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United States Army Europe
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Army in Europe
Regulation 10-5*

Headquarters
United States Army Installation Management Command,
Europe Region
Sembach, Germany

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Organizations and Functions

Headquarters, United States Army Europe

*This regulation supersedes AE Regulation 10-5, 11 November 2007.

For the Commander:

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Document Management

Summary. This regulation prescribes the missions, organizational structure, and functions of the USAREUR Command Group and HQ USAREUR.

Summary of Change. This regulation is a complete revision of the 2007 edition.

Applicability. This regulation applies to the Army in Europe.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are on the Army Records Information Management System website at <https://www.arims.army.mil>.

Supplementation. Organizations will not supplement this regulation without approval of the Manpower and Management Division, Office of the Deputy Chief of Staff, G8, HQ USAREUR.

Suggested Improvements. The proponent of this regulation is the Manpower and Management Division, Office of the Deputy Chief of Staff, G8, HQ USAREUR (mil 537-6310). Users may suggest improvements to this regulation by sending DA Form 2028 to the USAREUR G8 (AERM-C), Unit 29351, APO AE 09014-9351.

CONTENTS

CHAPTER 1 GENERAL

- 1-1. Purpose
- 1-2. References
- 1-3. Explanation of Abbreviations and Terms

CHAPTER 2 USAREUR COMMAND GROUP AND SUPPORT STAFF

SECTION I GENERAL

- 2-1. Mission
- 2-2. Organization

SECTION II COMMANDING GENERAL, DEPUTY COMMANDING GENERAL, COMMAND SERGEANT MAJOR, CHIEF OF STAFF, AND DEPUTY CHIEF OF STAFF

- 2-3. Commanding General
- 2-4. Deputy Commanding General
- 2-5. Command Sergeant Major
- 2-6. Chief of Staff
- 2-7. Deputy Chief of Staff

SECTION III COMMAND GROUP SUPPORT STAFF

- 2-8. Commanding General's Initiatives Group
- 2-9. Secretary of the General Staff
- 2-10. Executive Services Division
- 2-11. Knowledge Management
- 2-12. Military History Office
- 2-13. Resource Management Office
- 2-14. Safety Division
- 2-15. USAREUR Liaison Officer, Berlin
- 2-16. USAREUR Liaison Officer, HQDA
- 2-17. Office of the Foreign Policy Advisor
- 2-18. Internal Review and Audit Compliance Office
- 2-19. Office of the Science Advisor
- 2-20. Principal Assistant Responsible for Contracting
- 2-21. Headquarters and Headquarters Battalion

CHAPTER 3
OFFICE OF THE DEPUTY CHIEF OF STAFF, G1

- 3-1. Deputy Chief of Staff, G1
- 3-2. Theater Adjutant General Directorate
- 3-3. Ready and Resilient Directorate
- 3-4. Civilian Personnel Directorate
- 3-5. Plans, Operations and Exercises Division
- 3-6. Military Personnel Policy Division
- 3-7. Equal Employment Opportunity Office
- 3-8. Equal Opportunity Office
- 3-9. Retention Management Division
- 3-10. Support Services Division

CHAPTER 4
OFFICE OF THE DEPUTY CHIEF OF STAFF, G2

- 4-1. Deputy Chief of Staff, G2
- 4-2. G2-3/5/7 Division
- 4-3. Intelligence Support Division
- 4-4. G2X Human and Counterintelligence Division
- 4-5. Staff Weather Office

CHAPTER 5
OFFICE OF THE DEPUTY CHIEF OF STAFF, G3/5/7

- 5-1. Deputy Chief of Staff, G3/5/7
- 5-2. G3/3 Operations Division
- 5-3. G3/4 Protect Division
- 5-4. G3/5 Plans; Strategy, Policy and Programs; and Security Cooperation Division
- 5-5. G3/7 Training and Exercises Division
- 5-6. Force Management Division
- 5-7. Requirements Definition Division
- 5-8. Mobilization and Reserve Affairs

CHAPTER 6
OFFICE OF THE DEPUTY CHIEF OF STAFF, G4

- 6-1. Deputy Chief of Staff, G4
- 6-2. Plans, Operations and Exercises Division
- 6-3. Programs and Policy Division
- 6-4. Sustainment Operations Division
- 6-5. Mobility Operations Division
- 6-6. Sustainment Assistance Review Team

CHAPTER 7

OFFICE OF THE DEPUTY CHIEF OF STAFF, ENGINEER

- 7-1. Deputy Chief of Staff, Engineer
- 7-2. Plans and Operations Division
- 7-3. Facilities and Construction Division

CHAPTER 8

OFFICE OF THE DEPUTY CHIEF OF STAFF, G6

- 8-1. Deputy Chief of Staff, G6
- 8-2. Programs, Policy, and Projects Division
- 8-3. Operations, Plans, and Exercises Division
- 8-4. Headquarters Support Division
- 8-5. Information Assurance Program Management Division
- 8-6. Information Technology Resource and Analysis Division
- 8-7. Information Technology–Theater Business Office Division

CHAPTER 9

OFFICE OF THE DEPUTY CHIEF OF STAFF, G8

- 9-1. Deputy Chief of Staff, G8
- 9-2. Program and Budget Division
- 9-3. Manpower and Management Division
- 9-4. International Agreements Division
- 9-5. Plans and Operations Division

CHAPTER 10

OFFICE OF THE CHAPLAIN

- 10-1 Office of the Chaplain
- 10-2. World Religion and Resource Management Division
- 10-3. Plans, Operations, and Training Division
- 10-4. Management Division

CHAPTER 11

OFFICE OF THE CHIEF, PUBLIC AFFAIRS

- 11-1. Office of the Chief, Public Affairs

CHAPTER 12

OFFICE OF THE COMMAND SURGEON

- 12-1. Office of the Command Surgeon
- 12-2. Health Policy Division
- 12-3. Healthcare Operations Division

CHAPTER 13 OFFICE OF THE INSPECTOR GENERAL

13-1. Office of the Inspector General

CHAPTER 14 OFFICE OF THE JUDGE ADVOCATE

14-1. Office of the Judge Advocate
14-2. Executive Office
14-3. Military and Civil Law Division
14-4. Contract and Fiscal Law Division
14-5. International Law and Operations Division
14-6. U.S. Army Claims Service, Europe

Appendix

A. References

Figures

1. USAREUR Command Group and Support Staff
2. Office of the Deputy Chief of Staff, G1
3. Office of the Deputy Chief of Staff, G2
4. Office of the Deputy Chief of Staff, G3/5/7
5. Office of the Deputy Chief of Staff, G4
6. Office of the Deputy Chief of Staff, Engineer
7. Office of the Deputy Chief of Staff, G6
8. Office of the Deputy Chief of Staff, G8
9. Office of the Chaplain
10. Office of the Command Surgeon
11. Office of the Inspector General
12. Office of the Judge Advocate

Glossary

CHAPTER 1 GENERAL

1-1. PURPOSE

This regulation prescribes the missions, organizational structure, and functions of the USAREUR Command Group and HQ USAREUR staff offices. A chart showing USAREUR major subordinate commands (MSCs), specialized commands, and other organizations in Europe that support USAREUR can be found on the USAREUR homepage at <http://www.eur.army.mil/organization/units.htm>.

1-2. REFERENCES

[Appendix A](#) lists references.

1-3. EXPLANATION OF ABBREVIATIONS AND TERMS

The [glossary](#) defines abbreviations and terms.

CHAPTER 2
USAREUR COMMAND GROUP AND SUPPORT STAFF

SECTION I
GENERAL

2-1. MISSION

The mission of the USAREUR Command Group is to mission command (MC) assigned forces. The mission of the Command Group support staff is to synchronize the efforts of the HQ USAREUR staff in support of the CG, USAREUR.

2-2. ORGANIZATION

Figure 1 shows the structure of the USAREUR Command Group.

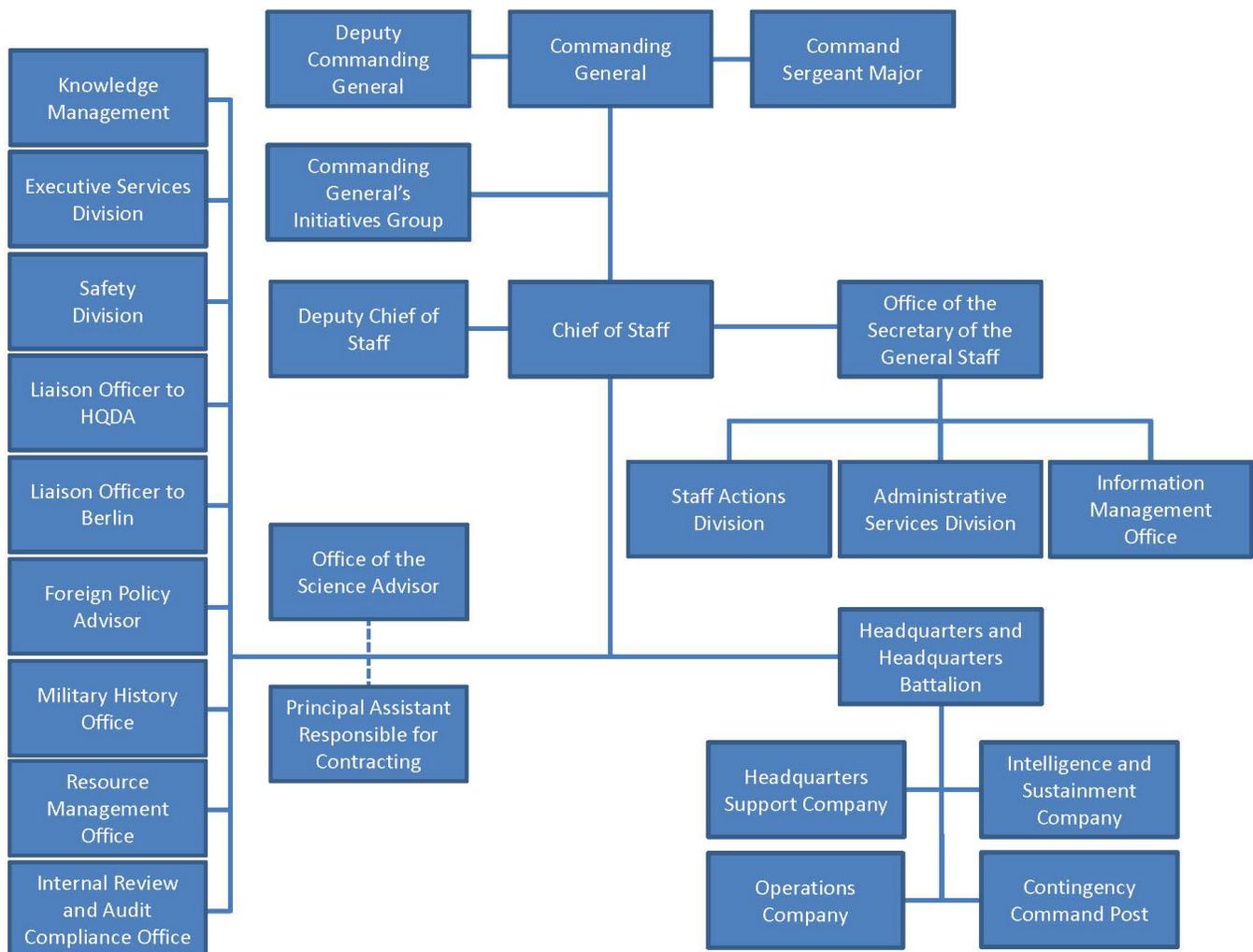


Figure 1. USAREUR Command Group and Support Staff

SECTION II

COMMANDING GENERAL, DEPUTY COMMANDING GENERAL, COMMAND SERGEANT MAJOR, CHIEF OF STAFF, AND DEPUTY CHIEF OF STAFF

2-3. COMMANDING GENERAL

The major functions of the Commanding General, USAREUR (CG), are to—

- a. Ensure U.S. mission accomplishment, combat readiness, morale and discipline of the command, and the welfare of all assigned Servicemembers and their Family members.
- b. Provide a combat-ready force under USEUCOM. USAREUR is the Army service component command (ASCC) of USEUCOM. The CG, USAREUR, reports directly to HQDA.
- c. Maintain administrative and logistic support of U.S. ground forces in the USEUCOM theater.
- d. Provide MC of assigned forces and other forces as directed.
- e. Provide U.S. Army forces for NATO.

2-4. DEPUTY COMMANDING GENERAL

The Deputy Commanding General, USAREUR (DCG), monitors and directs the command's wartime mission and functions (especially readiness and sustainment, force modernization, and living-environment issues). The DCG is the principal advisor to the CG and responsible for implementing the CG's strategic vision. The major functions of the Office of the DCG are to—

- a. Improve the coordination and liaison with the Army and Air Force Exchange Service, Europe and Southwest Asia; the Defense Commissary Agency; the Department of Defense Education Activity and Department of Defense Dependents Schools; and United States Army Family and Morale, Welfare and Recreation (MWR) programs.
- b. Maintain and improve host nation (HN) relations.
- c. Command the United States Army NATO (USANATO) and serve as a general courts-martial convening authority (GCMCA).
- d. Provide oversight of tactical USAREUR units with specific attention to collective training.
- e. Serve as the executive agent for force protection (FP) for the command.
- f. Command the contingency command post (CCP).

2-5. COMMAND SERGEANT MAJOR

The USAREUR Command Sergeant Major (CSM) is the principal advisor to the CG on all matters regarding enlisted personnel. The major functions of the CSM are to—

- a. Provide advice and recommendations on all USAREUR matters regarding enlisted personnel to the Sergeant Major of the Army, the CG, HQ USAREUR staff principals, and commanders of USAREUR MSCs.

b. Execute established policy and monitor the standards of performance, training, and conduct of enlisted personnel

c. Ensure the health, welfare, and morale of Servicemembers assigned to USAREUR and their Family members.

2-6. CHIEF OF STAFF

The Chief of Staff, HQ USAREUR (CoS), monitors, coordinates, and directs all administrative, logistic, and operational support as required by the CG to maintain the readiness of the command. The CoS serves as the principal advisor to the CG and DCG on all matters related to efficient and effective staff procedures to implement the CG's strategic vision. The major functions of the CoS are to—

a. Direct and synchronize the HQ USAREUR staff.

b. Prescribe USAREUR policy on behalf of the CG.

c. Participate in the development and review of plans, programs, policies, and procedures for the execution of activities in the USAREUR area of operation (AO) as required by Army Force Generation (ARFORGEN) and senior commander priorities.

d. Establish and maintain liaison with higher, lateral, and subordinate commands and supporting units.

NOTE: If the position of the Chief of Staff is held by a foreign national military officer, certain duties may be constrained by U.S. law and Army regulations.

2-7. DEPUTY CHIEF OF STAFF

The major functions of the Deputy Chief of Staff, HQ USAREUR (DCoS), are to—

a. Act on behalf of the CoS during the CoS's absence.

b. Serve as the CCP CoS when required.

c. Supervise the command's information and influence activities in coordination with Information Operations (IO), G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, and the Office of the Chief, Public Affairs (OCPA).

d. Establish and manage the USAREUR battle rhythm.

SECTION III

COMMAND GROUP SUPPORT STAFF

2-8. COMMANDING GENERAL'S INITIATIVES GROUP

The function of the Commanding General's Initiatives Group (CIG) is to support the CG in developing, communicating, and implementing the CG's strategic vision.

2-9. SECRETARY OF THE GENERAL STAFF

The Office of the Secretary of the General Staff (OSGS), HQ USAREUR, provides administrative, logistic, and personnel service support to the CG, DCG, and CoS. The major functions of the OSGS are to—

- a. Task the staff on nonoperational tasks designated by the CG, DCG, or CoS, and maintain administrative oversight and continuity of tasks through the use of automated database systems.
- b. Manage the USAREUR Task Management Tool (TMT) on the NIPRNET and the SIPRNET.
- c. Provide security oversight and recommendations for the Command Group Complex and the CG's residence.
- d. Coordinate information technology (IT) automation and communication support for the USAREUR Command Group.

2-10. EXECUTIVE SERVICES DIVISION

The Executive Services Division (ESD), Office of the Chief of Staff (OCoS), HQ USAREUR, is the office of primary responsibility (OPR) for planning and coordinating visits by distinguished visitors. As the proponent of [AE Regulation 1-40](#), the ESC also manages the USAREUR Protocol Program and serves as the focal point for protocol-related matters in the command. Through its Conference Branch, ESD provides administrative and logistic support for conferences sponsored by the CG, DCG, or CSM.

