) Program, which includes obsolescence management, and risk mitigation of single point issues. Represent the Army at DOD's DMSMS Working Group. Exercise overall staff management and administration of the Army portion of the DOD DMSMS Program. Coordinate and integrate the Army's DMSMS mission support with OSD, DLA, and other services, government agencies, the Army Acquisition Community, industry, and AMC MSC'S. Establish policies and processes provide guidance, and evaluate implementation. Manage the Army's DMSMS electronic portal.
- (13) Serve as the Army proponent for the Government-Industry Data Exchange Program (GIDEP), and represent the Army at GIDEP forums.
- (14) Serve as the Army proponent for the North American Technology and Industrial Base Organization (NATIBO), and participate as the Army representative to the U.S./Canada NATIBO Steering Group.
- (15) Serve as the proponent for all Government-Furnished Property polices and issues in accordance with FAR Part 45 and DFAR 245. Develop and implement AMC guidance. Participate in property assessments and reviews. Manage government property furnished to contractors, and provide assistance and guidance.
- (16) Direct, integrate, facilitate, and administer AMC'S involvement in the Committee on Foreign Investment in U.S, (CFIUS) Program.

- (17) Serve as the AMC Responsible Agent to manage the Army Warranty Program. Institute policy, determine compliance, establish data collection and reporting methods establish and maintain a centralized web-based database, and sustain compatibility of warranty execution methods with the standard army supply and maintenance logistics support systems.
- (18) Manage the Technical and Industrial Liaison Office (TILO). Serve as the HQAMC focal point for policy and guidance, and proponent for AMC-P 70-6, R&D Opportunities for Industry.
- (19) Serve as the HQAMC focal point for unsolicited proposals, and proponent for AMC-P 70-8, Guide for Unsolicited Proposals.
- (20) Exercise overall staff management and administration of the AMC Advance Planning Briefing for Industry (APBI) Program to enhance early industry involvement in acquisition planning. Establish policies and procedures provide guidance, integrate scheduling, evaluate implementation, and serve as proponent for AMC-P 70-28, APBI Administrative Guidance.
- (21) Provide technical assistance, and represent AMC, as required, in Quality Assurance Program activities, and support the Army's Product Quality Deficiency Report Program.
- (22) Ensure total management for assigned Product Quality Assurance Programs.
- (23) Represent the army on the Defense Acquisition Regulation (DAR) Quality Assurance Committee.
- (24) Serve as the AMC proponent for the Contractor Performance Certification Program (CP2) to recognize a contractor's quality programs, design, development and/or production processes.

9-29. Integrated Engineering Management Division.

- a. Mission. The mission of the Integrated Engineering Management Division (AMCOPS-IEI) is to develop and implement Integrated Engineering Management, and Engineering and Technical Data Processes, that sustain the soldier's technological edge, readiness, and sustainability. Develop and implement initiatives to improve the engineering and technical data process. Develop and implement policies, procedures, and initiatives to improve the development, access or acquisition, receipt, storage, maintenance and distribution/transmittal of lifecycle engineering and technical data. Develop and implement policies, procedures, and initiatives to improve the development and

implementation of standardization, and commercial practices. Establish AMC positions and provide implementing policy for all pollution prevention in materiel acquisition. Provide direct environmental support to program managers. Provide support to the Army Standardization Executive, Engineering Data Management System (EDMS) Office, and the Product Data (PD) Functional Coordinating Group (FCG). Provide engineering analysis and support of technical programs and initiatives to AMC and Army objectives. In accordance with paragraph C6.2.2, DOD 4120.24-M, coordinate the day to day actions involving the development, ratification, implementation, cancellation, and periodic review of International Standardization Agreements (ISA'S) intended for use in acquisition.

- b. Functions. The functions of the Integrated Engineering Management Division are to:
- (1) Serve as the Army Departmental Standardization Office.
 - (2) Serve as the Army Data Management Office.
 - (3) Serve as the Army Configuration Management Office.
 - (4) Serve as the AMC Acquisition Pollution Prevention Support Office. Act as the Environmental Staff Office for the Acquisition Executive and Assistant Secretary of the Army for Acquisition, Logistics, and Technology.
 - (5) Serve as the AMC Value Engineering Office.
 - (6) Serve as the proponent for the Army Configuration Management and Data Management Programs, Engineering and Technical Data Management, associated policies and systems and the AMC Value Engineering Program.
 - (7) Provide the Army Representative on the Joint group for Acquisition Pollution Prevention.
 - (8) Provide the focal point for the Army's Executive Agent for Technical Data Management.
 - (9) Provide the focal point for the Army Point of Contact (POC) for the Joint Engineering Data Management Information Control System (JEDMICS) and the Army voting member of the JEDMICS Configuration Control Board.
 - (10) Provide liaison to the AMC Corporate Information Boards.
 - (11) Provide liaison to AMC and DOD level logistics boards.

- (12) Provide staff supervision of the Product Data (PD) Functional Coordinating Group (FCG).
- (13) Provide staff supervision of the Engineering Data Management System (EDMS) Office.
- (14) Interface with industrial groups and associations, to include the following: National Defense Industrial Association (NDIA); Government Electronic Industries Alliance (GEIA); Aeronautical Industries Association; Institute of Electrical and Electronics Engineers (IEEE); and Society of American Value Engineering (SAVE), addressing issues related to engineering and technical data, configuration and data management, and value engineering.
- (15) Provide engineering analysis and support of technical programs and initiatives to meet AMC and Army objectives.
- (16) Review and evaluate the technical feasibility and merits of Supply Management of the Army Operations and Support Cost Reduction (OSCR) initiatives.
- (17) Organize and manage commodity focused Integrated Process Teams responsible for identifying , planning, and executing acquisition pollution prevention projects supporting PEO'S, PM's, MSC'S, and industrial facilities.
- (18) Program and budget resources (6.5 RDTE) for execution of acquisition pollution prevention projects by the Commodity Integrated Process Teams.
- (19) Establish priorities and programs for Research and Development (6.1, 6, 2, 6.3A RDTE) funds to meet the future environmental needs of Army acquisition.
- (20) Manage the elimination of hazardous or environmentally unacceptable materiel in all phases of a weapon system's life cycle.
- (21) Integrate environmental programs having potential impacts on acquisition to include the following: Environmental Quality Technology (EQT) Program; Strategic Environmental Research and Development Program (SERDP); Environmental Science and Technology Certification Program (ESTCP); activities sponsored by the Joint Group on Pollution Prevention (JP-PP); and programs executed by the National Defense Center for Environmental Excellence (NDCEE).

- (22) Advise decision authorities on high-risk environmental hazards associated with Army systems at all stages of the life cycle.
- (23) Manage the implementation of the Army's Standardization Program.
- (24) Provide resources for MSC liaison to critical national and international standard bodies in key standards development activities.
- (25) Provide expert advice on technical documentation, data management, and value engineering.
- (26) Develop and implement policies, procedures and initiatives to improve the development, acquisition, receipt, storage, maintenance, and distribution/transmittal of engineering and technical data.
- (27) Provide clear and sound guidance and direction to Army activities on technical documentation, configuration management, data management, Engineering and Technical Data Engineering, and acquisition automated systems and value engineering.
- (28) Develop, budget for, and execute the Life Cycle Product Data (LCPD) program to reduce life cycle costs for Army Weapon systems.
- (29) Develop, budget for, and execute the Automated Document Conversion Strategy (ADC-S) program, to reduce life cycle costs, for Army weapon systems.
- (30) Develop the engineering proposals for submittal to the Logistics Community Board (LCB) program to reduce life cycle costs for Army weapon systems.
- (31) Develop the engineering proposals for the Joint Continuous Acquisition Life Cycle Support (JCALS) Defense Information Infrastructure (DII) program to reduce costs for Army weapon systems.
- (32) Recommend procedures for participation in the development, ratification, and implementation of ISA'S intended for use in acquisition.
- (33) Coordinate participation on assigned committees and working groups for ISA'S intended for acquisition.
- (34) Coordinate the review of ISA'S intended for acquisition to ensure consistency with acquisition reform, U.S. military and civilian law and DOD needs.

- (35) Provide recommendations to the Army Standardization Officer regarding ISA development, ratification, implementation, cancellation, and periodic review.
- (36) Recommend, defend, and staff manage the allocation of funding for developing, ratifying, and implementing ISA'S intended for acquisition.
- (37) Serve as the Army's lead for Corrosion Prevention and Control (CPC) Program. Represent G-3 in providing the executive leadership required to stand up, and maintain, an Army wide program that reduces the cost of corrosion and improves the Army's readiness.

9-30. Director of Enterprise Integration.

- a. Mission. The mission of the Director of Enterprise Integration (AMCOPS-E) is to work in a collaborative, matrix environment with HQDA Offices of the Deputy Chief of Staff, G-4 and G-6, the Assistant Secretary of the Army, Financial Management and Comptroller, ASA (FM&C), The Army Enterprise Integration Oversight Office (AEIOO), the Combined Arms Support Command (CASCOM), the Program Executive Officer, Enterprise Information Services (PEOEIS), and other Program Managers to integrate and modernize the Army logistics automation environment. Also designated as the Deputy for Army Logistics Enterprise Integration (DALEI), the AMC Deputy G-3 serves as the key senior level advisor to the Commanding General, AMC for the entire enterprise integration of all Army echelons of logistics automation and Business Process Reengineering (BPR). This includes financial interface, incorporation of best commercial business practices using Enterprise Resource Planning (ERP) processes, acquisition, migration of legacy systems functionality and reengineering of that functionality, retirement and/or maintenance of current systems under Portfolio Management, and technical and product data management. The goal is to achieve a fully integrated, seamless Logistics Enterprise for use from the commercial source of supply to the foxhole.
- b. Functions. The functions of the Director of Enterprise Integration are to:
 - (1) Determine, integrate, and coordinate functional requirements for all Army logistics modernization efforts; coordinate with developers of other Army and non-Army modernization efforts to ensure they address such requirements in their modernizing efforts.
 - (2) Provide guidance and direction for the functional, acquisition, funding, policy/regulatory, training, scheduling and staffing requirements to ensure full integration and interoperability of all logistics automation transformation initiatives.

- (3) Develop routine coordination of logistics functional requirement processes with CASCOM and the Lead AMC Integration Support Office (LAISO).
- (4) Ensure the integration of the Global Combat Support System – Army (GCSS-Army) and the Logistics Modernization Program (LMP) ERP program into a seamless Army Logistics Enterprise.
- (5) Implement robust knowledge management processes within the Logistics Enterprise that directly supports the continuing transformation process.
- (6) Integrate Automatic Identification Technology (AIT) to enable Unique Item Identification (UID), Total Asset Visibility (TAV), and Radio Frequency Identification (RFID).
- (7) Participate in the Army logistics transformation matrix management process as a product owner, and implement the Logistics Transformation Task Force (LTTF) initiatives as applicable, within product lines. Coordinate overall current and future force modernization initiatives across transformation product lines in accordance with HQDA process owner requirements for integration into the enterprise.
- (8) Develop a Single Army Logistics Enterprise (SALE) that achieves a seamless, end-to-end modernized Army Logistics Enterprise using best commercial business practice Enterprise Resource Planning Tools.
- (9) Establish and implement the Army Strategies, Architectures and Standards Group (SASG). The SASG manages the Army's Logistics Enterprise Architecture (LEA) and the associated system development initiatives to result in a Single Army Logistics Enterprise. The SASG ensures that the LEA is extended; monitors Army Logistics implementation progress relative to the LEA; develops and maintains standards; maintains linkages among the SASG members, Business Process Executives, and the Business Process Teams on implementation projects. The SASG establishes and maintains alignment with other Army and DOD architectures, and develops and maintains the LEA technology and infrastructure environment.
- (10) Incorporate other emerging and mandated initiatives into the SALE Architecture and modernized solution, such as, the Installation Management Agency (IMA), supply and maintenance management, Exchange Pricing (EP), and Funds Control (FC).
- (11) Implement PLM+ Program as a separate ERP system to do the following: store and maintain a single source of Master Data on all Army equipment; provide central management and maintenance of product data; enable Asset Life-Cycle Management; enable GCSS-Army and LMP to

communicate efficiently, creating a virtual single logistics system enterprise; and enable the modernized Army system to communicate efficiently with other services and external systems, whether they are ERP or non-ERP systems.

- (12) Maintain residual Single Stock Fund functionality and systems until subsumed by the modernized ERP solution.
- (13) Ensure logistics systems integration with the STRYKER Brigade Initiative and the Future Combat System (FCS) logistics support concept.
- (14) Ensure compliance and integration with emerging Joint Logistics Requirements.
- (15) Ensure seamless integration of the modernized National and Tactical Logistics System with the Army and Joint Logistics Common Operating Picture (LCOP) requirements.
- (16) Conduct periodic forums at the two and three star level to ensure stakeholder buy-in on modernization initiatives.

9-31. Office of the Director (AMCOPS-E).

- a. Mission. The mission of the Office of the Director is to ensure the organizational structure is adequately resourced, that it accomplishes required tasking actions in an efficient and organized process, and that schedules are de-conflicted in order to optimize staff processes.
- b. Functions. The functions of the Office of the Office of the Director are to:
 - (1) Determine priorities, resources, and schedules.
 - (2) Provide guidance and direction for the functional, acquisition, funding, training, scheduling, and staffing requirements to ensure full integration and interoperability of logistics automation modernization initiatives.
 - (3) Establish a collaborative enterprise environment with Army elements to gain consensus for accelerated, relevant automation decision-making regarding logistics business process modernization issues and synchronize processes, timelines, and resources within the Army.
 - (4) Provide guidance to LAISO.
 - (5) Support the Global Combat Support System-Army (GCSS-A) executive management structure.

- (6) Implement knowledge management enterprise solutions to sustain the Army, provide superior technology, and enable Army Acquisition.
- (7) Ensure the accomplishment of remaining Single Stock Fund implementation actions and transition of associated functionality in modernized systems.
- (8) Provide executive administrative support for the Director of Enterprise Integration and the Assistant Director; maintain respective calendars.

9-32. Enterprise Integration and Synchronization Division.

