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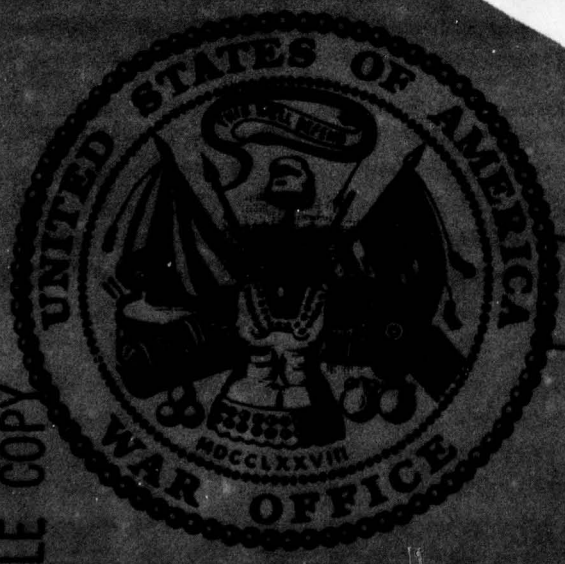

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CONUSA Management; CONARC; Reorganization; Installation Management; Functions; Management Functions; Area Commands. Major Command Reorganization.

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

The primary purpose of this study was to validate, from a CONUS Army (CONUSA) headquarters perspective, conclusions contained in a previously conducted study entitled "Functional Study of Installation Management, April 1972" (hereafter referred to as the Installation Study). The purpose of the Installation Study was to construct a current installation management model which served to evaluate alternative organizational concepts. Three organizational concepts were developed during the Installation Study to support a possible

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reorganization of CONARC.

This functional study consists of an Executive Summary and four additional separate documents. One is the main study itself. The second is a Survey Report which documented the functions, subfunctions and items, with related staffing and reports, currently being performed at the CONUSA. The third is the CONUSA Analysis, which provides the reorganization planner the detailed analysis essential for making decisions pertaining to each functional area and item surveyed. The fourth document, entitled ADP and Reports Analysis, represents a separate project, to depict the processing and distribution of reports by major subordinate commands and to develop reports flow models for the Force, Doctrine and Training (D&T), and Area Commands subsequent to reorganization.

This study was primarily concerned with current CONUSA management functions and, upon reorganization, disposition thereof and the performance of those residual functions by the Area Command. Material contained in this study is limited to 41 functional areas and items. Although the study is functionally oriented, it provides the reorganization planner the necessary facts on which to base valid and sound reorganizational decisions concerning Area Command Management.

FUNCTIONAL STUDY OF CONUSA MANAGEMENT

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SECTION 1

INTRODUCTION

1-1. General.

a. The primary purpose of this study was to validate, from a CONUS Army (CONUSA) headquarters perspective, conclusions contained in a previously conducted study entitled "Functional Study of Installation Management, April 1972" (hereafter referred to as the Installation Study). The purpose of the Installation Study was to construct a current installation management model which served to evaluate alternative organizational concepts. Three organizational concepts were developed during conduct of the Installation Study to support a possible reorganization of CONARC (Inclosures 1-1-1, 1-1-2 and 1-1-3).

b. The secondary purpose of this study was to recommend disposition of CONUSA management functions with associated staffing and reports with regard to--

(1) Those CONUSA management functions with related reports which should be performed by Area Commands upon reorganization.

(2) Disposition of those CONUSA management functions with related reports which should be performed after reorganization but not by the Area Commands.