2-11. KNOWLEDGE MANAGEMENT

Knowledge Management (KM), OCoS, HQ USAREUR, provides USAREUR with planning, governance, and execution support by assessing, designing, developing, piloting, implementing, and training solutions to enable HQ USAREUR staff offices and subordinate elements create cohesive and efficient staff processes. The major functions of KM are to—

- a. Advise the CG and the HQ USAREUR staff on KM solutions, processes, and tools.
- b. Provide governance as well as content and structural management of all KM systems.
- c. Validate organizational requirements for all KM systems.
- d. Develop solutions for all KM systems.
- e. Seek external sources of knowledge for integration.
- f. Synchronize the KM plan with the information management plan.
- g. Collect, document, and distribute command assessments.

2-12. MILITARY HISTORY OFFICE

The Military History Office (MHO), OCoS, HQ USAREUR, manages the command's historical program and provides historical research and information services. The major functions of the MHO are to—

- a. Produce and publish an annual history for USAREUR within 60 days after the start of each calendar year.
- b. Develop, research, and maintain historical collections of material relevant to the command.
- c. Maintain liaison with other Army and Government historical agencies and with counterpart HN Government and military-history agencies.
- d. Respond to historical inquiries.
- e. Maintain archives of intellectual and physical property.
- f. Provide technical oversight of subordinate unit history programs and activities and of Army museums and historical collections in the command.

2-13. RESOURCE MANAGEMENT OFFICE

The Resource Management Office (RMO), OCoS, HQ USAREUR, is the OPR for providing technical advice to the USAREUR Command Group on funding and civilian personnel management services. The major functions of the RMO are to—

- a. Act as an executor of Secretary of the Army .0012 Official Representation Funds (ORF) and provide advice on policy, laws, and regulations pertaining to ORF.
- b. Serve as the custodian and coordinator for ORF approval actions on behalf of the CG.

2-14. SAFETY DIVISION

The Safety Division implements the Army Safety and Occupational Health Program according to AR 385-10 and public laws. The Safety Division is responsible for ensuring that safety and risk-management processes are included in the planning, guidance, and execution of operations. This is done by training personnel on risk management and hazard recognition, encouraging safe procedures and practices, monitoring operations, investigating accidents, and initiating accident-prevention measures where needed. The major functions of the Safety Division are to—

- a. Facilitate the execution of Safety and Occupational Health Advisory Council meetings twice a year.
- b. Manage accident-prevention in functional areas (for example, aviation, explosives, Family life and off-the-job safety, mission planning and execution, radiation, range operations, transportation), as well as analyze and report accidents.
- c. Provide Title 10 safety support, including supplies and personnel to USAREUR-supported task forces and national support elements.
- d. Provide aviation, explosives, radiation, and systems safety support to IMCOM-Europe.
- e. Provide the U.S. delegate to the NATO Ammunition Safety Transport Logistics Subgroup.
- f. Provide the U.S. Army delegate to the NATO Air Board Aviation Safety Working Group.

g. Provide the USAREUR Dangerous Goods Advisor.

h. Represent USAREUR in the NATO Ammunition Safety Storage and Disposal Subgroup and the International Range Safety Group.

i. Cochair the U.S.-German Joint Range Safety Commission and the U.S.-German Explosives Safety Technical Working Group.

j. Coordinate with the respective safety and occupational health agencies in nations where USAREUR has a presence.

2-15. USAREUR LIAISON OFFICER, BERLIN

The USAREUR Liaison Officer (LNO), Berlin, represents the CG to the U.S. Ambassador to Germany and to the German Federal Government. The major functions of the USAREUR LNO, Berlin, are to—

a. Represent U.S. Forces on stationing issues with the U.S. Embassy and German Federal ministries and agencies in Berlin and Bonn.

b. Coordinate and assist in negotiations with appropriate German civil and military authorities on requirements of other U.S. activities for labor, services, facilities, real estate, and supplies from Germany. These requirements must not conflict with [AE Regulation 1-3](#).

c. Maintain relationships and liaisons with and act as the POC to German Federal ministries and the U.S. Embassy for questions and issues regarding the NATO Status of Forces Agreement (SOFA) and Supplementary Agreement and the rights and responsibilities of the U.S. Forces in Germany.

2-16. USAREUR LIAISON OFFICER, HQDA

The USAREUR LNO, HQDA, represents the CG, DCG, and senior Army staff officers in dealings with senior representatives of U.S. and foreign Government agencies in the National Capital Region (NCR), (including DOD, Joint Chiefs of Staff (JCS), unified commands, HQDA, ASCCs, the U.S. Department of State, foreign embassies, and other agencies) by attending key high-level and working group meetings at the Pentagon. The major functions of the USAREUR LNO, HQDA, are to—

a. Actively promote USAREUR programs, plans, and initiatives through development of personal contacts and professional relationships with a variety of staffs and offices of importance to the command.

b. Provide full administrative and logistic support to USAREUR senior staff members on TDY to the NCR.

2-17. OFFICE OF THE FOREIGN POLICY ADVISOR

The major functions of the Office of the Foreign Policy Advisor (POLAD) are to—

a. Advise the CG on foreign and security-policy implications of USAREUR operations and activities.

b. Provide the CG national and international political information that may affect USAREUR operations and activities.

- c. Represent the CG in dealings with U.S. embassies and the U.S. Department of State.
- d. Coordinate congressional actions with the Office of the Chief of Legislative Liaison, HQDA.

2-18. INTERNAL REVIEW AND AUDIT COMPLIANCE OFFICE

The Internal Review and Audit Compliance Office (IRACO) provides assurance activity to mitigate risk and increase effectiveness and efficiency of operations. The major functions of the IRACO are to—

- a. Perform an annual risk assessment and review the plan in coordination with the Manager's Internal Control Program (MICP) Administrator.
- b. Provide advice to USAREUR leaders on the internal control environment and operating effectiveness of key internal controls (for example, the Commanders' Audit Readiness Checklist).
- c. Advise and assist the command on audit activity conducted by external audit organizations (certified public accounting firms), the Government Accountability Office (GAO), Department of Defense Office of Inspector General (DODIG), the United States Army Audit Agency (USAAA), and other organizations that provide auditing oversight.
- d. Perform internal review services (reviews, analyses, and procedures based on management requirements).
- e. Tests Army Audit Readiness key internal controls to determine whether or not they are in place and operating effectively. This involves obtaining, reviewing, and using tests of internal controls performed by USAAA, where applicable, to provide support for IRACO assurance.

2-19. OFFICE OF THE SCIENCE ADVISOR

The Office of the Science Advisor provides expert technical advice to the CG on matters of scientific interest, including research and development initiatives that apply to USAREUR.

2-20. PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

The Principal Assistant Responsible for Contracting (PARC) is the primary advisor to the DCG, the HQ USAREUR staff, USAREUR MSCs and specialized commands, HQ IMCOM-Europe, and United States Army garrisons (USAGs) for exercising contracting authority granted by the Federal Acquisition Regulations, DOD Instruction 5000.35, and other prescribing directives. The major functions of the PARC are to—

- a. Help USAREUR organizations and activities plan their contracting requirements from initiating the requirement through awarding the contract.
- b. Provide professional, timely, and effective contracting support by negotiating, awarding, and administering contracts for USAREUR, IMCOM-Europe, and other Army units in Europe.
- c. Prepare, coordinate, and publish contracting policy for major functions (including acquisition and cross-servicing agreements (ACSAs) and HN issues).
- d. Provide staff liaison on contracting issues that result from external audits, reviews, and inspections by the GAO, DODIG, USAAA, the United States Army Criminal Investigations Command, and the

USAREUR Inspector General (IG). When needed, the PARC initiates follow-up actions after external audits, reviews, and inspections.

e. Manage all litigation matters involving procurement actions.

f. Manage the Contracting Officer's Representative (COR) Training Program to ensure that each designated COR is fully trained and competent to handle all duties assigned by the contracting officer.

g. Act as implementer and administrator of the HQDA Government Purchase Card Program in the USAREUR AO, including contingency sites.

h. Act as the executive agent for contracting in Bosnia and Herzegovina and Kosovo (as designated by USEUCOM).

i. Provide motivated, trained, and deployable civilian personnel to support USAREUR and USEUCOM contingencies, peacekeeping-support operations, and exercises.

j. Serve as Commander, 409th Support Brigade (SB), which is subordinate to the United States Army Expeditionary Contracting Command and under the operational control (OPCON) of USAREUR. The 409th SB provides contracting planning and contingency contracting support in the USEUCOM area of responsibility (AOR).

2-21. HEADQUARTERS AND HEADQUARTERS BATTALION

The Commander, Headquarters and Headquarters Battalion (HHBN), USAREUR, coordinates requirements for, plans provisions of, and supervises wartime base-support activities of HQ USAREUR. These activities include logistic functions, personnel management, limited communications, and tactical and medical support. The Commander, HHBN, executes operations to support deployments, FP, and reception to assigned and attached units located in or passing through the USAREUR AO. The Headquarters Support Company (HSC), HHBN, is responsible for providing training and morale-building activities for HQ USAREUR personnel.

CHAPTER 3

OFFICE OF THE DEPUTY CHIEF OF STAFF, G1

3-1. DEPUTY CHIEF OF STAFF, G1

a. Mission. The Deputy Chief of Staff, G1, advises USEUCOM, the USAREUR Command Group, HQ USAREUR staff offices, and MSC commanders on military and civilian personnel policy and management, equal opportunity, employment programs, and warfighting and contingency plans to support military personnel, civilian employees, Family members, and retirees in the USAREUR AO.

b. Organization. Figure 2 shows the organization of the Office of the Deputy Chief of Staff, G1.

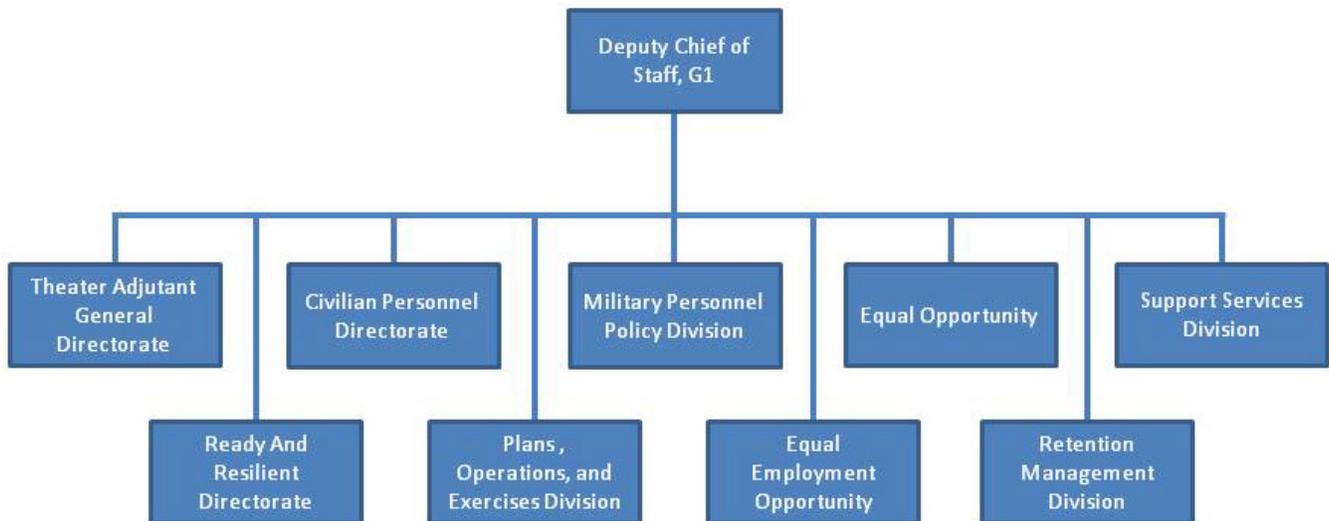


Figure 2. Office of the Deputy Chief of Staff, G1

3-2. THEATER ADJUTANT GENERAL DIRECTORATE

The Theater Adjutant General (TAG) provides theater-level readiness, strength management, human resources (HR) information systems, military awards and actions, and military personnel services support to USAREUR commanders and Soldiers. The major functions of the TAG are the following:

a. Personnel readiness. This includes—

- (1) Monitoring and maintaining the status of personnel readiness in subordinate units.
- (2) Advising the USAREUR G1 on all manning requirements in accordance with HQDA ARFORGEN guidance.
- (3) Predicting and validating personnel requirements based on current and projected strength levels, projected gains, estimated losses, and the projected number of available Soldiers.
- (4) Conducting a transformation analysis for units undergoing structural changes and relocation.

b. Manning. This involves—

- (1) Synchronizing assignments in support of manning priorities in the AOR, ARFORGEN timelines, and HQDA manning guidance.
- (2) Processing actions for enlisted personnel.
- (3) Processing and screening enlisted central promotion lists (sergeant first class, master sergeant, sergeant major).

(4) Liaising with the Enlisted Personnel Management Directorate, United States Army Human Resources Command (HRC), and with the USAREUR G3/5/7 on all enlisted personnel issues, policy issues, concerns, and reassignment actions.

c. Human resource systems. This involves—

(1) Managing the Electronic Military Personnel Office (eMILPO) database.

(2) Planning, fielding, and managing the USAREUR Personnel Database (UPDB) (for example, VIPER, EASI-Gate) and Army Human Resources Systems (AHRSSs).

(3) Providing training on AHRSSs to end users throughout the USAREUR AO.

(4) Developing and maintaining an intranet website, including numerous web-based applications that leverage and supplement the functionality of HQDA AHRSS applications.

(5) Conducting data mining and analysis.

(6) Providing helpdesk support for eMILPO and UPDB applications.

d. Awards and actions. This involves—

(1) Planning, processing, and coordinating personnel actions with HRC or the GCMCA.

(2) Planning, processing, and coordinating USAREUR special programs.

(3) Processing and coordinating all U.S. awards and decorations that require CG or DCG endorsement or USAREUR G1 review.

3-3. READY AND RESILIENT DIRECTORATE

The Ready and Resilient Directorate (R2D) is responsible for overseeing and managing the integration, synchronization, and prioritization of all Ready and Resilient (R2) programs, services, policies, resources, training, and strategies in the HQDA R2 Portfolio. The primary R2D objectives are to develop and implement policies, procedures, initiatives, and leadership practices that enhance individual resiliency, increase unit readiness, and promote the Army profession. The major functions of the R2D are the following:

a. Sexual Harassment/Assault Response and Prevention (SHARP). This involves—

(1) Developing and implementing prevention policies and strategies.

(2) Promoting sensitive care and support for victims.

(3) Promoting reporting and accountability for victims of sexual assault.

(4) Reviewing, analyzing, and coordinating trends.

(5) Preparing for and conducting SHARP training.

b. Suicide Prevention and Intervention Program. This involves—

- (1) Developing and implementing prevention policies and strategies.
- (2) Reviewing, analyzing, and reporting suicidal behavior statistics and trends.
- (3) Preparing for and monitoring suicide prevention and intervention training.

c. Army Substance Abuse Program (ASAP). This involves—

- (1) Developing, coordinating, and implementing prevention policies and strategies.
- (2) Reviewing, analyzing, and reporting substance abuse statistics and trends.
- (3) Coordinating ASAP training requirements.

d. Comprehensive Soldier and Family Fitness. This involves—

- (1) Developing and implementing policies and strategies.
- (2) Reviewing, analyzing, and reporting fitness and readiness statistics and trends.
- (3) Coordinating ASAP training requirements.

e. Health promotion (HP), community health promotion councils (CHPCs), and senior health promotion oversight councils (HPOCs). This involves—

- (1) Synchronizing and integrating CHPC activities and best-business practices.
- (2) Monitoring CHPC activities, resources, objectives, and strategies.
- (3) Reviewing, analyzing, and reporting CHPC statistics and trends.
- (4) Developing, coordinating, and implementing HP strategic policies and strategies.
- (5) Preparing for and executing quarterly senior HPOCs.

f. Army Sponsorship Program. This involves—

- (1) Synchronizing and integrating program activities.
- (2) Monitoring program activities, resources, objectives, and strategies.
- (3) Reviewing, analyzing, and reporting program statistics and trends.
- (4) Developing, coordinating, and implementing sponsorship policy and strategies.

g. Army Family Action Plan (AFAP). This involves—

- (1) Synchronizing and integrating program activities.
- (2) Reviewing, analyzing, and reporting AFAP issues.
- (3) Developing, coordinating, and implementing AFAP policy and strategies.