- a. Mission. The mission of the Enterprise Integration and Synchronization Division (AMCOPS-ES) is to serve as the organizational focal point for coordination of logistics modernization initiatives and Enterprise Resource Planning (ERP) solutions. It is responsible for the entire schedule synchronization to ensure integration of all Army logistics business systems into the operational and systems architectures.
- b. Functions. The functions of the Enterprise Integration and Synchronization Division are to:
 - (1) Determine AMCOPS-E priorities, resources, and synchronization; provide issue resolution; and monitor high-level architecture development.
 - (2) Direct utilization of assigned personnel and resources to ensure accomplishment of the AMCOPS-E mission; assign priorities and timelines for internal initiatives and actions.
 - (3) Provide input and coordinate information to ensure that the AMCOPS-E objectives adopted from the Army high-level architecture study are synchronized and consistent with established schedules.
 - (4) Develop internal plans to interface and integrate with external initiatives and proponents, including Commons Logistics Operating Picture, Future Logistics Enterprise (FLE), DLA, the Defense Finance and Accounting Service (DFAS), and others as required.
 - (5) Participate in the monitoring, tracking and coordinating of logistics functional decisions in support of blueprinting efforts.
 - (6) Serve as AMCOPS-E liaison and provide advisory support to the Director of Future Operations, regarding all aspects of logistics transformation initiatives emanating from the Objective Force Task Force.

- (7) Ensure synchronization of legacy plans with modernization logistics initiatives.
- (8) Develop, coordinate, and publish the DAEI White Paper and Implementation Plan.
- (9) Provide advice, assistance and recommendations to the Director on AMCOPS-E issues regarding functional integration of systems/initiatives; program oversight support; resolution of issues with all stakeholders; and adherence to the Campaign Plan, Implementation Plan, and the Change Management Process Plan.
- (10) Provide the AMC Principal Deputy G-3 weekly updates on the status of AMCOPS-E projects and tasks.
- (11) Participate and coordinate with LAISO and CASCOM for any issues/challenges regarding functional logistics requirements, management processes.
- (12) Maintain flexibility and adaptability to Joint and Commercial requirements, ensure compatibility with FLE, Financial Management Modernization Program (FMMP), and explore the utilization of emerging technology advances/tools.
- (13) Exercise acquisition oversight coordination via membership in IIPT and IPT.
- (14) Review actions related to integration and synchronization.
- (15) Coordinate, plan, and execute special studies or projects directed to AMCOPS-E.
- (16) Serve as the Task Integration, Prioritization and Distribution element for AMCOPS-E.
- (17) Provide oversight for the Single Stock Fund Implementation process.
- (18) Develop detailed legacy modernization plans.

9-33. Single Stock Fund Legacy Team.

- a. Mission. The mission of the Single Stock Fund Legacy Team (AMCOPS-ESF) is to ensure completion of the remaining SSF implementation events, coordinate and execute SSF-related program reviews, and integrate SSF processes in the near-term and long term Army logistics modernization efforts.

- b. Functions. The functions of the Single Stock Fund Legacy Team are to:
- (1) Provide for Milestone 3 (MS 3) fielding; SSF metrics; training; and SSF Business Rules.
 - (2) Execute program direction and guidance concerning SSF MS 3 implementation.
 - (3) Conduct periodic quarterly SSF General Officer Work Group meetings.
 - (4) Adjudicate functional disagreements and issues, raised by the Major Army Commands, and the Reserve Component during MS 3 implementation.
 - (5) Provide budgetary, administrative and matrix support to the former SSF Directorate personnel.
 - (6) Operate the SSF National Operations Center and integrate that function with AMC.
 - (7) Exercise responsibility, management, and operation of the SSF middle-ware, hardware and software; facilitate the transfer of middle-ware to emerging automation systems consistent with AMCOPS-E architecture.
 - (8) Provide periodic status reports to the Army G-4 staff on SSF, covering key areas.
 - (9) Provide status of SSF related systems development and fielding schedules for the Logistics Modernization Program.
 - (10) Provide software changes related to the SSF initiative.
 - (11) Develop priorities for ongoing efforts involving SSF implementation.
 - (12) Establish SSF program metrics.
 - (13) Develop a SSF implementation schedule.
 - (14) Integrate SSF processes in the emerging enterprise environment.
 - (15) Provide status of MS 3 Problem Reports.
 - (16) Ensure the completion of remaining SSF user training requirements, plans for and handoff of applicable sustaining training requirements to Training and Doctrine Command.

9-34. Joint Integration Division.

- a. Mission. The mission of the Joint Integration Division (AMCOPS-ESJ) is to serve as the AMC focal point for interoperability and Joint logistics actions/initiatives. This includes actions from the Joint Logistics board (JLB), evolving initiatives from the DOD FLE, to include liaison with the Best Business Practices Collaborative Working Group, and the Financial Management Modernization Program (FMMP).
- b. Functions. The functions of the Joint Integration Division are to:
 - (1) Provide for interoperability; FLE/FMMP; and Multi-Service Initiatives.
 - (2) Identify, analyze and coordinate requirements associated with all logistics Joint Interoperability challenges and issues, especially interfaces.
 - (3) Monitor funding, political, training and scheduling implications of assigned logistics automated programs and initiatives, and those within the DOD and other Army communities for total visibility, analysis, and impacts.
 - (4) Monitor and coordinate system compliance with Information Assurance requirements.
 - (5) Participate in and/or lead ad hoc groups to satisfy critical logistics Joint, interoperability, integration issues/challenges.
 - (6) Participate, monitor and advise on Joint Operational and System architecture design and development.
 - (7) Participate in Joint boards and systems working groups, including Joint Computer-Assisted Acquisition Logistics Systems (JCALS), Joint Total Asset Visibility (JTAV), and the GCSS-Family of Systems (FOS).
 - (8) Ensure compliance with DRID requirements.
 - (9) Participate in CINC-129 requirements/issues as required.
 - (10) Articulate AMCOPS-E functionality requirements in DOD FLE efforts and initiatives.
 - (11) Coordinate and share information, milestone achievements and other data related to systems interface issues and challenges with other offices in AMCOPS-E and all stakeholders.

- (12) Participate in the development and/or staffing of Acquisition documents as required from the joint perspective.
- (13) Serve as the Army user representative for JCALS applications.

9-35. Operational Architecture Integration Division.

- a. Mission. The mission of the Operational Architecture Integration Division (AMCOPS-ESO) is to exercise staff responsibility for management actions related to the Logistics Modernization Program (LMP) and the GCSS-Army program. This includes interface with Transformation of Installation Management (TIM), ERP Business Rules, Process Flows, Blueprinting, and System Architecture, taking action on LTF recommendations, and implementing Exchange Pricing, if required.
- b. Functions. The functions of the Operational Architecture Integration Division are to:
 - (1) Provide for functional requirements integration; LMP and GCSS-A; Army Knowledge Environment Application (AKEA) and Logistics Knowledge Management (LKM).
 - (2) Coordinate and share information, milestone achievements and other data related to systems interface issues/challenges with the other offices in AMCOPS-E and all stakeholders.
 - (3) Gain visibility and evaluate logistics modernization initiatives to include Business Process Reengineering, Best Business Practices identification.
 - (4) Maintain visibility over commercial (trade-shows, seminars) business process advances for analysis of applicability to AMCOPS-E efforts, CASCOM or Army G-4.
 - (5) Ensure business process reengineering synchronization with Single Stock Fund, National Maintenance Program, and Weapon System Modernization policies and business rules.
 - (6) Manage ERP development and fielding actions.
 - (7) Focus on Best Business Practices.
 - (8) Minimize non-standard software applications.
 - (9) Monitor and track initiatives from the DOD Better Business Practice Group.

- (10) Provide functional input to integration architecture and testing for new software functionality to achievement of desired outputs; appropriate interfaces and integration; joint interoperability in conjunction with AMCOPS-ESJ; end to end process integration; and compliance with the Chief, Financial Officer Act requirements.
- (11) Evaluate new requirements and enablers for architectural and business process compliance.
- (12) Ensure Integration of Automatic Identification Technology (AIT) as a critical enabler into the mainstream logistics process to coordinate with the AIT PM and track OSD AIT initiatives.
- (13) Evaluate "value added" for legacy system changes, develop recommended action and monitor the development and execution of approved/funded legacy system changes in accordance with FMMP; coordinate legacy system retirement and use return on investment methodology.
- (14) Participate in the development and staffing of acquisition documents for various milestone reviews, OIPT'S and Defense Acquisition Board reviews as required for logistics automation Acquisition Category (ACAT 1D) programs.
- (15) Facilitate integration of enabling technology; e.g., AIT, Electronic Data Interface (EDI), E-Commerce, with logistics automation initiatives; ensure cost effectiveness and evaluate timeliness.
- (16) Provide centralized direction and management of AMCOPS-E logistics and financial integration program execution, ensuring timely planning, programming, budgeting and execution.
- (17) Issue procedural and policy directives, as required, for logistical integration of systems and operations within AMCOPS-E.
- (18) Establish procedures and resolve disputed questions having Army-wide application.
- (19) Serve as the AMCOPS-E focal point and principal advisor on issues related to policy formulation, program guidance and procedures.
- (20) Develop and synchronize plans for phased implementation of AMCOPS-E logistical and financial process improvement; planning involves all phases of integrated financial support and resource analysis.

- (21) Advise the Director, AMCOPS-E as to which integration project milestones should be accelerated, curtailed, eliminated, maintained, or restructured, as a result of new guidance or revised program components.
- (22) Identify key logistics and financial management process changes, and related automated system change requirements required to achieve AMCOPS-E integration program objectives.
- (23) Ensure synchronization of current policy with changes in business processes developed by AMCOPS-E reengineering efforts.
- (24) Effect liaison with the Army Staff and Secretariat, AMC G-8, DLA, DFAS, and other organizations within DOD and Army on logistics modernization funding requirements, priorities, timelines, and allocation.

9-36. Systems Architecture Integration Division.

- a. Mission. The mission of the Systems Architecture Integration Division (AMCOPS-ESS) is to coordinate, synchronize, and integrate the Army's enterprise integration functional requirements within the DOD system common operating picture framework. It ensures that required systems functional requirements are in scope, and that they align with the DOD Information Technology (IT) portfolio management standards.
- b. Functions. The functions of the Systems Architecture Integration Division are to:
 - (1) Provide common automation architecture; web based functionality; and testing synchronization.
 - (2) Participate in the development and/or staffing of acquisition documents for various milestone reviews, OIPT'S and Defense Acquisition Board reviews as required for GCSS-Army, a CAT 1D program.
 - (3) Serve as the focal point for AMC Web-based logistics programs and initiatives.
 - (4) Evaluate new requirements and enablers for system architectural compliance.
 - (5) Maintain visibility over commercial business, process advances in systems architecture for analysis of applicability AMCOPS-E efforts.
 - (6) Develop Knowledge Management Planning in coordination with AMC major subordinate commands for continuous logistics process improvement.

- (7) Monitor and advise on system architecture design and development.
- (8) Coordinate and share information, milestone achievements and other data related to systems interface issues with the other offices in AMCOPS-E and all stakeholders.
- (9) Maintain cognizance of funding, training, and scheduling implications of not only assigned logistics automated programs and initiatives, but also those within DOD and other Army communities for total visibility, analysis and impacts.
- (10) Ensure strict adherence to the establishment of a shared data environment.
- (11) Maintain conversance and knowledge on ERP architecture and its applicability to Army logistics business systems under AMCOPS-E.

9-37. Plans and Programs Division.

- a. **Mission.** The mission of the Plans and Programs Division (AMCOPS-EP) is to provide a variety of administrative support functions and serve as the focal point for internal staff synchronization and planning efforts. Administrative support tasks encompass normal office, management procedures, correspondence management, graphics, record maintenance, and administrative functions. Staff synchronization includes a series of actions to ensure that the organization is operating effectively, that various planning requirements are coordinated and executed effectively, that the organization interacts with key AMC and HQDA processes, and that the principal AMCOPS-E vision and scope are effectively communicated.
- b. **Functions.** The functions of the Plans and Programs Division are to:
 - (1) Administer support tasks, review and analyze, and communicate measures.
 - (2) Coordinate and conduct staff meetings; publish staff meeting notes.
 - (3) Implement an effective process for the management of correspondence and a distribution system.
 - (4) Develop short and long range plans for the organization.
 - (5) Plan, program budget and execute resources to accomplish the organizational mission and functions; track internal contracts and make requisite reports.

- (6) Provide graphics support.
- (7) Perform administrative functions emanating from regulatory procedures and guidance.
- (8) Monitor and maintain internal schedules within AMCOPS-E.
- (9) Develop and maintain a suspense system for all actions involving AMCOPS-E activities.
- (10) Maintain and update the AMCOP-E portion of the AMC web site and integrate requirements for the Army Knowledge Online (AKO) environment.
- (11) Coordinate and conduct recurring video teleconferences.
- (12) Perform special analysis efforts pertaining to the efficiency and effectiveness of AMCOPS-E operations.
- (13) Coordinate planning and accomplishment of activities related to senior level, executive decision/advisory boards and groups governing the logistics enterprise, integration modernization, transformation initiatives.
- (14) Establish and maintain tracking and monitoring processes for tasks emanating from boards/groups.
- (15) Develop and manage the internal AMCOPS-E process for metrics and review and analysis efforts; integrate reporting for the Strategic Reporting System (SRS) and Balanced Scorecard (BC).
- (16) Serve as the AMCOPS-E liaison between the Army Staff and Secretariat, AMC G-8, the Defense Logistics agency (DLA), and other organizations within the Department of Defense (DOD), and Army, for major planning, programming, budgeting and execution system actions involving AMCOPS-E mission and functions.
- (17) Plan and conduct internal program management reviews to ensure integration of AMCOPS-E planning actions.
- (18) Develop AMCOPS-E operations policies and procedures.
- (19) Develop, coordinate and publish the AMCOPS-E Communication Plan and AMCOPS-E Charter.
- (20) Develop, coordinate and submit information papers, trip papers, briefings, and special presentations.