(3) Those CONUSA management functions with related reports which should be eliminated as the result of reorganization.

c. The predominant conclusions reached in the Installation Study were that creation of two major commands will not have any major impact at the installation level and that reduction of management functions at the CONUSA level should increase the rapidity of data flow, enhance responsiveness to directives, streamline command channels, and potentially result in significant manpower savings. Additionally, it was concluded that either Organizational Concept II or III can be adopted as they equally satisfy the reorganizational objectives, provided that, under Organizational Concept II, it is acceptable for the installation commander to report to both major commands. Accordingly, this study was designed to validate those conclusions.

d. To arrive at the conclusions stated above, a total of 27 functional areas and items were addressed during the Installation Study. Of the 27, six were not considered in this study, as they were not applicable at CONUSA level. These were--Satellization;

US Army John F. Kennedy Center for Military Assistance (USAJFKCENMA) and US Army Institute for Military Assistance (USAIMA); Oakdale Support Detachment, Oakdale, PA; Camps A. P. Hill and Pickett, VA; US Continental Army Command Intelligence Center (CONTIC); and US Readiness Command (USREDCOM). An additional 20 areas and items were incorporated in this study as being applicable at CONUSA level. The total of 41 areas and items surveyed are listed below and defined in Section 2 of this report.

Retained from Installation Study

(1) Military Personnel.

(2) Civilian Personnel.

(3) Other Deputy Chief of Staff for Personnel (DCSPER) activities.

(4) Force Development.

(5) Noncommissioned Officer Academy (NCOA), Fort Bragg, NC.

(6) Mobilization Planning.

(7) Logistics (Supply, Transportation, Maintenance, Services, Medical and Engineer).

(8) Military Construction, Army (MCA) Program.

(9) Stock Fund.

(10) Medical Department Activities (MEDDAC).

(11) Reserve Officers Training Corps (ROTC).

(12) Area Support.

(13) Command Relations.

(14) Readiness Reporting.

(15) Domestic Emergencies.

(16) Reserve Components.

(17) Department of the Army Master Priority List (DAMPL).

(18) Budget.

(19) Finance and Accounting.

(20) Management Information Systems Office (MISO) and Data Processing Activity (DPA) Operations.

(21) Hardware.

(22) Communications.

Added for CONUSA Study

(23) Training (Individual).

(24) Deputy Chief of Staff for Personnel (DCSPER).

(25) Adjutant General.

(26) Information Office.

(27) Inspector General.

(28) Provost Marshal.

(29) Staff Judge Advocate.

(30) Chaplain.

(31) Support of Carlisle Barracks, Fort Monmouth, Aberdeen Proving Ground and US Military Academy.

(32) Intelligence.

(33) Training (Unit).

(34) Aviation.

(35) Nuclear, Biological, Chemical.

(36) Training Support.

(37) Training Program Management.

(38) Family Housing.

(39) Internal Review.

(40) Management.

(41) Program and Analysis.

e. Following the determination to study a CONUSA, an analysis was made to identify one for study. Headquarters, First US Army (FUSA) was selected for several reasons. First, conclusions contained in the Installation Study were derived from surveying three installations, two of which (Fort Lee, VA and Fort Knox, KY) were FUSA installations. The conclusions could then be validated from

a supporting CONUSA viewpoint. Secondly, FUSA has a large responsibility regarding Reserve Components and ROTC: 37 percent of the Nation's Reserve Components and 36 percent of the Army officers commissioned through ROTC come from programs in the FUSA area. Reserve Components at CONUSA level warranted closer scrutiny, as this area was identified as a major problem in the Installation Study. Finally, FUSA has a large geographic responsibility: a 15-state area, which has, within its boundaries, over one-third of the total US population and about one-half of the Nation's industrial plants. Accordingly, an on-site survey was conducted at FUSA during the period 17 through 22 April 1972. The Study Group consisted of Department of the Army (DA) and United States Continental Army Command (CONARC) personnel having extensive background experience in each functional area surveyed. Personnel participating are listed at Inclosure 1-1-4 and are identified by name, current assignment, and functional expertise.

1-2. Reorganization Objectives. As this study was designed to validate the conclusions resulting from the Installation Study, the reorganization objectives for that study were applicable to this one. They are--

a. To reduce the management echelons between HQ DA and the major operating forces and installations in the Continental United States.

b. To align resources control with mission assignment.

c. To simplify the test and experimentation process.

d. To maximize the utilization of personnel assigned to schools in the doctrine development process.

e. To increase the readiness of deployable forces.

f. To increase emphasis on individual training.

g. To reduce the ratio of personnel assigned to headquarters and administrative activities to personnel assigned to deployable forces.

h. To establish a primary mission (either force or training) at each of the two major commands.

i. To provide for a command structure that is responsive to the needs of both the major commander and the installation commander.

j. To minimize organizational turbulence at installation level.

