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AECS

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MEMORANDUM FOR

HQ USAREUR Staff Principals and Commander, HHBN, HQ USAREUR Commanders, USAREUR Major Subordinate and Specialized Commands Director, ID-E, and Commanders of U.S. Army Garrisons in Europe Commanders, USAREUR Tenant Commands and Commander, USANATO Brigade

SUBJECT: Terms of Reference for HQ USAREUR General Officers and the Roles and Responsibilities of the USAREUR Command Group (AE Cmd Memo 2016-048)

**1. References.** [Enclosure 1](#) lists references.

**2. Purpose.** This memorandum provides the terms of reference (TOR) for the general officers (GOs) assigned to the USAREUR Command Group. The TOR aligns authorities, roles, and responsibilities among members of the Command Group and will be incorporated in the next edition of [AE Regulation 10-5](#). This TOR—

a. Revises authorities, roles, and responsibilities to simplify mission command (MC) and administrative procedures for all individuals, organizations, and units that are assigned or attached to or under the administrative control (ADCON), operational control (OPCON), or tactical control (TACON) of USAREUR.

b. Simplifies MC coordination and administrative procedures for individuals, organizations, and units that have a tenant relationship with or other (non-command relationship) affiliation with USAREUR.

**3. USAREUR.** The Department of the Army (DA) designated the United States Army Europe as an Army service component command (ASCC) to a geographic combatant command (CCMD) (that is, the United States European Command (USEUCOM)) according to DA General Order 2006-18 and AR 10-87.

**4. Commanding General (CG), USAREUR.** The CG, USAREUR, is an ASCC commander and the European theater army commander. As the ASCC and theater army commander, the CG, USAREUR, is responsible for executing command duties specified in AR 600-20 while reporting to two chains of command. The CG, USAREUR, may delegate certain authorities pursuant to these duties, but cannot delegate the responsibility of command. The CG, USAREUR, exercises—

(1) OPCON over Army Forces in theater as directed by the geographic CCMD commander (that is, CDRUSEUCOM), who takes direction directly from the U.S. Secretary of Defense.

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(2) ADCON and responsibility over Army Forces in the USEUCOM area of responsibility (AOR) on behalf of the Secretary of the Army (SA) and the Chief of Staff, U.S. Army.

**5. The USAREUR Command Group.** The USAREUR Command Group comprises the CG, USAREUR, and five principal assistants (that is, the Deputy Commanding General (DCG), the Deputy Commanding General, Army National Guard (DCG-ARNG), the Deputy Commanding General, Mobilization and Reserve Affairs (DCG-M&RA), the Chief of Staff (CoS), HQ USAREUR, and the Command Sergeant Major (CSM)). Each of us have distinct roles and responsibilities. In this document, I have provided and identify the focus areas for each member of the Command Group to help the HQ USAREUR staff and USAREUR subordinate commands understand their distinct roles and responsibilities. [Enclosure 2](#) provides a matrix that shows the division of USAREUR GO responsibilities.

**6. USAREUR Command Posts.** USAREUR is a single command with a main command post (MCP) and the capability to deploy a tactical command post (that is, the USAREUR TAC) to a field location to assist with MC.

a. The USAREUR MCP is located and permanently stationed on Clay Kaserne in Wiesbaden, Germany.

(1) The CG, USAREUR, conducts MC from the MCP, but splits that presence between the MCP and the theater to conduct battlefield circulation and key-leader engagements. In the absence of the CG, USAREUR, the USAREUR DCG commands the MCP. In succession after the DCG are the DCG-ARNG, the DCG-M&RA,\* and the Deputy Chief of Staff (DCS), G3/5/7, in that order.

**\*NOTE:** The CoS comes after the DCG-M&RA and before the DCS, G3/5/7, in protocol order, but because this position is currently and expected to be continuously filled by an Allied officer, the CoS will not be in the command-succession sequence.

(2) All members of the USAREUR Command Group will conduct circulation and key-leader engagements throughout the USEUCOM AOR and in CONUS. However, as a general rule, there will be at least one member of the USAREUR Command Group in the MCP (or within local-area recall) at all times.

b. The CG, USAREUR, may be designated as a joint force commander (JFC) by the CDRUSEUCOM. This may be in the form of a joint force land component command (JFLCC), a combined force (also known as coalition force) land component command (CFLCC), or a joint task force (JTF). The MC requirements associated with these differing commands may require different command post structures.

c. In May 2016, the CDRUSEUCOM directed that USAREUR should be prepared to operate as a JFLCC for operations and training in the USEUCOM AOR.

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d. Regardless of the possible additional duty titles (for example, Cdr, JFLCC; Cdr, CFLCC; Cdr, JTF), the CG, USAREUR, always continues to carry out the roles and missions associated with being an ASCC commander and a theater Army commander according to AR 600-20.

