

**STAFF ORGANIZATION AND
OPERATIONS**



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STAFF ORGANIZATION AND OPERATIONS

FOR THE BOARD OF DIRECTORS:

JOSEPH V. POTTER
Brigadier General
National Commander

OFFICIAL:

By Order of the Deputy Commander
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Colonel, United States Volunteers

Summary: This issue publishes a new USV field manual. This publication is organized to make it compatible with Department of Defense regulation FM 101-5. This regulation establishes the responsibility and sets forth policy and guidance for Staff Organization and Operations.

Applicability: This regulation applies to all components, elements, detachments, units and personnel of the United States Volunteers.

Proponent and Exception Authority: The Deputy Chief of Staff for Personnel (DCSPER, G-1) is the proponent authority for this field manual. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling laws and regulation. The proponent may delegate this approval authority, in writing, to an Assistant Chief of Staff under their supervision within the proponent agency in the grade of Lieutenant Colonel or equivalent.

Supplementation: Supplementation of this field manual is prohibited without prior approval from the Deputy Chief of Staff for Personnel, United States Volunteers.

Suggested Improvements: Suggested improvements for this Regulation will be forwarded in writing to the DCSPER, United States Volunteers. Comments and/or modification requests must be submitted through the chain of command in military format.

Distribution: Distribution of this publication is intended for all command levels of the United States Volunteers.

*This regulation supersedes USV 105-1 (01JUL05)

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PREFACE

This publication is the US Volunteers' capstone manual for staff organization and operations of major support commands at brigade level and below. Field Manual (FM) 101-5 describes basic doctrine of the roles, relationships, organization, and responsibilities of staffs in the United States (US) Volunteers.

USV FM 101-5 is intended for use by staff officers in carrying out the duties and responsibilities necessary to assist the commander in accomplishing the mission. A commander may establish procedures and may organize the staff as necessary to conform to the mission, resources available, and level of command. However, the staff should continue to function along the direction described to maintain a common understanding among units.

US Army FM 101-5 is the doctrinal source for the decision-making process, the doctrinal approach to decision making that helps the commander and his staffs examine a situation and reach logical decisions. Staff officers are encouraged to study and emulate the steps and procedures outlined in Chapter 5 of AR FM 101-5.

FM 101-5 does not detail missions or the use of personnel during operations. The examples provided are guides only, showing general application procedures. This manual is the authoritative foundation for doctrine; procedures and techniques; force design; materiel acquisition; professional education; individual, unit, and service school training; and research and development for staffs and their functions.

Every attempt has been made to ensure that this manual is consistent with current US Army doctrine and publications. This regulation is not intended to duplicate U.S. Army FM 101-5 but to focus on standards as they apply specifically to United States Volunteers. If a subject is not covered in this field manual, Army FM 101-5 will be deemed to apply.

Headquarters, US Volunteers, is the proponent for this publication. Send comments and recommended changes to DCSPER, G-1.

Unless otherwise stated, whenever the masculine or feminine gender is used, both men and women are included.

CHAPTER 1

COMMAND AND STAFF RELATIONSHIPS

Staffs exist to help the commander make and implement decisions. No command decision is more important, or more difficult to make, than that which risks the lives of people. Staff organizations and procedures are structured to meet the commander's critical information requirements. Therefore, to understand the staff and its organization, responsibilities, and procedures, it is first necessary to understand how commanders command.

The US Volunteers exists to

- 1) perform Military Funeral Honors for US veterans and others as requested
- 2) provide Emergency Management Agency (EMA) support to Homeland Security agencies as requested.

The skills, procedures, and techniques associated with command in the modern military also may apply to managing a service organization.

COMMAND AND CONTROL

Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached personnel in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling personnel and operations in the accomplishment of the mission. The focus of command and control is the *commander*. Command is the authoritative act of making decisions and ordering action; control is the act of monitoring and influencing this action. While command and control may be discussed separately for understanding, in practice, command and control is a unified entity. The commander cannot command effectively without control, and he, with or without the staff, cannot exercise control without command.

The commander uses command and control, which includes the staff, to make effective decisions, to employ personnel efficiently, and to direct the successful execution of operations. In short, the goal of command and control is mission accomplishment, while the object of command and control is the personnel. The staff is the most important resource that the commander uses to exercise command and control when the commander cannot exercise command and control by himself.

Command

Command is the authority that a commander in an organization exercises over subordinates by virtue of rank and/or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling personnel for the accomplishment of assigned missions. However, command is more than the vested authority in an individual. It goes beyond the practiced application of managerial skills to efficiently use available resources to accomplish assigned missions.

Command is the art of decision making and of leading and motivating personnel and their organizations into action to accomplish missions at the least expense in manpower and material.

Command is vested in an individual who has total responsibility. The essence of command is defined by the commander's competence, intuition, judgment, initiative, and character, and his ability to inspire and gain the trust of his unit. Commanders possess authority and responsibility and are accountable while in command.

Authority involves the right and freedom to use the power of command and, ultimately, to enforce obedience. The commander's authority to enforce his decisions is one of the key elements of his position. However, with the right to enforce decisions comes the responsibility for their consequences. To command is to direct with authority.

Responsibility is the legal and ethical obligation a commander assumes for the actions, accomplishments, or failures of a unit. He is responsible for the health, welfare, morale, and discipline of personnel as well as the equipment of his command.

Accountability is the requirement for the commander to answer to a superior for the effective and efficient use of delegated responsibility, authority, and resources. These delegated duties ultimately affect every person under his command. Although ultimate authority, responsibility, and accountability rest wholly with the commander, he can delegate specific authority to staff officers to decide and to act within their own areas of responsibility. Each subordinate staff officer must understand authority, responsibility, and accountability as they relate to his relationship with the commander, other staff officers, and subordinate commanders. Most important, the staff member must always remember that he is there to support and assist his commander.

Control

Control is the promulgation of the commander's decisions, guidance, and intent with subsequent supervision and adjustment of subordinate forces' execution to ensure compliance with the commander's intent. Control may take place before, during, and after operations. Control may be exercised directly or indirectly by directive, plan, or procedure. Information and time are critical to control.

The commander, with the help of his staff, uses control to regulate forces and functions of subordinate and supporting units in military operations to ensure mission accomplishment. Control is based on situational information, such as mission, personnel and time available, from all sources. The commander uses this information to adjust the resources, concept, or objective of the plan or to exploit success in operations. Staffs help commanders exercise control by —

- Acquiring and applying means to accomplish the commander's intent.
- Defining limits.
- Determining requirements.
- Allocating means.
- Monitoring status and performance and reporting significant changes to the commander.
- Developing specific guidance from general guidance.
- Forecasting change.

COMMAND AND CONTROL (C 2) SYSTEM

The command and control system is defined as the facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling

operations of assigned forces pursuant to the missions assigned. The term system is deceptive. It does not solely mean an arrangement of equipment such as a communications system. The C2 system is an organization of resources the commander uses to help plan, direct, coordinate, and control military operations to ensure mission accomplishment. The result is combat effectiveness. The resources the commander and his unit need to perform critical C2 functions to include —

- Personnel (staff and liaison personnel), who help the commander exercise control.
- Communications, which include communications equipment and computer networks.
- Equipment needed to carry out command and control activities, and materials to sustain resources committed to mission accomplishment.
- Facilities, (when needed, a secure working environment or base for the commander and his staff (a headquarters), and an administrative organization to sustain, and move the commander and staff.
- Procedures (including those for decision making), using multiple sources such as doctrine, tactics, techniques, regulations, and standing operating procedures (SOPs), to focus the command and staff effort.

The command and control system must be flexible, robust, survivable, and capable of providing the commander with information that allows him to perform C2 functions concurrently. The commander is the center around which the C2 system revolves. Any area where functions overlap normally indicates where he must focus his personal attention. The staff, using the C2 system, provides the commander with the freedom to focus on the area he has deemed the most important.

Neither the commander nor his staff should consider the C2 system an end unto itself. It only exists to support the commander and help him make the decisions necessary for accomplishing his mission. For example, while exercising command, a commander issues orders that serve as input to subordinate units. As each subordinate unit plans and executes its mission, it produces feedback to its higher commander and his staff. These are the essential measures that support effective C2. Command and control is continuous, and its activities are interrelated.

THE STAFF'S ROLE

The commander and his staff focus on recognizing and anticipating activities in order to make decisions. All staff organizations and procedures exist to make the organization, analysis, and presentation of vast amounts of information manageable for the commander. The commander relies on his staff to get information and translate it into situational awareness. Once a decision is made, the commander depends on his staff to communicate the decision to subordinates in a manner that quickly focuses the necessary capabilities within the command to achieve the commander's vision at the right place and time.

The primary product the staff produces for the commander, and for subordinate commanders, is understanding, or situational awareness. True understanding should be the basis for information provided to commanders to make decisions. Formal staff processes provide two types of information associated with understanding and decision making. All other staff activities are secondary. The first is situational awareness information, which creates an understanding of the situation as the basis for making a decision. Simply, it is understanding oneself and the mission assigned.

The second type of information, execution information, communicates a clearly understood vision of the operation and desired outcome after a decision is made. Examples of execution information are conclusions, recommendations, guidance, intent, concept statements, and orders.

While a particular commander may focus and reorganize the staff as necessary to conform to his personal decision-making techniques or to the unique demands of a specific mission, his requirements of the staff remain the same. All staff organizations and procedures are intended to develop understanding of the commander's problem — how to use the capabilities available to decisively impose his will over mission accomplishment. The scope and complexity of operations are too great for any one staff officer or section to meet the commander's information needs in isolation. The staff officer who performs his mechanical staff functions, no matter how flawlessly, without understanding how commanders make decisions, is useless to his commander.

Every commander must make decisions concerning the allocation, commitment, and engagement of personnel and resources. In turn, the commander must give his staff the authority to make routine decisions, within the constraints of the commander's intent, while conducting operations. The C2 system is the tool by which the commander quickly distributes his decisions to his subordinate commanders.

The commander rigorously trains his staff, shaping them into a cohesive group that can work together to understand what information he deems important. Staff officers must be able to anticipate the outcome of current operations to develop concepts for follow-on missions. They must also understand and be able to apply commonly understood doctrine in executing their missions.

MISSION VISUALIZATION

Mission visualization is the process whereby the commander develops a clear understanding of his current state, envisions a desired end state, and then visualizes the sequence of activities that will move from its current state to the end state. In short, it provides the key to where and how the commander can best lead and motivate personnel.

It is critical to mission accomplishment that commanders have the ability to visualize the mission. Therefore, in his intent statement, the commander must clearly articulate his visualization to his subordinates and staff to ensure the optimum development and execution of his concept of operations.