1-3. Assumptions. The following assumptions have been employed throughout this study and are equally appropriate for implementation of the reorganization.

a. The Area Command will be responsible for, as a minimum--

(1) Directing, supervising and coordinating plans, policies and procedures pertaining to Reserve Components.

(2) Management of the Reserve Officers' Training Corps (ROTC).

(3) Area coordination.

b. The Standard Installation and Division Personnel System (SIDPERS) will be extended to the BASOPS installations commencing in the fall of 1972, and to CS_3 CONUS divisions during implementation of the reorganization. The capability to report personnel data directly from installation/division level to HQ DA (Project 70X) will be available when SIDPERS is fully extended in CONUS.

c. Vertical The Army Authorization Documents System (VTAADS) will become operational within the Continental United States in December 1972.

d. DA standard automated systems other than those specifically mentioned above will not be fielded in the near time frame (two years).

e. The Consolidation of Military Personnel Activities (COMPACT) concept will be implemented concurrently with the extension of SIDPERS.

f. There will be one Logistics Control Center (LCC) within each major command (Force and D&T).

g. Installation area support roles will remain as they exist at present.

h. Three Area Commands will be established from the present four CONUSA. Area Commands will be subordinate to Force Command.

i. No direct reporting for financial information will be undertaken within two years of 1 July 1972.

j. The command retail stock fund will continue to be the primary means for financing installation inventories.

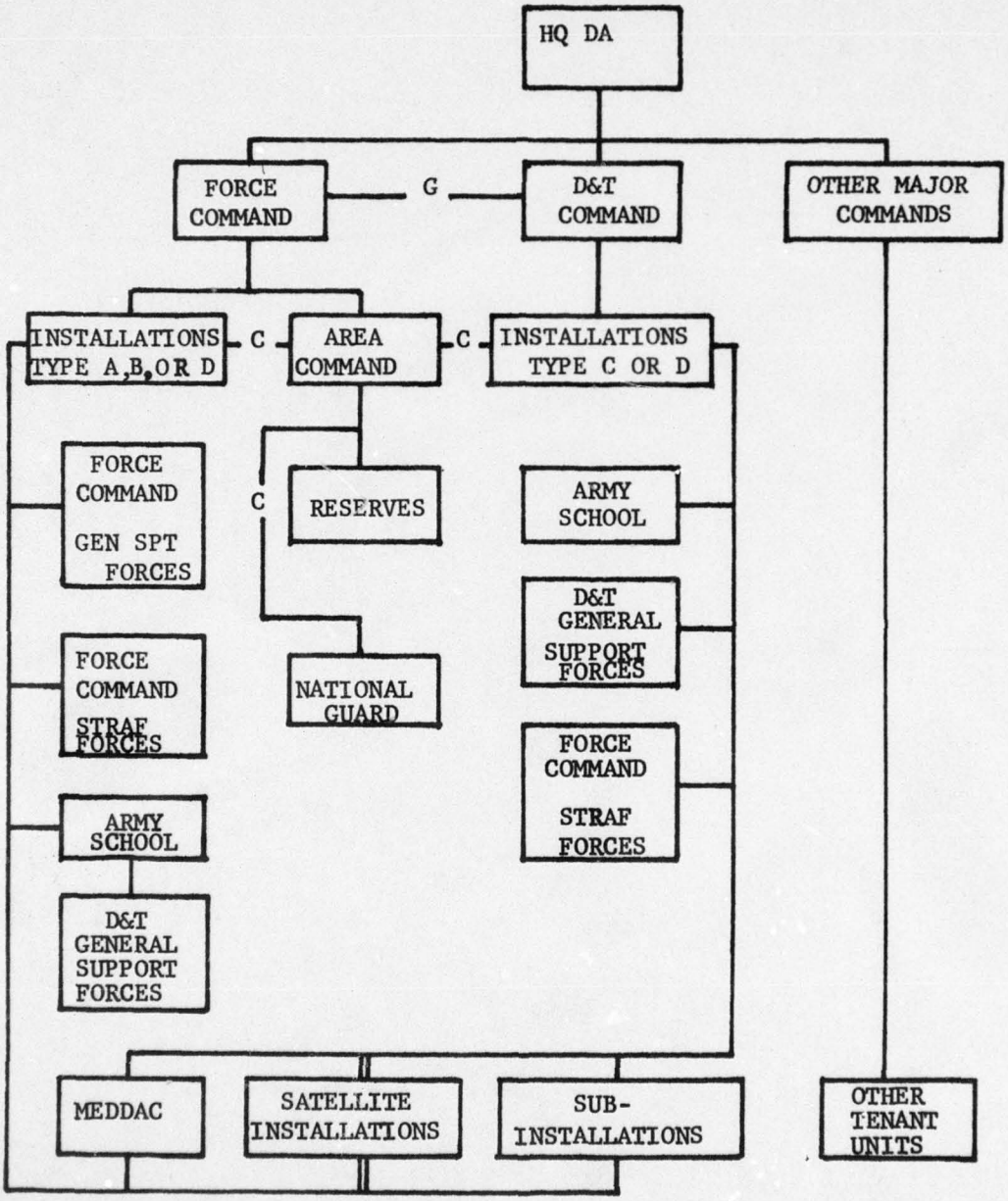
k. Installations will continue to provide administrative and logistical support for the ROTC program.