3-4. CIVILIAN PERSONNEL DIRECTORATE

The Civilian Personnel Directorate (CPD) directs the development of civilian personnel programs for USAREUR through the coordination with the Office of the Assistant G-1 for Civilian Personnel, HQDA, for personnel services and the evaluation of USAREUR's execution of personnel management responsibilities. CPD negotiates with HN governments and works with other Sending States forces and major German labor unions. The major functions of CPD are the following:

a. Personnel programs. This involves—

(1) Developing policy, regulations, program requirements, and objectives for U.S. appropriated fund (APF) and nonappropriated fund (NAF) civilian personnel.

(2) Providing advice and assistance to region operations centers, civilian personnel advisory centers (CPACs), and NAF human resource offices at United States Army Civilian Human Resources Agency, Northeast/Europe Region, on the implementation and interpretation of overseas-unique U.S. civilian personnel policy, regulations, and standards.

(3) Managing all policy for the USAREUR Senior Executive Service Program.

(4) Coordinating and participating in onsite reviews by third parties.

(5) Administering the DOD Program for the Stability of Civilian Employment (Priority Placement Program).

(6) Overseeing the execution of the APF position-management and classification program.

b. International Personnel Programs. These responsibilities vary depending on the location:

(1) In Belgium, Bulgaria, Italy, the Netherlands, Romania, and the United Kingdom, the CPD—

(a) Develops policy on conditions of employment, salary, and benefits.

(b) Provides representatives on regular and ad-hoc technical committees or workgroups when coordinating local national (LN) civilian personnel matters.

(2) In Germany, the CPD—

(a) Develops, revises, and maintains the Collective Tariff Agreement II, other tariff agreements governing LN employment, and their implementing guidance.

(b) Develops policy and guidance for implementing the requirements of German law.

(c) Develops the framework for relations between the USAREUR Head Works Council (HWC) and the CG.

(d) Prepares and assists in the preparation of requests for HWC cooperation and concurrence. This involves preparing and assisting in the preparation of final binding decisions on personnel and organizational matters that are subject to HWC cooperation.

(e) Negotiates shop agreements with the HWC.

3-5. PLANS, OPERATIONS, AND EXERCISES DIVISION

The Plans, Operations, and Exercises (PLOEX) Division participates in the plans and operations process to identify personnel requirements for all operations and plans in the USAREUR AO. The major functions of the PLOEX Division are to—

a. Provide personnel policy and guidance for all operational and planning efforts.

b. Develop USAREUR-specific guidance and execute personnel activities in accordance with HQDA and USAREUR enablers.

c. Provide MWR support to all forward contingency operations and locations.

d. Provide postal planning and guidance for all contingency operations and locations.

3-6. MILITARY PERSONNEL POLICY DIVISION

The Military Personnel Policy Division (MPPD) advises the USAREUR G1 and other USAREUR leaders on matters pertaining to military personnel policy and on personnel planning aspects of contingency plans (CONPLANS), exercises, and deployments. The major functions of the MPPD are to—

a. Develop and implement military personnel policy, related doctrine, and initiatives.

b. Evaluate and assess personnel and military pay-policy issues and develop, coordinate, publish, and monitor the implementation of personnel policy.

c. Provide postal planning, supervision, and guidance to forward locations and coordinate with joint and Federal agencies for compliance inspections.

3-7. EQUAL EMPLOYMENT OPPORTUNITY OFFICE

The Equal Employment Opportunity (EEO) Office advises the USAREUR Command Group and HQ USAREUR staff on civil and human rights and equal employment opportunity laws, regulations, and issues. The major functions of the EEO Office are to—

a. Provide program direction, management, and evaluation for USAREUR and active-duty leadership for obtaining full compliance with the EEO Program and Affirmative Employment Program (AEP).

b. Provide policy and oversee program execution for services provided by the IMCOM-Europe EEO Office.

- c. Manage the AEP and Alternate Dispute Resolution Program.

3-8. EQUAL OPPORTUNITY OFFICE

The major functions of the Equal Opportunity (EO) Office are to—

- a. Advise the CG on EO issues.
- b. Initiate policy and directives, analyzing trends, and develop training for Soldiers and EO advisors and program managers.
- c. Monitor and evaluate the EO Program in the USAREUR AO, including the Balkans.

3-9. RETENTION MANAGEMENT DIVISION

The major functions of the Retention Management Division are to—

- a. Advise the CG on all issues relating to the retention of Soldiers on active duty and the transition of active Army Soldiers to the Reserve component (RC).
- b. Develop and maintain a USAREUR plan to ensure the Army Retention Program continues at all levels of readiness (from garrison operations through full deployment).
- c. Maintain, evaluate, and publish statistics on Army retention; RC enlistment or transfer; and special program eligibilities, missions, accomplishments, and projections.
- d. Conduct annual staff-assistance visits (SAVs) and inspections to ensure organizations comply with AR 601-280 and Army in Europe policy and procedures.
- e. Conduct training conferences, seminars, and meetings for career counselors to train, review, discuss, and improve the Army Retention Program.
- f. Establish a USAREUR Retention Incentive Awards Program.

3-10. SUPPORT SERVICES DIVISION

The Support Services Division manages internal support operations in the Office of the Deputy Chief of Staff, G1. The major functions of the Support Services Division are to—

- a. Receive and manage funds.
- b. Manage the personnel management program for G1 civilian personnel and serve as the liaison between managers, employees, the Wiesbaden CPAC, the Wiesbaden Region Operations Center, and the Defense Civilian Pay System.
- c. Manage Freedom of Information Act (FOIA) Program actions for the G1.

CHAPTER 4 OFFICE OF THE DEPUTY CHIEF OF STAFF, G2

4-1. DEPUTY CHIEF OF STAFF, G2

a. Mission. The Deputy Chief of Staff, G2, manages the Intelligence Warfighting Function for the USAREUR CG and provides intelligence support to USEUCOM and HQDA. The G2 oversees the collection, analysis, production, and distribution of regionally focused, fused intelligence, which provides timely, relevant, accurate, and predictive information to decision makers. The G2 works to deter, disrupt, counter, and mitigate threats to U.S. personnel and interests, as well as those to allies and partners throughout the USAREUR AO.

b. Organization. Figure 3 shows the organization of the Office of the Deputy Chief of Staff, G2.

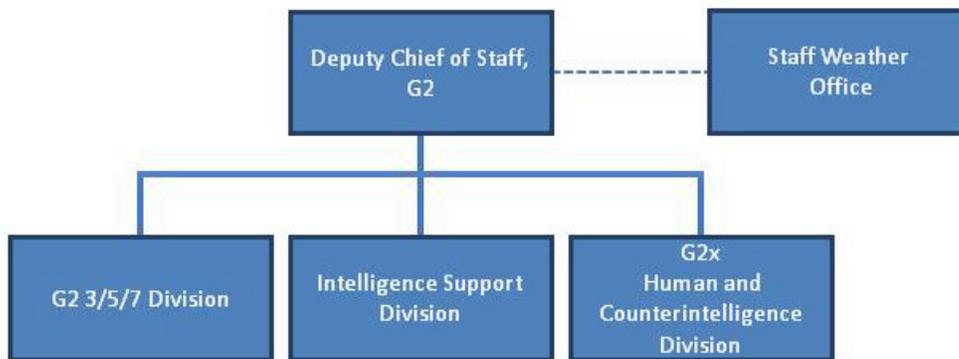


Figure 3. Office of the Deputy Chief of Staff, G2

c. Functions. The major functions of the USAREUR G2, as the USAREUR Senior Intelligence Officer, are to—

- (1) Develop plans, policy, and procedures for collecting, producing, and issuing intelligence.
- (2) Supervise or liaise with organizations involved in collecting, producing, and issuing intelligence.
- (3) Oversee and monitor counterintelligence activities required for USAREUR security.
- (4) Supervise military intelligence units assigned to or under the OPCON of USAREUR.
- (5) Develop and monitor intelligence information concerning military-to-military and political-military (POLMIL) events affecting the AOR.
- (6) Provide policy, guidance, and oversight of liaison between USAREUR and other U.S. and non-U.S. intelligence and security agencies.

(7) Supervise the United States Air Force Staff Weather Office (SWO).

(8) Supervise the United States Army 60th Geospatial Planning Cell (GPC), an Army Engineer unit subordinate to the USAREUR G2.

(9) Serve as the career program manager (CPM) for Career Program (CP) 35 (Intelligence) (General).

4-2. G2 3/5/7 DIVISION

The G2 3/5/7 Division merges the Intelligence Operations, Intelligence Control, and CCP intelligence sections of USAREUR intelligence cells to provide intelligence support to USAREUR's Main Command Post and CCP requirements. The major functions of the G2 3/5/7 Division are to—

a. Provide planning and operational direction and guidance to the USAREUR Analysis Control Element and the 66th Military Intelligence Brigade.

b. Provide intelligence support to U.S. land forces in the USEUCOM AOR and the United States Army Africa/Southern European Task Force (USARAF/SETAF) AO.

c. Prepare intelligence plans, annexes, and appendixes to support USAREUR operation plans (OPLANS) and CONPLANS.

d. Coordinate all USAREUR intelligence requirements with theater and national agencies.

e. Provide intelligence-specific KM and best practices in support of USAREUR, the MSCs, and the intelligence community.

f. Execute USAREUR intelligence exchange programs with allied and partner military intelligence and law-enforcement (LE) organizations.

g. Plan and coordinate USAREUR intelligence-system interfaces with NATO, coalition and multinational partners.

h. Provide signals intelligence and geospatial intelligence expertise, planning, training, exercises, and oversight.

i. Develop and coordinate key leader engagements, analyst exchanges, and intelligence military-to-military operations to promote security cooperation in the USAREUR AO.

j. Maintain a trained and ready intelligence core of the USAREUR CCP to support designated contingency operations (CONOPS).

k. Provide intelligence support and coordinate military intelligence “sourcing” strategy for CONOPS.

l. Coordinate with and advise the USAREUR G3/5/7 on intelligence-related resources, tasks, and issues.

m. Provide ongoing intelligence support to the USAREUR Combined Operations and Intelligence Center.

n. Develop and coordinate intelligence training, policy, and programs.

o. Through the 60th GPC, provide geospatial databases for USEUCOM and USAFRICOM and geospatial support for USAREUR and USARAF/SETAF through the analysis, collection, distribution, and generation of geospatial data primarily at the tactical level.

4-3. INTELLIGENCE SUPPORT DIVISION

The Intelligence Support Division (ISD) provides support to USAREUR intelligence staff and supporting units in the USEUCOM and USAFRICOM AORs. The major functions of the ISD are to—

a. Provide staff supervision, coordination, and guidance in the planning and execution of security programs, communication security (COMSEC) management, sensitive compartmented information facilities, and foreign disclosure policy.

b. Administer and control intelligence contingency funds (ICFs).

c. Manage the U.S. Army Intelligence Program of Record and Communication Systems for USAREUR tactical and garrison operations.

d. Monitor and coordinate the fielding and integration of U.S. Army intelligence, surveillance and reconnaissance and electronic warfare (EW) systems.

e. Perform joint worldwide intelligence communications system above-baseline communications requirements.

f. Manage and account for intelligence property.

4-4. G2X HUMAN AND COUNTERINTELLIGENCE DIVISION

The G2X Human and Counterintelligence Division provides staff supervision, management, guidance, and intelligence oversight during the planning, development, coordination, and execution of strategic and operational counterintelligence (CI) and human intelligence (HUMINT) operations, collection, and related CI and HUMINT activities. The major functions of the G2X Human and Counterintelligence Division are to—

a. Provide management, policy, and training for assigned, embedded, operationally controlled or direct-supported U.S. Army tactical CI and HUMINT units working in the USEUCOM AOR.

b. Provide source management, registration, deconfliction, validation, and coordination with higher, lower, and adjacent supported and supporting units.

c. Execute, manage, and monitor the expenditures of the National Foreign Intelligence Program and other intelligence resources.

d. Oversee the expenditures of ICF and incentive supplies expenditures for both deployed units and military LNOs in USAREUR.

e. Execute CI and HUMINT collection management responsibilities in support of assigned, attached, and OPCON units supporting USAREUR.

4-5. STAFF WEATHER OFFICE

The SWO is the USEUCOM land component weather focal point and is staffed by U.S. Air Force personnel attached to HQ USAREUR. The major functions of the SWO are to—

a. Enhance Army mission effectiveness by equipping aligned warfighters to fully exploit weather impacts in all planning and decision-making processes in garrison and in the field.

b. Provide fully trained battlefield airmen to support command-directed taskings across the full spectrum of expeditionary weather-squadron capabilities.

CHAPTER 5

OFFICE OF THE DEPUTY CHIEF OF STAFF, G3/5/7

5-1. DEPUTY CHIEF OF STAFF, G3/5/7

a. Mission. The USAREUR G3/5/7 oversees and manages antiterrorism/force protection (AT/FP); aviation; battle-command systems; chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE); CONPLANS; force management, LE; military operations; operational tempo (OPTEMPO) resource programs; security cooperation; strategic plans; as well as training and exercises.

b. Organization. Figure 4 shows the organization of the Office of the Deputy Chief of Staff, G3/5/7.

c. Functions. The major functions of the USAREUR G3/5/7 are to—

(1) Plan, program, and manage operational activities, including setting priorities for operational actions for which USAREUR is responsible.

(2) Serve as the principal staff advisor to the CG, DCG, and CoS.

(3) Maintain continuous coordination with HQDA and other major U.S. headquarters (including HQ USEUCOM; HQ United States Army Forces Command (FORSCOM), and HQ United States Army Training and Doctrine Command) and liaison with HN governments, NATO military authorities, and forward-deployed operational commands.



Figure 4. Office of the Deputy Chief of Staff, G3/5/7

(4) Execute the CG's intent through oversight of approved USAREUR and Army in Europe operating policy.

(5) Coordinate, direct, and conduct operations throughout the USAREUR AO in support of United Nations (UN), NATO, joint, and combined operations.

(6) Manage unit and personnel taskings in support of contingency, peace, and stability operations; requests for bands and equipment; requests for movement of personnel and equipment to support CONOPS.

(7) Coordinate, synchronize, and integrate theater-wide Army aviation operations and initiatives.

(8) Manage executable MC systems that support Army, joint, and coalition systems training, employment, integration, security, configuration management, and architectural design.

(9) Develop, prioritize, and synchronize protection policies and resources, and oversee execution of protection-related programs to maximize the safety and security of Army in Europe personnel.

(10) Conduct initial mission analysis, develop courses-of-action and plan operations throughout the theater to include the development of campaign plans, CONPLANS, and OPLANS.

(11) Develop strategy and policy to establish a clear vision for USAREUR posture, transformation, rebasing, restructuring, inactivating, and returning USAREUR forces to CONUS.

(12) Oversee and direct the development of plans for and implementation of USAREUR European theater security cooperation (SCT), HN relations, and treaty compliance across the USAREUR AO.

(13) Plan, coordinate, and execute JCS and USAREUR exercises and develop and publish training policy and directives.

(14) Plan, develop, coordinate, and gain approval for all force-structure initiatives for USAREUR MSCs and USAREUR specialized commands.

(15) Oversee the operations and maintenance portion of the USAREUR budget (CONOPS, overseas contingency operations (OCO), and base funding) to provide training and sustain combat readiness.