The staff assists the commander with his mission visualization by collecting, processing, analyzing, and transforming data into knowledge, allowing the commander to apply his judgment to achieve understanding of the situation in the form of his vision. The staff then helps him communicate his mission visualization to his subordinates by preparing orders and informational products to achieve a relevant common picture and situational awareness. An information network must be in place and operating to support mission visualization.

CHAPTER 2 STAFF ORGANIZATION

This chapter provides the basic foundation of staff organizations for battalions and brigades. Staff structures and organizations, within the limitations of regulations, often reflect the commander's operational requirements, experience, and span of control. The US Volunteers uses standardized staff organizations to benefit from consistency in performance, responsibilities (regardless of unit type or echelon), training, and resources.

BASIS FOR STAFF ORGANIZATIONS

Staffs are organized according to the following interrelated considerations:

- Mission.
- Broad fields of interest.
- Regulations and laws.

The *mission* determines activities units are to accomplish. These activities, in turn, determine how the commander organizes, tailors, or adapt the staff to accomplish the mission.

Regardless of the command mission, every US Volunteers staff has common *broad fields of interest* that determine how the commander divides duties and responsibilities. Grouping related activities allows an effective span of control and unified effort. Broad fields of interest include—

- Personnel Administration (G1) (S1).
- Homeland Security / EMA Support (G2) (S2).
- Mortuary Affairs and training (G3) (S3).
- Logistics (G4) (S4).
- Recruiting and Public Affairs (G5) (S5).
- Signal operations (G6) (S6).

The broad fields of interest may vary, depending on the echelon of command, the mission, and the environment. For example, at the battalion level there is not a resource manager. The commander, however, adds the field of interest to other echelons when resource management is a major consideration.

US Army regulations establish special relationships between certain staff officers and the commander. For example, AR 20-1, AR 27-1, and AR 165-1 require the inspector general (IG), the staff judge advocate (SJA), and the chaplain to be members of the commander's personal staff. Related US Volunteers regulations are specific with regard to how these personal staff officers function within the US Volunteers organization.

FACTORS AFFECTING STAFF ORGANIZATIONS

Each commander must use his professional knowledge, experience, and leadership style to develop and efficiently and effectively organize his staff. Several factors influence staff organization, including the—

- Size and diversity of responsibilities.
- Political requirements.

- Local (unique) requirements.
- Changes in the amount of work the section must routinely perform.
- The amount of information dissemination the section routinely conducts.
- The availability, knowledge, qualifications, and performance of personnel.
- Requirements by the organization and location of command posts and headquarters.
- A section's mobility requirements.
- Requirements for 24-hour operations.
- Requirements for 24-hour local security.
- Ability to group related activities.
- Desired span of control.
- Demand for prompt dissemination of essential information.
- Commander's and chief of staff's preferences.

AUTHORIZATION FOR STAFF ORGANIZATIONS

Every organization and activity must have an authorization document to reflect an organizational structure supportable by manning and equipping systems. An authorization document states a unit's approved structure and resources and is the basis and authority for requisitioning. Every staff has a modified table of organization and allowances (TOA).

The TOA prescribes the organizational structure, personnel and equipment authorizations and requirements of a unit. Because of a unit's specific mission, the environment or reasons, the TOA may be modified. A TOA prescribes in detail the unit's organization, personnel and equipment authorized to accomplish the doctrinal mission in as specific geographical operational environment or at as specific point on its modernization path. A TOA lists authorized staff sections personnel and equipment.

BASIC STAFF STRUCTURE MODEL

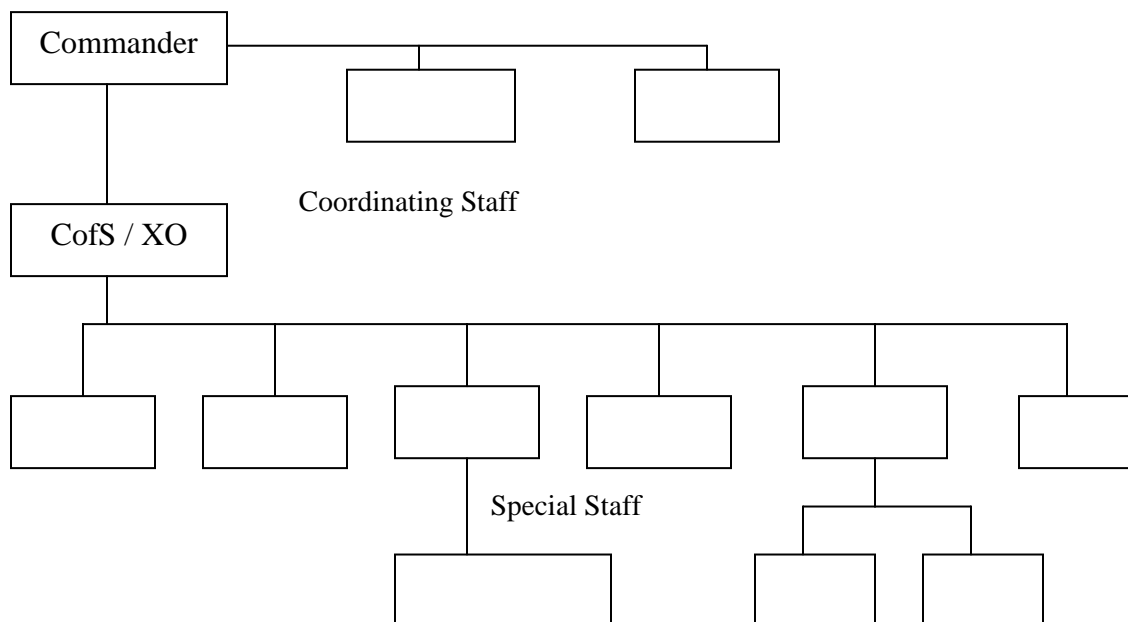


Figure 2-1 Basic Staff Structure Model

Staffs at every echelon of command are structured differently, but every staff has some commonalities. The basic model for all staff structures includes a chief of staff (CofS) in the form of either a deputy commander (DC) or executive officer (XO) and two staff groups: coordinating and special. The number of coordinating and special staff officers within each staff group varies at different levels of command.

Chief Of Staff (COS)

The Chief of Staff is the Commanding General's principal staff officer. He directs staff tasks, conducts staff coordination, and ensures efficient, prompt staff response. The Commanding General normally delegates authority to the Chief of Staff for the executive management of coordinating and special staff officers. He oversees the results of their work and assists them with problem escalation regarding items or issues outside of their respective areas.

Coordinating Staff Group

Coordinating staff officers are the commander's principal staff assistants and are directly accountable to the CofS. Coordinating staff officers are responsible for one or a combination of broad fields of interest. (See Chapter 4 for specific responsibilities and duties.) They help the commander coordinate and supervise the execution of plans, operations, and activities. Collectively, through the CofS, they are accountable for the commander's entire field of responsibilities. The staff is *not* accountable for functional areas the commander decides to personally control. Commanders may designate coordinating staff officers as assistant chiefs of staff (ACofS), deputy chiefs of staff (CofS), directors, or regular staff officers. These positions generally reflect the degree of authority the commander delegates to coordinating staff officers and the scope and complexity of operations within a command. However, the commander establishes a staff officer's actual authority if it is not inherent in his title.

A coordinating staff officer's authority is limited to advising, planning, and coordinating actions within his field of interest. He also coordinates and integrates appropriate special staff officer activities into operations. The commander might also give a coordinating staff officer added authority to act on specific matters within his field of interest.

Directors have staff and line authority. For example, the director of logistics operations might be responsible for operating support activities in addition to his normal responsibilities. Typically, a commander might delegate significant responsibility and authority to a director to enable him to accomplish specific functions.

Normally, coordinating staff officers have a direct interest in other staff officers' fields of interest. Therefore, a clear definition of staff responsibilities is necessary to ensure coordination and to eliminate conflict. Unit SOPs or organization and functions manuals give procedures that specify primary responsibilities and requirements for coordination.

Coordinating staff officers are responsible for acquiring information and analyzing its implications for and impact on the command. More important, coordinating staff officers must provide timely and accurate recommendations to the commander to help him make the best possible decisions. While doing so, coordinating staff officers must often request and receive information and recommendations from special staff officers. However, they must be sure to inform all other coordinating staff officers, as required.

NOTE: A coordinating staff officer working for a general officer is normally designated as a “G”staff officer. For example, the DCoS for operations, G3, normally is at division or national levels. At brigade and battalion levels, the operations officer is designated as the ACoS, S3.

Special Staff Group

Special staff officers help the commander and other members of the staff in their professional or technical functional areas. The specific number of special staff officers and their duties vary at each level of command. Special staff sections are organized according to functional areas. For example, the mortuary affairs coordinator (MACOORD) is the staff officer whose functional area is mortuary and cemetery support.

The commander assigns responsibilities to specific coordinating staff officers for each of the special staff functions. Although special staff sections may not be integral to a coordinating staff section, there are usually areas of common interest and habitual association. Therefore, a coordinating staff officer might be responsible for coordinating a special staff’s actions. For example, at a division or national level the G3 coordinates all matters relating to funeral operations, military funeral training and mortuary and cemetery support (MACOORD).

Other special staff officers may deal routinely with more than one coordinating staff officer. For example, provost marshal (PM) functions are operationally aligned under the unit commander, but he coordinates with each of the general or special staffs.

STAFF MODELS

Staff organizations at division/national through battalion levels use a basic model to begin the organization of their staffs (Figure 2-1). Each commander then tailors his staff according to his specific needs. Whether the staff is called a G-staff or an S-staff depends on who is in command. A unit commanded by a general officer has a G-staff. A unit commanded by a colonel or below has an S-staff.

Major Commands (G-Staffs) - (USV Headquarters)

Figure 2-2 shows the typical staff organization for a division or the national organization. The staff of a major command has each of the major staff groups: coordinating, special, and personal staff officers. (See Chapter 4 for the duties and responsibilities of each of these officers.)

At the national or division level, the deputy or assistant commander extends the commander’s span of control in areas and functions as the commander designates. The deputy or assistant commander’s specific duties vary based on organization needs.