- (21) Manage requirements regarding logistics automation scheduling.
- (22) Coordinate input to Army Logistics Transformation Task Force (LTTF) initiatives and Objective Force Task Force Requirements.
- (23) Coordinate input to Defense Reform Initiative Directive (DRID) initiative reporting.
- (24) Coordinate input to the Army Transformation Campaign Plan and the Army Transformation Office.

9-38. Director of Future Operations.

- a. Mission. The mission of the Director for Future Operations is to be responsible for the analysis, integration, assessment, and management of concepts, plans, initiatives, and future technologies to enable the Army Materiel Command's (AMC) support of future Army objectives.
- b. Functions. The functions of the Deputy G-3 are:
 - (1) Provide HQAMC a central analytical capability for strategic planning strategy.
 - (2) Serves as the Command lead for future command strategic planning initiatives.
 - (3) Provide HQ AMC a capability to research, develop, evaluate, and integrate new and emerging concepts, processes, initiatives and strategies for the support of U.S. and coalition forces.
 - (4) Facilitate incorporation of transformation strategies, doctrines, processes and objectives; acquisition and logistics initiatives; log enterprise considerations; emerging technologies into developmental and fielded weapon systems.

9-39. Strategic Planning Division.

- a. Mission. Provides HQAMC a central analytical capability for strategic planning. In carrying out this mission, the Strategic Planning Division:
 - (1) Ensures the Command's strategic planning promulgates integrated policies and initiatives in support of superior technology, acquisition support and logistics.

- (2) Analyzes the strategic impact of external guidance (National Security Strategy, The Army Plan, and Army Vision, etc.) to determine impact on Command missions, objectives and plans.
- (3) Provides management oversight of major internal strategic initiatives, ensuring integration, congruency, balance and continuity.
- (4) Performs research, analysis, and evaluation of current command-wide policies, programs, organization and procedures and recommends changes to strengthen command performance and operating efficiency.

b. Functions. The functions of the Strategic Planning Division are:

- (1) Responsible for command strategic planning, management oversight, and implementation of statutory initiatives such as QDR and the FAIR Act.
- (2) Responsible for command strategic planning, management oversight, and implementation of departmental initiatives (DOD, DA, OPM, etc) such as Strategic and Competitive Sourcing.
- (3) Provide focused interdisciplinary analytical capability to ensure critical integration of command initiatives.
- (4) Provide a quick reaction analysis, assessment and problem-solving capability when required by urgent or sensitive situations.
- (5) Analyze actual and/or proposed plans, programs and requirements forecasts to ensure synchronization of sound business practices that support the command strategic planning strategy.
- (6) Define and conduct management studies relating to the development of new or existing management systems, models, operating policies, procedures, methods, and organizational concepts.
- (7) Responsible for planning future stationing strategy.
- (8) Provide command representation to meetings with representatives of Congress, DOD, DA, OMB, GAO, other commands, and Government agencies on matters pertaining to strategic analyses, plans, programs or projects.
- (9) Ensure leadership awareness of innovative management concepts, technologies, systems and methods of operation throughout Army, DOD, Industry and Academia.

- (10) Maintain a trusted agent network of headquarters and subordinate activities in support of strategic planning for the command.
- (11) Maintain a professional network with other organizations which help identify internal and external politics affecting the command's corporate strategy.
- (12) Serve as the primary AMC office of responsibility for Business Identification Council (BIC).
- (13) Direct Strategic Readiness Systems (SRS) for Future Operations.
- (14) Serve as the primary office of responsibility for the AMC Annual Training and Operating Guidance.

9-40. Transformation and Technology Division.

- a. Mission. The mission of the Transformation and Technology Division (AMCOPS-FTF) is to develop, coordinate, and integrate AMC plans and initiatives to support the transformation of the Army to the Future Force; synchronize AMC planning with Army and DOD level transformation plans and directives, validate AMC resource requirements in support of Transformation; and synchronize the planning of advance technology with other transformation initiatives.
- b. Functions. The functions of the Transformation and Technology Division are to:
 - (1) Develop, coordinate and integrate AMC plans for supporting the transformation of the Army to the Future Force including: Army Campaign Plan (ACP), AMC Campaign Plan, Sustainment Plans for emerging new Army force structures such a STRYKER Brigade Combat Team (SBCT) and Units of Action (UA) and Units of Employment (UEX and UEY), Army Experimentation Plans and Exercises, HQDA Transformation Focus Areas, Systems Architectures, et al.
 - (2) Coordinate and manage AMC initial equipping of SBCTs, UAs, UEX, UEY and Future Force units.
 - (3) Coordinate transformation initiatives with appropriate HQDA and Headquarters, AMC Staff Offices, Army MACOM (TRADOC, FORSCOM et al) and AMC subordinate organizations.
 - (4) Provide guidance to, and synchronize inputs from, AMC subordinate commands for their next level plans regarding Army and AMC Transformation.

- (5) Provide information to war fighters and materiel planners on emerging technologies for direct application to the Future Force and other advanced Army war fighting systems and concepts.
- (6) Validate AMC resource requirements for Transformation initiatives including: coordinating with TRADOC on emerging doctrine and system requirements which impact sustaining and other AMC mission areas; conducting requirements generation, analysis and prioritization; and interfacing with Current to Future Force Units under transformation, e.g. SBCTs, Future Combat System (FCS) and UAs and UEs.
- (7) Serve as AMC Headquarters management Focal Point for Transformation including: supporting/representing AMC Command Group for HQDA meetings on Transformation; planning, coordinating and synchronizing actions that are part of AMC Transformation, developing appropriate displays, presentations and tools to communicate the status of AMC Transformation initiatives for the Command Group, HQ staff principals, and MSC/SRA commanders and maintaining appropriate databases and reports on the plans and accomplishments of HQ and subordinate command initiatives on Transforming AMC.
- (8) Maintain awareness of technology developments which may impact AMC sustainment support to the Current and Future Force.
- (9) Conduct reengineering and/or management improvement efforts and study activities affecting AMC.
- (10) Track AMC progress in accomplishing objectives in the Army Campaign Plan matrix and database.
- (11) Assess and coordinate emerging technology innovation supporting Transformation with the Industrial Base Activities.
- (12) Serve as the AMC representative for review of the Corporate Foreign Investment in the United States (CFIUS).

9-41. Concepts and Requirements Analysis Division.

- a. Mission. The mission of the Concepts and Requirements Analysis Division is to research, analyze, assess, develop, evaluate and coordinate concepts, processes, initiatives and strategies for the support of U.S. and coalition forces.
- b. Functions. The functions of the Concepts and Requirements Analysis Division are:

- (1) Interface with higher Army, DOD, Joint, MACOM and MSC staffs in the development and implementation of new concepts, doctrine and initiatives. Participate in early life cycle phases to ensure that emerging transformation initiatives, log concepts and technology considerations are included in all planning documentation. Ensure processes are in effect to mature and embed these concepts with their functional proponents.
- (2) Coordinate with appropriate HQ AMC, MSC, and G3 staffs to ensure emerging concepts and initiatives receive appropriate emphasis in impacted areas and staff is ready to assume development and implementation/execution of concepts and initiatives upon requirements definition. Ensure that the transition of assigned projects to other appropriate G-3 offices is accomplished in a smooth and orderly manner.
- (3) Serve as HQAMC focal point for a DOD, Army, and AMC Logistics Transformation Strategy. Develop, coordinate and integrate the Logistics Transformation Strategy to ensure synchronization with AMC missions and business processes.
- (4) Analyze, assess and evaluate support requirements for all future combat systems and conduct strategic level log analyses to ensure compatibility with Army objectives, doctrine, and emerging concepts.
- (5) Establish and implement efficient processes to develop, refine, integrate, coordinate and establish AMC support of emerging transformation initiatives. Develop and define requirements necessary to support emerging transformation initiatives.
- (6) In response to analyses involving emerging support concepts, identify and document any projected Command requirements necessary to support these emerging support concepts.
- (7) In coordination with TRADOC and HQDA integrate and synchronize AMC's support and participation in Army War fighter Experimentations whose objective is to demonstrate the efficiency and/or effectiveness of new or improved logistics capabilities, processes or requirements.
- (8) Provide Command interface and oversight of logistical concepts oriented studies.
- (9) Examine emerging Army, Joint, and other services logistics and operational doctrine and processes for impacts on current or projected AMC operational methodologies and processes.
- (10) Ensure Army and DoD Logistics Transformation concepts are incorporated into applicable policies, processes, and procedures.

- (11) Examine current AMC processes for compatibility with ongoing Army Transformation goals, logistical, operational, and organizational.
- (12) Provide command representation to meetings with representatives of Congress, DOD, DA, OMB, GAO and other commands and organizations on matters within the division's area of responsibility.
- (13) Maintain network of contacts with external organizations which have influence on matters impacting the commands mission areas with regards to emerging concepts, initiatives, and processes.
- (14) Staff focal point for development and institutionalization of sustainment strategies and concepts.
- (15) Staff oversight of sustainment concepts and initiatives developed by the PEO/PM/Acquisition community to ensure integration into the Army's sustainment architecture and enterprise, to include supportability strategies (i.e., Integrated Logistics Support (ILS)).

9-42. Life Cycle Management Support Division.

- a. Mission. The mission of the Life Cycle Management Support Division is to facilitate incorporation of transformation strategies, doctrines, processes and objectives; acquisition and logistics initiatives; log enterprise considerations; and emerging technologies into developmental and fielded weapon systems. It is responsible for the interface with and coordination of AMC provided support to the ASA(ALT) PEOs/PMs, coordination of the HQAMC staff and the RDE community in support of the system life cycle management, and AMC coordination of acquisition & acquisition-related policy.
- b. Functions. The functions of the Life Cycle Management Support Division are:
 - (1) Assess the need for sustainment modernization/ improvement for each weapons system and facilitate the development and introduction of those activities.
 - (2) Provide AMC liaison with each PEO and with HQDA to ensure timely coordination of life cycle management functions and their support.
 - (3) Facilitate joint ASA (ALT)/AMC periodic reviews of AMC supported PEO managed programs.
 - (3) Facilitate the application of Lean Six Sigma management techniques in assisting the PEOs and the MSCs in the improvement of their internal processes.

- (4) Provide acquisition support to AMC MSCs, Army PMs, and PEOs.
- (5) Support the FCS to include PM, Unit of Action Maneuver Battle Lab (UAMBL).
- (6) Be the AMC focal point for total package fielding (TPF), unit set fielding (USF), and new equipment training (NET).
- (7) Is the HQAMC focal point for RAM-T as it applies to design/redesign and engineering/reengineering of fielding and fielded weapon systems.
- (8) Is the HQAMC focal point for Materiel Release and other aspects of Materiel Fielding for which policy remains under the purview of DA but execution has been delegated to AMC.

CHAPTER 10
DEPUTY CHIEF OF STAFF FOR PUBLIC COMMUNICATIONS, G-5

10-1. DEPUTY CHIEF OF STAFF FOR PUBLIC COMMUNICATIONS, G-5.

Mission. The mission of the G-5 is to:

- (1) Advise the AMC Commanding General (CG), the Deputy Commanding General (DCG), the Chief of Staff (CofS), and the AMC staff on AMC efforts to enhance understanding of the general public about the command and the Army through effective relations with Defense Industry and targeted influenced audiences.
- (2) Execute the planning and policy functions for all issues with media, Congressional, and Industry interest and to ensure unity of message with the Department of Army.
- (3) Optimize media relations as a conduit to informing the American public about AMC's accomplishments and efforts on behalf of national security.
- (4) Develop and implement communication strategies to increase understanding internal and externally of issues and efforts vital to the command.

10-2. G-5 Operations and Communications Services Team follow:

Functions.

- (1) Interface with Defense Industry.

- (2) Provide Industry and Private Defense Association events policy, planning and strategy.
- (3) Provide Industry, Congressional and media events logistics.
 - World-class exhibits on the Hill, and AUSA / NDIA symposia and seminars.
 - Quarterly updates on the Hill
 - Congressional and Industry VIP visits.
- (4) Coordinate Agenda / Program Planning for Industry Interface events.
- (5) Develop themes and content for AMC Corporate Exhibits and associated web-sites.
- (6) Develop and coordinate event agendas with Department of Army, Department of Defense, and the Defense Industry leaders and executives.
- (7) Arrange and execute Commanding General Operations Center at AUSA/NDIA events.
- (8) Manage budget and contracting requirements for industry tradeshow involvement.

10-3. Plans, Policy and Liaison Team functions:

Functions:

- (1) Develop and implement PA/Congressional annexes to HQAMC operational plans.
- (2) Develop and issue PA/Congressional plans for current and anticipated issues and events.
- (3) Coordinate and prepare Congressional testimony for AMC Commanding General and Deputy Commanding General and AMC staff.
- (4) Advise Commander and staff on Congressional affairs.
- (5) Interpret DOD/DA/AMC policies and plans as regards Congressional activities.
- (6) Gain and maintain contact to ensure Congressional support for AMC initiatives and programs.

- Quarterly updates on Hill
- Congressional VIP visits

(7) Coordinate Information papers for Congressional inquiries.

10-4. Media and Strategic Communications Team functions.

Functions.

- (1) Advise Commander and staff on media issues.
- (2) Develop and execute media strategies.
- (3) Act as Command spokesperson at media events.
- (4) Create media opportunities.
- (5) Anticipate and respond to media, government and public inquiries.
- (6) Write and disseminate press advisories and statements.
- (7) Escort media and support press interviews and conferences.
- (8) Develop crises and emergency Public Affairs plans and response.
- (9) Develop and implement internal and external communication strategies for AMC activities, initiatives, and issues.
 - Develop messages for strategic Congressional and VIP visits.
 - Create communication opportunities and supervise product development.
 - Coordinate execution of communication strategies throughout the Command.
- (10) Develop command brochure and other information materials.
- (11) Write and disseminate news releases and articles.
- (12) Develop Web content.

- (13) Assist and write command group messages, articles, speeches and white papers.
- (14) Direct and oversee special communications projects.
- (15) Direct and develop command staff Town Halls.
- (16) Develop and coordinate content for Technology Gallery and Headquarters building lobby displays and exhibits.

CHAPTER 11
CHIEF INFORMATION OFFICER, G-6

11-1. CHIEF INFORMATION OFFICER, G-6.

a. Mission. The mission of the Chief Information Officer (CIO)/G-6: As the central authority for all C4IM (Command, Control, Communications, Computers and Information Management) direct the information activities of AMC.