**7. The USAREUR Command Group and the USAREUR DCGs.** The USAREUR DCGs serve as extensions of the USAREUR CG's command authority and are the CG's principal deputies for carrying out the USAREUR CG's responsibilities. This is inherent in the title of a DCG. Their duties and responsibilities encompass both focus areas and functional roles.

**a. Command Authority.** DCGs do not constitute a separate level of command but are part of the USAREUR Command Group that exercises the USAREUR CG's command authority. Command authority flows—

(1) Directly from the USAREUR CG to the GO major subordinate commands (MSCs) (that is, the 7th Army Training Command (7th ATC) and the 21st Sustainment Command (21st SC)).

(2) Through the USAREUR DCG to the direct-reporting brigade- or battalion-level MSCs.

**b. DCG Responsibilities.** The DCGs help the CG, USAREUR, meet the CG's daily command responsibilities, provide oversight of key activities, and ensure continuity of operations.

(1) When the sum of the activities and scope of authority of each of the DCGs are viewed in context, they encompass the total scope of USAREUR interests. These interests include readiness, operations, administration, community support, discipline, financial management, logistics, maintenance, morale and welfare, physical security, reenlistment, safety, and training and exercises.

(2) Each DCG will take action or make recommendations to achieve success. DCGs are authorized to act on behalf of the CG, USAREUR, to accomplish the mission and to ensure command and unit success. They speak on behalf of the CG, USAREUR, when the CG is absent.

**c. The USAREUR DCG.** The USAREUR DCG is the primary representative of the CG, USAREUR, when directed by and in the absence of the CG, in accordance with appropriate authorities. The USAREUR DCG—

(1) Ensures all activities are executed within the USAREUR CG's intent and seeks that intent and any amplifying guidance before execution.

(2) Provides candid advice and professional insight.

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(3) Serves as the rater (to include exercising the USAREUR training-readiness authority (TRA)) for commanders of tactical brigades that report directly to USAREUR (currently that is, the 2d Cavalry Regiment (2CR), the 10th Army Air and Missile Defense Command (10th AAMDC), the 12th Aviation Brigade (12th CAB), the 19th Battlefield Coordination Detachment (19th BCD), and the 173d Airborne Brigade Combat Team (173d Abn BCT)) as well as for the Commander, United States Army NATO Brigade (USANATO Bde).

(4) Will maintain a complete understanding and knowledge of USAREUR missions, operations, training and exercises, logistics, and readiness. The DCG pays particular attention to readiness of tactical brigades and their subordinate units under the DCG's focus ((3) above).

(5) Is the approval authority for permanent policy affecting the Army in Europe (that is, affecting any combination of USAREUR, ID-E, and the Civilian Human Resources Agency, Northeast/Europe Region) (AE Reg 1-10, para 5 and table 1).

(6) Coordinates any actions, requirements, or initiatives with the CoS, HQ USAREUR.

(7) Serves as the USAREUR senior leader for community, military construction (MILCON), and posture issues. The USAREUR DCG will conduct community visits and chair the USAREUR MILCON Board in coordination with the Director, ID-E.

(8) Will perform key-leader engagements with strategically important leaders, as directed. Although the USAREUR DCG's particular focus is on readiness, the DCG will also engage with host-nation (HN), NATO-Ally, and partner-nation representatives, as well as Congressional delegations. The DCG is the primary engager for the Army Staff and the broader National Capital Region (for example, DOD Joint Staff, Office of the Secretary of Defense, Capitol Hill). The DCG is expected to travel to CONUS on a quarterly basis for these key engagements.

(9) Serves as the [NATO] Sending States Forces (SSF) U.S. Force Commander, performing duties as required.

(10) Acts as the primary force-protection DCG (as the USAREUR Lead Agent for the Army in Europe Antiterrorism Program according to AE Reg 525-13) and chairs the quarterly Antiterrorism Executive Committee (ATEC) meeting.

**d. USAREUR DCG-ARNG.** The DCG-ARNG represents me, as directed, with a usual focus area of the National Guard component. The DCG-ARNG—

(1) Serves as the USAREUR CG's primary link to the National Guard Bureau and all U.S. State adjutants general and the CG's principal advisor for integrating the National Guard into USAREUR exercises, missions, and operations. In this role, the DCG-ARNG—

(a) Exercises oversight for integrating ARNG Overseas Deployment for Training (ODT) opportunities and National Guard State Partnership Program activities into USEUCOM and USAREUR missions.

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(b) Focuses on all things related to the ARNG and helps the CG, USAREUR, oversee ARNG commands or units while they are in the USEUCOM AOR.

(c) Advocates for the use of the ARNG in the USEUCOM AOR with USEUCOM and HQDA.

(2) Coordinates any actions, initiatives, or requirements with the CoS, HQ USAREUR.

(3) Will maintain a complete understanding and knowledge of USAREUR missions, operations, training and exercises, logistics, and readiness. The DCG-ARNG will pay particular attention to the readiness of any ARNG units operating in this theater.