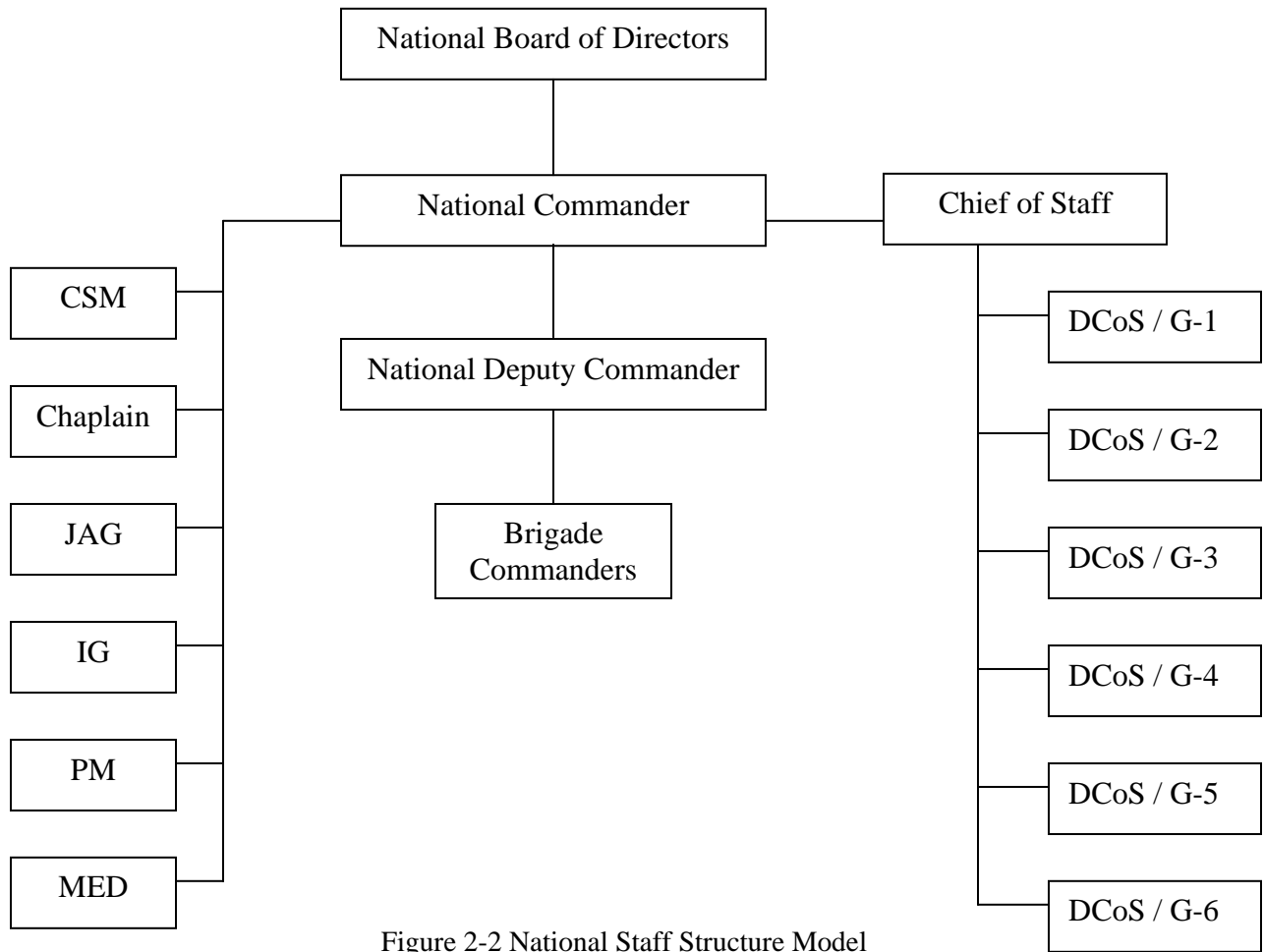


Figure 2-2 National Staff Structure Model

The National Commander is the responsible authority for all matters that relate directly or indirectly to the US Volunteers. The National Commander may delegate as needed, personnel administrative tasks, responsibility for training and mission implementation, supply maintenance, personnel acquisition and organization communications on an as needed basis to the Deputy Commander and Deputy Chiefs of Staff to facilitate accomplishment of the organization mission statement.

The National Commander may delegate tasks to brigade commanders, through the development and establishment of command directives, policies and force structures to meet mission requirements. All levels of USV command are required to operate as prescribed within this field manual and according to related regulations, remaining consistent with established policies and procedures.

Minor Commands (S-Staffs) (Brigades, and Battalions)

The staffs of minor commands are organized according to the basic staff model. The coordinating staff officers control functional areas of interest more suited to their unit's mission. The staffs of units smaller than national or division level must meet unit requirements. Figure 2-3 depicts a typical minor command unit staff structure. (See Chapter 4 for the duties and responsibilities of each staff officer.)

Minor command staff functions are generally the same as those for major command staffs. However, the nature of minor commands requires some modification to support small units. For example, staff activities, such as advising, planning, coordinating, and supervising, are more informal than at higher levels. The functional areas of interest should remain, however, even when the function is absent.

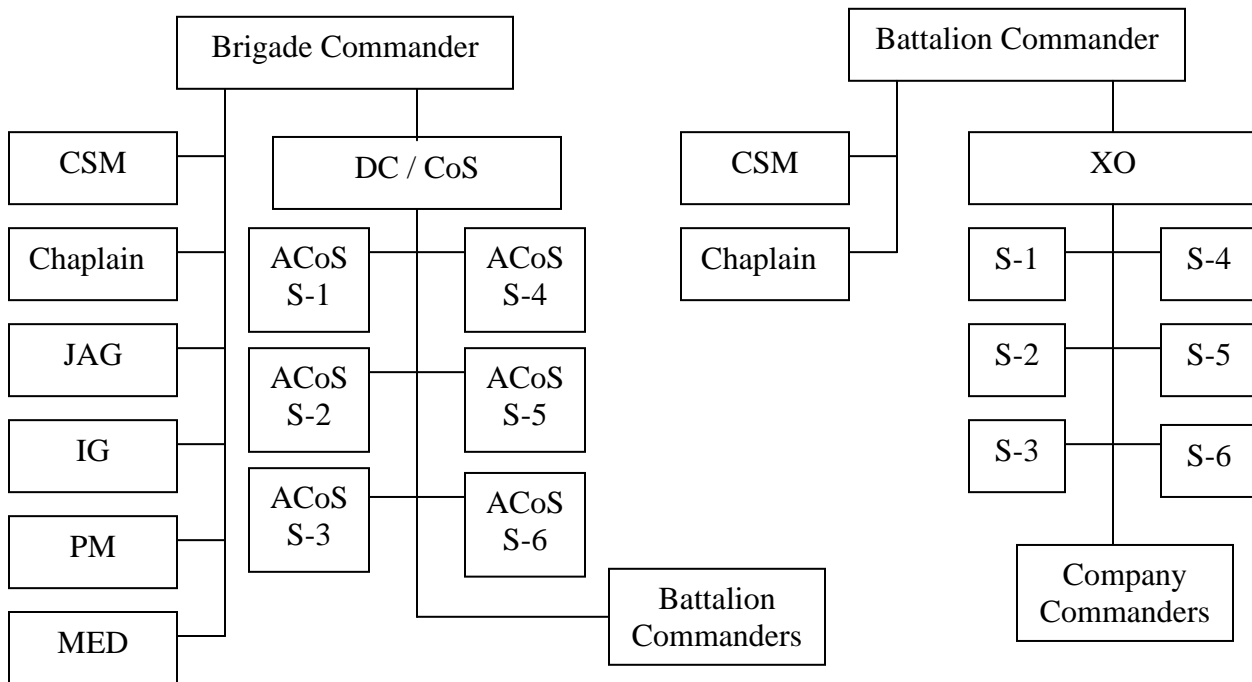


Figure 2-3 Brigade / Battalion Staff Structure Models

Smaller Units (Companies)

The staffs of smaller units are organized according to the basic staff model. Their coordinating staff officers and NCOs control functions directly related to mission accomplishment. Figure 2-4 depicts a typical small unit staff structure. Small unit staff functions are generally the same as those for minor command staffs. However, the operational nature of smaller units might require that staff activities be directly related to accomplishing assigned missions.

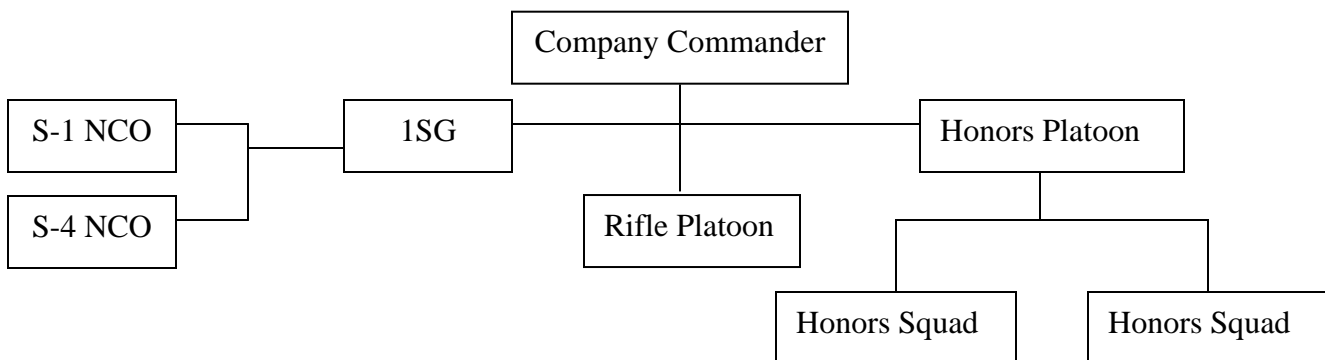


Figure 2-4 Company Staff Structure Models

CHAPTER 3

CHARACTERISTICS OF A STAFF OFFICER

This manual addresses staff officers at every echelon of command, from battalion through national. Every officer will be assigned to staff duty several times through-out USV membership, serving under different commanders in a variety of staff positions.

The staff officer's duty is to assist the commander in accomplishing the mission. He relieves the commander of routine and detailed work and raises to the commander those things that only the commander can act on. The staff officer's character (values, attributes, and skills) and competence are crucial in all that the command accomplishes.

A commander always retains the ultimate responsibility to make the final decision. The staff officer's job is to accomplish the commander's intent by operating within his assigned authority to perform the duties in his area of expertise. He must ensure the commander has been provided the necessary, timely, and correct information to make the right decisions.

Each staff officer accomplishes his mission for the commander differently, but the characteristics discussed in this chapter are common among successful staff officers. The list provided in Figure 3-1 is not complete but addresses some of the more important characteristics. This chapter can provide the commander and staff officers the basis for discussion in counseling sessions for professional development and growth and serves to identify what the commander expects of his staff officers.

CHARACTERISTICS

The professional qualities found in US Army FM100-1 and US Army FM 22-100 serve as the necessary foundation for all officers. The following paragraphs discuss qualities that are specifically important to staff officers.

Competence

Every staff officer has to be competent in all aspects of his position and know his specific duties and responsibilities better than anyone else. He also must be familiar with the duties of other staff members to accomplish vertical and lateral coordination to reach the best recommendation for the commander. The commander expects the staff officer to properly analyze each problem and know, not guess at, the correct answer to make a recommendation. The staff officer must have the moral courage to admit when he does not know the correct answer to any question.