5-2. G3/3 OPERATIONS DIVISION

a. Mission. The G3/3 Operations Division coordinates, directs, conducts, and monitors ongoing operations throughout the USEUCOM AOR in support of the UN, NATO, joint, and combined operations. The G3/3 Operations Division manages unit and personnel taskings, movement of personnel and equipment, 24-7 Watch Operations, as well as oversight of programs including aviation, IO, MC systems, civil-military operations, fires, and the CCP.

b. Organization. The G3/3 Operations Division comprises Aviation, Central Taskings, Civil-Military Operations (G9), Current Operations/Future Operations, Information Operations (G7), Joint Fires, Mission Command Support, Movement Operations, and the CCP.

c. Functions. The major functions of the G3/3 are to—

- (1) Direct and coordinate movements according to operational requirements.
- (2) Provide the CG with timely, accurate, and critical information about operations in the USEUCOM AOR on a 24-hour basis.
- (3) Manage CONOPS personnel requirements and tasks.
- (4) Validate, coordinate, and direct support tasks, including USAREUR Band and Chorus tasks and mission-rehearsal exercises, throughout the USAREUR AO.
- (5) Process and issue incoming and outgoing operational messages, JCS and HQ USEUCOM executive agency MC orders, theater ballistic-missile defense warnings, politically sensitive treaty-verification inspections, and USAREUR emergency-readiness exercise notifications.
- (6) Coordinate airspace and airfield issues with HNs, HN ministries of defense, IMCOM-Europe, and EUROCONTROL (European Organization for Safety of Air Navigation); all foreign national flight approvals; spouse travel; USAREUR participation in air shows and other public-affairs events; aviation issues with JCS, USEUCOM, DOD, HQDA, and the USAREUR Safety Division ([para 2-20](#)); and aviation logistics with the USAREUR G4 for the USAREUR AO, including the management of the Aviation Contractor Field Team maintenance contract.
- (7) Oversee the USAREUR Centralized Aviation Scheduling Office, Army Flight Operations Detachment, Theater Air Traffic Services Standardization Detachment, and USAREUR Aviation Safety and Standardization Detachment.
- (8) Exercise operational and management oversight of USAREUR Army airfields and heliports.

(9) Serve as the OPR for unmanned aerial systems management and Title 10 responsibilities for Balkans aviation.

(10) Serve as the proponent of [AE Regulation 95-1](#).

(11) Serve as the POC for personnel recovery programs.

(12) Coordinate and task individuals and units required to support administrative and support activities not covered by other HQ USAREUR staff proponents, including approved USAREUR Band and Chorus performances and events, commemoration ceremonies directed by HQDA, USEUCOM, or USAREUR, and USAREUR CG change-of-command ceremonies.

(13) Task and manage all USAREUR individual augmentee tasks in support of worldwide operational requirements, OCO, and CONOPS.

(14) Serve as the USAREUR OPR for the Reserve Component Augmentation Program; coordinate RC individual-augmentation mobilizations in support of USAREUR and operational requirements; plan, develop, and execute policies, plans, and programs in support of CONOPS personnel replacement in the USAREUR AO.

(15) Serve as the USAREUR OPR for the HQDA Worldwide Individual Augmentation System and DA Pamphlet 500-5-1; [AE Regulation 10-3](#); the USAREUR Holiday Schedule; and the USAREUR Orders and Messages Memorandum of Instruction.

(16) Plan, execute, synchronize, and deconflict inform and influence activities (IIA), information related capabilities (IRC), and full-spectrum effects across all planning horizons to support command priorities and objectives. USAREUR achieves this through the synchronization and integration of full-spectrum effects in support of key leader (CG, DCG, G3/5/7) engagements, training and exercises, security-cooperation efforts, designated cyber-terrorism efforts, cyber operations, military deception, operations security, and MSC as well as USAREUR G2 engagements.

(17) Provide input to USEUCOM and HQDA for IIA, IRC, and full-spectrum effects associated with USEUCOM, HQDA, or command-designated objectives while maintaining relationships with appropriate centers of excellence.

(18) Develop requirements fragmentary orders, designated CONOPS, and execution authorities that support full-spectrum operations incorporating IIA, IRCs, and full-spectrum effects that enable ongoing current operations, potential future operations, and CONPLANS associated with USAREUR responsibilities. The G7 also helps HQ USAREUR staff offices develop and prioritize IO threats and targets for Phase 0 operations in support of contingency planning and the Theater Campaign Support Plan.

(19) Support USAREUR classified and unclassified MC systems and programs, including those on U.S., NATO, and coalition networks.

(20) Advise the USAREUR Command Group, HQ USAREUR staff offices, and USAREUR MSC commanders on MC. This includes engineering, planning, training, operating, securing, and liaison with higher and lower stakeholders.

(21) Operate and maintain U.S. and coalition theater-level MC systems, including operational, exercise, cross-domain, and continuity of operations plan (COOP) systems.

(22) Provide 24/7 operational support to Multinational Battle Group – East MC systems and assume operation of the Theater’s Common Operational Picture (“TOP COP”) in the event of a failure at USEUCOM.

(23) Prepare deployment orders; exception-to-policy waivers; and call-forward, redeployment, and sponsorship messages, briefings, and reports. This involves coordinating with United States Army Central and the Army G-8 on theater-provided equipment and stay-behind equipment for deploying units.

(24) Synchronize all intratheater lifts in support of USAREUR and USEUCOM operations and exercises.

(25) Build USAREUR operational and exercise-time phased forces and deployment data (TPFDD), refine the TPFDD, participate in force-flow conferences and working groups, and manage and deconflict the execution of the TPFDD.

(26) Provide civil-affairs operations and civil-military operations support and oversight of designated theater civil affairs in support of the command for all civil-affairs activities, including administrative and operational staff oversight in the USAREUR AO.

(27) Assist in the development of plans, policies, and programs to deconflict civilian activities with military operations within the Joint Task Force (JTF)/Joint Force Land Component Command (JFLCC)/Army Forces (ARFOR) AOR or joint operations area. This includes displaced civilian operations, curfews, and movement restrictions.

(28) Advise the CG on operational obligations incurred from the long- and short-term effects (that is, economic, environmental, and health) of JTF/JFLCC/ARFOR operations on civilian populations.

(29) Conduct joint fires planning and targeting in support of USAREUR plans and orders, integrating designated fires and effects capabilities to synchronize effects with operations.

(30) Provide input to USEUCOM for actions related to fires and effects.

(31) Provide joint fires and EW support to USAREUR and USAREUR MSCs for joint exercises and operations.

(32) Provide fires and targeting input to the G3/5 Plans Branch and sequel planning.

(33) Manage the CCP as a lean, deployable element of HQ USAREUR designed specifically to meet the geographic combatant commander’s (GCC) requirements for a limited MC capability.

5-3. G3/4 PROTECT DIVISION

a. Mission. The G3/4 Protect Division develops, prioritizes, and synchronizes protection policies and resources and oversees the execution of protection-related programs to maximize the safety and security of USAREUR personnel.

b. Organization. The G3/4 Protect Division consists of three branches: the Antiterrorism and Force Protection (AT/FP) Branch, the CBRNE Branch, and the Office of the Provost Marshal.

c. Functions. The major functions of the G3/4 Protect Division are to—

(1) Integrate all functional elements of protection in a collaborative cross-directorate effort to provide oversight of the Army Protection effort and provide a systematic assessment program to identify strengths, weaknesses, and overall program effectiveness at the executive level. The Chief, G3/4 Protect Division, also serves as the USAREUR Provost Marshal.

(2) Coordinate HN support for security and LE activities, protection, and emergency management.

(3) Ensure unity of effort among disparate protection programs in the Army in Europe.

(4) Provide subject-matter expertise and advice and inform USAREUR command, staff, and subordinate units on all aspects of LE, AT/FP, high-risk personnel, physical security (PS), critical infrastructure risk management, COOP, emergency management (EM), CBRNE, and customs.

(5) Execute tri-Service responsibilities as the USEUCOM executive agent for NATO SOFA policy, exceptions to policy, and provide direct interface with HN ministries.

(6) Execute tri-Service responsibilities as the USEUCOM executive agent for customs programs, including HQDA preclearance missions, HN customs customer-service support, and investigations and enforcement of customs and tax provisions.

(7) Manage the military working dog (MWD) program and monitor the use and development of MWDs to support operational, Secret Service, and State Department missions.

(8) Provide policy management and oversight for vehicle registration, driver licensing, and weapons registration for Germany-based Servicemembers, DOD civilian employees, and their Families members.

(9) Serve as the USEUCOM executive agent for the Biometrics Program.

(10) Provide policy management and oversight of the Army PS Program for installations and organizations managed by the U.S. Army.

(11) Provide policy and program management and oversight of the Installation Access Control Program for U.S. Army and HN-managed installations and organizations.

(12) Serve as the USAREUR CPM for CP-19 (PS and Law Enforcement).

(13) Develop, review, and coordinate military police plans, force structure, and training to support theater priorities, goals, and objectives.

(14) Provide policy management and oversight on all aspects of LE support to USAREUR MSCs.

(15) Serve as the Army Corrections Command Regional Director for military confinement operations in the USEUCOM AOR.

(16) Serve as proponent for all protection-related USAREUR activities and operations and ensure alignment with DOD, USEUCOM, and HQDA guidance, and manage USAREUR threat reduction and vulnerability-mitigation efforts through the coordination and execution of assessments and inspections of subordinate commands.

(17) Conduct vulnerability and route assessments of installations in USAREUR, forward operating sites (FOSs), exercise locations, and supporting sites (for example, aerial port of debarkation, hotels), and oversee the execution of local vulnerability assessments at subordinate organizations.

(18) Oversee the planning and execution of the USAREUR Protection Exercise Program and other protection training and exercise events to validate exercise concepts and capture lessons learned for protection programs.

(19) Ensure adherence to AT/FP construction standards mandated in the Unified Facilities Criteria and the Army Standard for Access Control Points and ensure the inclusion of AT/FP considerations in contracting processes.

(20) Manage the EM Program and monitor EM exercises, training, and qualifications at USAGs.

(21) Manage the Defense Critical Infrastructure Program (DCIP) and monitor the compliance of identified DCIP facilities to ensure compliance with DOD standards.

(22) Manage the Mass-Notification Program within the IMCOM-Europe AOR, including area support teams and forward sites.

(23) Manage the COOP for HQ USAREUR.

(24) Provide staff supervision of the Army Explosive Ordnance Disposal Program in USAREUR.

5-4. G3/5 PLANS; STRATEGY, POLICY, AND PROGRAMS; AND SECURITY COOPERATION DIVISION

a. Mission. The G3/5 oversees and manages plans, force posturing, and security-cooperation programs for USAREUR.

b. Organization. The G3/5 consists of the following three organizations:

(1) Plans.

(a) Mission. The G3/5 Plans Branch supports the G3/5/7 and the CG in four areas of functional expertise: operational planning; theater strategy and campaign planning, theater ballistic missile defense (BMD) and plans; as well as operations and exercises, which involve conducting staff functional assessments.

(b) Organization. G3/5 Plans Branch consists of six subordinate elements: air and missile defense (AMD); assessments; the Global Force Management/Joint Operation Planning and Execution System (GFM/JOPEs); plans, strategy, and policy; space support; and special technical operations.

(c) Functions. The major functions of the G3/5 Plans Branch are to—

1. Analyze and develop OPLANs or CONPLANs to deal with crises and contingency missions and provide oversight of all aspects of developing USAREUR concepts of operations, which includes administration, MC, contracting, financial management, logistics, military construction (MILCON), and personnel.

2. Conduct operations planning and mission analyses directed by the Joint Strategic Capabilities Plan and represent USAREUR in USEUCOM joint planning and operational planning groups.

3. Determine organizational structure for USAREUR MC elements that are required to execute current and future operations in support of combatant commanders.

4. Analyze missions and develop plans for possible future operations.

5. Develop and revise USAREUR goals, objectives, priorities, mid- and long-range strategic analyses, and plans.

6. Establish or validate capability requirements to meet USAREUR peacetime, crisis, and wartime missions assigned by HQDA or combatant commanders and convert these requirements into quantifiable resource priorities.

7. Analyze and apply joint, NATO, and European theater policy and strategy to operational and campaign planning efforts.

8. Provide expertise on multinational forces and formations.

9. Analyze, coordinate, and plan modification table of organization and equipment (MTOE) and ad-hoc unit sourcing requirements to support USEUCOM requirements in the context of the global force management (GFM) process.

10. Ensure all rotational and emerging-force requirements are conveyed to USEUCOM in a timely manner for the GFM process. This includes ensuring accurate USAREUR global force pool data is provided to FORSCOM.

11. Represent the Army component TPFDD development and oversee JOPEs automation management and training.

12. Coordinate guidance on TPFDD with USEUCOM and other combatant commands to enable the efficient development of deployment plans.

13. Advise leaders on all matters pertaining to satellite operations, products, capabilities, and ground stations.

14. Ensure USAREUR fully leverages capabilities of space assets to take advantage of services that make Army units more capable, productive, and efficient, and integrate space events into exercises.

15. Serve as an advocate for USAREUR and NATO ground-force requirements in U.S. space-related acquisition programs.

16. Serve as the USAREUR primary point of entry into the Integrated Joint Special Technical Operations System.

17. Coordinate with USEUCOM J3 and J5 Missile Defense staff elements, HQDA, and the 10th Army Air Missile Defense Command on current and future BMD requirements.

18. Operate the AMD Early Warning and Reporting System.

19. Plan and coordinate USAREUR participation in theater and alliance AMD and BMD operations, including the Phased Adaptive Approach, the European Phased Adaptive Approach, Sharp Sentry, and Atlantic Sentry.

20. Plan, coordinate, and support AMD and BMD participation in theater exercises.

21. Provide capability to collect, analyze, store, retrieve, and issue lessons learned from operations and training events in accordance with joint and Army regulations.

22. Provide quantitative and statistical analyses of campaign, operational, administrative, security cooperation, and exercises as well as training events and activities.

23. Develop interactive, automated decision-support tools to evaluate operational and training requirements.

24. Provide tools, training, and assistance to customers for assessing the effect of management and resource decisions on capabilities and the advancement and improvement of command processes and procedures.

(2) Strategy, Policy, and Programs.

(a) Mission. The Strategy, Policy, and Programs (SPP) Branch develops and defines strategy and policy externally and establishes a clear vision for USAREUR posture and transformation. The SPP Branch also coordinates all aspects of rebasing, restructuring, inactivating, and returning USAREUR forces to CONUS to achieve the desired Army and USAREUR posture end state.

(b) Organization. The SPP Branch consists of three subelements: Strategy, Transformation and Policy, and Programs.

(c) Functions. The major functions of the SPP Branch are to—

1. Advise and synchronize strategy, policy, and posture actions externally with HQDA, USEUCOM, the Joint Staff, and the Office of the Secretary of Defense (OSD).

2. Develop strategy and policy planning.

3. Develop stationing plans to support posture changes, nominate sites for closure and return to the HN; plan, coordinate, and document unit moves, inactivations, and relocations, and gain Joint Staff and OSD approval of policy-significant posture changes.

4. Plan and program MILCON in coordination with the ODSCENGR ([chap 7](#)).

(3) Security Cooperation Division.

(a) Mission. The Security Cooperation Division (SCD) develops, manages, and implements TSC processes and activities that favorably shape the security environment, assure access, and enhance interoperability throughout the USEUCOM AOR.

(b) Organization. The SCD comprises four branches: the Host Nation Relations Branch, the International Military Affairs Branch, the Plans and Programs Branch, and the Treaty Compliance Branch.

(c) Functions. The major functions of the SCD are to—

1. Oversee TSC programs.

2. Manage the Theater Security Cooperation Management Information System.

3. Provide POLMIL expertise in the development of plans, training and exercises, and assessments as well as POLMIL advice to the USAREUR Command Group, HQ USAREUR staff, and USAREUR MSCs in coordination with the POLAD, USEUCOM, and U.S. country teams.

4. Develop and execute the USAREUR Senior Leader Engagement Plan.

5. Conduct the Conference of European Armies and Conference of European Armies for Noncommissioned Officers.

6. Support the HQDA Military Personnel Exchange Program and Schools of Other Nations Program.

7. Serve as the USAREUR Secretariat for the Theater Security-Cooperation Working Group, TSC Board of Directors, the CG's quarterly TSC Update, and the HN Relations Working Group and Senior Board.

8. Oversee USAREUR HN relations strategy, policy, and management for Germany, Italy, the Benelux, Bulgaria, and Romania.

9. Conduct U.S. Forces liaison office operations, the Government Relations Symposium, maneuver management meetings, Sending States Forces events, the Italy Joint Military Commission, and the Bulgaria and Romania Joint and Executive Commissions.

10. Execute the USAREUR-specific Arms Control Treaty compliance tasks and training.

11. Serve as the USAREUR CPM for CP-60 (Foreign Affairs/Strategic Planning).

5-5. G3/7 TRAINING AND EXERCISES DIVISION

a. Mission. The G3/7 Training and Exercise (TREX) Division publishes training policy and directives and provides training support for assigned USAREUR formations. The TREX Division plans, coordinates, and executes JCS and USAREUR exercises; and in support of SCD, coordinates and synchronizes TSC events with partner nations to support the CG, USAREUR, top two mission sets.

b. Organization. The USAREUR G3/7 comprises three branches: the Exercises Branch, the Multinational Training Branch, and the Training Branch.

c. Functions. The major functions of the G3/7 are to—

(1) Coordinate, synchronize, and provide resources for combined training events to sustain partner capability and build interoperability.