(4) Performs key-leader engagements with strategically important leaders, as directed. The particular focus is on ARNG equities, but also with HN, NATO-Ally, and partner-nation representatives as well as with Congressional delegations. The DCG-ARNG is expected to travel to CONUS on a quarterly basis for key-leader engagements, particularly with the NGB.

(5) Serves as an exercise director for USAREUR exercises, as directed.

(6) Serves as the general officer for force protection (GOFP) for the United States Army Garrison (USAG) Stuttgart and USAG Wiesbaden military communities and select designated forward locations or missions (that is, Sharp Sentry and Atlantic Sentry).

(7) Performs additional senior responsible officer (SRO) duties, as directed in the SRO Terms of Reference (TOR) ([encl 1, para 14](#)), for the USAG Stuttgart and USAG Wiesbaden military communities. The SRO TOR provides more details about the delegated duties.

**e. USAREUR DCG-M&RA.** The DCG-M&RA represents me, as directed, with a usual focus area of the United States Army Reserve (USAR). The DCG-M&RA serves as the USAREUR CG's primary link to the USAR, including to the Headquarters, United States Army Reserve Command (USARC), and the USARC's CONUS-based MSCs. The DCG-M&RA—

(1) Serves as the USAREUR CG's principle advisor for integrating USAR units and individual augmentees from the entire Reserve Component (that is, the USAR and the National Guard) into USAREUR exercises, missions, and operations, as well as into administrative-support missions for USAREUR. In this role, the DCG-M&RA—

(a) Also serves as the Director, Army Reserve Engagement Cell, United States Army Europe (USAREUR AREC), and in that role retains command authority over extensions of the AREC that are provided to other commands in Europe ([para 7e](#)) to support them.

(b) Maintains oversight of USAREUR management of the ODT Program.

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(c) Serves as USAREUR representative to 2- and 3-star general officer steering committees (GOSCs) for training and Army Total Force Policy.

(d) Serves as an advocate to USEUCOM and HQDA for the use of the USAR in the USEUCOM AOR.

(e) Focuses on all things related to the USAR and helps the CG, USAREUR, oversee USAR commands and units while they are in the USEUCOM AOR.

(2) Coordinates any USAR actions, requirements, or initiatives with the CoS, HQ USAREUR.

(3) Will maintain a complete understanding and knowledge of USAREUR missions, operations, training and exercises, logistics, and readiness. The DCG-M&RA pays particular attention to the readiness of any CONUS-based USAR units operating in this theater.

(4) Serves as the USAREUR CG's primary link to HQ, USARC, and USARC MSCs.

(5) Performs key-leader engagements with strategically important leaders, as directed. The particular focus is on USAR equities, but also with HN, NATO-Ally and partner-nation representatives, and Congressional delegations. The DCG-M&RA should travel to Washington, DC, and Fort Bragg, NC, on a quarterly basis for many of these key-leader engagements.

(6) Serves as an exercise director for USAREUR exercises, as directed.

(7) Serves as the USAREUR Defense Civilian Intelligence Personnel System performance management and pay-pool performance-review authority.

**8. USAREUR CSM.** The USAREUR CSM works directly for the USAREUR CG, serves as the CG's principal enlisted advisor, and has a supervisory role. The USAREUR CSM—

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

b. Executes established policy and monitors the standards of performance, training, and conduct of enlisted personnel.

c. Ensures the health, welfare, and morale of USAREUR Servicemembers and their Families.

d. In conjunction with the USAREUR CG, the applicable USAREUR DCGs, or the CG, 21st SC, participates in the monthly USAREUR Materiel Readiness Reviews, USAREUR Sustainment Readiness Reviews (SRRs), USAREUR Personnel Readiness Reviews, and unit training management reviews (TMRs).

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**9. CoS, HQ USAREUR.** The CoS, HQ USAREUR, is the principal staff officer in USAREUR responsible for integrating staff actions within the command and staff as well as organizing, training, directing, resourcing, and synchronizing the staff. The CoS receives directives from the CG, USAREUR, and supports requests of the DCGs and the CSM by ensuring subordinate commanders, HQ USAREUR staff elements, and external staffs are alerted to or tasked for their required actions, as appropriate. The CoS is accountable for the resulting HQ USAREUR staff actions and products. The CoS ensures USAREUR policy, directives, and orders are known and executed and serves as the approval authority for policy affecting only USAREUR. The CoS, HQ USAREUR—

a. Organizes, trains, directs, resources, synchronizes, and enables the HQ USAREUR staff to accomplish activities in support of the CG, USAREUR, and ongoing missions.

b. Trains the HQ USAREUR staff as a JFLCC-capable command post.

c. Supervises the battle rhythm, staff processes, and knowledge management techniques and practices to facilitate the effective and efficient functioning of the staff.

d. Chairs the following USAREUR boards and meetings:

(1) CoS Synchronization Meeting. This is HQ USAREUR's weekly staff steering committee. The Deputy Chief of Staff (DCoS), HQ USAREUR, chairs this meeting in the absence of the CoS.