Initiative and Judgment

A staff officer must have the initiative to anticipate requirements. He must also use good judgment to size up a situation quickly, determine what is important, and do what needs to be done. He cannot wait for the commander to give specific guidance on when and where to act. He must anticipate what the commander needs to accomplish the mission and questions the commander will ask in order to make an informed decision. He must know the commanders' intent. He should not hesitate to take advantage of a window of opportunity to accomplish the mission in the commander's absence, but he must always ask himself the question, "Is this what the commander would tell me to do if he were here?" He then must report his actions to his commander at the earliest opportunity.

Creativity

A commander is always looking for new and innovative solutions to problems. The staff officer must be creative in researching solutions to difficult and unique situations. Creative thinking and critical reasoning are skills that aid the staff officer in developing and analyzing respectively, courses of action. If he cannot recommend a course of action in one direction or area, he must find an alternative. He must be a team player and use the creativity of all the members of the staff and command. A staff officer must always give the commander a recommended course of action. He must seek ways to support subordinate units and should not say “no” to a subordinate unit commander unless he has cleared that with his commander.

Flexibility

A staff officer must have the maturity and presence of mind to keep from becoming overwhelmed or frustrated by changing requirements and priorities. A commander will frequently change his mind or direction after receiving additional information or a new requirement from his commander. More frequently than not, the commander will not share with the staff officer why he suddenly changed his mind. The staff officer must remain flexible and adjust to the needs and desires of the commander.

A staff officer must also remain flexible when drawn in different directions, by different superiors. He must be a master at prioritization when there are more tasks to accomplish than time available. It is essential that the staff officer meet suspense dates on time because both the commander and other members of the staff are depending on his input to the problem-solving process. He must meet the suspense dates or inform the commander, in advance of the suspense time, and ask for a time or priority adjustment.

Confidence

A staff officer must have the mental discipline and confidence to understand that all staff work serves the commander, even though the commander may reject the resulting recommendation. The staff officer must not put in a “half effort” because he thinks the commander will disagree with the recommendation. The work of the staff officer assists the commander in making the best possible decision.

The staff officer must concurrently develop multiple sides of an issue, even though they may work counter to one another. The development of courses of action must not bias the evaluation criteria that will be used later to distinguish the courses of actions. The staff officer must give the commander an unbiased look at a problem and the best possible solution to remedy it. A staff officer must understand that often a 5-minute answer for the commander may require 10 hours of staff work. The staff officer does what is required and expected of him and he relieves the commander of the tedious task of detailed research. The research done to collect data for the commander is a form of professional development, giving him confidence and experience in making future decisions as a staff officer, or as a commander himself.

Loyalty

The loyalty a staff officer has with his commander is a special one. Additionally, the staff officer has loyalty to the individual members. Adherence to loyalty will help the staff officer tell the

commander the right information rather than what he thinks the commander wants to hear. The staff officer must have the moral courage to tell the commander the “good” and “bad” news. The old adage “bad news never gets better with age” is appropriate for every staff officer.

The staff officer must also be loyal to the members. Any staff work, whether it is an operation plan (OPLAN) or a training event, will eventually affect the members. The members will have to execute the recommendation of the staff officer if the commander approves the recommendation. The staff officer must never forget how his recommendation will affect the members.

Team Player

The staff officer must be a team player. He cannot complete staff actions and work in a vacuum; he must advise, consult, and cooperate with others. He must be prepared to represent another’s decisions as if they were his own. A wise staff officer should also maintain a pleasant disposition because it will help achieve results that he could not otherwise obtain.

Effective Manager

The staff officer must have the ability to effectively manage time and resources. Time will always be critical. He must think not only about his time, but the time needed by other staff members, subordinate units, or anyone else who participates in the staff officer’s collection, processing, or dissemination of information, or the making of recommendations. The staff officer must recognize that all projects cannot be an “A” or a “B” priority. He should be capable of setting reasonable suspense dates that allow completion of a “C” product. The staff officer must be a good steward of the resources (people, environment, and money) entrusted to his care. He must be diligent in his efforts to efficiently manage these resources, avoiding waste and duplication of effort.

Effective Communicator

The staff officer must be an effective communicator. Effective communication is crucial for the staff officer. The staff officer must clearly articulate orally, in writing, and visually (with charts and graphs) the commander’s intent and decisions. The staff officer must be skilled in orally briefing individuals and groups. He must know and understand proper briefing techniques and be able to convey complex information so that it is easily understood.

The staff officer must be able to write effectively. He must articulate, in writing, the commander’s intent and guidance through operation orders (OPORDS), OPLANS, staff studies, staff summaries, and reports. The staff officer must be able to use productively current computer technology. This includes producing visual briefing products such as charts, graphs, and slides, or other multimedia briefing products, to assist in communicating the commander’s intent or desires. He should also be proficient in using computer technology such as word processing, electronic mail, and other available resources to more efficiently manage his time and to solve problems.

The staff officer frequently prepares briefings or written products for the commander or another superior staff officer. The staff officer must prepare the product as if he were going to sign it or brief it himself. He must be able to transform the commander’s intent and guidance into policy or to develop meaningful criteria to evaluate viable courses of action that meet this intent.

CHAPTER 4

STAFF RESPONSIBILITIES AND DUTIES

The commander's staff must function as a single, cohesive unit—a professional team. Each staff member must know his own duties and responsibilities in detail and be familiar with the duties and responsibilities of other staff members.

The staff must establish and maintain a high degree of coordination and cooperation, both internally and with staffs of higher, lower, and adjacent units. The staff's efforts must always focus on supporting the commander and on helping him support his subordinate units. Commanders can minimize risks by increasing certainty. The staff supports the commander by providing better, more relevant, timely, and accurate information; making estimates and recommendations; preparing plans and orders; and monitoring execution.

This chapter describes the responsibilities and duties commonly performed by staff officers assigned to the headquarters of US Volunteers units at brigade and battalion level.

This chapter first discusses the relationship and the responsibility the commander, deputy commander, and chief of staff have with and to the staff. Next, it discusses the common duties and responsibilities of staff officers. Finally, it describes the specific responsibilities and duties commonly performed by coordinating staff officers, special staff officers, and personal staff officers.

THE COMMANDER-STAFF RELATIONSHIP

The commander makes and communicates decisions to several people, but this manual describes his communication of decisions and intentions to his staff. He also provides his staff leadership, direction, and guidance. The commander may personally communicate his intent or decisions, either verbally or in writing, or he may relay information to his staff through orders, commander's guidance, and other means.

The commander is responsible for all that his staff does or fails to do. He cannot delegate this responsibility. The final decision, as well as the final responsibility, remains with the commander. The commander must foster an organizational climate of mutual trust, cooperation, and teamwork.

When the commander assigns a staff member a mission, he also delegates the necessary authority for the staff member to accomplish the mission. Having delegated the authority to the staff member, the commander must provide the staff member with the guidance, resources, and support necessary to accomplish the mission.

The commander is responsible for training the staff. He may delegate routine staff training to the chief of staff, but the commander must train the staff to relay information and perform the mission to conform to his leadership style. The staff is an extension of the commander. The staff must know his leadership style and understand his intent to best support him, and subordinate, adjacent, and higher headquarters.

DEPUTY COMMANDER (DC) / EXECUTIVE OFFICER (XO)

The relationship between the deputy or assistant commander and the staff is unique. Staff members do not work for the deputy or the assistant commanders unless the commander directs this relationship. Each commander must describe his deputy or assistant commander's roles, duties, and relationships with the Chief of Staff, the staff, and the commanders of subordinate units. Normally, he assigns specific fields of interest and responsibility to his assistants to decentralize decision making while maintaining overall command.

Because deputy or assistant commanders must be able to assume command at any time, the commander must inform them of his battlefield vision and intent. The Chief of Staff must continually provide them with information concerning staff actions.

Deputy or assistant commanders normally do not have coordinating or special staffs. When they have specific responsibilities, the headquarters staff assists them as the commander prescribes. Deputy or assistant commanders give orders to the Chief of Staff (or the staff) within limits the commander prescribes. They may go to the Chief of Staff at any time for staff assistance. If a deputy or assistant commander needs a staff, the commander may detail officers from the headquarters or subordinate units to help him or make a subordinate unit's headquarters available to him.

At USV Headquarters level, there is normally only one deputy or assistant commander. At brigade and battalion levels, the executive officer is normally the commander's deputy or assistant commander. At this echelon of command, the executive officer also leads the staff. Along with the duties as the second in charge, he has the duties and responsibilities of the chief of staff, discussed next.

DC / XO – STAFF RELATIONSHIP

The executive officer is the commander's principal assistant for directing, coordinating, supervising, and training the staff. The commander normally delegates executive management authority (equivalent to command of the staff) to the XO. The XO frees the commander from routine details and passes pertinent data, information, and insight from the staff to the commander and from the commander to the staff.

The value of a close and special relationship between the commander and the XO cannot be overstated. The XO must be able to anticipate events and share with the commander a near-identical vision of operations, events, and requirements. He must understand the commander's intent better than, or at least as well as, subordinate commanders. The XO must understand the commander's personality, style, and instincts as they affect the commander's intentions. Staff members must inform the XO of any recommendations or information they pass directly to the commander or of instructions they receive directly from the commander.

The XO helps the commander control subordinate units in their preparation for future tasks. He monitors their readiness status and directs actions that posture subordinate units for use by the commander. Under special conditions or missions, the commander may give the XO temporary command of a portion of the organization (such as in EMA response or when the commander is unable to command).

DC / XO – STAFF RESPONSIBILITIES

Listed below are the areas and activities that are the responsibility of the DC or XO in the role as supervisor of the staff. The Chief of Staff is responsible for —

Operations and plans, which involve —

- Preparing, coordinating, authenticating, publishing, and distributing the command SOP, OPLANs, OPORDs, fragmentary orders (FRAGOs), and warning orders (WARNOs) to which other staff sections contribute.
- Reviewing plans and orders of subordinate units.
- Integrating and synchronizing plans.
- Managing the commander's information requirements.
- Establishing and managing staff planning time lines with the commander's guidance.
- Monitoring staff's discipline, morale, and readiness.
- Organizing, planning, and conducting staff training.
- Supervising tasks assigned to the staff.
- Ensuring staff work conforms to the mission and the commander's guidance.
- Ensuring the staff integrates and coordinates its activities internally, vertically (with higher headquarters and subordinate units), and horizontally (with adjacent units).
- Informing the commander, other staff members, and the XOs of subordinate units about new missions, instructions, and developments.
- Directing and supervising the staff's planning process. (See Chapter 5 for a completed discussion of the staff planning process.)
- Maintaining knowledge of all directives, orders, and instructions the commander issues to the staff, subordinate commanders, and subordinate units, and verifying their execution.
- Ensuring the staff is rendering assistance to subordinate commanders and staffs, as necessary.