The Commander's intent is to:

- (1) Ensure order and discipline the system.
- (2) Enable Information Technology for everyone.
- (3) Set Strategic Direction and Objectives
- (4) Automate everything

b. Responsibilities.

- (1) Central authority, advisor, and advocate for C4IM
- (2) Serve as liaison to Army CIO/G-6
- (3) Develop / implement / enforce C4IM policy
- (4) Identify, coordinate, and integrate requirements
- (5) Oversee application / system life cycle
- (6) Ensure order and discipline the system
- (7) Advance Army Knowledge Management (AKM)

- (8) Serve as functional lead for IT Resource Management
- (9) Develop AMC's E-based knowledge workforce
- (10) Facilitate process reengineering
- (11) Direct Information Assurance (IA) / Security
- (12) Promote Net-Centric operations
- (13) Direct Enterprise Architecture process
- (14) Ensure data integrity and IT standards
- (15) Promote a virtual shared data environment
- (16) Measure Performance (Metrics)
- (17) Ensure excellence in IT service delivery
- (18) Be proactive in meeting Congressional and regulatory mandates

11-2. Information Technology (IT) Programs Division.

a. Mission. The mission of the IT Programs Division is:

- (1) Plan, execute and provide command and control of the following AMC-wide IT programs: Freedom of Information and Privacy Act, Career Program 34 Management, AMC Records Administration Policy and Oversight, AMC Publications Program, AMC Computer Based Training (CBT) Initiative, AMC ADPE and Excess Reporting Program, AMC Postal Operations Program, and the Rehabilitation Compliance Act of 1973.
- (2) Implement HQ AMC and CIO/G-6 specific programs and projects.

b. Functions. The functions of the IT Programs Division are:

- (1) Freedom of Information Act and Privacy Act: Develop command-wide program policy and plans. Provide program management and oversight. Serve as liaison to HQDA, DOD, other government agencies and civilian organizations. Conduct on-site evaluations at AMC MSCs and SRAs. Manage the HQ AMC implementation and program execution.
- (2) AMC Manager for Career Program 34 (Information Management): Develop command-wide program policy and plans. Provide program

management and oversight. Serve as liaison to HQDA, DOD, other government agencies and civilian organizations. Conduct on-site evaluations at AMC MSCs and SRAs.

- (3) AMC Records Administration: Develop command-wide program policy and plans. Provide program management and oversight. Serve as liaison to HQDA, DOD, and other government agencies. Conduct on-site evaluations at AMC MSCs and SRAs. Manage the HQ AMC records administration implementation and program execution.
- (4) AMC Publications Program: Develop command-wide program policy and plans. Provide program management and oversight. Serve as liaison to HQDA and DOD. Manage the AMC CIO/G-6 implementation and program execution of electronic publications and forms. Chair the AMC Equipment Manuals Council.
- (5) AMC E-Learning: Develop command-wide program policy and plans. Provide program management and oversight. Serve as liaison to HQDA, and civilian entities on behalf of the Commander, AMC. Manage the HQ AMC CBT and BOOKS 24/7 Program initiation and implementation.
- (6) AMC Postal Operations Oversight: Develop command-wide program policy and plans. Provide program management and oversight. Serve as liaison to HQDA, DOD and other government agencies. Conduct on-site evaluations of postal operations of AMC MSCs and SRAs.
- (7) Rehabilitation Compliance: Develop command-wide program policy and plans. Provide program management and oversight for Section 508. Serve as liaison to HQDA, DOD and other government agencies. Ensure MSCs and SRAs on-site evaluations of Section 508 compliance are conducted. Manage the AMC CIO/G-6 implementation and program execution of Sections 501, 504 and 508 requirements.
- (8) ADPE Excess Coordination: Coordinates the allocation of excess IT.
- (9) Headquarters AMC and CIO/G-6 Specific Programs:
 - a. Career Management internal to the AMC CIO/G-6 – Develop and execute program to provide all CIO employees appropriate training and skills to accomplish the AMC CIO/G-6 vision, mission and goals.
 - b. Internal Management Control Program – Develop, execute and provide oversight on vulnerability assessments and materiel weakness for the CIO/G-6. Serve as the liaison to other G-Staff, HQDA, DOD and other government agencies.

- c. Physical Security - Develop and execute the CIO/G-6 physical security and security clearance program. Provide oversight on internal divisions in program execution. Serve as the liaison to other G-Staff, HQDA, DOD and other government agencies.
- d. Virtual Library – Develop and execute the virtual library program and CBT support center. Serve as the liaison to other G-Staff, HQDA, DOD, other government agencies and civilian organizations.
- e. Executive Management - Execute programs internal to the CIO/G-6 to ensure mission success in the areas of personnel, manpower, organization structure and other support functions.
- f. TDA - Maintain and update for the CIO/G-6.
- g. Six Sigma - Serves as the G-6 lead for LEAN Thinking initiatives. Identify potential initiatives. Validate, prioritize, and execute Six Sigma approaches, as appropriate.

11-3. Core Technology and Assessment Division.

- a. Mission. The mission of the Core Technology and Assessment Division is:
 - (1) Manage and integrate Information Technology (IT) capabilities and services to support AMC's core business competencies.
 - (2) Provide oversight of AMC's information processing environments.
 - (3) Ensure IT facilitates enterprise wide transformation initiatives.
- b. Functions. The functions of the Core Technology and Assessment Division are:
 - (1) Systems/Applications Leadership
 - (a) Provide information technology leadership to both AMC functional and technical communities.
 - (b) Support senior level oversight steering committees and boards with appropriate IT guidance and problem resolution.
 - (c) Ensure IT management processes are in place to support systems related goals and priorities of senior leadership.

- (2) Develop, Validate and Integrate IT Systems - Develop strategies and initiate and monitor actions to ensure business systems' IT requirements are fulfilled in a timely effective manner consistent with AMC technical architectures as well as other IT guidance. Serve as G-6 Business Systems Area Lead to ensure IT integration of initiatives across AMC core competencies. Provide staff oversight of IT assessments to determine a command approach to achieve strategic mission goals.
- (3) Information Processing Coordination - Provide policy, develop goals, and define roles and relationships between AMC activities and data processing service providers (e.g. Defense Enterprise Computing Center-St. Louis). Oversee problem report resolution as well as the monitoring and coordination of support throughout the command. Facilitate formal agreements among AMC, government service providers and contractors. Coordinate closures of the data center operations for upgrades and maintenance.
- (4) Provide interface and oversight - Monitor command wide telecommunications, frequency spectrum, video teleconferencing, and other services provided by non-AMC service providers (e.g. DISA and NETCOM). Assist in requirements identification, monitor problem reports and ensure quality and value are received in provided services.
- (5) Telecommunications and IPv6 - Provide management oversight of AMC owned telecommunications capabilities. Direct technical enhancements required by the implementation of INTERNET Protocol Version 6. Monitor progress of DISA, DOD and Army initiatives to fulfill requirements identified by functional communities.
- (6) Enterprise transformation (IT) - Provide oversight of the enhancement, and modernization of IT for logistics processes and functional applications. Support Army and logistics transformation IT projects (e.g. Logistics Modernization Program (LMP), Global Combat Support Systems-Army (GCSS-A) and legacy business systems). Support the AMC directed Army Logistics Enterprise Integration through coordination and participation in IT aspects of enterprise integration.
- (7) Web-Enabled applications - Lead and facilitate the improvement of business functions and processes to maximum use of the Internet's capabilities.
- (8) Software Blocking - Serve as the AMC G-6 lead for Software Blocking Program involving AMC, Army, and DOD systems. Focus on implementation of technical aspects of alignment of software systems and associated hardware platforms.

- (9) Logistics IT Portfolio Management - Plan, direct, and monitor the technical infrastructure and command database supporting AMC's Logistics Portfolio Management Program and AMC G-staff users. Manage and update the AMC Logistics Information Technology (IT) Portfolio with data on assigned G-6 components of portfolio management.
- (10) Army Information Technology Registry (AITR) - Serves as the AMC central focal point for maintenance of the AMC portion of the Army Information Technology Registry (AITR). Coordinate with AMC G-staffs to issue data calls, collect information and update the AITR in accordance with higher headquarters directives.
- (11) COMSEC - Manage AMC Communication Security (COMSEC) keys.

11-3. Business Management Division.

a. Mission. The Business Management Division's mission is:

- (1) Provide centralized management of Information Technology (IT) funding that meets the future needs of our forces with highly capable IT at affordable costs and shorter acquisition schedules. In accordance with the Clinger Cohen Act establish effective and efficient capital planning processes for selecting, managing and evaluating investments in information systems.
- (2) Promote new opportunities that provide the most efficient and effective use of available assets to maximize limited Information Operation (IO) resources with a business drive approach to planning for, control of, and investing in IT.
- (3) Use a business driven approach to plan, control, and invest in IT.
- (4) Oversee the analysis of AMC business methods and missions by facilitating the revision of mission and administrative processes, as appropriate, before making significant investments in IT.
- (5) Validate requirements under the Army Knowledge Management (AKM) governance process throughout AMC across the major subordinate commands (MSC) and separate reporting activities (SRA) with their depots, laboratories, arsenals, manufacturing facilities, maintenance shops, proving grounds, test ranges, and procurement offices.
- (6) Perform the central and pivotal mission of maximizing and strengthening AMC's resources for command, control, communications, and computers for information management (C4IM) as the center of gravity for success in

operations supporting Army transformation.

- (7) Ensure that AMC C4IM is funded on a par with other Army mission critical systems and supports the AMC mission to provide superior technology, acquisition support, and logistics needed to sustain America's Joint Warfighters and its Allies.
- (8) Review the use of resources in support of national defense for activities and personnel employed in the acquisition, development, collection, processing, integration, transmission, dissemination, distribution, use, retention, storage, retrieval, maintenance, access, disposal, security, and management of information.
- (9) Promote, and assume responsibility for, IT portfolio management improving the acquisition, use, and disposal of IT by AMC to improve the productivity, efficiency, and effectiveness.
- (10) Develop, promulgate, and monitor a process for analyzing, tracking, and evaluating the risks and results of major C4IM capital investments made by AMC and its MSCs-SRAs including explicit criteria for analyzing the projected and actual costs, benefits, and risks associated with the investments.
- (11) Evaluate AMC Information Resources Management practices with respect to performance and investments made by AMC in IT.
- (12) Conduct feasibility studies and perform cost-benefit analysis for existing information resources and manual applications that have potential for automation.
- (13) Prepare policies and directives followed by coordination with subordinate commands to ensure that all C4IM requirements are adequately planned and budgeted and reviews and ranks all requirements.
- (14) Defend C4IM items in the budget or proposed new requirements that are not yet funded.
- (15) Ensure external communications assist the overall understanding of the value of C4IM and modern technologies to AMC's business strategy, while with gaining the trust and confidence of individuals outside the CIO community and external stakeholders.

b. Functions. The functions of the Business Management Division are:

- (1) AKM Goal 1 Governance.

- (a) Manage all aspects of Goal 1, “Adopt governance and cultural changes to become a knowledge based organization,” as required by the Army Knowledge Management (AKM) program.
 - (b) Review and recommend action on all IT Requirements for approval by the CIO/G-6 through the governance process.
 - (c) Control migration of non-IT funds to resource IT requirements.
 - (d) Process all requirements prior to the application development and acquisition of any IT resources.
- (2) IT Capital Planning. Develop a disciplined budget and capital programming process based on AMC CIO/G-6’s Strategic Plan to efficiently address and manage AMC’s portfolio of IT Capital Assets.
- (3) IT Policies and Procedures. Establish and maintain policies and procedures within AMC on Information Management and Information Technology Management. Review, evaluate, and analyze regulations, policies, legislation, and presidential directives and orders to determine the impact on IT and AMC CIO/G-6 organizational operations. Recommend and develop plans, milestones, and strategies for formulating new policies and/or revising, consolidating, and rescinding existing policies and plans that govern the administration of IT programs. Review policies periodically to ensure they are complete and up to date.
- (4) IT Resource Management. Manage the IT data in the AMC Program Objective Memorandum (POM), which provides long-range programming of programs, personnel, and funding. Defend the IT data before the Program Evaluation Groups (PEGs) at HQDA. Provide accountability for the near-term IT budget and funds execution. Develop the CIO’s Investment Strategy, which together with other acquisition documents forms the basis for the IT capital plan. Utilize the strategy to evaluate and establish priorities for IT investment throughout the PPBES and acquisition processes. Ensure the AMC executes PPBES responsibilities for AMC C4IM functions to include reimbursement for services above baseline level. Ensure the AMC is moving forward in C4IM management through clear visibility of the PPBES cycle. Maintain involvement in the complete budgeting process, including POM obligations and expenditures, calculation of Return on Investment (ROI), and authorizations.
- (5) Facilitate Process Reengineering. Leverage information technologies as part of the Business Process Reengineering and Business Process Improvements. Capitalize on best industry practices to accelerate reengineering within the functional communities. Perform BPR before any system is developed or modified. Reengineer or realign business

processes to ensure that the command's resources are expended as efficiently as possible. Work with the functional community to streamline applications and apply technology advancements where applicable.