(2) Coordinate, integrate, synchronize, and prioritize the multinational use of USAREUR training resources.

(3) Prepare 21st century Soldiers and units for OCO through training management, training support, and the development of training guidance and policy in support of the ARFORGEN process for USAREUR.

(4) Plan and coordinate joint, multinational, NATO, and special operations forces exercises in support of the USEUCOM portion of the JCS exercise program and the CG, USAREUR, Exercise Program. The USAREUR Exercise Program concentrates on preparing units for OCOs, supports the TSC plan, CONPLAN rehearsals, and the State Partnership Program. The USAREUR Exercise Program also integrates exercise requirements into the ARFORGEN process.

(5) Plan, synchronize, and direct USAREUR support to partner nations to build partner capacity and provide collective and individual training in support of NATO and USEUCOM missions.

5-6. FORCE MANAGEMENT DIVISION

a. Mission. The Force Management Division (FMD) plans, develops, coordinates, and gains approval for all force-structure initiatives for USAREUR MSCs and USAREUR specialized commands.

b. Organization. The FMD consists of two branches, that is, the Forces Branch and the Integration Branch.

c. Functions. The major functions of FMD are to—

- (1) Review, analyze, and recommend changes to USAREUR MTOE force structures.
- (2) Participate in Total Army Analysis requirements and resourcing phases.
- (3) Review force-design update initiatives.
- (4) Conduct force-validation reviews before new MTOE effective dates.
- (5) Ensure table of distribution and allowances (TDA) documentation is consistent with HQDA and USAREUR guidance.
- (6) Process operational requirements (operational needs statements, joint urgent operational needs statements above MTOE for warfighting capabilities).
- (7) Coordinate fielding agreements and fielding budgets to support system fieldings.
- (8) Coordinate and conduct new equipment fielding.
- (9) Develop, brief, and submit USAREUR command positions on force accounting, manpower, and joint initiatives.
- (10) Analyze and report unit readiness data submitted by unit commanders through the Net-centric Unit Status Report Application in the Defense Readiness Reporting System – Army (DRRS-A) and coordinate with the USAREUR G1 and the USAREUR G4 to address identified readiness issues.
- (11) Analyze mission-essential task assessments for CONPLAN capability gaps in the Defense Readiness Reporting System – Strategic (DRRS-S).
- (12) Manage force registration by assigning a unit identification-code information officer.
- (13) Coordinate the USAREUR input to and review joint doctrine publications.

5-7. REQUIREMENTS DEFINITION DIVISION

a. Mission. The Requirements Definition Division (RDD) is responsible for programming, monitoring, prioritizing, and validating all USAREUR OPTEMPO requirements.

b. Organization. The RDD comprises two branches: the Execution Branch and the Programs Branch.

c. Functions. The major functions of the RDD are to—

- (1) Program and report OPTEMPO management decision evaluation packages (MDEP) that are specific to the HQDA Training (TT) Program Evaluation Group.
- (2) Prioritize USAREUR funding requirements in accordance with current mission requirements.

(3) Validate USAREUR requirements, including the management of the USAREUR Requirement Validation System (URVS).

(4) Monitor and report USAREUR full-spectrum training miles and flying hours to HQDA.

5-8. MOBILIZATION AND RESERVE AFFAIRS

a. Mission. Mobilization and Reserve Affairs (M&RA) advises the USAREUR Command Group, HQ USAREUR staff principals, and USAREUR MSC commanders on the employment of U.S. Army National Guard (ARNG) and U.S. Army Reserve (USAR) forces in the USAREUR AO and coordinates RC sourcing solutions for training and operational missions in support of USAREUR.

b. Organization. M&RA is an affiliated organization to the USAREUR G3/5/7 and comprises the Overseas Deployment Training (ODT) Branch, the SPP/Co-Deployments Branch, and the support staff for the Deputy Commanding General, Mobilization and Reserve Affairs. Staff positions in the M&RA Division are provided and funded through the ARNG Directorate and the U.S. Army Reserve Command (USARC).

c. Functions. The major functions of the M&RA are to—

(1) Manage the USAREUR ODT Program and coordinate requirements for exercise participation, operational mission support, and troop construction.

(2) Help synchronize the National Guard Joint State Partnership Program with USAREUR campaign objectives.

(3) Coordinate RC regionally aligned force activities in the USAREUR AO.

(4) Provide liaison between USAREUR, the ARNG Directorate, and the USARC.

(5) Provide oversight of RC personnel in the USAREUR AO.

CHAPTER 6 OFFICE OF THE DEPUTY CHIEF OF STAFF, G4

6-1. DEPUTY CHIEF OF STAFF, G4

a. Mission. The USAREUR G4 provides logistic support plans, policies, processes, programs, and support services to meet Soldier and Theater-Army needs in peace, crises, special operations, and war. The USAREUR G4 evaluates compliance with laws, policies, processes, and procedures applicable to logistic and sustainment operations. The G4 is the senior logistics advisor to the USAREUR CG and MSC commanders.

b. Organization. Figure 5 shows the organization of the Office of the Deputy Chief of Staff, G4.

c. Functions. The major functions of the USAREUR G4 are to—

(1) Serve as the principal staff officer for logistic operations and plans (supply, maintenance, transportation, and logistic services) and Director of Operation Sustainment for the CG.

(2) Assess, coordinate, integrate, direct, and provide all Theater Army and joint sustainment operations and programs.

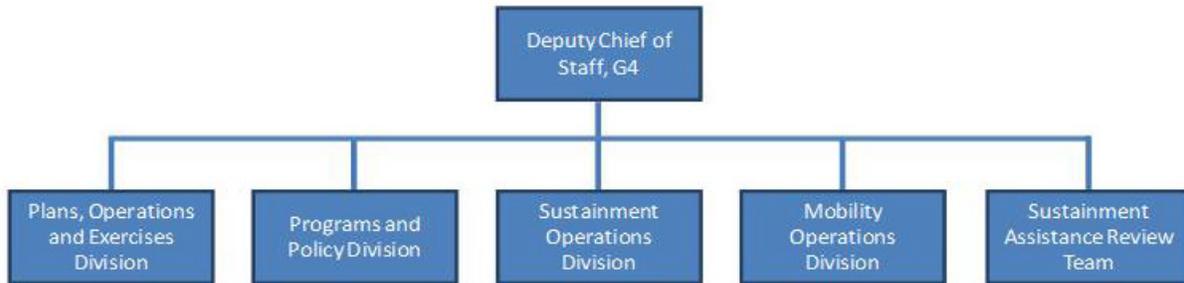


Figure 5. Office of the Deputy Chief of Staff, G4

(3) Provide planning, policy, and staff oversight of Title 10 and Army support to other Service requirements in support of European theater missions and support the CCP when deployed.

(4) Develop plans and policies; establish priorities; integrate logistics; assess readiness; and evaluate policy, legal, procedural, and process compliance.

(5) Establish policies, plans, and priorities for the synchronization of the 21st Theater Sustainment Command (21st TSC), brigade support battalions, the United States Army Materiel Command, Defense Logistics Agency, the United States Army Surface Deployment and Distribution Command, and other national providers as required.

(6) Serve as the European theater executive agent for the Joint Mortuary Affairs Program.

(7) Serve as the USAREUR CPM for all career programs in logistics.

6-2. PLANS, OPERATIONS AND EXERCISES DIVISION

The major functions of the Plans, Operations and Exercises (PLOEX) Division are to—

a. Develop CONPLANS and OPLANS, concepts, programs, force-structure integration requirements, policy, and procedures for providing logistic support to forces in the USEUCOM AOR and establish, implement, and supervise policy and programs and their application in coordination with geographical combatant commands, NATO, other partner nations, and HQDA staff.

b. Prepare concepts-of-support estimates, plans, as well as orders, and analyze, evaluate, and monitor time-phased force and deployment data input for estimates, plans, and orders.

c. Develop, coordinate, evaluate, and monitor logistic support of exercises based on CONPLANS and OPLANS.

d. Evaluate support requirements for operational logistic contracts and oversee contract execution.

- e. Develop coordinated logistic input for inclusion in USAREUR training and exercises, TSC, and partner-capacity programs.
- f. Manage logistic support, sustainment, integration, and synchronization, including the development and validation of requirements for all USAREUR FOSs.
- g. Coordinate all sustainment-readiness reporting and management activities.
- h. Synchronize and integrate theater logistic support for multiple combatant commands, NATO, and allied nations.
- i. Develop policy and procedures for deployment of USAREUR units by air.
- j. Serve as the USAREUR CPM for CP-13 (Supply Management).

6-3. PROGRAMS AND POLICY DIVISION

The major functions of the Programs and Policy Division (PPD) are to—

- a. Formulate and develop G4 input for the command's budget submissions, conduct program reviews, and maintain theater logistic program requirements.
- b. Consolidate G4 input for the planning, programming, budgeting, and execution (PPBE) process and the Integrated Priority List process.
- c. Develop and enforce theater sustainment policies as required and interpret Army managerial policy for the subsequent development of Army in Europe policy.
- d. Coordinate funding for logistic support from other sources, theater infrastructure programs, and wartime HN support agreements.
- e. Manage the programming and budgeting for logistic contracts supporting operations and exercises.
- f. Analyze and develop performance indicators and measures used to review processes that are related to controlling funds and managing contracts.
- g. Serve as the G4 liaison to contracting agencies, the GAO, USAAA, the DODIG, the USAREUR IG, and IRACO.

6-4. SUSTAINMENT OPERATIONS DIVISION

The Sustainment Operations Division (SOD) coordinates and monitors logistic operations and provides sustainment support for all units in the USAREUR AO, including support for airborne operations and special procurements. The SOD comprises branches and sections responsible for bulk fuel; current operations; logistics automation; materiel readiness; munitions; multinational and interagency support; petroleum, oils, and lubricants; supply and logistics services; and water. The major functions of the SOD are to—

- a. Monitor, analyze, develop policy for, and provide oversight and staff supervision for the following:

(1) Aviation and ground-maintenance programs (that is, material readiness, theater ground and aviation RESET, and unit-maintained equipment (UME) support).

(2) Supply procedures for all classes of supply, including their requisitioning, receiving, storing, and distribution for supply-support activities.

(3) Property accountability, equipping, and asset visibility.

(4) Logistic field services.

(5) Mortuary affairs.

(6) Logistic information systems (LIS) and system architectures to support logistic business processes during peacetime, exercises, CONOPS, and war; monitor the status of LIS and logistic information networks across the USAREUR AO.

b. Serve as the USEUCOM lead agent for coordinating operational support for Title 10 mortuary affairs for military personnel and civilian employees of assigned components and members of other DOD agencies; on request, provide mortuary-affairs support to USAFRICOM in accordance with DOD Instruction 1300.18.

c. Develop sustainment-support appendixes for CONOPS and exercises for all supplies and services and validate plans of subordinate units.

d. Synchronize national, strategic, operational, and tactical class V ammunition-logistic support plans in the AO to ensure sufficient stocks are available to support peacetime training and wartime plans; manage the Ammunition Stockpile Reliability Program; direct theater-wide supply and distribution of ammunitions; and provide a quality-assurance specialist (ammunition surveillance).

e. Develop, coordinate, and execute ammunition-supply support to partner nations, other branches of service, and other combatant commands.

f. Develop estimates, plans, and orders to support multinational forces, U.S. agencies, intergovernmental organizations, and nongovernmental organizations; and develop support requirements and manage HN acquisition, ACSA, and multinational support programs for all logistics support, supplies, and services.

g. Provide oversight of 18 dining facilities (DFACs) in Germany and Italy and 5 DFACs in Bulgaria, Kosovo, Romania, and Turkey.

h. Coordinate with the G8 Manpower and Management Division to prepare, plan, and manage the USAREUR cost management program (“Task Force Efficiencies”).

i. Serve as the USAREUR CPM for CP-33 (Ammunition Management), CP-20 (Quality Assurance Specialist) (Ammunition Surveillance), and CP-17 (Materiel Maintenance Management).

6-5. MOBILITY OPERATIONS DIVISION

The Mobility Operations Division (MOD) provides deployment and distribution plans and policy to support effective and efficient mobility operations throughout the USAREUR AO. The major functions of the MOD are to—

a. Serve as the primary technical advisor to the USAREUR G4 on all matters pertaining to theater transportation policy, transportation system, mission integration, movement planning and execution, in-transit visibility, and data integration into automation systems to support the deployment and redeployment of forces and distribution of material.

b. Serve as the proponent for distribution policy, programs, and training for the following:

(1) Duty-free cargo customs clearance.

(2) Movement of Army post office mail.

(3) Common-user land transportation.

(4) Transportation of hazardous material and waste.

(5) Container management.

(6) CONOPS transportation and reception, staging, onward movement, and integration (RSOI).

c. Support deployments of USAREUR units through geographically assigned mobility specialists. These specialists ensure accuracy of all deployment data, provide deployment expertise and training on all deployment systems, and assist units with all aspects of predeployment operations, including installation staging-area operations, unit movement officer training, maintenance of organization equipment lists, and submissions of unit deployment lists.

d. Provide theater oversight and management of terminal clearance at military and commercial facilities for air, sea, rail, and highway movements.

e. Provide service component input to USEUCOM for channel air validation.

f. Serve as the USAREUR CPM for CP-24 (Transportation and Distribution Management).

6-6. SUSTAINMENT ASSISTANCE REVIEW TEAM

The Sustainment Assistance Review Team (SART) fosters command involvement in disciplining logistics operations by providing subject-matter experts to assess compliance with governing policy, assist and train units, and review logistic operations in USAREUR. The team identifies and resolves logistic problems that adversely affect the readiness posture of units at all levels and provides trends and the status of logistics to commanders and staff principals. The major functions of the SART are to—

a. Assess unit compliance with the following:

(1) Command Supply Discipline Program, as prescribed in AR 710-2.

(2) Army Chief of Staff Army Campaign on Property Accountability Inspection Program.

(3) Command Maintenance Discipline Program, a component of the Command Logistics Review Program, in accordance with AR 11-1 and DA Pamphlet 750.

(4) Command Deployment Discipline Program, as prescribed in AR 525-93.

b. Administer the Combined Logistics Excellence Award Program, which includes the following:

(1) Army Award for Maintenance Excellence Awards Program.

(2) Deployment Excellence Award Program.

(3) Supply Excellence Award.

c. Perform SAVs to assess, assist, and train unit personnel on logistics policies and procedures.

d. Help commanders reestablish their sustainment systems as required by HQDA after redeployment and during RESET.

e. Monitor and help units meet the requirements of the Maintenance Cadre Certification Program as prescribed in [AE Regulation 350-1](#).

f. Evaluate deployed-unit UME performance and report the status to the G4.

CHAPTER 7

OFFICE OF THE DEPUTY CHIEF OF STAFF, ENGINEER

7-1. DEPUTY CHIEF OF STAFF, ENGINEER

a. Mission. The Office of the Deputy Chief of Staff, Engineer (ODCSENGR), provides engineer expertise to the USAREUR Command Group, HQ USAREUR, and USAREUR MSCs. The ODCSENGR also synchronizes engineering efforts across the theater to meet the requirements of the USAREUR Campaign Plan.

b. Organization. Figure 6 shows the organization of the ODCSENGR.

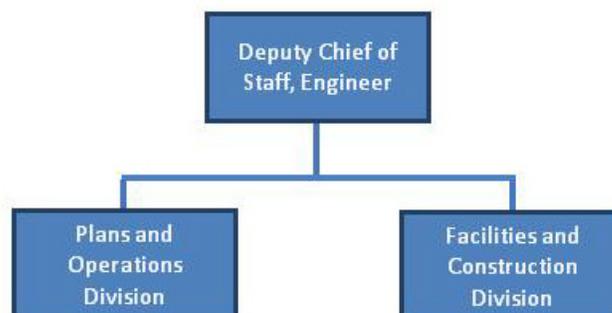


Figure 6. Office of the Deputy Chief of Staff, Engineer

c. Functions. The major functions of the ODCSENGR are to—

(1) Design, execute, and manage military engineering, exercise-related construction, troop construction, military construction Army, environmental protection, real estate, real-property accountability, and base-camp planning.

(2) Manage and coordinate facility engineering for TSC, ODT, protective construction, troop construction, and security and safety issues that occur in the operations of energy sources.

(3) Coordinate between U.S. Army engineer assets, other Service components, NATO partners, HN forces, and supporting contractors.