(2) Staff GOSC. The CoS co-chairs this meeting with the USAREUR G3/5/7 to guide the organization toward providing the USAREUR CG with appropriate command priorities and synchronization across the USAREUR Campaign Plan lines of effort.

(3) Staff Update to the CG. The CoS chairs this meeting to review and approve the staff's topic priorities and to ensure that topics are properly coordinated.

(4) Program Budget Advisory Board. The CoS chairs this board to provide a budget for the USAREUR mission.

(5) Key-Leader Engagement Board. The CoS chairs this monthly board. In the absence of the CoS, the DCOS—Strategic Effects, HQ USAREUR, chairs the board.

e. Supervises operations of the Secretary of the General Staff (SGS), HQ USAREUR, and the Executive Service Division, Office of the CoS, HQ USAREUR. In conjunction with the USAREUR G3/5/7, the CoS approves all tasks and suspense dates that originate within HQ USAREUR.

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f. Ensures the USAREUR TAC executes all pre-deployment training to standard and is fully ready to deploy and assume duties associated with conducting MC of contingency operations, as directed.

g. Coordinates USAREUR activities across the USAREUR MSCs (this includes 21st SC, 7th ATC, 2CR, 10th AAMDC, 12th CAB, 19th BCD, and 173d Abn BCT) as well as with the USANATO Brigade.

h. Coordinates USAREUR activities with USAREUR MSCs and specialized commands (including ID-E, the 5th Signal Command, the Regional Health Command-Europe (RHCE), the 30th Medical Brigade, the 66th Military Intelligence Brigade (66th MI Bde), the 405th Sustainment Brigade, and the 409th Sustainment Brigade) as well as with other theater tenant organizations such as the Multinational Battle Group–East (MNBG-E); the United States Army Corps of Engineers Europe District; and the Army and Air Force Exchange, Europe and Southwest Asia.

i. Coordinates USAREUR activities with the HQDA staff and other commands in Europe. These include USARAF/SETAF, other Services' component commands in Europe, USAFRICOM, USEUCOM, various NATO headquarters, the German Armed Forces Command, and other partner-nation militaries, as required.

j. Conducts evaluations and evaluation reports of the senior staff in accordance with the USAREUR CG-approved rating scheme.

**10. HQ USAREUR Staff.** To coordinate and direct day-to-day activities of the command, the USAREUR Command Group relies on and works through the command's general staff (G-staff).

a. Within the G-staff and in the Office of the Chief of Staff, HQ USAREUR, are two Deputy Chiefs of Staff (DCoSs) (that is, the DCoS, HQ USAREUR, and the DCoS–Strategic Effects (DCoS-SE), HQ USAREUR). Both work directly for the CoS, HQ USAREUR, are usually located at the MCP, and operate as the CoS during the CoS's absence. The DCoS, HQ USAREUR, however, is the primary alternate CoS. Both DCoSs must be responsive to all members of the USAREUR Command Group and work through staff principals, regardless of where members of the Command Group are located. The DCoSs maintain internal coordination and oversee staff work within the G-staff. The DCoSs—

(1) Support the CoS, HQ USAREUR, in assigned duties and responsibilities and act on behalf of the CoS while the CoS is away from the MCP.

(2) Supervise the SGS, HQ USAREUR, to ensure that management of staff actions results in actions being sent to the USAREUR Command Group that are error-free and accompanied by a legal review provided by the Office of the Judge Advocate, HQ USAREUR.

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(3) Track and monitor all taskers coming into USAREUR from USEUCOM and HQDA as well as those generated internally to the command.

(4) Monitor the daily battle rhythm and deconflict scheduled events.

(5) Manage the USAREUR Command Group "Limitation .0012–Miscellaneous Expenses, Official Representation Fund" and the associated budget.

(6) Manage the USAREUR Command Group civilian workforce.

(7) Provide daily supervision of the Headquarters and Headquarters Company, HQ USAREUR.

b. Each principal officer on the G-staff (also known as the staff principal or staff director) is authorized an assistant deputy chief of staff with responsibilities associated with their particular directorate, consistent with joint and Army doctrine for staff organizations.

c. The CG, USAREUR, has the prerogative to internally organize the G-staff for temporary or standing realignments to achieve focus in a particular function or to simplify MC. Under standard operating conditions, the G-staff is organized in accordance with Army doctrine for the Theater Army and the 5.4 Modified Table of Organization and Equipment with the following adjustments:

(1) Fires (Joint Fires Branch) is retained by the G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

(2) The Information Operations Division (G7), and Civil-Military Operations (G9) are retained in the Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

(3) The Theater Security Cooperation Division, including International Military Affairs are retained by the Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

(4) Protection (Antiterrorism) is retained by the G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

(5) The Office of the Deputy Chief of Staff, Engineer, is a separate staff directorate.

d. The CoS, HQ USAREUR, directs and synchronizes those special staff sections that are not coordinated by the primary coordinating staff officers. The special staff supports the commander and designated staff and subordinate commands. The USAREUR special staff includes the Office of the Provost Marshal; the Knowledge Management Office; the Office of the Command Surgeon; the Safety Division; the USAREUR AREC; the Internal Review and Audit Compliance Office; the Military History Office; the Host-Nation Relations Office; and the Political Advisor's Office.