- (6) Army Business Initiatives. Improve the effectiveness and efficiency of AMC's business operations by identifying, evaluating, and implementing business initiatives that streamline AMC's business operations and create savings. Ensure that approved initiatives are effectively integrated into the overall goals and strategies of AMC.
- (7) NETCOM Transition. Monitor the transfer of functions and resources to Network Enterprise Technology Command (NETCOM). Assist with the direct funding pipeline for IT resources transfer to NETCOM. Ensure NETCOM provides the services for which AMC provided resources. Support the single Army information infrastructure system with the end result to reduce IT costs for systems, software, and training.
- (8) Organizational Efficiency Assessments (e.g. A-76 and DMR). Gather pertinent manpower and financial data. Analyze the work being done. Interpret the program guidance. Develop analysis on how the program impacts IT functions.
- (9) Contract Administration. Perform pre-award and post-award contract functions. Analyze requirements, provide appropriate recommendations, and perform procurement planning. Develop procurement objectives in terms of competition and price range. Prepare and maintain current acquisition plans, appropriate milestone charts, and related schedules. Advise program managers on procurement objectives to be used and assist in the development of statements of work. Prepare complex Invitations for Bid, Requests for Proposals, and various contract documents. Perform detailed analyses of all elements of cost and price in contractor proposals. Serve as a lead negotiator. Terminate contracts (for the convenience of the government) when contractors default. Initiate, develop, and recommend contracting policies and procedures. Research, prepare, and/or coordinate staffing through directorate and/or command personnel of command positions on proposed policy and responses to data calls and tasks from higher authorities. Initiate, analyze, develop, interpret, promulgate, disseminate, evaluate, recommend, and maintain contracting, acquisition, and business management policies and procedures for the command. Serve as clearinghouse and managing focal point for subject matter expertise on command procurement, contracting matters, and procurement-related training.
- (10) IT Portfolio Management. Oversee a portfolio of major information systems that monitors investments and prevents redundancy of existing or shared IT capabilities. The portfolio will provide information

demonstrating the impact of alternative IT investment strategies and funding levels, identify opportunities for sharing resources, and consider the AMC's inventory of information resources.

11-4. Strategic Planning and Technical Implementation Division.

a. Mission. The mission of the Strategic Planning and Technical Implementation Division is:

- (1) Develop and disseminate information management policy.
- (2) Provide oversight that makes information a strategic asset.
- (3) Define the business information necessary to operate AMC.
- (4) Define the Information Management (IM) and Information Technology (IT) capabilities necessary to support AMC business operations.
- (5) Define transitional processes for implementing new technologies in response to the changing needs of AMC based on its mission within the Army.

b. Functions. The functions of the Strategic Planning and Technical Implementation Division are to manage and oversee the following:

- (1) New Technology. Identify and leverage new technology into the AMC and Army environment to reduce costs and lessen the size of the IT systems footprint while improving business cycles and increasing communications and interoperability.
- (2) Information Assurance. Ensure that risks to AMC information and information systems are minimized through command-wide implementation of policy, plans, processes and tools. Identify, investigate, and implement new processes that maintain the security of AMC information. Maintain secure processing and continuity of operations and ensure personnel are trained in accordance with applicable policy and guidance.
- (3) Army Knowledge Management (AKM). Provide overall direction for Capstone AKM implementations within AMC. Transform AMC into a true net-centric, knowledge-based organization by coordinating plans and processes that give soldiers, civilians, and contractors the tools to increase information access and sharing, focus collaboration, improve and streamline programs, and overcome geographic, time, and organizational boundaries. Manage the dissemination of AMC content and foster the integration of Army Knowledge Online (AKO) within the command.

- (4) Performance Measurement. Ensure that appropriate measures are identified, refined, captured, and presented to facilitate the proper management of IM programs, support services and initiatives. Manage the Strategic Readiness System (SRS) for the CIO/G-6.
- (5) Management Decision Support. Provide AMC Staff leadership with informed, broad-based military net assessments, National Military Strategy documents review, and program objective memorandum evaluations.
- (6) C4IM Strategic Planning. Lead the way in making information a key enabler in the fulfillment of AMC's strategic intent. Develop the goals and objectives linking our vision with performance measurements, plans, and directives. Manage the execution of activities for the CIO/G-6 in support of AMC Transformation, ensuring the correct development of C4IM organizations.
- (7) Current Operations. Maintain liaison with the AMC Operations Center and ensure integration and responsiveness of CIO/G-6 operations within the command concept of operations.
- (8) Strategic Outreach. Foster integration with external organizations. Provide leadership in the execution of the Army CIO Executive Board and coordination of commercial suppliers.
- (9) Command, Control, Communication, Computers, Information, Surveillance and Reconnaissance (C4ISR). Provide guidance and leadership in the execution of C4ISR in AMC in support of current and future operations. Provide oversight and integration of C4ISR across the AMC functional domains. Analyze and review AMC and Army architecture efforts that relate to C4ISR.
- (10) CIO Summit – Oversee and conduct as required.

11-5. Director of Information Management (DOIM) Operations Division.

- a. Mission. The mission of the Operations Division is to provide information management, communications, postal, records management, library, multimedia, audiovisual and graphic support services to the HQ AMC.
- b. Functions. The functions of the Operations Division (HQ AMC DOIM) are:

- (1) Headquarters Support Services (AMCIO-I-S).

- (a) Provide a mailroom to process classified and unclassified mail, including a command NATO sub-registry responsible for the integrity of 15 AMC subordinate control points.
- (b) Provide daily courier service within the National Capital Region.
- (c) Ensure HQ printing requirements is satisfied via the Defense Automated Printing Service contract and building copiers and copy centers.
- (d) Operate and maintain a full service (3 x 7) Telecommunications Center and a prime shift Special Security Office.
- (e) Provide desk telephones, cellular phones, and pagers, including the building voice mail host.
- (f) Manage the communications security (COMSEC) custodial functions for HQ AMC and tenant activities.
- (g) Provide a regional repository of electronic media for AMC-wide use. Provide full service multimedia electronic production services and presentations in support of the Command Group and HQ staff.
- (h) Manage the HQ AMC Video Teleconferencing (VTC) Network and Desktop Video services.
- (i) Provide graphic arts, imaging, and audio-visual services (i.e. television production). Provide management control and scheduling of all common conference rooms and the multi-purpose room.
- (j) Implement and execute the Army Information Assurance program at HQ AMC. Enforce accomplishment of IT Security policy and procedures in HQ AMC buildings.
- (k) Seat Management – Provide oversight of HQ AMC seat management services.

(2) Information Mission Area (IMA) Services Division (AMCIO-I-R).

- (a) Assist the HQ staff in analyzing IT requirements and technical solutions consistent with the planned architecture for HQ AMC.
- (b) Acquire IT hardware, software, and services.
- (c) Baseline, configure, and distribute IT hardware.

- (d) Serve as the focal point for IT hardware and software problem resolution.
- (e) Provide training for supported commercial off-the-shelf software.

(3) Automation Services Division (AMCIO-I-A).

- (a) Introduce new technology and evaluate advances in software and hardware technology.
- (b) Provide technical assistance on automation.
- (c) Provide system analysis and develop computer programs for computer systems and applications.
- (d) Provide technical expertise in automated telecommunications, including hardware, software, and operating systems.
- (e) Develop policies and guidelines for use of automated systems.
- (f) Provide and maintain e-mail capabilities, including the Defense Message System.
- (g) Provide system administration for selected systems.
- (h) Develop, maintain, and administer the Internet and the HQ AMC WWW Home Page.
- (i) Provide for the installation, operation and maintenance of the HQ AMC local area network (LAN).
- (j) Operate and maintain HQ AMC computer room facilities and selected telecommunications assets.
- (k) Implement and maintain network automation security in conjunction with DA guidelines and standards.
- (l) Operate and maintain Enterprise Management Systems.

11-5. Special Projects Office

- a. Mission. The Special Project Office mission is to:

- (1) Provide architecture definition, development, implementation, guidance, engineering, consultation, integration, quality assurance, evaluation, and testing support.
- (2) Develop, as well as facilitate the development, of architectures that support the integrated and seamless systems within AMC's current and future enterprise that supports the needs of the Soldier.
- (3) Identify and define the processes, procedures, and mechanisms needed to support AMC's mission as depicted by the AMC CG's mission strategy.
- (4) Provide technical guidance, assessments, and integration recommendations for programs fielded by AMC's end-users.
- (5) Provide advice on IT policy development.

b. Functions. The functions of the Special Projects Office are to manage and oversee the following:

- (1) Enterprise Architecture. Facilitate mission efficiency, business intelligence, and IT use through the visualization, standardization, synchronization, and interoperability of mission requirements, processes, and procedures with AMC's IT environment. Reduce the development and deployment of non-interoperable solutions. Promote the use of the Federal Enterprise Architecture (and supporting reference models) and the C4ISR and Army Enterprise Architecture guidance. Provide architecture development and deployment guidance and direction. Provide to AMC leadership information on the state of the command relative to the AMC Enterprise Architecture as well as AMC architecture initiatives. Ensure that AMC's architecture specified requirements are identified to HQDA and ACSIM/NETCOM. Update the CIO/G6 on known installation infrastructure architecture modernization initiatives that impact AMC, including information on those areas not covered by the I3A (or I3MP) program.
- (2) Common Operating Environment (COE). Improve command efficiency through increased standardization, interoperability, and identification of IT tools, suites, and systems. Coordinate with the AMC enterprise/business intelligence community to develop and maintain a common IT operating picture.
- (3) Enterprise Integrated Data Management. Refine the Army data environments as a robust facet of the AMC Enterprise Architecture / Business Intelligence. Facilitate the exchange and sharing of information among the AMC community through data management and interoperability, that directly supports the transition to DOD and Army Net-Centric Environment Strategies.

- (4) IT Standards. Ensure that appropriate measures are identified, refined, captured and presented to facilitate the proper management of IT systems, services, infrastructure and initiatives.
- (5) Networthiness. Assess IT initiatives under development to ensure compliance at the program level with the DA Networthiness Program, architecture guidelines, and AMC mission needs. Perform as the AMC CIO/G-6 liaison to the Army CIO/G-6 and NETCOM on Networthiness. Coordinate the results of Networthiness assessments with the appropriate combat or materiel developer and NETCOM.
- (6) Web Management Program (508 Technical Implementation). Develop and disseminate guidance and direction to AMC webmasters on web development and deployment. Maintain and administer the AMC webmaster resource webpage. Evaluate AMC's websites for Section 508 compliance.
- (7) NETCOM Liaison and Monitoring. Provide liaison with the NETCOM. Ensure that AMC requirements and concerns are provided and considered by the NETCOM. Provide reports to the AMC CIO/G6 on the effectiveness of the NETCOM/ACSIM support to AMC end-users. Ensure that the AMC CIO is kept up to date on NETCOM and ACSIM events that will or may impact AMC.
- (8) Technology Insertion. Assess new and proposed technologies using the AMC Enterprise Architecture. Consider technology insertion into the AMC enterprise against mission change, mission improvement, impact(s) to the enterprise, and technology availability, maturation, and stability.

CHAPTER 12

DEPUTY CHIEF OF STAFF FOR RESOURCE MANAGEMENT, G-8

12.1. Deputy Chief of Staff for Resource Management: G8.

- a. Mission. The mission of the DCSR is to:
 - (1) Lead AMC resource management efforts and actions across all appropriations and funds during programming, budgeting, and execution.
 - (2) Provide integrated resource analysis and evaluation among all appropriations, across all programs for both dollars and personnel regardless of the financing mechanism.
 - (3) Develop, maintain, and discipline the PPBES for AMC to ensure that available resources are planned, programmed, and executed for optimum utilization.
 - (4) Determine and obtain the financial and manpower resources required to accomplish the AMC Mission.

- (5) Formulate, defend, and execute the total program and budget for OMA, Operation and Maintenance, Army Reserve (OMAR), International Military Education and Training (IMET), and Army Working Capital Fund.
- (6) Interpret, prepare, and disseminate funding policy for all appropriations and funds, provide guidance on proper charges to appropriated and revolving funds and determine organizational funding responsibilities.
- (7) Serve as the AMC interpretive authority/liaison between the ASA(FM&C) and AMC subordinate activities for Anti-deficiency violations.
- (8) Provide policy and central management of the AMC PPBES, the AMC unit cost program, and the Base Support Mission Area.
- (9) Develop and support AMC-wide long-range planning, including business planning capability, and develop AMC's input to DA long-range plans.
- (10) Develop, maintain and discipline the managerial accounting process, to include payroll and entitlement, appropriation and revolving fund accounting and reporting support to the entire AMC community.
- (11) Manage and oversee development of standard automated financial systems that complement management of AMC appropriations.
- (12) Manage the DCSR financial, planning, programming, budgeting, and manpower automated systems.
- (13) Develop, promote, staff supervise, and evaluate policies, programs and directives that increase productivity awareness, effectiveness, and efficiency throughout AMC.
- (14) Manage Command Core Metrics and Management Analysis Programs.
- (15) Direct and manage the military and civilian manpower program for AMC.
- (16) Maintain an AMC cost and economic analysis program to provide cost estimating, analysis, and validation of costs.
- (17) Provide for contract cost performance measurement, reporting and analysis through implementation of DOD Cost/Schedule Control Systems Criteria and cost management reports.
- (18) Provide resource management support and oversight for classified programs.
- (19) Serve as the command career program manager for the comptroller and Manpower Civilian Career Programs (CP-11 and CP-26).

- (20) Develop AMC concepts, policies, and procedures relating to organizational structures, mission alignment, and functional interface relationships.
- (21) Provide common policy and procedures on the control, preparation, and processing of MOUs/MOAs and ISAs.
- (22) Develop and maintain the AMC portion of the TAADS, the Army Stationing and Installation Plan (ASIP), and the JCS SORTS.

12.2. Assistant Deputy Chief of Staff for Resource Management (ADCSRM)/Executive Director for Business.

- a. Mission. The mission of the ADCSRM/Executive Director for Business is to:
 - (1) Serve as the principal advisor to the DCSRM for funding policy, finance and accounting activities, and resource management systems.
 - (2) Oversee funding policy and guidance for all appropriations and funds. Maintain oversight over the central management of the AMC PPBES, the AMC unit cost program, the AMC zero-based resourcing program, and the Business Support Mission Area (BSMA).
 - (3) Oversee AMC's finance and accounting (F&A) network and ensure supportive F&A activities within the command.
 - (4) Ensure that HQ AMC and subordinate commands maintain positive fund control for all appropriations and funds.
 - (5) Oversee the management of AMC's finance, accounting, planning, programming, budgeting, and manpower automated systems in support of resource management functions.
 - (6) Ensure development and support of AMC-wide long-range planning.
 - (7) Oversee the management of the Command Performance Review Program.
 - (8) Serves as special advisor to the Commanding General on business operations. Oversees actions of all AWCF revolving funds to include Supply Management, Army wholesale, mobilization, and retail funds, Depot Maintenance, Ordnance, and Information Services.
 - (9) Heads the AMC Privatization Working Group.
 - (10) Heads Joint Reconciliation Task Force.