(4) Provide combat, general, and construction engineering support to other Service components and Title 10 support to Army engineer units.

(5) Manage theater engineer planning, stationing, equipping, and manning policy and guidance.

(6) Plan and program theater infrastructure by coordinating construction and facility engineering with the Assistant Chief of Staff, Installation Management, HQDA; IMCOM-Europe; and the SPP ([para5-4b\(2\)](#)).

7-2. PLANS AND OPERATIONS DIVISION

The Plans and Operations (P&O) Division comprises the Plans Branch, the Operations Branch, and the CCP Engineer Cell. Together, these branches provide engineer requirements in the planning, coordination, and execution of USAREUR operations. The functions of the P&O Division are to—

a. Manage engineer support plans for training, exercises, building partner capacity, TSC, and humanitarian civil assistance.

b. Support the NATO Security Investment Program and HN contribution planning for U.S. facilities as follows:

(1) Represent Army infrastructure to NATO headquarters to maximize U.S. recoupment.

(2) Serve as the staff proponent for [AE Regulation 415-22](#).

c. Coordinate and manage engineer Title 10 support, including the management of theater engineer military occupational specialties (MOSs), equipment, and training management.

d. Coordinate and manage civil-military engineering, humanitarian civil-assistance construction, humanitarian mine assistance, and foreign humanitarian engineering efforts in the European theater.

7-3. FACILITIES AND CONSTRUCTION DIVISION

The Facilities and Construction (F&C) Division comprises the Construction Branch, the Environmental Branch, and the Real Property Branch. Through these branches, the F&C Division provides construction planning, technical reviews, cost estimates, project design, project management, HN coordination, construction quality assurance, and facility management. The major functions of the F&C Division are to—

- a. Develop and manage Army construction, troop construction, real estate, and environmental protection programs for exercises and CONOPS.
- b. Provide engineering design and management to prepare the area of operation in deployed areas, including RSOI.
- c. Manage all facets of environmental protection and prevention services for exercises and contingencies as the executive agent for operational environmental programs.
- d. Manage theater and contingency real-property services.
- e. As the executive agent, direct and manage theater and contingency real-estate services.
- f. Manage construction of theater and CONOPS facilities, and develop and manage engineering services for FOS operations.
- g. Manage FOS construction and deconstruction.
- h. Coordinate IMCOM-Europe support for the following:
 - (1) Efficient space, land, and stationing management.
 - (2) Facility services, and facility-investment strategy.
 - (3) Contingency design, construction, real-property management, and fire-protection support.
 - (4) Operational utilities procurement.
- i. Manage the Energy Conservation Program and the Power Security and Prime Power Program (TM 3-34.45 and TM 3-34.46).

CHAPTER 8

OFFICE OF THE DEPUTY CHIEF OF STAFF, G6

8-1. DEPUTY CHIEF OF STAFF, G6

a. Mission. The Deputy Chief of Staff, G6, ensures delivery of joint, net-centric MC networks, systems, and IT services to USAREUR by providing architecture, governance, policy, and acquisition management.

b. Organization. [Figure 7](#) shows the organization of the Office of the Deputy Chief of Staff, G6.

c. Functions. The USAREUR G6 also serves as the Commander, 5th Signal Command. The major functions of the USAREUR G6 are to—

- (1) Manage theater command, control, communication, and computer information system initiatives, information management systems architecture, and long-range modernization plans.
- (2) Plan theater-level IT policy and governance.

(3) Plan signal support for current and future operations and integrate LandWarNet assets, including strategic and tactical signal network operations, in support of theater operations.

(4) Coordinate services for remote nonstandard users (that is, multinational forces, HNs, non-state actors, nongovernmental organizations, and others with unique communication needs).

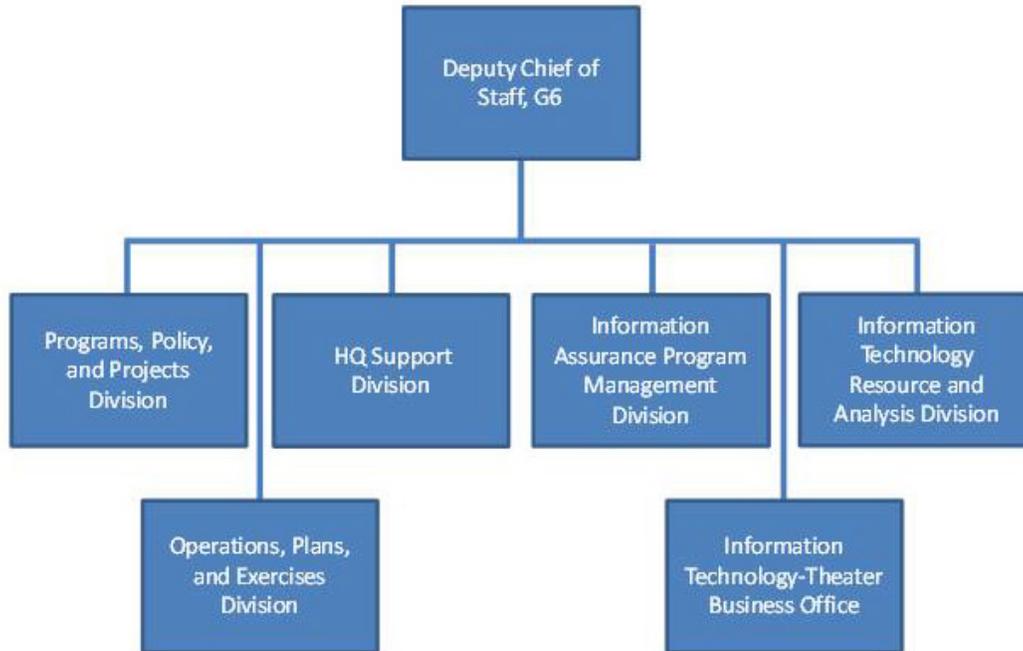


Figure 7. Office of the Deputy Chief of Staff, G6

(5) Maintain above-baseline services.

(6) Advise the USAREUR CG on information assurance (IA).

(7) Maintain the IA Program.

(8) Support mission assurance.

(9) Plan and program unique theater IT resources to HQDA.

(10) Provide oversight of records management, FOIA, and privacy policy and programs for USAREUR.

(11) Provide centralized acquisition, governance, and validation of IT investments.

(12) Serve as the USAREUR CPM for CP-34 (Information Technology Management).

8-2. PROGRAMS, POLICY, AND PROJECTS DIVISION

The Programs, Policy, and Projects (PP&P) Division ensures the delivery of a net-centric joint and multinational information enterprise that gives Soldiers decision-making superiority. The major functions of the PP&P Division are to—

- a. Provide management and control over basing initiatives, information system (IS) architectures, and long-range modernization plans.
- b. Develop policy and directives that support IA and information management (IM) initiatives throughout the European theater.
- c. Develop long-range IT plans.
- d. Manage USAREUR's means of communicating operational information.
- e. Manage IT programs and initiatives for USAREUR.

8-3. OPERATIONS, PLANS, AND EXERCISES DIVISION

The Operations, Plans, and Exercises (OPS&PLEX) Division advises and provides collaborative planning, coordination, and synchronization of theater MC requirements in support of operations, exercises, and numbered plans. The major functions of the OPS&PLEX Division are to—

- a. Plan, integrate, and oversee USAREUR operational IS, communication, and automation networks.
- b. Identify, coordinate, and validate requirements in coordination with the USAREUR G3/5/7 for communications and automation networks.
- c. Develop command, control, and communications system annexes and estimates for USAREUR OPORDs, OPLANs, exercise plans, CONPLANs, and long-range plans and documents.
- d. Maintain a 24-hour crisis-reaction capability by representing the G6 on the USAREUR Crisis Action Team.
- e. Support command, control, and communications operations in the USEUCOM AOR.
- f. Plan and coordinate theater-level COMSEC support for daily operations and CONOPS, enforce COMSEC guidance, and assess COMSEC incidents.
- g. Provide and manage the theater-wide frequency spectrum for all USAREUR and IMCOM-Europe activities in strategic, tactical, and sustaining-base, power-projection operational environments.

8-4. HEADQUARTERS SUPPORT DIVISION

The Headquarters Support Division (HSD) installs, operates, and maintains HQ USAREUR-unique, mission-funded communications and information system services and infrastructure. The HSD also provides HQ USAREUR organizational IM, IA, IT logistics, and telephone-control capabilities. The major functions of the HSD are to—

- a. Operate and maintain HQ USAREUR and HQ IMCOM-Europe mission-funded applications.

- b. Ensure the confidentiality, integrity, and availability of information by implementing and reporting compliance with theater-security policy, practices, and procedures.
- c. Maintain application accreditations.
- d. Provide webhosting services.
- e. Provide break-fix and tier-III support.
- f. Provide architectural planning, design, installation, and problem-solving services to enhance IT productivity, effectiveness, and quality.
- g. Manage the annual life-cycle replacement program for USAREUR.
- h. Procure IT products and services to meet new requirements.

8-5. INFORMATION ASSURANCE PROGRAM MANAGEMENT DIVISION

As the senior IA staff element in the Army in Europe, the Information Assurance Program Management (IAPM) Division provides advice and guidance to USAREUR. The IAPM Division develops, manages, maintains, and continuously assesses the IA Program for the protection and defense of information, ISs, and MC systems. The IAPM Division supports mission assurance through an operationally focused program that remains consistent with cyber-security doctrine and today's technological advances. The major functions of the IAPM Division are to—

- a. Manage the USAREUR and USARAF/SETAF IA Program.
- b. Develop and manage Army in Europe IA policy.
- c. Serve as the principal advisor to Army in Europe leaders on IA.
- d. Serve as the proponent for the Chartered Cyber Security Readiness Board.
- e. Manage the Information Assurance Vulnerability Alert Program for the Army in Europe.
- f. Manage the Army in Europe IA training program.
- g. Manage IA countermeasures in coordination with the Regional Computer Emergency Response Team-Europe and the Army Network Operations and Security Center-Europe.
- h. Manage IA compliance of the LandWarNet connection-approval process for classified and unclassified networks.
- i. Oversee the Army in Europe Common Access Card Program and the Public-Key Infrastructure Program.
- j. Establish and implement the Army in Europe cyber awareness, assessment, education, and training program at the operational level.

k. Develop strategies to integrate cyber into Army in Europe, joint, and partner exercises and engagements.

l. Develop cyber-planning capacity and operational expertise to build, operate, and defend the Army in Europe computing and information environment.

8-6. INFORMATION TECHNOLOGY RESOURCE AND ANALYSIS DIVISION

The Information Technology Resource and Analysis (ITR&A) Division administers and manages the PPBE of theater-wide IT programs and resources; plans, directs, and controls activities for G6 administrative policies and procedures; and provides oversight of records-management policy and programs. The major functions of the ITR&A Division are to—

a. Serve as the G6 program-activity director and resource manager.

b. Manage and defend G6 and theater IT requirement-budget formulation; formulate, review, justify, and prioritize long-range financial plans; participate in program objective memorandum (POM) development and planning for IT base requirements and CONOPS, exercises, and other special missions.

c. Coordinate and respond to internal and external audits.

d. Manage USAREUR Records Management, which includes managing the FOIA and the Privacy Act, and developing, publishing, and maintaining the currency of supporting policy and guidance.

e. Provide military personnel administrative support and manage the assignment and development of all theater signal officers.

f. Manage and coordinate all memorandums of understanding and memorandums of agreement relating to communication and Army in Europe IT support.

8-7. INFORMATION TECHNOLOGY–THEATER BUSINESS OFFICE DIVISION

The Information Technology–Theater Business Office (IT-TBO) provides centralized administration, acquisition, governance, surveillance, and validation of IT investments to meet the needs of theater military forces, enabling highly-capable IT solutions at affordable costs with decreased acquisition timelines. The major functions of the IT-TBO are to—

a. Manage the procurement of software, hardware, and IT support services for the Army in Europe.

b. Manage and administer the USAREUR IT investment strategy, Army Knowledge Management Goal 1, Army IT moratoriums, and Army G-3/5/7 OPTEMPO waivers.

c. Manage the Army in Europe IT Portfolio Management Program.

d. Establish effective and efficient theater IT capital planning and management processes to ensure compliance with DOD, DA, and USAREUR policy.

e. Provide theater IT contract management and oversight.

f. Manage the Army Portfolio Management Solutions Program (APMS) to disclose all USAREUR strategic IT investments to HQDA to ensure IT investments are properly captured in APMS.

g. Provide theater-level review, functional validation, and guidance of IT approval processes for USAREUR IT requirements through URVS submissions in coordination with the RDD (para 5-7).

CHAPTER 9 OFFICE OF THE DEPUTY CHIEF OF STAFF, G8

9-1. DEPUTY CHIEF OF STAFF, G8

a. Mission. The Deputy Chief of Staff, G8, enables the accomplishment of the USAREUR expeditionary and joint and combined-capable mission by leading the PPBE process to obtain resources for financial, civilian manpower, and agreements requirements.

b. Organization. Figure 8 shows the organization of the Office of the Deputy Chief of Staff, G8.



Figure 8. Office of the Deputy Chief of Staff, G8

c. Functions. The major functions of the USAREUR G8 are to —

(1) Advise the USAREUR Command Group, HQ USAREUR staff offices, and USAREUR MSC commanders on resource management, including acquisition, use, and accountability.

(2) Maintain USAREUR program and functional responsibility for the following:

- (a) Budget formulation and execution review.
- (b) Cost and economic analyses.
- (c) Financial management.
- (d) Fiscal programming.
- (e) Force-structure analysis planning.
- (f) The MICP.

(g) Manpower requirements and civilian manpower allocations and use.

(h) Audit readiness and the Joint Review Process.

(j) Integration of all financial management enterprise systems.

(3) Develop and negotiate agreements for HN support, inter- and intraservice support, and arrangements under ACSAs, and provide policy guidance for the Army in Europe Agreements Program and agreements-training assistance.

(4) Provide required resources for the command's expeditionary operations.

(5) Achieve more effective use of USAREUR resources by improving business operations.

(6) Improve the PPBE process to meet expeditionary force requirements.

(7) Ensure USAREUR has joint-capable expeditionary operational forces and the appropriate-size civilian, contract, and military TDA workforce.

(8) Institutionalize a value-based resource system to execute USAREUR's Title 10 responsibilities.

(9) Serve as the command financial manager and CPM for CP-11 (Comptroller) and CP-26 (Manpower and Force Management).

9-2. PROGRAM AND BUDGET DIVISION

The Program and Budget Division (PBD) justifies, acquires, manages, and controls USAREUR funds. This includes all aspects of program development for future-year dollar resources and requirements in the POM. The major functions of PBD are to—

a. Lead the execution of the USAREUR budget.

b. Lead the budget decision process for USAREUR.

c. Develop and implement budget policy and procedures.

d. Provide efficient stewardship of resources and USAREUR fund control.

e. Coordinate actions with the Army Budget Office.

f. Provide accounting and resource-management system administration.

g. Monitor the use of Operations and Maintenance, Army (OMA), and other appropriations in USAREUR fund centers to ensure they comply with appropriate funding levels and regulations.

h. In coordination with the RDD ([para 5-7](#)), oversee USAREUR 1-N requirements and provide system requirement-administration services through the URVS.

i. Manage the control and execution of funds for all USAREUR organizations and fund centers.

j. Develop CONOPS and OCO budgets and manage the use of CONOPS and OCO funds.

k. Develop USAREUR internal resource guidance and funding letters to provide resources for the command's critical annual validated requirements.

l. Prepare, justify, and provide to HQDA programming information to support Army and OSD PPBE processes, which include the POM and resource-management decisions.

m. Determine, coordinate, and defend resources throughout the POM years (requirements and funding) for HQ USAREUR and subordinate organizations.

n. Integrate all Army enterprise systems into a comprehensive financial management business environment.

o. Comply with the provisions in the Chief Financial Officers Act of 1990 through audit-readiness preparation and responsiveness to the Assistant Secretary of the Army for Financial Management & Comptroller and the quarterly joint review process.

p. Provide all managerial accounting support (certifying monthly General Ledger accounts, year-end closing, statement of assurance) to all USAREUR units.