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e. Additionally, personal staff members work under the commander's immediate control. They also serve as special staff officers when they coordinate with other staff members. When performing duties as special staff officers, personal staff officers may work actions using an action officer through the Office of the CoS for coordination and control purposes. The USAREUR CG's personal staff includes the Command Chaplain; the Chief, Public Affairs; the Inspector General, and the Judge Advocate.

## 11. USAREUR GO MSCs.

a. **CG, 21st SC.** The CG, 21st SC, serves as the USAREUR senior logistician, oversees the sustainment function for USAREUR, advises the CG, USAREUR, on sustainment issues, and, in coordination with the USAREUR G4, helps establish and oversee sustainment policy for the theater. The CG, 21st SC, also—

(1) Provides oversight of Title 10 USC authority for all elements assigned to or under OPCON of the 21st SC.

(2) Rates the commanders of units assigned to the 21st SC (that is, the 7th Mission Support Command (7th MSC), the 16th Sustainment Brigade, the 30th Medical Brigade, and the 18th Military Police Brigade) and the Commander, Black Sea Area Support Team (BSAST), which is an OPCON unit.

(3) Chairs the monthly USAREUR SRR in conjunction with the USAREUR G4.

(4) Serves as the GOFP for the USAG Benelux and USAG Rhineland-Pfalz military communities, the Atlantic Resolve–South countries (Bulgaria and Romania), the AST Balkans, and the MNBG-E ([encl 1, para 13](#)).

(5) Exercises SRO authority on behalf of the CG, USAREUR, for the USAG Benelux and the USAG Rhineland-Pfalz communities, the southern Atlantic Resolve countries (Bulgaria and Romania), and the Balkans (to include Camp Bondsteel, Kosovo) ([encl 1, para 14](#)).

(6) Serves as or designates the Commander, JTF Humanitarian Assistance, and supervises foreign consequence-management activities.

(7) Provides the senior official for establishing USAREUR NATO Sustainment Standards as they apply to USAREUR assigned or rotational units. The CG, USAREUR, provides the CG, 21st SC, with direct liaison authority (DIRLAUTH) with the Supreme Headquarters Allied Powers Europe (SHAPE) and the joint logistics support groups at the Allied Joint Force Command–Naples (JFC-Naples) and JFC-Brunssum.

(8) Exercises General Court Martial Convening Authority (GCMCA) according to the USAREUR area-jurisdiction announcement ([encl 1, para 15](#)).

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**b. CG, 7th ATC.** The CG, 7th ATC, provides oversight of the training function throughout the USAREUR AOR. The CG, 7th ATC, also—

(1) Serves as the responsible officer for managing training resources and support in USAREUR. Multiple tasks are related to this function. These include maintaining the Objective-Training (OBJ-T) standards for the theater. The CG, 7th ATC (or designated representative), will be present at all USAREUR GO- and brigade-level MSC TMRs to represent training standardization, provide training expertise, and provide advice and direction on training resources.

(2) Serves as the GOFP for the USAG Ansbach and the USAG Bavaria military communities, Georgia, Ukraine, the Atlantic Resolve–Center countries (Hungary, Poland, and Slovakia), and the Atlantic Resolve–North countries (Estonia, Latvia, and Lithuania) ([encl 1, para 13](#)).

(3) Exercises SRO authority on behalf of the CG, USAREUR, in the same regions as specified in [\(2\) above \(encl 1, para 14\)](#).

(4) Provides additional command emphasis to the Joint Multinational Training Group–Ukraine (JMTG-U). The CG, 7th ATC, rates the Commander, JMTG-U.

(5) Exercises General Court Martial Convening Authority according to the USAREUR area-jurisdiction announcement ([encl 1, para 15](#)).

(6) Provides a division-level "DCG-for-Maneuver-like" role for USAREUR assigned and direct-reporting brigades (that is, 2CR, 10th AAMDC, 12th CAB, 19th BCD, and 173d Abn BCT) and for the 66th MI Bde and the USANATO Bde, even though the DCG, USAREUR, exercises TRA for these brigades. The CG, 7th ATC, provides training oversight and helps the brigades assess the feasibility of training events and synchronize resources. The CG, 7th ATC, also provides feedback to the commanders on OBJ-T and NATO standardization.