STAFF ACTIVITIES

Staff activities focus on the purpose of the staff — to assist the commander. This is accomplished mainly by staff contributions to the timely making and executing of decisions. The commander and staff should be continually alert to opportunities to streamline cumbersome or time consuming procedures. Staff activities must contribute to mission accomplishment and the procedures employed must be the means to accomplish the mission in an effective manner — not an end in itself.

- Advising and providing information to the commander.
- Preparing, updating, and maintaining staff estimates.
- Making recommendations.
- Preparing plans and orders.
- Monitoring execution of decisions.
- Processing, analyzing, and disseminating information.
- Identifying and analyzing problems.
- Conducting staff coordination.
- Conducting training.
- Performing staff assistance visits.

- Performing risk management.
- Conducting staff inspections.
- Conducting staff writing.
- Conducting staff research.
- Performing staff administrative procedures.
- Supervising staff section and staff personnel.

Figure 4-1. Common staff duties

COMMON RESPONSIBILITIES AND DUTIES

The following paragraphs discuss the responsibilities and duties that all staff members have in common. (See also Figure 4-1)

Advising and Providing Information to the Commander

The staff continuously provides information to the commander, sometimes before and sometimes after the information has been analyzed. This information is not necessarily provided to make an immediate decision, but to keep the commander abreast of the situation or “big picture.” One piece of information alone may not be significant but added to others; it may be the information that allows the commander to formulate the big picture and to make a decision. Commanders and staff must always remember that they are often required to work multiple issues at the same time. Information must be set into the proper frame of reference and be relevant to prevent wasting staff officers’ and commanders’ time. Examples of information staff members provide include—

- Advising the commander and staff capabilities, limitations, requirements, resources available and employment and all matters that deal with their areas of interest.
- Advising the commander on the readiness status of their areas of interest.
- Informing and advising the commander of directives and policy guidance from higher headquarters dealing with their areas of interest.

Preparing, Updating, and Maintaining Estimates

The staff prepares estimates to assist the commander in decision making. A staff estimate consists of significant facts, events and conclusions (based on current or anticipated situations) and recommendations on how available resources can be best used and what additional resources are required. The commander uses recommendations to select feasible courses of action for further analysis. Adequate plans hinge on early and continuing estimates by staff officers. Their failure to make or update the estimates may lead to error or omissions in the development of a course of action. An example is staff officers maintaining a current estimate of the situation in the areas of interest, in coordination with other staffs.

Making Recommendations

Staff officers make recommendations to assist the commander in reaching decisions and establishing policies. Staff officers also offer recommendations to one another and to their subordinate commanders. These recommendations are for information and assistance only. Recommendations may be presented as written estimates or studies, or they may be presented

orally. Whether the procedures are formal or informal, staff officers must carefully analyze and compare all feasible alternatives using the best information available. They must candidly and objectively present the alternative to the commander clearly showing the advantages and the disadvantages. They must be thoroughly prepared to recommend a best alternative to the commander. Their preparation includes coordinating with the staff officers whose areas of interest will be affected by the recommendation. The recommendations are stated in a form that requires only the commander's approval or disapproval. Examples of staff officers' recommendations include —

- Recommending command policy and guidance concerning their areas of interest, to include capabilities, limitations, and employment.
- Recommending to the commander policies and procedures to enhance capabilities in their areas of interest.
- Recommending to the commander (or tasking when they have been delegated such authority by the commander) the allocation of scarce assets or resources to support operations in their areas of interest.
- In coordination with the G2 (S2) and G3 (S3), recommending to the commander the priorities for the employment, distribution, and support in their areas of interest.
- Recommending priorities, risk, and command and support relationships between units to the commander.
- Recommending use of assets of other services for their areas of interest and advising liaison representatives from supporting services.
- Planning and recommending missions dealing with their areas of interest.

Preparing Plans and Orders

The staff prepares and issues plans and orders to carry out the commander's decisions, coordinating all necessary details. The commander may delegate authority to staff officers to issue plans and orders without his personal approval. A single staff officer is assigned the responsibility for preparing and publishing a plan or order. Other staff officers prepare elements of the plan or order in their areas of interest. Examples include —

- Formulating the concept of operations and concept of support in line with the commander's intent in their areas of interest.
- Identifying specified and implied tasks to support the plan.
- Developing the scheme of maneuver to support the course of action (COA).
- Adjusting plans according to feedback.
- Preparing that area of interest portion of the command training plan and exercising staff supervision over the execution of training in their areas of interest.
- Identifying constraints.
- Preparing, authenticating, and distributing their portion of the command SOP, operation plans (OPLANs), operation orders (OPORDs), annexes, estimates, appendixes, support plans, command training plan, reports, studies, and summaries.

Monitoring Execution of Decisions

The staff assists the commander by ensuring that subordinates carry out the commander's decisions. Staff supervision relieves the commander of much detail, keeps the staff informed of the situation, and provides the staff with the information needed to revise estimates and to

provide progress reports to the commander as plans and orders are implemented. Staff officers ensure that decisions reach the intended recipients that decisions are understood, and that decisions are executed within the commander's intent. They also initiate recommendations for modifications and elaborations when circumstances demand. Supervision is accomplished through analyzing reports, messages, and staff visits. Actions by staff members include —

- Monitoring the execution of instructions, plans, and orders in their areas of interest.
- Ensuring that organic, assigned, and supporting units accomplish tactical-level missions in support of the ground commander's scheme of maneuver in their areas of interest.
- Formulating and supervising policies concerning operations in their areas of interest.

Processing, Analyzing, and Disseminating Information

Staff officers cannot be just data collectors and transmitters. They must have the ability to analyze and clearly articulate information. The staff collects, collates, analyzes, processes, and disseminates information that flows continuously into the headquarters. The staff rapidly processes and provides critical elements of this information to the commander and other members of the staff. Staff officers routinely analyze matters that affect operations. Essential in an analysis is identifying problems that may affect the staff officer's area of interest or the command as a whole. Judgment and experience are major factors in the staff officer's ability to recognize problems. He should develop a systematic approach, weighing each new item of information in relation to other information at his disposal. A good approach will help him determine the significance of the information and what action, if any, is necessary. Staff officers use many means to disseminate information. Examples are briefings, electronic mail, staff papers, reports, and summaries. Reports and summaries are used extensively to provide information to higher, lower, and adjacent commands. Nearly every staff section prepares and distributes them. The minimum number of reports and summaries consistent with the commander's need for information should be required of the subordinate command. Actions by staff officers include—

- Submitting information reports to the G2 (S2) and G3 (S3) concerning their areas of interest.
- Providing technical assistance to the G2 (S2) and G3 (S3) in their areas of interest.
- Providing risk assessment input to the G2 (S2) and G3 (S3) in their areas of interest.
- Monitoring operations security (OPSEC) measures within areas of interest to comply with directives and procedures.
- Determining workload requirements and assessing status of their organizations in their areas of interest.
- Evaluating the effectiveness of support provided by their areas of interest.
- Identifying requirements for additional units, personnel, equipment, or support in their areas of interest.
- Determining and planning training requirements for the force as a whole in their areas of interest.
- Determining requirements for forces and equipment in their areas of interest, based on the commander's priorities and in coordination with other staff elements and subordinate commands.
- Determining the adequacy of priorities for employing units under their broad areas of interest.

- Performing review and analysis in their areas of interest to determine and enhance their effectiveness in supporting operations and achieving objectives.
- Analyzing operational effects on the environment and assessing environmental status.

Identifying and Analyzing Problems

The staff must continually identify current and future problems or issues that will affect mission accomplishment. Once a problem is identified, the staff officer must analyze what actions or coordination must take place to resolve the issue. Sometimes the staff officer will have the capability and authority to correct the problem without direction from the commander. If not, once the problem is thoroughly analyzed, the staff officer must inform the commander so that he can make the appropriate decision to resolve the issue.

Conducting Staff Coordination

The result of staff coordination makes certain that “pieces” fit together in an integrated whole. Good staff coordination requires personal initiative, a spirit of cooperation, and the genuine interest of each staff member in achieving a unified effort. Most staff actions require coordination that extends beyond the immediate command and includes higher, adjacent, lower, and supporting commands, as appropriate. Coordination is essential for four reasons: to ensure a thorough understanding of the commander’s intent, to ensure complete and coherent staff actions, to avoid conflict and duplication by adjusting as needed plans or policies before their implementation, and to ensure all factors are considered.

The coordinating staff officer, under whose area of interest the action falls, has specific responsibility for coordinating that action. He frequently designates a member of his section to be the action officer for the action under consideration. The action officer and all other interested staff officers examine and correlate all sub-actions and resolve any conflicts. Each staff officer examines the action from his own and the commander’s points of view and determines the proper action within his area of interest. The action is then presented to the appropriate approving authority for a final decision. Coordination by staff officers includes—

- Providing direction to all other staff elements about issues and information dealing in their areas of interest.
- Maintaining close contact and exchanging information with the command and with corresponding commanders, staff officers, and sections at the higher, lower, adjacent, and supporting echelons of command.
- Coordinating with higher and adjacent commands, other services, and agencies (as appropriate), to request, receive, or provide information pertinent to their areas of interest.
- Coordinating with other staff sections.
- Providing advice and assistance to support unit commanders on matters dealing with their areas of interest.
- Coordinating (horizontally, vertically, and with adjacent units) and integrating all activities within their areas of interest.

Conducting Training

Every staff officer must assess training requirements across the command within his respective area of interest. These requirements are then added into the overall command training plan through the operations officer. The staff officer must determine the amount and type of training and requirements for evaluating the training. This may include any technical training necessary in the command in the staff officer's area of interest. The staff officer is then responsible for planning and supervising this training within the command. Examples include —

- The G2 and G3 submit specific training requirements for individual members.
- The safety officer submits to the G2 and G3 risk management training required within the command.

In addition to above, every staff member is responsible for supporting the overall training program of the unit with expertise and resources from his area of interest.

Performing Staff Assistance Visits

Staff officers visit subordinate units to get information for the commander, to observe the execution of orders or instructions, and to provide advice and assistance in their areas of responsibility. Certain designated representatives make these visits in the commander's name. The staff officer should call on the subordinate unit commander to explain the purpose of his visit. Before leaving, he should report his findings to the subordinate commander and any information he plans to take back to his staff section, chief of staff, or commander. The staff officer should avoid interfering with the unit commander's responsibilities. If the higher commander's orders seem to have been misunderstood, the staff officer should give additional information and guidance to the subordinate commander or his staff. When the staff officer returns to his headquarters, he makes a brief oral or written report of his observations to his staff principal, chief of staff, or commander, if appropriate. The chief of staff then provides this report to other staff officers, if necessary.