9-3. MANPOWER AND MANAGEMENT DIVISION

The Manpower and Management Division (MMD) directs and coordinates the development and implementation of all USAREUR management programs associated with USAREUR TDAs. The MMD is also responsible for conducting cost-benefit analyses and managing the command's MICP. The major functions of MMD are to—

a. Oversee USAREUR manpower-management programs, manpower-requirements determination, civilian manpower programming and allocation, and strength-management programs analyses.

b. Develop and interpret manpower policy, guidance, and direction.

c. Participate in the Army Command Plan process to defend USAREUR TDA and augmentation table of distribution and allowance (AUGTDA) organizations and resources, and coordinate, review, and prepare manpower Schedule 8s for USAREUR Command Plan changes.

d. Conduct management studies and analyses to support the HQ USAREUR decision-making processes.

e. Manage the USAREUR civilian hire program in accordance with HQDA guidance.

f. Review and analyze USAREUR TDA and AUGTDA manpower requirements in The Army Authorization Documents System and update command documents through the management-of-change window documentation process in coordination with the FMD ([para 5-6c](#)).

g. Validate new and recurring service contracts and maintain accurate contractor manyear-equivalent records at the HQDA Panel for Documentation of Contractors and in the Contractor Manpower Reporting Application.

- h. Provide business advice to support HQ USAREUR cost-management practices to ensure best use of command resources.
- i. Serve as the HQ USAREUR staff proponent for the Continuous Process Improvement/Lean Six Sigma Program.
- j. Coordinate with the SOD ([para 6-4](#)) to prepare, plan, and manage the command's cost-management program ("Task Force Efficiencies").
- k. Serve as the USAREUR CPM for CP-26 (Manpower and Force Management).
- l. Serve as the HQ USAREUR staff proponent for the MICP.

9-4. INTERNATIONAL AGREEMENTS DIVISION

The International Agreements Division (IAD) is responsible for developing the USAREUR Agreements Program and policy, as well as for developing, negotiating, and concluding national and international agreements and ACSAs involving administrative and logistic support. (USAREUR is responsible for mission support. IMCOM-Europe is responsible for base operations (BASOPS)). The major functions of the IAD are to—

- a. Advise HQ USAREUR staff offices and other Army in Europe organizations on policy or procedural requirements that fall under the Agreements Program.
- b. Provide agreements-related regulatory guidance and technical assistance to HQ USAREUR staff offices, USAREUR MSCs, and other Army in Europe organizations and activities.
- c. Negotiate and conclude international agreements and provide ACSA program support according to [AE Regulation 1-3](#) for the following:
 - (1) Exercises at all levels planned and conducted by USAREUR forces.
 - (2) Co-use agreements with foreign governments and forces, international and other organizations, and foreign private organizations.
 - (3) The management and implementation of the Army in Europe ACSA Program.
 - (4) Agreements for HN support.
- d. Develop, negotiate, and conclude national agreements according to [AE Regulation 1-7](#) for the following:
 - (1) Interdepartmental, interagency, and inter- and intraservice support agreements.
 - (2) Co-use agreements with other U.S. Forces components.
- e. Provide and execute administrative-agent support to NATO.

9-5. PLANS AND OPERATIONS DIVISION

The Plans and Operations Division participates in the plans and operations process to identify fiscal implications and provide resource-informed recommendations.

CHAPTER 10

OFFICE OF THE CHAPLAIN

10-1. OFFICE OF THE CHAPLAIN

a. Mission. The Office of the Chaplain (OCH) directs all Army Chaplain Corps personnel in USAREUR to perform and provide continual Title 10 religious support by providing advice to commanders that fosters a resilient environment that is conducive to meeting the spiritual needs of Soldiers, Family members, and authorized DOD civilians.

b. Organization. Figure 9 shows the organization of the OCH.

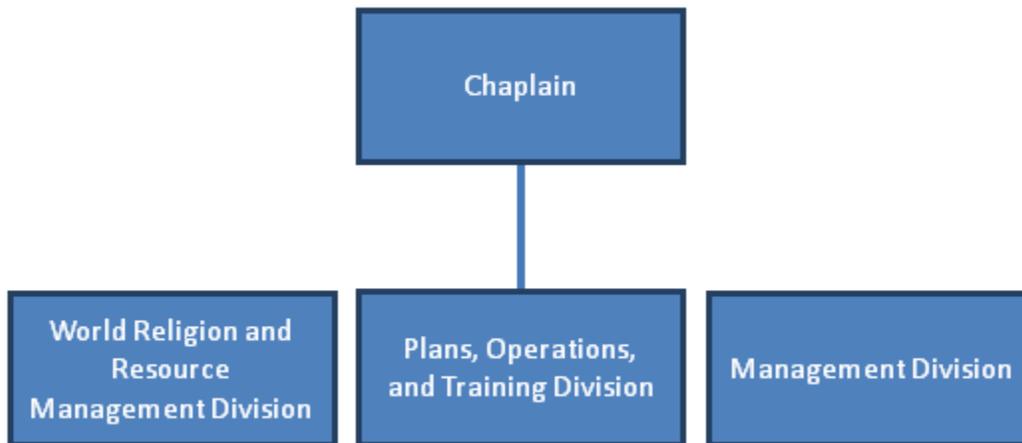


Figure 9. Office of the Chaplain

c. Functions. The major functions of the OCH are to—

(1) Assist in and advertise the free exercise of religion in accordance with DOD Directive 1304.19.

(2) Provide comprehensive religious support by—

(a) Advising the CG on all aspects of religion that affect the operational environment and the mission.

(b) Performing or providing religious support to USAREUR, including nurturing the living, caring for the wounded, and honoring the fallen.

(c) Performing or providing religious support to IMCOM-Europe by conducting religious services throughout each week at USAGs.

(3) Providing or performing comprehensive spiritual well-being and a positive religious support environment.

10-2. WORLD RELIGION AND RESOURCE MANAGEMENT DIVISION

The major functions of the World Religion and Resource Management Division are to—

- a. Interface with the Department of the Army Chief of Chaplains (DACH) on the projection, management, and positioning of U.S. Army Chaplain Corps personnel assigned to USAREUR.
- b. Serve as the chaplain personnel manager for Army chaplains in Europe.
- b. Ensure unit ministry teams (UMTs) are ready for worldwide deployment.
- c. Lead long-term strategic planning for religious support throughout the European theater.
- d. Coordinate religious support among multiple commands in Europe through the Religious Support Coordination Council in accordance with AR 165-1.
- e. Liaise with USEUCOM, USAFRICOM, and multiple European chaplaincies.

10-3. PLANS, OPERATIONS, AND TRAINING DIVISION

The Plans, Operations, and Training (PLOT) Division provides the interface between the USAREUR G3/5/7 for all matters related to religious influence on the mission. The PLOT Division interfaces with the DACH G-3/5/7 to ensure USAREUR integration in the DACH training requirements for each fiscal year. The major functions of the PLOT Division are to—

- a. Plan religious area analyses and a running estimate for all USAREUR ongoing plans and CONOPS.
- b. Prescribe Army in Europe policy for members of the Chaplain Corps in theater and provide guidance and direction concerning Army in Europe and higher-level policy when requested.
- c. Provide training-readiness oversight and primarily MOS 56A, MOS 56M, and UMT training planners for chaplain annual sustainment training, Congress-mandated “Strong Bonds,” and deployments.
- d. Sustain theater religious support operations during transformation and in support of Army, joint, and combined forces.
- e. Provide religious support capabilities at the appropriate echelon to enable joint and combined religious support operations.
- f. Support TSC in accordance with the USEUCOM Campaign Plan and stability through senior leader engagement with partner nations and allies.
- g. Synchronize all religious support in theater.

10-4. MANAGEMENT DIVISION

The Management Division provides total functionality, including administrative support, within the OCH (internal) and USAREUR UMT (external) Chaplain Corps, as well as for other staff offices. The major functions of the Management Division are to—

- a. Advise HQ USAREUR staff offices and other Army in Europe organizations on DACH policy and procedural requirements issued by the DACH.
- b. Provide 56M (Chaplain Assistant) personnel placement, management, and positioning.
- c. Conduct strategic communication.
- d. Supervise the Spiritual Ready and Resilient Management Program.

CHAPTER 11

OFFICE OF THE CHIEF, PUBLIC AFFAIRS

11-1. OFFICE OF THE CHIEF, PUBLIC AFFAIRS

a. Mission. The Office of the Chief, Public Affairs (OCPA), provides personal counsel to the USAREUR Command Group and the HQ USAREUR staff on how to keep the American people and the Army Family informed and to establish conditions that lead to confidence in America's Army and its readiness to conduct operations in times of peace and war.

b. Functions. The major functions of the OCPA are to—

(1) Plan, produce, and distribute information about the mission, operations, and activities of USAREUR to internal audiences, key stakeholders, the American and HN public, and other people of other countries throughout the world.

(2) Serve as a member of the CG's personal staff and the principal advisor to the CG and the HQ USAREUR staff on public affairs.

(3) Provide the official media spokesperson on behalf of USAREUR.

(4) Synchronize public announcements affecting the entire command. Announcements include, but are not limited to, force-structure changes, stationing, and major command-wide initiatives.

(5) Exercise command-wide staff oversight, direction, and supervision of public-affairs matters (including command information, media relations, and community relations).

(6) Develop public-affairs plans and annexes to support USAREUR initiatives, exercises, and operations.

(7) Serve as the staff proponent for individual public-affairs taskings and assignments to exercises and operations, and determine requirements for augmentation by active Army and RC public-affairs units for contingencies and special events.

(8) Serve as Army in Europe functional proponent for public affairs and as the CPM for CP-22 (Public Affairs and Communications Media).

(9) Provide program direction for the USAREUR (non-IMCOM-Europe) portion of the public affairs OMA B43 VPUB (Public Affairs MDEP account). This includes responsibility for command-wide allocation and distribution of all funds belonging to this account.

(10) Oversee the content on USAREUR public websites.

(11) Manage the USAREUR homepage.

(12) Serve as the POC for community-relations support throughout the USAREUR AO and act as a coordinating entity on communication with HN officials that may or may not result in negative media or public opinion.

CHAPTER 12

OFFICE OF THE COMMAND SURGEON

12-1. OFFICE OF THE COMMAND SURGEON

a. Mission. The Office of the Command Surgeon (OCSURG) ensures medical readiness, guarantees health service support (HSS) for supported forces and commands, strengthens alliances, and enables partner medical capability and capacity to save lives and protect and improve the health of our Soldiers.

b. Organization. Figure 10 shows the organization of the OCSURG.

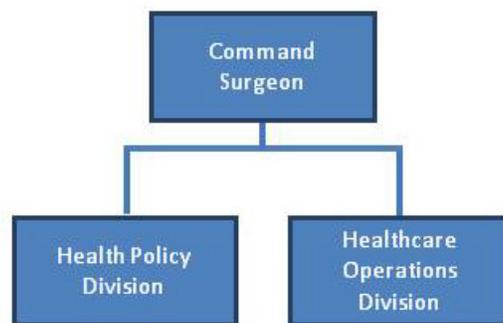


Figure 10. Office of the Command Surgeon

c. Functions. The USAREUR Command Surgeon also serves as the Commander, United States Army Europe Regional Medical Command. The major functions of the OCSURG are to—

(1) Advise the CG on the health of the command.

(2) Maintain information on the status, capabilities, and recruitment for HSS to USAREUR.

(3) Plan, develop, and coordinate policy for providing medical support.

(4) Ensure that all Army medical department functions are considered and included in running estimates, OPLANs, and OPODs. The command surgeon retains technical supervision of all Army health-system operations.

(5) Manage Career Medical Field 68 and Medical Functional Area 60-67 personnel.

12-2. HEALTH POLICY DIVISION

The Health Policy Division (HPD) is responsible for developing agreements and policy with regard to USAREUR, national, and international healthcare. In some instances, the mission support may lie within USAREUR medical units, while BASOPS falls under the United States Army European Regional Medical Command (ERMC) or TRICARE Europe. The major functions of the HPD are to—

- a. Advise HQ USAREUR staff offices and other Army in Europe organizations on policy or procedural requirements that fall under the healthcare policy program.
- b. Provide health policy-related regulatory guidance and technical assistance to HQ USAREUR staff offices, USAREUR MSCs, and other Army in Europe units and activities.
- c. Investigate and report conditions affecting the health of the members of the command and oversee measures taken to prevent and control disease.
- d. Provide Title 10 oversight to deployed medical units.
- e. Plan and coordinate HSS policy with allied nations on the compatibility and feasibility of multinational CONOPS, plans, and international agreements.
- f. Coordinate clinical practice guidelines across the military healthcare system.

12-3. HEALTHCARE OPERATIONS DIVISION

The Healthcare Operations Division (HOD) participates in plans and operations processes to identify medical implications and provide HSS resources to supported forces and missions. The major functions of the HOD are to —

- a. Oversee unit-level medical training, particularly in units with MTOE standard requirement code 08.
- b. Develop and coordinate the HSS and the force-health-protection portion of OPLANs to support the combatant or tactical commander's decisions, planning guidance, and intent.
- c. Coordinate with higher, lateral, and subordinate commands on all aspects of HSS.
- d. Project medical support requirements for training and CONOPS.
- e. Manage the USAREUR medical manpower and force structure.
- f. Manage medical Reserve affairs in USAREUR for ERMC.
- g. Manage class VIII medical supplies.

CHAPTER 13 OFFICE OF THE INSPECTOR GENERAL

13-1. OFFICE OF THE INSPECTOR GENERAL

a. Mission. The Office of the Inspector General (OIG) determines the state of the command's discipline, efficiency, economy, morale, training, and readiness as directed by the CG. USAREUR. IGs are confidential advisors and fact-finders to the commander. Subordinate commanders are not entitled to the same confidential IG information that the IG's commander or directing authority may receive. The OIG functions as an extension of the commander's eyes, ears, voice, and conscience. The OIG, HQ USAREUR, accomplishes its mission with support of subordinate command IGs from the 21st TSC, 7th Civil Support Command, Seventh Army Joint Multinational Training Command (JMTC), 5th Signal Command, ERMC, and IMCOM-Europe. The OIG enhances support to the CG with satellite offices in the Army in Europe and has a close working relationship with all European-based IGs, including those assigned to USEUCOM, USAFRICOM, and USARAF/SETAF.

b. Organization. Figure 11 shows the organization of the OIG.

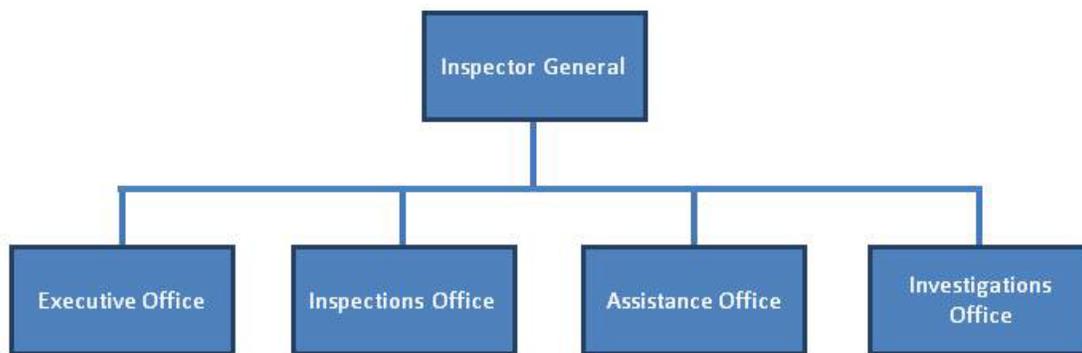


Figure 11. Office of the Inspector General

c. Functions. The major functions of the OIG are to—

(1) Provide assistance on an area basis to commanders, Soldiers, Family members, civilian employees, retirees, and others who seek help on matters of Army interest.

(2) Conduct command-directed inspections or as prescribed by law or regulation and ensure Army IG inspections throughout Europe are synchronized.

(3) Conduct command-directed investigations and inquiries or as prescribed by law or regulation.

(4) Teach and train leaders, Soldiers, and units throughout Europe through formal and informal courses, training sessions, and discussions.

(5) Monitor the effectiveness of IG functions (teaching and training, inspections, investigations and assistance) and provide IG technical channel oversight within the command and inform the CG of this effectiveness and other matters concerning IG functions over U.S. Army IG offices throughout Europe.