12.3. Administrative Office.

- a. Mission. The mission of the Administrative Office is to provide effective administrative support to the DCSRM and staff by performing a broad range of personnel support actions, security functions, preparing and disseminating the

DCSRM budget, and writing and disseminating policy and operating procedures to the DCSRMs staff.

- b. Functions. The functions of the Administrative Office are to:
- (1) Manage the personnel process by recording and reviewing and tracking all personnel requests, to include recruitments, promotions, reassignments and retirements.
 - (2) Manage and track the civilian awards and performance appraisals for DCSRMs civilian personnel.
 - (3) Manage budget requirements for the DCSRMs by formulating and executing the Operation and Maintenance, Army (OMA) budget that finances civilian manpower spaces and associated costs and the element of expense funding which includes travel, supply, training, equipment, etc. Control requests for and use of charge card(s) associated with travel and supplies.
 - (4) Manage and control document changes to the TDA. Provide guidance to management regarding TDA personnel requirements and authorizations.
 - (5) Serve as the DCSRMs Security Officer. Develop and implement policy and guidance, maintain records on employee's security clearances. Ensure DCSRMs employees complete security training each year. Serve as the DCSRMs Crime Prevention Officer.
 - (6) Establish procedures and direct all incoming and outgoing correspondence, to include classified material within the organization by receiving, routing, sorting, and controlling all suspense actions.
 - (7) Manage the DCSRMs training for civilian employees; manage the training spaces allotted to DCSRMs.
 - (8) Manage the records management program by reviewing files, providing information and guidance on retiring records. Conduct records management surveys, as required.
 - (9) Prepare special reports, as directed.
 - (10) Represent DCSRMs on the Quality of Life Council.
 - (11) Establish and develop guidance used to perform administrative functions as identified in Chapter 17, Common Functions of Administrative Offices.

- (12) Serve as the AMC-wide Comptroller Career Program 11 Coordinator, providing the liaison between the HQDA component offices, HQ AMC and AMC subordinate activities.

12.4. Army Working Capital Fund Division.

- a. Mission. The mission of the Army Working Capital Fund Division is to ensure the formulation of Army Working Capital Fund (AWCF) Activity Group budgets in an efficient and effective manner, fully identifying resources required to support Army priorities. Ensure execution of AWCF budgets in an effective and timely manner in support of Army requirements. Operate AWCF Activity Groups in compliance with current guidance and sound management practices. Implement policy or procedural changes, or other revisions, necessary to incorporate new/expanded missions or to downsize commensurate with workload.
- b. Function. The functions of the Working Capital Fund Division are to:
 - (1) Provide instructions and time lines for the development of Activity Group operating and capital budgets. Review and adjust field submissions as necessary to comply with OSD/DA guidance; consolidate subordinate command submissions where necessary into an AMC budget submission; justify and defend AMC budget submissions to DA/OSD/OMB and Congress, as required.
 - (2) Receive from HQDA and disseminate unit cost goals and operating cost and capital budget authority to the appropriate AMC activities: sub-allocate to subordinate command levels when required.
 - (3) Review and analyze field execution against unit cost goals and performance measures; provide AMC and DA management with an assessment of field performance. Recommend corrective actions for out-of-tolerance situations; request and defend changes to cost and performance goals, when warranted.
 - (4) Prepare and present information, recommendation and/or decision presentations to AMC Management as necessary to address budget formulation and/or execution issues affecting both the performing activities and/or their customers.
 - (5) Coordinate with other Resource Management organizations responsible for AWCF manpower management, AWCF policy guidance/interpretation and AWCF systems management.

- (6) Represent the AMC resource management community in dealings with OSD, DA and/or AMC subordinate commands regarding AWCF budget formulation and/or budget execution interests.
- (7) Serve on OSD/DA/AMC AWCF task groups evaluating new (or disestablishing current) missions or studying current policies and procedures to determine necessary/recommended revisions. Contribute to or lead the development of implementation plans to accomplish required transition and work to ensure successful transition. Serve on other OSD/DA/AMC task groups, as required.

12.5. Integration and Cost Division.

a. Mission. The mission of the Integration and Cost Division is to:

- (1) Provide integrated resource analysis and evaluation among all appropriations, across all programs for both dollars and manpower regardless of financing mechanism. Included are all phases of the PPBES.
- (2) Manage the Command's Balance Scorecard and Performance Review Program, and coordinates AMC installation resource management policies and practices with HQDA.
- (3) Serves as the DCSRМ Consideration of Others (CO2) Coordinator.
- (4) Implement the Cost and Economic Analysis Program, AR 11-18 and the corresponding validation program, AMC R 37-4.
- (5) Ensure that useful cost analysis products are efficiently developed, professional, objective and timely in support of the decision-making and Planning, Programming, Budgeting and Execution System (PPBES) processes.
- (6) Serve as the senior consultant and advisor to the AMC Command Group and subordinate activities on development, acquisition and sustainment costs, and on the application of economic analysis.
- (7) Lead Command Cost Management/Activity Based Costing Program to assist in reducing and restructuring to increase cost efficiency.
- (8) Serve as the Cost Analysis process owner.
- (9) Serve as a member of the Army Cost Review Board (CRB) and CRB Working Groups to establish the Army Cost Position presented at major milestone decision reviews.

- (10) Orchestrates Program Objective Memorandum to ensure resource levels meet workload requirements for a balanced program supporting AMC components.
- (11) Maintains the requirements database used in prioritizing and allocating AMC resources.

b. Functions. The functions of the Integration and Cost Division are to:

- (1) Provide independent, quick reaction response to AMC Command Group on resource issues.
- (2) Integrate program and program development products of AMC during the POM process.
- (3) Coordinate and interface with the Assistant Secretary of the Army (Financial Management and Comptroller), HQDA Program Analysis and Evaluation Directorate, Assistant Secretary of the Army (Acquisition, Logistics and Technology), HQDA Assistant Chief of Staff for Installation Management and HQDA Deputy Chief of Staff, Logistics, on AMC program and budget issues.
- (4) Coordinate AMC Outsourcing and Privatization Initiatives.
- (5) Ensure the CG's financial policies are integrated into AMC programs.
- (6) Coordinate/integrate issues and information (RDTE, Procurement, Ammunition, MCA, AFH, OMA, AWCF, manpower, etc.) within AMC.
- (7) Manage the Command's year-end closing process.
- (8) Co-Chair the Resource Integration Council (RIC) associated with the Resource Allocation Committee (RAC) and serve as Secretariat to the RAC and AMC Resources Board.
- (9) Establish and maintain legislative liaison on resource management issues with HQDA Army Budget Office and HQ AMC Congressional Liaison Office for multi-appropriation issues.
- (10) Provide periodic resource management reports to AMC leadership.
- (11) Lead HQ AMC staff in prioritizing resource issues/ requirements.
- (12) Lead HQ AMC staff in decrementing and/or incrementing resourcing issues/ requirements.

- (13) Serve as manager of the Command's Performance Review Program.
- (14) Oversee the development and preparation of performance metrics for the Deputy Chief of Staff for Resource Management.
- (15) Serve as the AMC resource liaison with IMA for Base Operations Support.
- (16) Serve as the DCSRMC CO2 Coordinator.
- (17) Develop and provide policy, guidance, oversight and evaluation of cost and economic analysis program activities throughout AMC.
- (18) Oversee and implement the Command-wide process and procedures for AMC validation of cost estimates, economic analyses, and supporting documentation.
- (19) Monitor and coordinate efforts pertaining to cost analysis research, methodology, data, and models. Act as AMC focal point for the annual DOD Cost Analysis Symposium.
- (20) Serve as AMC member of the CRB. Provide representation on Cost Analysis Integrated Product Teams and CRB Working Groups supporting the analysis requirements and focusing on correct application and description of AMC's role.
- (21) Serve as the Command focal point for Cost Management, to include Activity Based Cost programs.
- (22) Support cost analysis training and career development activities.
- (23) Act as AMC focal point for inflation guidance. Provide inflation factors for Command-wide application in coordination with HQDA.
- (24) Evaluate, advise, and provide technical assistance in compliance with Army functional standards on cost analysis products, reports, and related documents.
- (25) Serve as integrator for internal and external command reorganizations with a focus on resource realignments.
- (26) Monitor and coordinate functional matrix support to, and provide technical direction and staff assistance for, PMs/DSAs and the MSCs in the development of cost analysis documents prepared for acquisition events, sustainment programs, and in support of PPBES. Provide process oversight and coordination in the preparation of cost data for analyses of alternatives or other related studies.

- (27) Monitor, coordinate, and support MSC cost analysis activities, personnel assets, and workload to enable consistency and quality, and to ensure that the missions are being accomplished.
- (28) Guide, oversee, and support process improvements.
- (29) Schedule, plan, coordinate, and conduct periodic management meetings of AMC Cost Analysis leaders.

12.6. Policy, Systems and Accounting Division.

a. Mission. The mission of the Policy, Systems and Accounting Division is to:

- (1) Implement and provide the Army's financial management policy and guidance to the U.S. Army Materiel Command (AMC) managerial accounting network.
- (2) Direct and perform monthly, quarterly, and yearly comprehensive analyses of financial data to ensure compliance with current regulatory policy requirements of AMC, the Defense Finance and Accounting Service (DFAS), Assistant Secretary of the Army (Financial Management and Comptroller) (ASA(FM&C)), Department of the Treasury, and the General Accounting Office (GAO).
- (3) Interpret, prepare, and disseminate funding policy and guidance for all appropriations and funds; to provide policy advice and assistance to HQ AMC staff and major subordinate commands on the proper application of FMR 7000.14, DFAS 37-0, DFAS 37-100-XX, DFAS 37-1, AR 11-2 and other applicable regulations.
- (4) Implement the Army Program Suggestion Program (ASP).
- (5) Serve as DCSR, G-8 focal point and command-wide authority on resource management for all mobilization and contingency activities and for a variety of other programs, to include Anti-deficiency Act policy and investigation management, audits, and resource management information system policy, architecture and initiatives.
- (6) Serve as the DCSR Information Technology Point of Contact (IT POC).

b. Functions. The functions of the Accounting and Systems Division are to:

- (1) Fund Control - In conjunction with DFAS, determine and establish funding channels, policies, and procedures for the distribution and control of funds. Operate and maintain control of the Army Program and Budget

Accounting System (PBAS) as it relates to AMC. Maintain administrative control and surveillance over all funds received and distributed within AMC.

- (2) Managerial Accounting Liaison - Provide liaison services between the MACOM Commander, Installations, HQDA, and DFAS. Relate accounting data to other budgetary/programmatic data; investigate and reconcile anomalies and certify funds. Provide advice and assistance to the Deputy Chief of Staff for Resource Management (DCSRM) G-8 on actions within the DCSRM, G-8 resource community impacting AMC managerial accounting systems/operations.
- (3) Accounting and Entitlements Policy - Develop, issue and maintain accounting and entitlements (civilian, military, and travel pay) policies and procedures applicable to the command. Provide interpretation and support to all command elements concerning individual entitlements. Oversee time and attendance functions, train timekeepers and certifying officials, and resolve attendant systems problems.
- (4) Contingency Operations - Assist in the collection and tracking of accounting data associated with unforeseen contingencies and ensure that proper FCA codes and MDEPs are used to capture incremental costs.
- (5) Joint Reconciliation Program (JRP) - Maintain financial stewardship of Army resources. The JRP was established in 1995 in addition to the Assistant Secretary of the Army, Financial Management and Comptroller (ASA(FM&C)) JRP. The JRP addresses several areas: canceling accounts, travel advances, problem disbursements, Army Working Capital Fund, and Conventional Ammunition Working Capital Fund (AWCF).
- (6) Army Credit/Bank Card Programs - Complete Managerial Accounting Office responsibilities as AMC Program Manager for the financial Army Charge Card Programs, i.e., Bank of America (Government Travel Card) and the U.S. Government Purchase Card (GPC). Implement and maintain standardized GPC accounting and reporting in a single AMC GPC Purchase Card Management System to the extent allowed by HQDA policy. Implement and maintain new policies and processes prescribed for the Travel Card and GPC programs. Government Travel Card - Promulgates guidance from higher headquarters and contractor to field program coordinators and develops AMC unique policies for use of the card. Distributes monthly reports of delinquencies from contractor to the field program coordinators plus comparison charts, reconciles charts to reports to tie AMC's Army-wide performance to MSC's AMC-wide performance. Acts as intermediary in settling disputes between contractor and AMC program coordinators on account problems. Maintains program

coordinator database for Army vendor card, PCMS and C.A.R.E., and POWERTRACK.

- (7) Monthly Accounting Reports - Provide support and technical assistance for AMC's accounting data (i.e., 112, 218, MDEP, and FCA files) to all, AMC subordinate commands, SRAs, and HQ AMC users (AMC LAN). Includes access procedures, query capabilities, and oversight of all accounting data.
- (8) Month end/Fiscal Year-end - Develop and run queries from the month end reports to support funds and obligations analyses, Joint Reconciliation Program data, status of canceled appropriations and other management requirements. Organize and conduct the weekly fiscal yearend processing teleconferences among AMC, DFAS, and DECC representatives. Provide updates to management. Ensure successful fiscal yearend close and monitor completion of yearend certification of all AMC activities.
- (9) Banking Liaison – Provide liaison services between MACOM Commander, installations, HQDA, and tenant financial institutions on AMC installations. Maintain financial directory of services available to AMC employees. Submit applications for Annual Financial Institution of the Year.
- (10) Develop and provide command policy guidance on proper application of appropriated, non-appropriated, reimbursable and revolving funds. Provide overall funding policy interpretation, advice, and assistance to HQ AMC staff, AMC subordinate organizations, and other MACOMs; DFAS 37-100-XX; DOD FMR 7000.14-R; DFAS 37-1 and other government regulations.
- (11) Provide Resource Management policy guidance and oversight for all AMC resource management mobilization, contingency operations, and exercises.
- (12) Provide command policy and oversight concerning lawful application of funds. Serve as the AMC interpretive authority/liaison between the Assistant Secretary of the Army (Financial Management & Comptroller) and the MSCs and SRAs for the investigation and processing of alleged Anti-deficiency Act violations.
- (13) Provide oversight of, and response to, external and internal audits having resource management implications. Execute, direct and provide guidance for the DCSRM management control program (AR 11-2) and provide functional guidance on resource management related management control issues to the MSCs and SRAs. Act as the central point of contact for Chief Financial Officers (CFO) Strategic Plan.