Performing Risk Management

Every staff officer must integrate risk management into the planning and execution of training and operational missions. The staff officer assists the commander in minimizing unnecessary risk by increasing certainty in all operations. He uses the risk management process to assess his functional area and make control measure recommendations to reduce or eliminate risk to support the combat power dynamics of protection. Examples include —

- Applying risk management during the decision-making process to identify shortcomings in operational plans.
- Developing and implementing controls for the commander that supports the mission by avoiding unnecessary risk to members. This is performed in conjunction with the MED special staff officer
- Providing support to operational requirements and establishing procedures and standards that are clear and practical for each specified and implied task.

Conducting Staff Inspections

Individual officers or teams conduct staff inspections as directed by the commander. Inspections normally are conducted to determine certain conditions within a subordinate unit, such as compliance or conformity with policies and regulations. Both the positive and negative observations are noted. Before the inspection, the unit commander is informed of the nature and the purpose of the inspection. Afterward, an informal report of the inspection results is provided to the subordinate commander before the inspecting officer or team leaves. Later, a formal written report to the commander normally is prepared and a copy of the report, furnished to the inspected unit. An example of staff officers' inspections is evaluating training within their areas of interest.

Conducting Staff Writing

Staff officers prepare a variety of written communications, particularly at national level, where Operations rely primarily on written directives, reports, orders, and studies. Writing is a means of communicating ideas to the commander, subordinate unit commanders, and other staff officers. Effective staff writing should convey the writer's exact meaning and should not be subject to misinterpretation.

Conducting Staff Research

Staff research is the collection and evaluation of facts necessary to solve problems or to provide information. Some facts are available in office records while others can be found only by examining many sources. The problem determines the research needed. Only after analyzing the problem and listing the main issues to be considered can the staff officer determine how much and what kind of information he must collect. The extent of research is the staff officer's decision. The staff officer must decide when he has the information he needs to draw valid conclusions. To be valid, conclusions must be relevant to the topic, objective, and supported by the data, and they must be arrived at through a logical thought process.

Performing Staff Administrative Procedures

Every staff officer performs administrative procedures to provide continuity for completed staff actions and to allow the staff member or staff section to efficiently and effectively accomplish its tasks. Each staff member must manage his administrative activities within his own staff section. Examples include —

- Maintaining policy files of the commander and higher headquarters.
- Maintaining current command SOP and, specifically, the internal SOP for the staff member's area of interest.
- Maintaining staff section records to provide the commander with essential information.
- Maintaining reference files for his area of interest.

Supervising Staff Section and Staff Personnel

Every staff officer must be capable of supervising his staff section personnel, including —

- Performing staff supervision of activities and units assigned, attached, or under the operational control (OPCON) of the command that come under his area of interest to ensure adequate support of the command.
- Recommending and coordinating assignments and personnel issues affecting his area of interest.
- Coordinating procurement, storage, issue, and distribution of equipment in his area of interest.
- Supporting assigned, attached, or OPCON units or individuals under the supervision of a particular staff section (such as with administration, shelter, food, and supplies).
- Acting as a staff advisor for assigned, attached, supporting, or OPCON units or personnel in his area of interest.
- Determining, planning, evaluating, and supervising specific training requirements for his staff section.
- Monitoring the maintenance, personnel, and equipment status within his area of interest and advising the commander and responsible staff.
- Organizing and supervising sub elements in his area of interest.

SPECIFIC STAFF RESPONSIBILITIES AND DUTIES

This section describes the specific and unique responsibilities and duties of the coordinating, special, and personal staff groups discussed in the basic staff model in Chapter 2. The common responsibilities and duties inherent to every staff officer were discussed in the last section.

Coordinating staff officers have primary staff responsibility for several special staff officers. \ This section describes the relationship between these two staff groups. The coordinating staff officer establishes procedures for coordinating and integrating special staff activities within his field of interest and responsibility. This section also discusses the uniqueness of the personal staff officer who wears two hats. He is both a personal staff officer and a special staff officer, according to regulations.

Coordinating Staff Officers

Every staff has coordinating staff officers who coordinate actions for the commander and of special staff officers. Coordinating staff responsibility includes —

- Ensuring that the special staff officer or section has personnel administration, logistics, and proper support.
- Coordinating actions and tasks of special staff officers across the entire staff, as necessary.
- Informing the chief of staff of the special staff officer's actions.

The discussion that follows lists under each coordinating staff officer that officer's specific coordination responsibilities. Figure 4-2, page 4-18, shows the relationships between the coordinating staff and the special staff.

Assistant Chief of Staff, G1 (S1), Personnel Administration

The G1 (S1) is the principal staff officer for all matters concerning human resources which include personnel readiness, personnel services, and headquarters management. A personnel

officer is located at every echelon from battalion through national level. The common staff duties and responsibilities were listed in the previous section. Following are the areas and activities that are the specific responsibility of the G1 (S1).

Manning, which involves—

- Personnel readiness management, which includes —
 - Analyzing personnel strength data to determine current capabilities.
 - Projecting future requirements.
- Unit strength maintenance, including monitoring, collecting, and analyzing data affecting member readiness (such as morale, organizational climate, commitment, and cohesion).
- Monitoring of unit strength status.
- Development of plans to maintain strength.
- Personnel replacement management, which includes —
 - Receiving, accounting, processing, and delivering personnel.
 - Preparing estimates for personnel replacement requirements based on membership losses.
- Issuing Authority For Administrative Paperwork —
 - National G-1 is the issuing entity for —
 - Appointments or Promotions for personnel in the grades of —
 - E-8, E-9, CW4, CW5, O-5, O-6
 - Awards for Brigade Personnel in the position of —
 - Commander, Deputy Commander
 - Assignments or Transfers of personnel on the National Staff
 - Assignments or Transfers of personnel in brigades to the position of Commander
 - Recommendations of awards, assignments or transfers requiring Board of Directors approval that need forwarding to the national Board of Directors
 - Brigade S-1 is the issuing entity for —
 - Appointments or Promotions for personnel in the grades of —
 - E-1 through E-7, WO1 through CW3, O-1 through O-4
 - Awards authorized for brigade and battalion commanders for all brigade personnel except Commander and Deputy Commander
 - Assignments or Transfers of personnel on brigade staff except Commander
 - Assignments or Transfers of personnel in battalions to the position of Commander

Coordination of staff responsibility for the following special staff officer:

- Safety officer.

NOTE: The duties and responsibilities of these special staff officers can be found under the special staff officer section.

- Recommendations of awards, assignments or transfers requiring national approval that need forwarding to the national DCoS G-1

— Battalion S-1 is the issuing entity for —

- Awards authorized for battalion commanders for all battalion personnel except Commander
- Assignments or Transfers of all personnel in battalions except Commander
- Recommendations of awards, assignments or transfers requiring brigade approval that need forwarding to the brigade ACoS S-1

— Company S-1 NCOs are responsible for issuance of award, assignment or transfer recommendations to the Battalion S-1

Headquarters management, which includes —

- Managing the organization and administration of the headquarters.
- Recommending manpower allocation.
- Coordinating and supervising —
 - Movement.
 - Internal arrangement.
 - Space allocation.
 - Administrative support.

Staff planning and supervision — Administrative support for personnel membership.

Coordination of staff responsibility for the following special staff officers:

- Equal opportunity advisor (EOA).
- Finance officer.

NOTE: The duties and responsibilities of the special staff officers can be found under the special staff officer section, page 4-17. See the personal staff officer section, page 4-29, for the duties and responsibilities of the chaplain, IG, JAG and MED.

Assistant Chief of Staff, G2 (S2), Homeland Security

The G2 (S2) is the principal staff officer for all matters concerning Homeland Security and Emergency Management Agency (EMA) support. The common staff duties and responsibilities were listed in the previous section. Following are the areas and activities that are the specific responsibility of the G2 (S2).

Training, which involves —

- Supervising the Community Emergency Response Team training program.
- Preparing and supervising the execution of EMA training within the command.
- Identifying training requirements and training status.
- Ensuring that training requirements orient on conditions and standards as set forth by local EMA agencies.
- Determining requirements for and allocation of training resources.
- Planning and conducting training inspections, tests, and evaluations.
- Maintaining the unit-readiness status of each unit in the command.
- Compiling training records and reports as appropriate.

Assistant Chief of Staff, G3 (S3), Operations and Training

The G3 (S3) is the principal staff officer for all matters mortuary affairs, military funeral honors training, and military funeral operations. The common staff duties and responsibilities were listed in the previous section. The areas and activities that are the specific responsibility of the G3 (S3) follow.

Training, which involves —

- Supervising the military funeral honors training program.
- Preparing and supervising the execution of funeral honors training within the command.
- Identifying training requirements and training status.
- Ensuring that training requirements orient on conditions and standards as set forth by the Department of Defense.
- Determining requirements for and allocation of training resources.
- Planning and conducting training inspections, tests, and evaluations.
- Maintaining the unit-readiness status of each unit in the command.
- Compiling training records and reports as appropriate.

Assistant Chief of Staff, G4 (S4), Logistics, Supply and Equipment

The G4 (S4) is the principal staff officer for coordinating the logistics integration of supply, and services for the command. The common staff duties and responsibilities were listed in the previous section. The areas and activities that are the specific responsibility of the G4 (S4) follow.

Logistics operations and plans (general), which involve —

- Developing with the G2 and G3 the logistics plan to support unit operations.
- Recommending command policy for collection and disposal of excess property and salvage.

Supply, which involves —

- Determining supply requirements.
- Coordinating all classes of supply

- Coordinating the requisition, acquisition, and storage of supplies and equipment, and the maintenance of materiel records.

Assistant Chief of Staff, G5 (S5), Civil Affairs

The G5 (S5) is the principal staff officer for all matters concerning civil-affairs operations (the community impact on organization operations and the impact of organization operations on the community). The G5 (S5) has responsibility to enhance the relationship between the US Volunteers and the community to ensure the success of the mission. The common staff duties and responsibilities were listed in the previous section. The areas and activities that are the specific responsibility of the G3 (S3) follow.

Public Affairs, which involves —

- Advising the commander of the community impact on operations as pertains to other veteran service organizations
- Planning positive and continuous community relations programs to gain and maintain public understanding and goodwill that support organization operations.
- Coordinating information with local media sources to insure that disseminated information is not contradictory.

Recruiting and Retention, which involves —

- Planning positive community events to gain and maintain membership in the US Volunteers
- Advising the commander of efforts to enlist new membership into the organization
- Coordinating with the IG to implement programs or processes to mitigate loss of current membership

Staff planning and supervision — Coordinating with G1 (S1) administrative support for personnel membership

Coordination of staff responsibility for the following special staff officers:

- Public Affairs Officer (PAO).
- Recruiting and Retention Officer (RRO).