(7) Provides the senior official for USAREUR NATO Readiness Standards as they apply to USAREUR assigned or rotational units. The CG, USAREUR, provides the CG, 7th ATC with DIRLAUTH with NATO Allied Command Operations' command-standardization offices.

**c. Commander, 4th Infantry Division Mission Command Element (4ID MCE).** The 4ID MCE is a forward command element created from the Army CONUS-based regionally allocated force (RAF) assigned to the USEUCOM theater (that is, the 4ID). The 4ID MCE is usually manned with one DCG and approximately 83 Soldiers from the division staff and then augmented as appropriate to meet forward operational requirements. The Commander, 4ID MCE, commands the operational (division-level) headquarters that serves as an intermediate headquarters between USAREUR and the forward operational (brigade and below) units

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assigned in or deployed to Eastern Europe for Atlantic Resolve. The Commander, 4ID MCE, provides—

(1) MC (to include TRA) of all designated units operating under an OPCON relationship to USAREUR in Atlantic Resolve within the designated AOR (which includes Bulgaria, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, and Slovakia). Designated units are listed in the Atlantic Resolve operation order.

(2) Exercises USAREUR TRA for all USAREUR-assigned Forces that augment 4ID (for example, rotational subordinate units of 173d Abn BCT and 12th CAB) to ensure these units train according to the Army's Sustainable Readiness Model and train toward achieving OBJ-T standards for Atlantic Resolve requirements.

(3) Oversight of all other unit readiness aspects during continuous unit training and forward operations.

**d. Commander, RHCE.** The USAREUR Command Surgeon (CSURG) also serves as the Commander, RHCE. In this role, the Commander, RHCE—

(1) Plans, executes, and monitors dental and medical readiness for USAREUR-assigned Soldiers and RAF.

(2) Sustains a skilled and ready medical force.

(3) Provides the CG, USAREUR, expertise and advice on medical issues.

(4) Ensures effective operational integration and medical planning support between the USAREUR and RHCE staffs as well as with RHCE subordinate units for multinational contingency operations, exercises, security-cooperation activities, and training.

(5) Provides medical expertise and input for strategic- or theater-level contingency plans (CONPLANS) and operation plans in USAFRICOM, USCENCOM, and USEUCOM; requests multi-component and multiservice support for exercises; and supports JFLCC planning and resourcing.

(6) Plans and executes multinational medical engagements in support of ASCC, CCMD, and the Army Medical Department (AMEDD) strategic objectives for global health engagement. Engagements include military-to-military training and exercises, clinical subject-matter exchanges, and humanitarian or disaster-relief crisis-management support.

(7) Coordinates and collaborates with command surgeons at USAFRICOM, USEUCOM, and ASCC MSCs for theater medical priorities, issues and operations in support of theater CONPLANS, force management and restructuring, and other strategic plans and policies.

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**e. Commander, 7th MSC.** The 7th MSC is an entirely USAR-manned command that is permanently assigned to USAREUR (not assigned to the USARC and simply stationed in Europe) and subassigned to the 21st SC. In accordance with Title 10 USC authority, the Commander, 7th MSC, provides oversight for all assigned or OPCON USAR elements in the USAREUR AOR (except for USAR elements assigned to joint or higher headquarters (for example, the Army Reserve Element (ARE), USEUCOM; the Individual Mobilization Augmentee (IMA), USEUCOM; the IMA, USAFRICOM; the Military Intelligence Readiness Command (MIRC)-England)). The Commander, 7th MSC, also—

(1) Provides administrative and logistic support to the ARE, USEUCOM; the IMA, USEUCOM; the IMA, USAFRICOM; and the MIRC-England, on request.

(2) Identifies USAREUR operational and tactical capability and capacity gaps, validates those gaps, and coordinates with the USARC to assist USAREUR in filling those gaps.

(3) Serves as the DCG, 21st SC. In this role, the Commander, 7th MSC, usually leads any 21st SC early-entry or forward command post operations.

**f. Region Director, Installation Management Command Directorate-Europe (ID-E).** The Director, ID-E (formerly also known as the Region Director (RD)), serves as the USAREUR CG's senior installation and base operations (BASOPS) advisor. The Director, ID-E, provides advice and recommendations on all installation and BASOPS matters in support of USAREUR and establishes Army in Europe policy for select BASOPS-specific functions. The Director, ID-E, also serves as USAREUR's link to HQ, IMCOM, and the Office of the Assistant Chief of Staff for Installation Management, HQDA, to ensure the Army in Europe meets all BASOPS requirements for Soldiers, Civilians, and Families in Europe, thereby helping USAREUR achieve and sustain readiness. The Director, ID-E, also—

(1) Serves as the lead for real estate and advises the CG, USAREUR, on real-estate actions to support the command.