1-4. Report Structure.

a. This report is structured in three sections: Introduction, Section 1; Methodology, Section 2; Conclusions and Recommendations, Section 3. In addition, under separate cover are three supporting documents. One is the CONUSA Survey Report which documented the functions, subfunctions and items, with related staffing and reports, currently being performed at a CONUSA. The second document is the CONUSA Analysis, which provides the reorganization planner the detailed analysis essential for making decisions pertaining to each functional area and item surveyed. (Section 3 of this report addresses the same functional areas and items in a more general nature in the interest of brevity.) The third document, entitled ADP and Reports Analysis, represents a separate project. Explanation and content of the project are discussed in paragraph 3-4, Section 3, of this report. Terms and acronyms used throughout this report are defined at Inclosure 1-4-1.

b. As indicated above, this study is primarily concerned with current CONUSA management functions and, upon reorganization, disposition thereof and the performance of those residual functions by the Area Command. Material contained in this study is limited to 41 functional areas and items. Although the study is functionally oriented, it provides the reorganization planner the necessary facts on which to base valid and sound reorganizational decisions concerning Area Command management.

TYPE I ORGANIZATION



——— COMMAND

— G — GUIDANCE

— C — COORDINATION

═══ SUPPORT AGREEMENT

TYPE I ORGANIZATION

This organization considers installations at which the Force Command (Type D), an Area Command (Type D), an Army Corps (Type A), or an Army Division (Type B) headquarters is located, as its permanent CONUS station. Such installations would be assigned to the Force Command. The D&T Command headquarters (Type D) or installations at which a training center or service school is located (Type C) would be assigned to the D&T Command.[1] The installation commander would work for only one senior commander, and all presently assigned CONARC units would be under the direct command of their respective installation commander, regardless of whether they are Force or D&T Command forces. Nothing precludes a unit from reporting higher in the vertical chain of command. Guidance would flow between the major command headquarters to insure that the installation commander recognizes the objectives for cross-assigned[2] units. The area commander, in addition to commanding the Reserves, would coordinate the activities of the National Guard as well as the planning and execution of geographically oriented activities assigned to the installations by their parent commands, e.g., area support, mobilization, domestic emergencies, nuclear accident, AWOL apprehension, etc. Medical activities are considered as installation support and would be under the command of the installation commander. Satellite[3] installations and subinstallations[4] would be under the command of their parent installation commander.