NOTE: The duties and responsibilities of the special staff officers can be found under the special staff officer section, page 4-17.

Assistant Chief of Staff, G6 (S6), Communications

The G6 (S6) is the principal staff officer for all matters concerning communications and communications related topics. A communications officer is located at every echelon from battalion through national level. The common staff duties and responsibilities were listed in the previous section. Following are the areas and activities that are the specific responsibility of the G6 (S6).

Coordination of staff responsibility for the following special staff officers:

- Webmaster

NOTE: The duties and responsibilities of the special staff officers can be found under the special staff officer section, page 4-17.

Special Staff Officers

Every staff has special staff officers. This section addresses the specific duties of each special staff officer. Common staff duties and responsibilities were discussed earlier in this chapter.

The number of special staff officers and their duties and responsibilities vary with the level of command, the authorizations, the desires of the commander, and the size of the command. If, at a given echelon, a special staff officer is not assigned, the corresponding coordinating staff officer assumes those responsibilities as necessary. This section first lists the coordinating staff officer and the special staff officer or officers he has coordinating responsibility for.

Deputy Commander / Executive Officer (DC / XO / CofS)

The following special staff officers are the coordinating staff responsibility of the CofS.

G1 (S1)

The following special staff officers are the staff responsibility of the ACofS, G1 (S1).

Equal Opportunity Advisor (EOA).

The equal opportunity advisor is the special staff officer responsible for coordinating matters concerning equal opportunity for service members and their families. An EOA is located at every echelon of command. Besides his common staff responsibilities, the EOA's specific responsibilities are as follows:

- Advises and assists the commander and staff on all equal opportunity (EO) matters, to include sexual harassment, discrimination, and affirmative action.
- Recognizes and assesses indicators on institutional and individual discrimination and sexual harassment.
- Recommends remedies and develops affirmative action and EO plans and policies to reduce or prevent discrimination and sexual harassment.
- Monitors affirmative action and EO plans and policies.
- Collects, organizes, and interprets demographic data concerning all aspects of EO climate assessment.
- Manages or conducts all EO education and training programs within the command.
- Receives and helps process complaints; the EOA may also conduct inquiries, in accordance with commander's guidance.
- Helps plan and conduct ethnic observances.

Finance Officer.

The finance officer is the special staff officer responsible for coordinating and providing finance services to the command. The finance officer also is the finance unit commander. Besides his common staff responsibilities, the finance officer's specific responsibilities are as follows:

- Provides finance policy and technical guidance.
- Supervises disbursement of funds.
- Performs limited funds accounting.
- Provides banking and currency support.
- Coordinates financial support through research of grants available to the US Volunteers
- Coordinates local procurement support with the G1 (S1) for personnel and with the G4 (S4) for materials and services.

G2 (S2)

The following special staff officers are the staff responsibility of the ACoS, G2 (S2).

Safety Officer.

The safety officer is the special staff officer responsible for coordinating safety activities throughout the command. Besides his common staff responsibilities, the safety officer's specific responsibilities are as follows:

- Develops, supervises, and monitors —
 - Risk management program for all operations and activities in the command.
 - Accident prevention program.
- Coordinates the staff risk management for exercises and makes recommendations to G2 and G3.
- Coordinates with the inspector general and provost marshal on unsafe trends.
- Coordinates safety training with the G2 and G3.
- Prepares risk assessments and recommends appropriate risk reduction control measures for all operations.

G5 (S5)

The following special staff officers are the staff responsibility of the ACoS, G5 (S5).

Public Affairs Officer (PAO)

The public affairs officer is a special staff officer responsible for understanding and fulfilling the information needs of members and the public. Besides his common staff responsibilities, the public affairs officer's specific responsibilities are as follows:

- Plans and supervises a command public affairs program.
- Advises and informs the commander of the public affairs impact and implications of planned or implemented operations.

- Serves as the command's spokesman for all communication with external media.
- Assesses the information requirements and expectation of the US Volunteers and the public, monitors the media and public opinion, and evaluates the effectiveness of public affairs plans and operations.
- Facilitates media efforts to cover operations by expediting the flow of complete, accurate, and timely information.
- Develops, disseminates, educates, and trains the command on policies and procedures for protecting against the release of information detrimental to the mission and personal privacy.
- Informs members of their rights under the *Privacy Act*, their responsibilities for OPSEC, and their roles as implied representatives of the command when interacting with news media.
- Advises the commander and staff on *Privacy Act* and *Freedom of Information Act* matters.

Recruiting and Retention Officer (RRO)

The recruiting and retention officer is a special staff officer responsible for understanding and fulfilling the US Volunteers needs of membership growth. Besides his common staff responsibilities, the public affairs officer's specific responsibilities are as follows:

- Plans and supervises a command recruiting program.
- Advises and informs the commander of the public events that impact organizational growth
- Coordinates all levels of recruiting efforts to insure that recruiting information is not contradictory
- Serves as a transition liaison between new members and unit commanders.

G6 (S6)

The following special staff officers are the staff responsibility of the ACoS, G6 (S6).

Webmaster

The webmaster is the special staff position responsible for understanding and fulfilling internet dissemination of information. Besides his common staff responsibilities, the webmaster's specific responsibilities are as follows:

- Coordinates with the G5 (S5) PAO to insure organization information released to the public is accurate
- Plans and supervises an internet based communication medium
- Serves as a communications link between the community and commanders.

Command Sergeant Major (CSM)

The command sergeant major is a member of the commander's personal staff by virtue of his being the senior noncommissioned officer of the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted member matters and the noncommissioned officer (NCO) corps as a whole. A command sergeant major is

located at every echelon of command from battalion through national. The CSM's duties and responsibilities vary according to the commander's specific desires and the unit's type, size, and mission. The command sergeant major's normal specific duties are as follows:

- Provides advice and recommendations to the commander and staff in matters pertaining to enlisted personnel.
- Executes established policies and standards concerning enlisted personnel's performance, training, appearance, and conduct.
- Maintains communications with subordinate unit NCOs and other enlisted personnel through NCO channels.
- Monitors unit and enlisted personnel training and makes corrections as necessary.
- Provides counsel and guidance to NCOs and other enlisted personnel.
- Administers and chairs unit selection and soldier boards for enlisted personnel.
- Performs other duties the commander prescribes, including receiving and orienting newly assigned enlisted personnel and helping inspect command activities and facilities.
- Monitors and recommends actions as necessary on the morale and discipline of the unit.

Chaplain

The chaplain is a personal staff officer responsible for coordinating the religious assets and operations within the command. The chaplain is a confidential advisor to the commander for religious matters. A chaplain is located at every echelon of command from battalion through national. Besides his common staff responsibilities, the chaplain's specific responsibilities are as follows:

- Advises the commander on the issues of religion, ethics, and morale (as affected by religion) of all assigned personnel.
- Provides commanders with personal counseling, advice, and the privilege of confidentiality and sacred confidence.
- Exercises and coordinates supervision of religious support for Military Honors Details.
- Helps the commander ensure that MHDs are conducted in a non-denominational manner.
- Advises the commander and staff of the impact of the faith and practices of indigenous religious groups within the USV.
- Performs or provides MHD rites and services as needed.
- Provides religious support to the command and community to include confined or hospitalized personnel, civilian detainees, and refugees.
- Provides liaison to funeral homes and cemeteries in coordination with the G3 (S3).
- Trains, equips, and supports the subordinate chaplain and the chaplain assistant.

Inspector General (IG)

The inspector general is a personal staff officer responsible for advising the commander on the overall welfare and state of discipline of the command. The IG is a confidential advisor to the commander. An IG is located at the national and brigade levels. Besides his common staff responsibilities, the inspector general's specific responsibilities are as follows:

- Integrates the commander's organizational inspection program.

- Conducts inspections, surveys, and studies as the commander requires and monitors corrective actions.
- Receives allegations and conducts investigations and inquiries.
- Monitors and informs the commander of trends, both positive and negative, in all activities.
- Consults staff sections, as appropriate, to obtain items for the special attention of inspectors and to arrange for technical assistance.
- Determines the command's discipline, efficiency, economy, morale, training, and readiness.
- Assists members, and family members who seek help with US Volunteers related problems with the privilege of confidentiality.
- Provides the commander with a continuous, objective, and impartial assessment of the command's operational and administrative effectiveness.
- Identifies and assists in the resolution of systemic issues.

Staff Judge Advocate (SJA)

The staff judge advocate is the commander's personal legal advisor on all matters affecting the morale, good order, and discipline of the command. As a special staff officer, the SJA provides legal support to the members of the command and community. An SJA is located at national and brigade levels. Besides his common staff responsibilities, the staff judge advocate's specific responsibilities are as follows:

- Provides legal advice to the commander on domestic law (US statutes, federal regulations, and state and local laws).
- May optionally provide legal services directly related to the organization and operation of the US Volunteers.
- Ensures that throughout the command criminal law matters are handled in a manner that ensures the rights of individuals are protected and the interests of justice are served.
- Coordinates with the G4 on the legal aspects of contracting policies, and drafts requisition forms and nonstandard local contracts.

Provost Marshal (PM)

The provost marshal is the commander's personal officer responsible for coordinating law enforcement related activities. As a special staff officer, the PM provides law enforcement support to members of the command. The PM is found at the national and brigade level. Besides his common staff responsibilities, the provost marshal's specific responsibilities are as follows:

- Coordinates with the IG and SJA to ensure that investigations of complaints or problems are handled in a non-conflict of interest manner.
- Performs liaison with local civilian law enforcement authorities.
- Police intelligence operations, to include activities relative to the collection of member background information for new applicants.

Medical Detachment Officer (MEDD)

The medical detachment officer is the commander's personal officer responsible for coordinating the health assets and health related operations with the command. As a special staff officer, the

MEDD provides medical support to the members of the command. The MEDD is found at the national and brigade level. Besides his common staff responsibilities, the medical detachment officer's specific responsibilities are as follows:

- Advises on command health services and health matters that concern the commander's area of operations.
- Advises the commander on how operations impact the health of personnel.
- Coordinates with the Safety Officer to insure that the health of members is not placed at risk.
- Coordinates with the G3 (S3) on health matters related to EMA training and serves as a consultant for medical related training
- Serves as the senior medical officer with supervisory oversight of all personnel assigned to the medical detachment.

CHAPTER 5

US VOLUNTEERS ORGANIZATIONAL PHILOSOPHY

The US Volunteers is a formally organized “Military Society”. The organization operates with a concept based on the US Army model of operations, infrastructure, chain of command and protocols. The US Army model is characterized upon the principles of initiative, flexibility, depth, and synchronization with a command and control process. The US Volunteers strives to emulate these principles and concepts in planning, development and event operations.