(2) In coordination with the USAREUR DCG, co-chairs the MILCON (Minor Military Construction and Restoration/Modernization) GOSC.

(3) In coordination with the USAREUR DCG, co-chairs the quarterly ATEC meeting.

(4) Advises the CG, USAREUR, on infrastructure and facilities supporting the command.

(5) Plans, develops, and coordinates policy for providing BASOPS support.

(6) Serves as the lead agent for HN environmental issues affecting our installations in Europe.

AECS

SUBJECT: Terms of Reference for HQ USAREUR General Officers and the Roles and Responsibilities of the USAREUR Command Group

(7) Serves as the conduit between USAREUR and the agencies that serve our communities in Europe from the American Red Cross, the Army and Air Force Exchange Service, Europe and Southwest Asia; the Department of Defense Education Activity; the Defense Commissary Agency, Europe; and the United Services Organization.

**NOTE:** Although USAREUR GOFPs and SROs have delegated authority for directing select installation and USAG activities, these sites remain IMCOM installations and must comply with HQ, IMCOM, and HQDA installation policy.

**12. CG, United States Army Africa/Southern European Task Force (USARAF/SETAF).**

The CG, USARAF/SETAF, has a special relationship with USAREUR as a tenant command of USAREUR and as the ASCC for USAFRICOM, which is also a tenant command. Because the CG, USARAF/SETAF, is usually the senior U.S. Army GO in Italy, I have delegated select USAREUR authorities to that officer (that is, GOFP responsibility ([encl 1, para 13](#)), SRO authority ([encl 1, para 14](#)), and General Court Martial Convening Authority ([encl 1, para 15](#))).

**13. POC.** The POC is the Office of the Chief of Staff, HQ USAREUR, at military 314-537-0402, civilian 0049-(0)611-143-537-0402, or e-mail: [usarmy.wiesbaden.usareur.list.cos-tmt@mail.mil](mailto:usarmy.wiesbaden.usareur.list.cos-tmt@mail.mil).



FREDERICK "BEN" HODGES  
Lieutenant General, USA  
Commanding

2 Encls

1. [References](#)
2. [Table 1, USAREUR General Officers Division of Responsibilities](#)

CF:

CDRUSAFRICOM, Unit 29951, APO AE 09751-9951  
CDRUSEUCOM, Unit 30400, APO AE 09131-0400  
Cdr, USARAF/SETAF, 31410, APO AE 09630-1410  
Dir, AAFES-Eur, Unit 4210, APO AE 09136-4210  
Dir, DECA-Eur, Unit 3060, APO AE 09021-3060  
Dir, DODDS Europe, Unit 29649 APO AE 09136-9649  
Cdr, MNBG-E, KFOR, Camp Bondsteel, APO AE 09340  
Cdr, USACE Europe District, CMR 410, Box 1, APO AE 09049-0001  
Cdr, 5th MP Bn (CID), Unit 23119, APO AE 09054-3119

## References

1. Title 10 United States Code
2. Joint Publication (JP) 3.0, Joint Operations
3. JP 5.0, Joint Operation Planning
4. AR 10-87, Army Commands, Army Service Component Commands, and Direct Reporting Units
5. AR 27-10, Military Justice
6. AR 600-20, Army Command Policy
7. HQDA General Order (DAGO) 2006-18, HQDA, AASA, 16 October 2006, subject: Designation of the United States Army Europe as an Army Service Component Command
8. Memorandum, HQDA, DACS, 19 October 2015, subject: Request for Delegation of Specified Senior Commander (Sr Cdr) Responsibilities (contents FOUO)
9. Field Manual (FM) 3-94, Theater Army, Corps, and Division Operations
10. [AE Regulation 1-10](#), Staff Procedures
11. [AE Regulation 10-5](#), Headquarters, United States Army Europe
12. [AE Regulation 525-13](#), Antiterrorism (contents FOUO)
13. USAREUR Message 1609029, USAREUR, AEOP-ODO-AT, date-time-group: 091601Z Sep 16, subject: (U) USAREUR OPORD 0073-16 (USAREUR General Officer for Force Protection (GOFP) Designations (contents FOUO))
14. [Memorandum, USAREUR, AEOP-FMD, 27 October 2016](#), subject: Revised Terms of Reference for the Senior Responsible Officers of Army Communities in Europe (AE Cmd Memo 2016-045)
15. [Memorandum, USAREUR, AEJA-MC, 2 February 2016](#), subject: USAREUR General Court Martial Convening Authority Area Jurisdiction