- (14) Provide command policy, guidance, and application of Army Reimbursable Policy concerning all MOUs, MOAs, ISAs, or ISSAs to ensure that host and tenant activities remain fiscally responsible.
- (15) Provide management, policy, oversight, and serve as COR for Resource Management Online (RMO).
- (16) Develop command wide program policy, guidance for, and management of, the AMC ASP.
- (17) Develop RM Business Process Manager strategy for information management.
- (18) Conduct one-time studies, analyses, and special projects.
- (19) Provide HQ AMC staff and subordinate commands policy guidance on the appropriate use of the AWCF Capital Investment Program (CIP). Review and recommend approval/disapproval of individual CIP proposed projects as required.
- (20) Review and recommend approval/disapproval of all requested changes to DFAS-IN Manual 37-100-XX. Submitted approved change requests to ASA(FM&C) and monitor DA concurrence and implementation of changes by DFAS-IN.
- (21) Act as the HQ AMC primary point of contact with, ASA (FM&C) and OSD for compliance with the Chief Financial Officers (CFO). Perform as the HQ AMC representative on the CFO Strategic Plan Working Group and ensure that all CFO tasks assigned to AMC are properly addressed and completed by the functional entities responsible.

12.7. OMA , Program and Budget Division.

- a. Mission. The mission of the OMA Program and Budget Division is to formulate, justify, defend and execute the Operation Maintenance, Army (OMA), Operation Maintenance Army, Reserve (OMAR), and International Military Education Training (IMET) programs. In addition, the division conducts analyses of MSCs' execution year issues and determines impact to AMC's mission areas. Also, Manages the AMC RDTE Appropriation. Develop, justify and defend the AMC Future Years Defense Program (FYDP) and annual budgets for the RDTE Appropriation. Control and ensure independent, thorough, objective and critical evaluation of those programs for timely and effective execution of annual budgets; and direct establishment of policies, procedures and guidance governing the development and execution of programs and budgets for assigned RDTE Appropriation. Obtain and effectively

manage procurement (including funded reimbursable authority) financial resources. Manage the AMC procurement appropriations (Aviation, Missiles, Weapons and Tracked Combat Vehicles, Ammunition, and Other Procurement, Army). Prepare or coordinate development, justification, and defense of AMC Future Years Defense Program and annual budgets. Maintain fiscal Control and ensure independent effective execution of annual budgets. Direct establishment of policies and procedures and guidance governing the development and execution of programs and financial resources required to support, maintain and retain an industrial base capable of responding to current and emergency procurement actions.

b. Functions. The functions of the OMA Program and Budget Division are to:

- (1) Serve as the AMC focal point for OMA budget processes such as Program Budget Guidance (PBG), OMA Program Objective Memorandum (POM) issues, and OMA Un-financed Requirements.
- (2) Serve as liaison between HQDA, HQ AMC program directors and MSCs, and other DoD agencies at home and abroad for OMA, OMAR, and IMET funding.
- (3) Monitor command obligation plans, through use of electronic media and direct communication with resource managers, MSC and SRA staff.
- (4) Analyze execution year resource posture for MSC OMA appropriation programs and update PBG on a continuous basis.
- (5) Monitor and control overall program and allocation of approved OMA resources, including contingency funds, limitations, and counter drug funding.
- (6) Evaluate and respond to Assistant Secretary of the Army (Financial Management and Comptroller) Program Budget Decisions (PBDs) that impact AMC OMA resources.
- (7) Analyze, interpret and execute HQDA OMA program budget guidance transmitted to AMC via annual funding letter.
- (8) Present and defend resource requirements; elevate AMC un-financed requirements to the Army Budget Office and the appropriate HQDA Program Evaluation Group.
- (9) Maintain liaison and coordinate with appropriate offices at HQDA, HQ AMC, and other subordinate activities.

- (10) Receive, monitor and issue OMA funding authorization document (FAD) and cash allocation to MSCs and SRAs.
- (11) Monitor special funding accounts, i.e., reserve account and Commander's account.
- (12) Integrate OMA resource guidance and distribute to MSCs and SRAs via PBG; and, prepare written guidance/instructions as appropriate.
- (13) Reallocate and recommend reprogramming action of OMA funds as applicable to meet AMC mission requirements.
- (14) Monitor and control all statutory administrative limitations, ceilings, and floors.
- (15) Analyze the relationship between direct and reimbursable work years and average salaries in order to determine proper OMA direct funding for pay of people.
- (16) Analyze work year funding levels for MSCs and SRAs during budget programming and formulation exercises.
- (17) Direct and monitor year-end closeout activities for HQ AMC program directors, MSC and SRA resource managers and staff representatives.
- (18) Brief Deputy Chief of Staff for Resource Management on activity group and command resource issues.
- (19) Accomplish OMA overall mission objectives through a three-team approach:
 - (a) Execution Team - Manage current year execution plan, AFP/Allotment Management lead, midyear review process, re-programmings, year-end processes and OMA funds control. Monitor execution for all assigned programs and contingency requirements.
 - (b) Integration Team - Integrate HQDA program budget guidance to create AMC's program budget guidance and coordinate activities for POM build; present/defend AMC draft PBG/POM to DCSRM/ADCSRM; review and direct the review of all pricing, program, and inflation adjustments to AMCs AFP; review and validate all PEG resource actions; monitor execution for all assigned programs and respond to installation inquiries.

- (c) Planning Team - Conduct detailed analysis of HQDA annual funding letter and prepare Command for Budget Year (current year +1) execution. Perform funding normalization analysis as required. Lead annual Resources Summit process. Monitor execution for all assigned programs and respond to installation inquiries.
- (20) Develop, defend, execute, review, reconcile and manage the program and budget for the AMC RDTE Appropriation throughout the Army PPBES cycle. This is accomplished through-
- (a) Budget Justification and Direction: Providing expert advice and guidance on interpretation of all aspects of Congressional legislation, regulatory directives and procedural requirements formulation justification.
 - (b) Budget Planning and Formulation: Providing expert guidance and assistance on development of a long-range program and budgeting plans to support RDTE programs.
 - (c) Budget Execution: Monitoring RDTE program execution, including Tech Base, to ensure programs are executed IAW Congressional language and applicable Public Laws. Additionally, manage the HQAMC cycle of the Program Budget Decisions, OSD accounts, ILIR, ACT II, MS&T, SBIR, PE 65803, FAST and Dual Use Application Programs.
 - (d) Manage the programming, budgeting and execution of RDTE Manpower spaces to include the affordability of manpower in the POM and the utilization of RDTE manpower during the execution year.
 - (e) Develop, implement, defend, execute, review, reconcile, and manage the program and budget for assigned procurement appropriations throughout the Army Planning, Programming, Budgeting, and Execution (PPBES) cycle.
 - (f) For assigned procurement appropriations: provide program and financial advice and assistance to HQ AMC offices and others as required. Prepare and issue program guidance to subordinate commands and other field activities. Ensure overall integration and balance between program segments of RDTE, procurement and OMA.
 - (g) Develop and implement AMC level guidance, policies, procedures and instructions on preparation, review, approval and defense of

the budget estimates and other program and budget documents for assigned procurement appropriations throughout the PPBES cycle. Establish policies and procedures for collecting budget execution data. Develop and submit to HQDA the obligation plan for assigned procurement appropriations.

- (h) Manage the AMC Funded Reimbursable Authority for procurement appropriations. Submit and defend requirements, develop procedures for control, reporting, analysis of performance, and execution of funds. Coordinate all budget issues with appropriate organizations within AMC headquarters, HQDA, and the subordinate activities.
- (i) Participate in preparation, revision and administration of regulations pertaining to assigned procurement appropriations. Initiate, monitor, and manage above and below threshold reprogramming.
- (j) Perform financial management for the procurement Production Base Support (PBS) program. Control release of funds for execution, control and manage program release documentation, establish policies and procedures to manage, account, control, and report on investment funds using the Program Budget Accounting System (PBAS).

12.7.1. Headquarters Budget Office.

- a. Mission. The mission of the HQ AMC Budget Office is to formulate, justify, defend and execute the Operation and Maintenance, Army (OMA) funds distributed to the HQ AMC allotment. Accomplish mission utilizing a decentralized approach where Offices of Deputy Chiefs of Staff and Separate Reporting Offices provide input to the HQ AMC Budget Office and are responsible for executing their programs to include data entry and reconciliation in the accounting system. Provide budget oversight for execution of Army Working Capital Funds (AWCF); Other Procurement, Army (OPA); Ammunition Procurement, Army (PAA); Army Family Housing (AFH); and Research, Development, Testing, and Evaluation (RDTE).
- b. Functions. The functions of the HQ Budget Office are to:
 - (1) Serve as the focal point for HQ AMC OMA budget processes (Program Budget Guidance, Program Objective Memorandum, Resource Summit, and Budget Execution (mid-year review).
 - (2) Monitor and control program and allocation of approved OMA resources, including contingency funds, limitations, and counter drug.

- (3) Receive and distribute OMA program to DCS/SROs for execution and program years (PBG and FAD changes).
- (4) Monitor OMA execution by working with DCS/SROs to establish annual obligation plan and evaluating actual obligations monthly by comparing actual obligations to the planned obligations.
- (5) Direct, monitor and perform closeout activities for HQ AMC funding (allotment serial number 7052).
- (6) Monitor day-to-day certification of funds to ensure no funding violations occur.
- (7) Provides Standard Operation Maintenance Research and Development System (SOMARDS) training to operating budget personnel in DCS/SROs; provide interface between HQ AMC and DFAS-RIA for allotment serial number 7052 issues.
- (8) Monitor execution of HQ AMC OMA payroll and ensure corrections are made in terms of accounts being charged.
- (9) Reconcile all outstanding un-obligated balances on canceling accounts for OMA, AFH, OSD OMA, AWCF, PAA, and OPA. Oversee reconciliation of RDTE canceling accounts. Provide input to DCSRM Managerial Accounting Division on status of canceling accounts.
- (10) Process billings and or verify supply charges to correct accounts via Purchase Card Management System (PCMS) and CARE.
- (11) Resolve negative un-obligated balances working with DCS/SROs and DFAS-RIA.
- (12) Issue PBG for POM and instructions for collection of POM data for the HQ accounts; consolidate input and submit to DCSRM Program Integration Division.
- (13) Issue guidance on the HQ Resource Summit and using input from DCS/SROs, prepare and present briefing to the AMC Deputy Commanding General.
- (14) Accept reimbursable funding for all reimbursable orders to include CONOPS and issue funding to AMC subordinate commands at direction of the DCSRM Program Budget Division; monitor execution, ensure documents are closed at year end and track disbursements until account completely closed.

12.8. Manpower & Force Management Division.

- a. Mission. The mission of the Manpower & Force Management Division is to:
- (1) Manage total AMC military and civilian manpower resources; provide manpower management and utilization policy; justify/ develop manpower requirements in annual program and budget submissions; allocate available manpower resources. Analyze manpower trends/utilization and forecast civilian employment levels for use in developing funding needs.
 - (2) Document AMC organizational structure and manpower data provided by each major subordinate command (MSC) or separate reporting activity (SRA) and approved by HQDA.
 - (3) Achieve effective staff management of all AMC mission assignments, functional alignments and organizational structure through planning, policy direction and analytical review and evaluation of HQ AMC and field organizations.
- b. Function. The functions of the Manpower & Force Management Division are to:
- (1) Provide manpower and force management analysis services and guidance to HQ AMC and subordinate MSCs, SRAs and activities.
 - (2) Determine manpower requirements that tie to the Planning, Programming, Budgeting and Execution System (PPBES) and maintain requirements data to support annual Program Objective Memorandum (POM) submissions.
 - (3) Receive and distribute military and civilian manpower authorizations to AMC MSCs/SRAs and activities through development of the AMC Program Budget Guidance (PBG).
 - (4) Prepare, justify and provide manpower management information HQDA to support planning, programming, budgeting and execution processes.
 - (5) Develop manpower policies, procedures and guidance to AMC MSCs/SRAs and activities to ensure maximum use of manpower resources.
 - (6) Monitor and evaluate civilian manpower execution to maximize full utilization of civilian PBG manpower allocations.
 - (7) Manage, analyze and monitor high visibility manpower data and issues such as the AMHA ceiling, Functional Area Assessment, stovepipes, GAO, AAA and other audits of manpower allocation and utilization and

the manpower impact of the Strategic Sourcing Program, A76, and Business Process Reviews.