In accordance with US military protocol, rank and recognition of rank among the military branches of service will be enforced. All US Volunteers personnel will recognize the authority of, and render proper respect to, each rank held by USV members as well as persons in recognized military attire.

Full and complete cooperation of and by veterans of the US military services accomplishes these principles and concepts as established in the spirit of the USV chain of command. Military Honors Details and personnel assignments will be within a formal command structure at brigade and subordinate levels. USV battalions may establish memorial honors training and certification for the command. Higher headquarters (brigade or national) personnel who participate in Military Honors Details will be under the operational control of the Officer in Charge (OIC) of the MHD regardless of rank.

The National Command

The National Commander’s guidance may include restatements of mission based upon analysis and specific courses of action deemed appropriate, to be developed or eliminated as necessary to further the mission of the US Volunteers. The National Commander may direct his staff and/or the brigade commanders to revise estimates, analyses, regulations, manuals, staff studies and other related material on an as needed basis.

Essential information required for the Commander’s guidance and preparation may include, but is not limited to important assumptions, constraints, critical coordination, outside information and support instructions. Adequate command guidance facilitates arriving at an appropriate solution and eliminates wasted effort. Staff officers analyze such matters that affect their appropriate section operations. Analysis is an essential element that may affect the staff of another section or the organization as a whole.

Military experience at senior command and staff levels is an essential factor that contributes to a staff officer’s ability to recognize problems or effects that could impact staff sections. The formal US military staff planning process provides staff officers with a proven, systematic approach to mission accomplishment or problem resolution. Professional military staff officers are developed after years of increased responsibility, levels of military education and operations exposure. A non-military experienced command or staff officer should make every effort to follow the guidance and direction of those who are.

Non-prior federal military service members are prohibited from serving or holding the following positions:

- National Commander
- National Deputy Commander

- National Chief of Staff
- National Command Sergeant Major

The US Volunteers National Commander and Deputy Commander must be former active duty federal commissioned field grade officers. If no officer meeting this requirement is available to serve in this capacity, then the Board of Directors may select a senior US Volunteers member for a temporary appointment to fill these positions.

Brigade Command

The structure of the US Volunteers implies a minimum of one organizational unit assigned to each state in the United States of America. Where geographic size permits, a state may have more than one brigade, each operating as a separate district, independent of the others. Where multiple brigades exist with a state boundary, brigade commanders will operate as a committee to insure that operations are performed consistently between the brigade staffs. Where geographic size permits, a single brigade may also be responsible for several states; each state being designated as one or more battalions under the brigade command staff.

The primary mission of each brigade is to establish a chain of command structure to provide Military Honors Details for US veteran burial or funeral services. The command structure should strive to work directly with local funeral homes and cemeteries to facilitate the rapid process of providing the military honors service. Brigades are to train to support the primary mission of providing Military Honors Details using where possible the guidance provided through the Veterans Administration Authorized Provider Partnership Program (AP3).

The secondary mission of each brigade is to train at the discretion of brigade commanders to provide support to emergency management agency (EMA) personnel for Homeland Security missions using resources provided by FEMA, Red Cross and other agencies that are available to the general public. Other events that are considered vital to the USV mission include providing color guards at community events, information kiosks at community festivals and volunteering on an as available basis to assist in Veterans Administration sponsored events.

Brigades are discouraged from implementing missions that are not in direct support of the primary or secondary mission. USV training priority must focus on professionalism, quality and appearance at Military Honors Details and membership recruiting for the purpose of increasing the mission capacity. Homeland Security training should be always secondary to MHD training and performance.

Administrative Procedures

HQ USV is responsible for ensuring the review, implementation and compliance with organizational and operations manuals.

USV staff officers will use authorized USV regulations and field manuals where possible for guidance on procedures to establish continuity across staff sections. Where a USV regulation or field manual does not address a particular subject or procedure deemed necessary for the accomplishment of the USV mission, effort will be made to locate and use as a guide, an appropriate US Army regulation or manual approved by the Department of Defense.

Policy files will be maintained at the national, brigade and battalion level for to assist unit commanders with concurrence of organizational orders, directives and policies of the national organization. A policy file facilitates staff operations and orientation of new members.

Personnel records will be maintained at the national, brigade and battalion level for personnel assigned to units. These files will consist primarily of original membership application, orders, awards, commendations and admonitions. The personnel file is essential in facilitating the maintenance of information regarding individual members.

Although the USV represents an open military society, it is occasionally necessary to maintain some information in accordance with privacy acts. Each staff section is accountable and responsible for the information security of files. Deputy Commanders and Executive Officers are accountable and responsible for any breach of information security.

USV staff officers must exhibit professional knowledge and skill levels and will be held accountable for their productivity and enforcement of standards. Good staff coordination requires personal initiative, spirit of cooperation, a genuine interest in teamwork and compliance with the chain of command. Staff coordination includes contact and exchanges of information by staff officers within a headquarters and communicating with staff officers of higher and subordinate levels.

Organizational Communications and Correspondence

The US Volunteers recognizes and honors the contributions of all cultures to society. Staff officers require a proficiency or mastery of the English language, both written and oral due to the variety of written or oral communications where the complexity of operations may rely on written directives, reports, orders or staff studies.

Oral communications are relegated to the execution of Military Honors Details. All other formal command and staff communications must be in writing and in proper military format. Verbal communications are dependent upon the clarity and completeness of written orders and standard operating procedures (SOPs).

It is formally recognized that all communications pertaining to policy files or personnel records, will be in writing in the English language. The only exemption granted would be in the instance of personnel records, where documentation provided is in a foreign language. In this case, every effort will be made towards acquiring an English translation for permanent record.

Basic military writing is a style that facilitates communication between commanders and subordinates. Effective military writing should convey the writer's exact meaning and not be subject to misinterpretation. The following are the basic principles of effective military style writing:

- Adhere to a basic principle
- Check facts. Eliminate errors. Verify accuracy of information.
- Write simply and clearly with clarity and brevity.
- Develop and arrange the subject matters logically and coherently.
- Remain focused on objectivity by maintaining an unprejudiced viewpoint.

CHAPTER 6 ORGANIZATION POSITIONS

Staff structure models (charts) were discussed in Chapter 1. In order to efficiently manage the organization, the staff structure model must be defined in further terms to minimize inherent administrative problems. This is managed through the assignment of personnel to positions. These positions possess characteristics and job definitions that exist to further define the roles and responsibilities expected of the members by the organization at all levels of command.

The common terminology used for defining positions and roles is commonly referred to as a paragraph and line number. The combination of these two items provides the organization an insurance against more than one individual being assigned to a specific role as well as provides ability for the organization to develop specific job descriptions related to positions.

The use of common paragraph and line numbers is prevalent throughout the organization. Job descriptions remain the same regardless of unit assignment; only the level of responsibility changes. Some positions exist only at certain levels of command.

National, Brigade and Battalion Organization

These paragraph / line numbers apply to all command levels except company.

Paragraph	Line #	Type	Description
100	00		Command Staff
	01	O	Commander
	02	O	Deputy Commander / Executive Officer
	03	E	Command Sergeant Major
	04	O	Chief of Staff (national and brigade levels only)
101	00		Personnel Administration
	01	O	Deputy / Asst Chief of Staff / S-1
	02	O	Asst S-1
	03	E	S-1 NCO
	04	O	Equal Opportunity Advisor (national and brigade levels only)
	05	O	Finance Officer (national and brigade levels only)
102	00		Homeland Security
	01	O	Deputy / Asst Chief of Staff / S-2
	02	O	Asst S-2
	03	E	S-2 NCO
	04	O	Safety Officer (national and brigade levels only)
103	00		Mortuary Affairs
	01	O	Deputy / Asst Chief of Staff / S-3
	02	O	Asst S-3
	03	E	S-3 NCO
104	00		Logistics
	01	O	Deputy / Asst Chief of Staff / S-4

	02	O	Asst S-4
	03	E	S-4 NCO
105	00		Civil Affairs
	01	O	Deputy / Asst Chief of Staff / S-5
	02	O	Asst S-5
	03	E	S-5 NCO - Recruiting
	04	E	S-5 NCO – Public Affairs
106	00		Communications
	01	O	Deputy / Asst Chief of Staff / S-6
	02	O	Asst S-6
	03	E	S-6 NCO
	04	WO/E	S-6 Webmaster (national and brigade levels only)
107	00		Chaplaincy
	01	O	Chaplain
	02	O/E	Chaplain’s Assistant
	03	E	Chaplain’s Assistant
108	00		Staff Judge Advocate
	01	O	Staff Judge Advocate
	02	WO	Paralegal
	03	E	SJA NCO
109	00		Headquarters Company
	01	O	Commander
	02	O	Executive Officer
	03	E	1 st Sergeant
	04	O/E	USV member (line number increments for each individual)
110	00		Inspector General (national and brigade levels only)
	01	O	Inspector General
	02	All	IG Assistant
	03	E	IG NCO
111	00		Provost Marshal (national and brigade levels only)
	01	O	Provost Marshal
	02	O/WO	Deputy Provost Marshal
	03	E	PM NCO
	04	E	PM member (line number increments for each individual)
112	00		Medical Detachment (national and brigade levels only)
	01	O	Medical Detachment Commander
	02	O	MEDD Deputy Commander
	03	E	MEDD 1SG
	04	O/E	MEDD member (line number increments for each individual)

Company Organization

These paragraph / line numbers apply to company and platoon command levels.

100	00		Company Command Staff
	01	O	Commander
	02	O	Executive Officer
	03	E	1 st Sergeant
101	00		Headquarters Platoon
	01	WO/O	Platoon Leader
	02	E	Platoon Sergeant
	03	E	Admin NCO
	04	E	Logistics NCO
	05	E	Rifle Squad Leader
	06	E	Rifle Squad Member
	07	E	Rifle Squad Member
	08	E	Rifle Squad Member
102	00		1st Honors Platoon
	01	All	Platoon Leader
	02	E	Platoon Sergeant
	03	E	Honors Squad Leader
	04	E	Honors Squad Member
	05	E	Honors Squad Member
	06	E	Honors Squad Leader
	07	E	Honors Squad Member
	08	E	Honors Squad Member
103	00		2nd Honors Platoon
	01	All	Platoon Leader
	02	E	Platoon Sergeant
	03	E	Honors Squad Leader
	04	E	Honors Squad Member
	05	E	Honors Squad Member
	06	E	Honors Squad Leader
	07	E	Honors Squad Member
	08	E	Honors Squad Member
104	00		3rd Honors Platoon
	01	All	Platoon Leader
	02	E	Platoon Sergeant
	03	E	Honors Squad Leader
	04	E	Honors Squad Member
	05	E	Honors Squad Member
	06	E	Honors Squad Leader
	07	E	Honors Squad Member
	08	E	Honors Squad Member