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Roles	Responsibilities				
	Command or SRO	GOFP and AT/FP	GCMCA	TRA*	Other
<b>USAREUR DCG</b>	<ul style="list-style-type: none"> <li>Deputy Commander (Senior USAREUR SRO)</li> <li>Chair, Sending State Forces</li> </ul>	<ul style="list-style-type: none"> <li>USAREUR Lead Agent for AE AT Program (<a href="#">AE Reg 525-13</a>)</li> <li>Co-chair, Antiterrorism Executive Committee (ATEC)</li> </ul>		<ul style="list-style-type: none"> <li>TRA for HHBN, USAREUR; direct-reporting bdes; 66th MI Bde; and USANATO Bde</li> <li>Chair, USAREUR Material Readiness Review</li> </ul>	<ul style="list-style-type: none"> <li>Chair, Senior Executive Advisory Boards (MILCON)</li> <li>USAREUR Safety Lead (SOHAC Chair, GO signature authority)</li> </ul>
<b>USAREUR DCG-ARNG</b>	<ul style="list-style-type: none"> <li>USAREUR SRO for USAG Stuttgart and USAG Wiesbaden</li> </ul>	<ul style="list-style-type: none"> <li>GOFP for USAG Stuttgart, USAG Wiesbaden, Atlantic Sentry, and Sharp Sentry</li> </ul>			<ul style="list-style-type: none"> <li>USAREUR senior ARNG officer</li> </ul>
<b>USAREUR DCG-M&amp;RA</b>					<ul style="list-style-type: none"> <li>USAREUR senior USAR officer</li> <li>Supplementary OER review (for non-U.S. military in rating chain)</li> <li>DCIPS Signature Authority</li> </ul>
<b>CG, 21st SC</b>	<ul style="list-style-type: none"> <li>USAREUR SRO for USAG Benelux, USAG Rhineland-Pfalz; Balkans (Camp Bondsteel, KOS); Camp MK, ROU; and Novo Selo Training Area, BUL</li> <li>Commander, JTF Humanitarian Assistance</li> </ul>	<ul style="list-style-type: none"> <li>GOFP for USAG Benelux, USAG Rhineland-Pfalz, Atlantic Resolve–South (BUL, ROU), AST Balkans, and the MNBG-E</li> </ul>	<ul style="list-style-type: none"> <li>Regional GCMCA: Germany (except Bavaria) and all European areas not assigned to another GCMCA</li> </ul>	<ul style="list-style-type: none"> <li>Chair, USAREUR Sustainment Readiness Review</li> </ul>	<ul style="list-style-type: none"> <li>USAREUR Senior Logistician</li> <li>Rater for Cdr, BSAST</li> <li>Operational focus on Bulgaria, Kosovo, and Romania</li> </ul>
<b>CG, 7th ATC</b>	<ul style="list-style-type: none"> <li>USAREUR SRO for USAG Ansbach and USAG Bavaria</li> </ul>	<ul style="list-style-type: none"> <li>GOFP for USAG Ansbach, USAG Bavaria, Georgia, Ukraine, Atlantic Resolve–Center (HUN, POL, SVK), and Atlantic Resolve–North (EST, LVA, LTU)</li> </ul>	<ul style="list-style-type: none"> <li>Regional GCMCA: Germany (Bavaria only) and select Balkan and East-European states</li> </ul>	<ul style="list-style-type: none"> <li>USAREUR single manager for training resources and support (HS, exercise, CTC)</li> <li>Lead agent for the Georgia training effort</li> </ul>	<ul style="list-style-type: none"> <li>Rater for Cdr, JMTG-U</li> <li>Operational focus on Georgia and Ukraine</li> </ul>
<b>DCG, 4ID, and Cdr, MCE, 4th ID</b>	<ul style="list-style-type: none"> <li>Operational command of Atlantic Resolve Forces</li> </ul>			<ul style="list-style-type: none"> <li>TRA for Atlantic Resolve RAF (CONUS) and USAREUR-assigned augmenting Forces</li> </ul>	
<b>CG, 7th MSC</b>	<ul style="list-style-type: none"> <li>DCG, 21st SC</li> </ul>				
<b>CG, RHCE</b>	<ul style="list-style-type: none"> <li>Dual-hatted: USAREUR CSURG</li> </ul>				<ul style="list-style-type: none"> <li>USAREUR senior medical officer</li> </ul>
<b>CG, USARAF/SETAF</b>	<ul style="list-style-type: none"> <li>USAREUR SRO for USAG Italy</li> </ul>	<ul style="list-style-type: none"> <li>GOFP for USAG Italy</li> </ul>	<ul style="list-style-type: none"> <li>Regional GCMCA: Italy</li> </ul>		
<b>Dir, ID-E</b>		<ul style="list-style-type: none"> <li>Co-chair, Antiterrorism Executive Committee (ATEC)</li> </ul>			<ul style="list-style-type: none"> <li>CG's primary advisor for real-estate actions</li> <li>Co-chair, Senior Executive Advisory Boards (MILCON)</li> </ul>

**NOTE:** The USAREUR CG is the USAREUR training readiness authority (TRA) for the 21st SC and the 5th Sig Cmd until FY 18, when the sig bde falls under DCG TRA.

**USAREUR General Officers Division of Responsibilities**