- (8) Serve as functional proponent for the new Manpower Module of RM-Online, which maintains AMC's civilian and military manpower authorizations, distribute PBG data to the field, and develop and maintain audit trails of all transactions and historical data.
- (9) Manage manpower actions for HQ AMC resources to include processing of personnel actions, distribution/redistribution of allocations and updating of the TDA/MOBTDA.
- (10) Chief, Manpower Division serves as the MACOM Career Program Manager for Career Program 26, Manpower and Force Management.
- (11) Develop and implement structure management policies and procedures for establishing and realigning organizations within the AMC Force (AMC-R 10-1).
- (12) Manage the Army Authorization Document System (TAADS) program and maintain the database. Document all manpower data required for the development of table of distribution and allowances (TDA) and modified table of organization and equipment (MTOE) for AMC's organizations including centrally managed programs, e.g., manpower authorizations under Army Management Headquarter Account (AMHA).
- (13) Maintain Unit Identification Code (UIC) database for the AMC portion of the Joint Chiefs of Staff - Status of Resources and Training System (JCS-SORTS). Update the database using status codes for unit activation/inactivation, identification, movement, personnel status and geographical location.
- (14) Manage AMC's Total Army Analysis (TAA) program. Participate in the TAA Study Advisory Group (SAG) for the Requirements and Resourcing Council of Colonels (COC) and the Resourcing SAG for General Officer (GO). Coordinate all the required action for the identification and justification for manpower to include bill payers.
- (15) Maintain AMC's portion of the Army Stationing and Installation Plan (ASIP). Assist HQDA and assigned contractors with determining the actual installation population and with the documentation of the manpower data. Monitor changes and assist the MSCs and SRAs as required.
- (16) Manage, coordinate and implement Standards of Grade directives. Review standards to determine potential impacts upon military personnel,

- coordinate with functional proponent for evaluation and implementation, and monitor documentation to ensure proper grading on all submitted TDAs.
- (17) Manage and coordinate request for directed military overstrength (DMO). Review documentation for conformance to policy, coordinate with DCSPER and facilitate the processing of DMO request by HQDA.
 - (18) Manage the development and reorganization of AMC Force Structure. Develop policy for the evaluation, coordination and processing of AMC Change Proposal (Concept Plan) that creates a new organization or directs a major change in an existing organization. Facilitate the processing of Concept Plans by HQDA.
 - (19) Develop, coordinate and publish Permanent Orders (PO) activating a new AMC organization or directing major changes in existing organizations. Review concept plans, determine effective date of implementation, source of authority, unit identification, personnel categories and special instructions. Coordinate with DCSPER for PO approval.
 - (20) Serve as the proponent for the review and revision of all AMC-10 series regulations. Conduct comparative reviews of AMC missions documented in the 10 series regulations to identify overlaps or omissions. Review mission and functions statements published by MSCs and SRAs reporting directly to HQ AMC for conformance to policy and approved mission assignments.
 - (21) Serve as the lead functional proponent for the RM On-line Documentation Module, a web application that is part of the RM On-line System. This module replaces the AMC Automated Manpower Management Information System (AAMMIS) Documentation Module. It provides the capability to create, modify, edit, view, and process Modified Tables of Organization and Equipment (MTOE), Tables of Distribution and Allowances (TDA), and Mobilization Tables of Distribution Allowances (MOBTDA) authorization documents, while integrating with Program Budget Guidance (PBG) at various levels of AMC to include subordinate units.

CHAPTER 13

OFFICE OF COMMAND CONTRACTING

13-1. OFFICE OF COMMAND CONTRACTING (OCCP).

- a. Mission. The mission of the Office of Command Contracting is to:

- (1) Serve as the principal contracting advisor to the AMC CG and members of his staff.
 - (2) Serve as the Commander's contracting long range planner, advisor, facilitator, coordinator and reviewer.
 - (3) Provide contracting advice, policy guidance, tools and training to AMC subordinate commands, installations and field activities.
 - (4) Act specifically as the AMC advocate for the contracting competency.
 - (5) Establish policy and procedures for AMC contracting.
 - (6) Provide oversight for contracting processes extending from systems development through production and post-production requirements.
 - (7) Advocate and budget centrally for sufficient procurement resources for the subordinate commands.
 - (8) Plan the integration, coordination, and execution for all functions, operations, and activities involved in accomplishment of the Command Contracting mission.
 - (9) Provide contracting policy and operational support to the Deputy Assistant Secretary of the Army (Policy and Procurement) and to the Director of Defense Procurement and Acquisition Policy.
 - (10) Provide the mechanism to transform the vision and mission into action at all levels and measure the results.
 - (11) Serve as the senior contracting authority for AMC, the AMC Director for the Contracted Advisory and Assistance Services Program and the Army lead for Army Secure Environment Contracting.
 - (12) Serve as the AMC Functional Chief for Career Program 14 (Acquisition and Contracting).
 - (13) Oversee the management of automated business processes and information technology solutions to support contracting.
 - (14) Serve as the AMC corporate competition advocate.
- b. Functions. The functions of the Office of Command Contracting are to:
- (1) Oversee and manage AMC's Contracting and Acquisition Career Field (CP 14).

- (2) Defend, coordinate and champion the programming, budgeting (including manpower requirements) and execution activities to Department of Army for AMC Acquisition Centers.
- (3) Manage and interpret procedures and policy governing contracting and systems acquisition, including developing and implementing a program to institutionalize acquisition excellence initiatives within AMC.
- (4) Direct, lead, control and manage special projects to improve information sharing across acquisition centers and streamline the contracting process.
- (5) Oversee and evaluate performance of AMC subordinate acquisition activities. Assess effectiveness of AMC acquisition initiatives.
- (6) Serve as Head of Contracting Activity for the Program Manager (PM) Saudi Arabia National Guard (SANG).
- (7) Oversee the management of special contracting programs, e.g., Secure Environment and Special Access Programs, Contracted Advisory and Assistance Service Program and the Army Study Program.
- (8) Manage the daily internal business operations and coordinate projects and taskers across divisions.

13-2. Contracting Operations Support Division.

a. Mission. The mission of the Contracting Operations Support Division is to:

- (1) Serve as the AMC agent for assessing, and providing expert assistance in the implementation and execution of contracts and initiatives throughout the command.
- (2) Directly support the Head of Contracting Activity (HCA) and serve as the Principal Assistant Responsible for Contracting (PARC) for PM SANG. Perform all functions assigned or delegated by the HCA.
- (3) Provide Contracting management oversight to AMC contracting activities.
- (4) Serve as the focal point for contingency contracting activities.
- (5) Participate in the source selection process for selected, high-visibility procurements. Participation may include assisting RFP and SSP development and approval, membership on evaluation panels and boards, acting as special advisor to the Source Selection Authority, acting as the

Source Selection Authority, and management of the membership on appeals boards.

(6) Provide the AMC interface for Secure Environment Contracts and Special Access Programs. Manage the AMC Contracted Advisory and Assistance Services program.

(7) Provide contract metrics and reports to the Command Group.

b. Functions. The functions of the Contracting Operations Support Division are to:

(1) Provide selected delegated authority, guidance and responses to field commands as the HCA and/or PARC.

(2) Execute oversight activities (e.g., Procurement Management Reviews, solicitation and contract delinquency reviews) to ensure fulfillment of MACOM and HCA responsibilities. Assess contracting compliance with statutory, regulatory, and policy areas of interest. Provide direction on integration of acquisition improvements for a responsive and cost effective contracting system.

(3) Provide contracting support and assistance in response to requests from PARCs, MSC commanders or program managers.

(4) Serve as members of Source Selection Advisory Councils to provide expert advice to Source Selection Authorities on the business aspects (cost or price and past performance issues) of the source selection decision. Participate in Source Selection Evaluation Boards (SSEB) and Performance Risk Assessment Groups (PRAG) in selected high-visibility programs.

(5) Provide analysis and recommendations for all MACOM contract protest decisions.

(6) Provide assistance to HQDA and MSCs in the areas of cost and pricing analysis.

(7) Establish and maintain a network of AMC Contracted Advisory and Assistance Services. Provide program guidance to these representatives and maintain program processing and approval procedures.

(8) Serve as the Command Contracting focal point for metrics.

(9) Serve as focal point for policy, plans, information and support to Army field operations, deployments and other contingency contracting scenarios.

- (10) Provide acquisition assistance and advice to the LOGCAP Program.
- (11) Manage the program of oversight for HQ AMC contractual requirements. Assist in development of requirements' packages. Approve requirements' packages valued at less than \$100,000. Advise the Command Group on the adequacy of proposed requirements packages and status of on-going actions for acquisitions over \$100,000.
- (12) Prepare reports and provide analysis to Commander, AMC on contractual status of pending major acquisitions.
- (13) Serve as contracting focal point for A-76, privatization and outsourcing efforts. Serve as representatives on IPTs at the HQ AMC and Army levels. Provide competitive sourcing (A-76) acquisition guidance and assistance to AMC's MSCs, SRAs and reporting activities. Manage the HQ, AMC administrative appeals board process. Facilitate information exchanges across the command through efforts such as hosting quarterly video teleconferences and managing functional contact.
- (14) Serve as the HQ AMC focal point for Army Acquisition Services Strategy Panel reviews.

13-3. Contracting Policy Division.

a. Mission. The mission of the Contracting Processes Division is to:

- (1) Serve as the AMC expert and advisor on procedures and policy governing weapons systems contracting and the acquisition life cycle.
- (2) Serve as the focal point for contracting/acquisition excellence.
- (3) Assist OSD and OASA(ALT) in formulating contracting policy.
- (4) Serve as the Army representative on the Federal Acquisition Regulation (FAR) Finance Team and seven Defense Federal Acquisition Regulation Supplement (DFARS) Committees.
- (5) Identify and resolve contracting and acquisition policy issues.

b. Functions are to:

- (1) Develop and manage the implementation of broad contracting and acquisition reform/excellence initiatives, improvements and studies identified by Congress, DOD, and DA, including contracting for best value, evaluating past performance of contractors, and corporate contracts.

- (2) Lead and integrate contracting and acquisition planning in support of weapon systems.
- (3) Develop and implement policy as the Army representative on the FAR Finance Team: the DoD Rotational Member on Cost Accounting Standards, Insurance and Pensions, and Cost and Pricing.
- (4) Develop and implement policy as the Army representative on seven (7) Defense Federal Acquisition Regulation Supplement (DFARS) committees and participate in DAR/DFARS/AFARS studies. Committees are: Cost Principles, Systems, Cost Accounting Standards, Pricing, Commercial Products, Contract Administration, and Finance.
- (5) Analyze, justify, and process requests for waiver, deviations, (class or exempted) or changes to the FAR, DFARS, and Army Federal Acquisition Regulation Supplement (AFARS).
- (6) Develop and implement AMC's position on DODD 5000.2, DOD 5000.2-R, AR 71-9, and other regulatory documentation that covers overall acquisition life cycle policy or milestone review decision process.
- (7) Develop and implement acquisition policy in AR 70-1, Army Acquisition Policy and DA PAM 70-1, Materiel Acquisition Handbook.
- (8) Develop and implement contracting and acquisition tools for AMC to facilitate continuous improvement.
- (9) Develop and implement source selection improvement procedures and serve as source selection members and advisors.
- (10) Track and interpret acquisition life cycle management and contracting policy and disseminate via the division's website. Maintain website currency.
- (11) Develop the AMC position on small business contracting issues, acting as liaison between the small business and contracting communities.
- (12) Analyze legislative initiatives and language for impact on contracting and provide results to management and the MSC Acquisition Centers.
- (13) Advise and coordinate from a contracting perspective on all Congressional queries addressed to the CG.
- (14) Develop alliances to facilitate cooperation and improve contracting with PEOs, DCMA, DCAA, DLA, DFAS, other DOD components and other Federal Government Agencies.

- (15) Oversee and manage competition advocate and commercial item advocate activities for AMC.
- (16) Serve as the contracting focal point for performance based services acquisition.

13-4. Integrated Procurement Systems Office.

- a. Mission. As a Separate Reporting Activity reporting to OCCP, develop, implement, and manage automated business processes and information technology solutions to support contracting analysis and decision making.
- b. Function(s) are to:
 - (1) Act, for the Army, as materiel developer and integrator for a variety of paperless contracting tools and initiatives including:
 - (a) Army Single Face to Industry Web Contracting and e-commerce system which provides:
 - Reverse auctioning
 - Electronic solicitation posting and electronic bid response
 - Virtual source selection tools
 - On-line procurement histories for NSN items (FIOA driver)
 - (b) Develop and maintain tools for the creation and submission of synopses (notices) to the designated Government point of entry systems (FEDBIZOPPS)
 - (c) Integrate A-Mart e-mail web ordering and payment system.
 - (2) Manage and sustain AMC contracting systems supporting major weapons systems, spares, ammunition, FMS, and research and development. Coordinate and integrate MSC procurement projects including:
 - (a) Procurement Data and Documents System (PADDS) contract writing system
 - (b) Procurement related modules and applications in CCSS and SDS
 - (c) MSC procurement related web pages
 - (d) Electronic contract files and archives
 - (e) Requirements generation systems for PM/PEOs
 - (f) Procurement interfaces with other automated business systems and processes such as:
 - Product Data Management
 - Integrated Data and Business Environments

- (3) Manage, in conjunction with AMC CIO, pilots and demonstration projects for key paperless technology elements:
 - Digital Signature Pilots (government and vendors pilots)
 - Executive Information Systems (CECOM Business Objects pilots)
- (4) Lead evolution toward a seamless Acquisition Business Systems environment through utilization of the Internet and other commercial leading edge technologies.
- (5) Oversee the integration of contracting business processes supporting the Wholesale Logistics Modernization Program into the enterprise resource planning process-based solution.
- (6) Provide chair for Procurement Steering Committee of acquisition Engineering Information Board.
- (7) Provide Army representative to DOD End to End Paperless Process Working Groups. Provide Army level representation to various government and industry standards groups on:
 - Electronic Data Interchange
 - Extensible hypertext Mar-up Language (XML)

13-5. Command Contracting Business Management Division.

- a. Mission. The mission of the Command Contracting Business Management Division is to:
 - (1) Provide all administrative and budgetary support (internal AMCCP budget and the as POM cycle).
 - (2) Serve as the functional proponent expert for the Central Procurement Operations Account MDEP (ASCE), the Special Study Program, RAND Arroyo Center Program, and Contracting and Acquisition Career Program (CP14).
- b. Functions. The functions of the Business Management Division are to:
 - (1) Serve as HQ AMC Functional Proponent for the Central Procurement Operations Program. Defend, coordinate, and champion the programming, budgeting (including manpower requirements) and execution activities to DA for AMC Acquisition Centers.
 - (2) Serve as MACOM Program Coordinator and Liaison for the DA Special Study Program. Provide coordination, oversight and quality management for the program.

- (3) Serve as MACOM Program Coordinator and Liaison between DA and the RAND Arroya Center. Coordinate DA documents, issue taskings to MSCs, attend internal and external meetings at the senior DA level.
- (4) Headquarters Budget Management: Serve as member of the Resource Integration Committee (RIC). Defend and champion POM requirements for Command Contracting and all HQ AMC Special Staff offices.
- (5) Manage daily internal business operations to provide OCCP personnel administrative support in areas such as personnel actions, information technology, budget planning and tracking, travel and security.
- (6) Lead AMC's Contracting and Acquisition Career Program (CP 14). Develop and implement Army and AMC policy and procedures affecting recruitment, career development, and management. Includes such efforts as Acquisition Career Experience (ACE) program, OMA account and FAIR Act.