CHAPTER 14 OFFICE OF THE JUDGE ADVOCATE

14-1. OFFICE OF THE JUDGE ADVOCATE

a. Mission. The USAREUR Judge Advocate (JA) is the CG's legal advisor. The JA has direct access to the CG on military justice matters according to Article 6, Uniform Code of Military Justice (10 USC 806). The Deputy JA serves as the legal advisor to the CG, USANATO. The Office of the Judge Advocate (OJA), HQ USAREUR, enables accomplishment of the USAREUR expeditionary and joint/combined-capable mission by providing principled, accurate, proactive, value-added, and mission-focused legal advice across all legal disciplines to support the USAREUR Command Group and HQ USAREUR staff and by providing technical support to the legal elements of all assigned Army in Europe forces.

b. Organization. Figure 12 shows the organization of the OJA.



Figure 12. Office of the Judge Advocate

c. Functions. The major functions of the OJA are to—

(1) Advise the USAREUR Command Group, the HQ USAREUR staff, USAREUR MSC commanders, and IMCOM-Europe on legal matters affecting the Army in Europe.

(2) Ensure proper judge-advocate force posture and assign judge-advocate personnel in the USAREUR AO.

(3) Provide technical supervision and training for all active and Reserve judge advocate components and civilian legal personnel in the USAREUR AO.

14-2. EXECUTIVE OFFICE

The Executive Office assists and advises the JA on personnel policy matters, procedures, and programs that affect the management and delivery of legal services. The major functions of the Executive Office are to—

- a. Manage judge-advocate manpower and assignments.
- b. Manage the theater-wide U.S. Army Legal Support Agency, Europe TDA.
- c. Manage the budget and civilian personnel.
- d. Administer legal education programs.

14-3. MILITARY AND CIVIL LAW DIVISION

The major functions of the Military and Civil Law Division (MCD) are to—

- a. Serve as the ethics counselor for HQ USAREUR and HQ IMCOM-Europe, which includes providing advice on issues such as travel, transportation, gifts, use of Government resources, conflicts of interest, and employment after working for the U.S. Government.
- b. Serve as the USAREUR senior labor-law advisor on matters relating to U.S. employment and discrimination laws.
- c. Provide advice on installation and administrative law issues and on area jurisdiction, SHARP issues, military justice, adverse actions, and administrative investigations.
- d. Oversee the USAREUR Income Tax Program.

14-4. CONTRACT AND FISCAL LAW DIVISION

The Contract and Fiscal Law Division (KFLD) provides advice on contract law, fiscal law, foreign taxation, joint-use agreements, international logistics, and other acquisition-related issues. The major functions of the KFLD are to provide advice on—

- a. Procurement matters (including procurement fraud), contract dispute litigation, NAF contract law, USAREUR contract requirements, use of ORF and other types of purchase requests and commitments, military interdepartmental purchase requests, and security humanitarian assistance.
- b. ACSAs, international logistics agreements, international construction agreements, interservice support agreements, joint-use agreements, and matters pertaining to construction projects and the *Auftragsbautengrundsätze 1975* (a supplementary agreement to the NATO Status of Forces Agreement (SOFA) governing U.S. Forces construction projects in the HN).

14-5. INTERNATIONAL LAW AND OPERATIONS DIVISION

The major functions of the International Law and Operations Division (ILOD) are to—

- a. Manage foreign criminal jurisdiction matters and provide advice on all stationing-related issues (for example, the SOFA, supplementary agreements to the SOFA).

b. Provide advice on legal issues related to HN employees and establish and maintain liaison relationships with HN and Sending State legal advisors throughout the USAREUR AO.

c. Serve as the central liaison agency for the service of all documents resulting from German noncriminal proceedings on U.S. Forces personnel in Germany.

d. Provide legal support during the planning and execution of military operations and exercises and serve as the legal liaison with other branches of service and allied operational legal advisors in the USAREUR AO.

e. Provide technical support to the judge advocate deployed with the Kosovo Force.

14-6. U.S. ARMY CLAIMS SERVICE, EUROPE

According to AR 27-20, paragraph 1-10, the United States Army Claims Service, Europe (USACSEUR), is the U.S. Army “command claims service” and responsible throughout the USEUCOM AOR and USAREUR AO. The USACSEUR investigates, negotiates, adjudicates, and supervises the processing, settlement, and payment of noncontractual claims for and against the United States in USEUCOM and USAREUR for which the Army is either directly liable or has single-service claims responsibility. USACSEUR advises the USAREUR JA and IMCOM-Europe on potential liability and other claims-related matters. The major functions of USACSEUR are to—

a. Investigate, negotiate, and adjudicate claims against the United States filed by U.S. Soldiers, civilian employees, and Family members arising under the Military Claims Act or the Foreign Claims Act, and foreign residents under the NATO SOFA.

b. Negotiate, coordinate with, and provide training for the Receiving State claims offices in each NATO and Partnership-for-Peace (PfP) country to verify U.S. involvement and to ensure the prompt and fair processing of claims of foreign nationals filed under the NATO SOFA and PfP agreements.

c. Provide administrative oversight, supervision, and training for all claims offices in the USAREUR AO, including field offices that process the shipping of household goods and privately owned vehicles, and tort claims of Soldiers and civilian employees.

d. Supervise and pursue administrative settlements of all claims in favor of the Government against third parties arising from claims settled under the Personnel Claims Act.

e. Recover medical expenses and lost military pay from a third person under the Federal Medical Care Recovery Act and recover lost or damaged Government property under the Federal Claims Collection Act.

**APPENDIX A
REFERENCES**

NATO Status of Forces Agreement (SOFA)

Supplementary Agreement (SA) to the NATO SOFA

Federal Medical Care Recovery Act

Federal Claims Collection Act

Foreign Claims Act

Military Claims Act

Personnel Claims Act

Article 6, Uniform Code of Military Justice (10 United States Code 806)

DOD Instruction 1300.18, Personnel Casualty Matters, Policies and Procedures

DOD Instruction 5000.35, Defense Acquisition Regulations (DAR) Systems

DOD Directive 1304.19, Appointment of Chaplains for the Military Departments

AR 11-1, Command Logistics Review Program

AR 25-400-2, The Army Records Information Management System (ARIMS)

AR 27-20, Claims

AR 165-1, Army Chaplain Corps Activities

AR 385-10, The Army Safety Program

AR 525-93, Army Deployment and Redeployment

AR 601-280, Army Retention Program

AR 710-2, Supply Policy Below the National Level.

DA Pamphlet 500-5-1, Individual Augmentation Management

DA Pamphlet 750-1, Leader's Unit Maintenance Handbook

AE Regulation 1-3, International and Other Agreements

AE Regulation 1-7, Support Agreements

AE Regulation 1-40, Hosting Official Visitors

AE Regulation 10-3, Taskings

AE Regulation 95-1, General Provisions and Flight Regulations for Army Aviation

AE Regulation 350-1, Training and Leader Development in Europe

AE Regulation 415-22, NATO Security Investment Program

GLOSSARY

SECTION I ABBREVIATIONS

21st TSC	21st Theater Sustainment Command
60th GPC	60th Geospatial Planning Cell
409th SB	409th Support Brigade
ACSA	acquisition and cross-servicing agreement
AE	Army in Europe
AEP	Affirmative Employment Program
AFAP	Army Family Action Plan
AHRS	Army Human Resources Systems
AMD	air and missile defense
AO	area of operation
AOR	area of responsibility
APF	appropriated fund
APO	Army post office
AR	Army regulation
ARFOR	Army Forces
ARFORGEN	Army Force Generation
ARNG	U.S. Army National Guard
ASAP	Army Substance Abuse Program
ASCC	Army service component command
AT/FP	antiterrorism/force protection
AUGTDA	augmentation table of distribution and allowance
BASOPS	base operations
Benelux	Belgium, the Netherlands, and Luxembourg
BMD	ballistic missile defense
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCP	contingency command post
CG	Commanding General, United States Army Europe
CHPCs	community health promotion councils
CI	counterintelligence
CIG	Commanding General's Initiatives Group, United States Army Europe
COMSEC	communications security
CONOPS	contingency operations
CONPLAN	contingency plan
CONUS	continental United States
COOP	continuity of operations plan
COP	common operational picture
COR	contracting officer's representative
CoS	Chief of Staff, Headquarters, United States Army Europe
CP	career program
CPAC	Civilian Personnel Advisory Center
CPD	Civilian Personnel Directorate, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe
CPM	career program manager
CSM	Command Sergeant Major, United States Army Europe

DA	Department of the Army
DACH	Department of the Army Chief of Chaplains
DCG	Deputy Commanding General, United States Army Europe
DCIP	Defense Critical Infrastructure Program
DCoS	Deputy Chief of Staff, Headquarters, United States Army Europe
DOD	Department of Defense
DODIG	Department of Defense Inspector General
DRRS-A	Defense Readiness Reporting System-Army
DRRS-S	Defense Readiness Reporting System-Strategic
EEO	equal employment opportunity
EM	emergency management
eMILPO	electronic military personnel office
EO	equal opportunity
ERMC	United States Army Europe Regional Medical Command
ESD	Executive Services Division, Office of the Chief of Staff, Headquarters, United States Army Europe
EW	electronic warfare
F&C	Facilities and Construction Division, Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army Europe
FOIA	Freedom of Information Act
FORSCOM	United States Army Forces Command
FY	fiscal year
GAO	Government Accountability Office
GCMCA	general courts-martial convening authority
GFM	global force management
HHBN	Headquarters and Headquarters Battalion, United States Army Europe
HN	host nation
HOD	Healthcare Operations Division, Office of the Command Surgeon, Headquarters, United States Army Europe
HP	health promotion
HPD	Health Policy Division, Office of the Command Surgeon, Headquarters, United States Army Europe
HPOCs	Health Promotion Oversight Councils
HQ USAREUR	Headquarters, United States Army Europe
HQDA	Headquarters, Department of the Army
HR	human resources
HRC	United States Army Human Resources Command
HSC	Headquarters Support Company, Headquarters and Headquarters Battalion, United States Army Europe
HSD	Headquarters Support Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
HSS	health service support
HUMINT	human intelligence
HWC	Head Works Council, United States Army Europe
IA	information assurance
IAPM	Information Assurance Program Management Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
ICF	intelligence contingency funds
IG	Inspector General, United States Army Europe

IIA	inform and influence activities
ILOD	International Law and Operations Division, Office of the Judge Advocate, Headquarters, United States Army Europe
IM	information management
IMCOM-Europe	United States Army Installation Management Command, Europe Region
IO	information operations
IRACO	Internal Review and Audit Compliance Office, Office of the Chief of Staff, Headquarters, United States Army Europe
IRC	information related capability
IS	information system
ISD	Intelligence Support Division, Office of the Deputy Chief of Staff, G2, Headquarters, United States Army Europe
IT	information technology
ITR&A	Information Technology Resource and Analysis Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
IT-TBO	Information Technology-Theater Business Office, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
JA	Judge Advocate, United States Army Europe
JCS	Joint Chiefs of Staff
JFLCC	Joint Forces Land Component Command
JMTC	Seventh Army Joint Multinational Training Command
JOPEs	Joint Operations Planning and Execution System
JTF	joint task force
KFLD	Contract and Fiscal Law Division, Office of the Judge Advocate, Headquarters, United States Army Europe
KM	Knowledge Management, Office of the Chief of Staff, Headquarters, United States Army Europe
LE	law enforcement
LIS	Logistics Information Systems
LN	local national
LNO	liaison officer
M&RA	Mobilization and Reserve Affairs, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
MC	mission command
MCD	Military and Civil Law Division, Office of the Judge Advocate, Headquarters, United States Army Europe
MDEP	management decision evaluation package
MHO	Military History Office, Office of the Chief of Staff, Headquarters, United States Army Europe
MICP	Managers' Internal Control Program
MILCON	military construction
MMD	Manpower and Management Division, Office of the Deputy Chief of Staff, G8, Headquarters, United States Army Europe
MOD	Mobility Operations Division, Office of the Deputy Chief of Staff, G4, Headquarters, United States Army Europe
MOS	military occupational specialty
MPPD	Military Personnel Policy Division, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe
MSC	major subordinate command

MTOE	modification table of organization and equipment
MWD	military working dog
MWR	morale, welfare, and recreation
NAF	nonappropriated fund
NATO	North Atlantic Treaty Organization
NCR	National Capital Region
NIPRNET	nonsecure Internet Protocol Router Network
OCH	Office of the Chaplain, Headquarters, United States Army Europe
OCO	overseas contingency operations
OCoS	office of the chief of staff
OCPA	Office of the Chief, Public Affairs, Headquarters, United States Army Europe
OCSURG	Office of the Command Surgeon, Headquarters, United States Army Europe
ODCENGR	Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army Europe
ODT	overseas deployment training
OIG	Office of the Inspector General, Headquarters, United States Army Europe
OJA	Office of the Judge Advocate, Headquarters, United States Army Europe
OMA	Operations and Maintenance, Army
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPR	office of primary responsibility
OPS&PLEX	Operations, Plans and Exercises Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
OPTEMPO	operating tempo
ORF	[Secretary of the Army .0012] Official Representation Fund
OSD	Office of the Secretary of Defense
P&O	Plans and Operations Division, Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army Europe
PARC	Principal Assistant Responsible for Contracting, Office of the Chief of Staff, Headquarters, United States Army Europe
PBD	Program and Budget Division, Office of the Deputy Chief of Staff, G8, Headquarters, United States Army Europe
PfP	Partnership for Peace
PLOEX	Plans, Operations and Exercises Division, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe
PLOT	Plans, Operations and Training Division, Office of the Chaplain, Headquarters, United States Army Europe
POC	point of contact
POLAD	Foreign Political Advisor, Office of the Chief of Staff, Headquarters, United States Army Europe
POLMIL	political-military
POM	program objective memorandum
POV	privately owned vehicles
PP&P	Programs, Policy and Projects Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
PPBE	planning, programming, budgeting, and execution
PS	physical security
R2	Ready and Resilient [Army program]

R2D	Ready and Resilient Directorate, Theater Adjutant General Directorate, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe
RC	Reserve component
RDD	Requirements Definition Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
RMO	Resource Management Office, Office of the Chief of Staff, Headquarters, United States Army Europe
RSOI	reception, staging, onward movement, and integration
SART	Sustainment Assistance Review Team, Office of the Deputy Chief of Staff, G4, Headquarters, United States Army Europe
SAV	staff-assistance visit
SCD	Security Cooperation Division, Office of the Deputy Chief of Staff, G 3/5/7, Headquarters, United States Army Europe
SGS	Secretary of the General Staff, Headquarters, United States Army Europe
SHARP	Sexual Harassment Assault Response and Prevention
SIPRNET	secret Internet Protocol Router Network
SOD	Sustainment Operations Division, Office of the Deputy Chief of Staff, G4, Headquarters, United States Army Europe
SOFA	Status of Forces Agreement
SPP	Strategy, Policy and Programs, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
SWO	Staff Weather Office, Office of the Deputy Chief of Staff, G2, Headquarters, United States Army Europe
TAG	Theater Adjutant General, United States Army Europe
TDA	table of distribution and allowances
TDY	temporary duty
TMT	Task Management Tool
TPFDD	time-phased forces and deployment data
TREX	Training and Exercises Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
TSC	theater security cooperation
U.N.	United Nations
U.S.	United States
UME	unit-maintained equipment
UMT	unit ministry team
UPDB	USAREUR Personnel Database
URVS	USAREUR Requirement Validation System
USAAA	United States Army Audit Agency
USACSEUR	United States Army Claims Service, Europe
USAG	United States Army garrison
USAR	United States Army Reserve
USARAF/SETAF	United States Army Africa/Southern European Task Force
USARC	United States Army Reserve Command
USARCENT	United States Army Central
USAREUR	United States Army Europe
USC	United States Code
USCCE	United States Army Contracting Command Europe
USEUCOM	United States European Command

SECTION II TERMS

Army in Europe

The United States Army Europe; the United States Army Installation Management Command, Europe Region; and all other U.S. Army organizations in the European theater

command group support staff

Offices and agencies that provide support (administrative, logistic, resource management, information management) directly to the CG, USAREUR, the DCG, USAREUR, the CSM, USAREUR, the CoS, HQ USAREUR, and the DCoS, HQ USAREUR

execute [a budget]

All actions to ensure that funds become available for the purposes for which appropriated and that they are used for the purposes for which Congress appropriated them; includes allocating funds to various operating levels, establishing controls to ensure funds are properly used, and monitoring and reviewing use of funds to make sure that properly established limits are not exceeded

specialized command

Organizations attached to USAREUR or under the tactical, administrative, or operational control of USAREUR to provide expertise or specialized skills essential to supporting forces in the European theater; retain technical linkage to their respective national provider-level (parent) commands

United States Army Europe

The Army service component command that serves as the land component of the United States European Command