Footnotes:

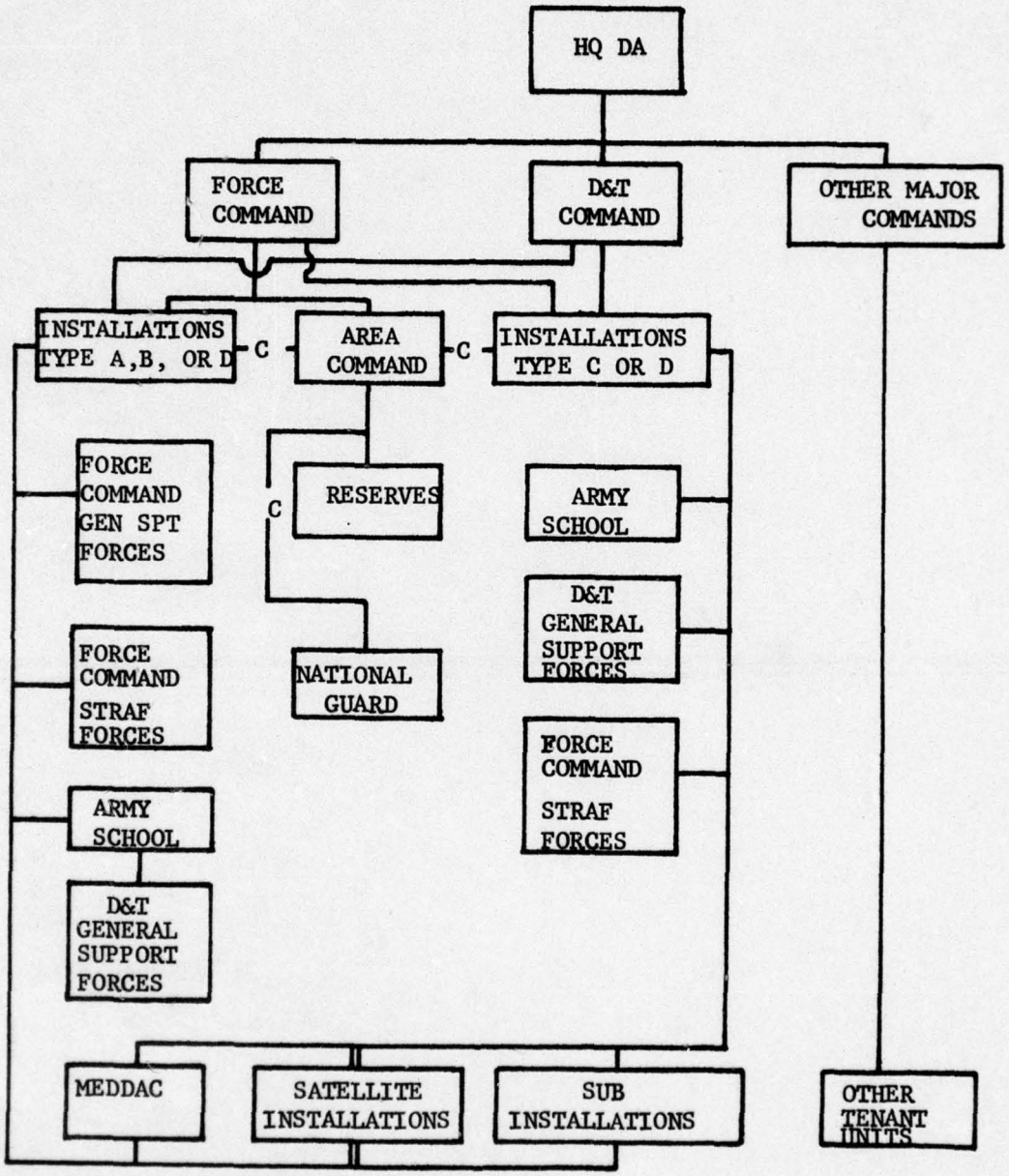
1. Type installations as defined in AR 10-10.

2. Cross-assigned - A Force Command unit assigned to a D&T installation commander or vice-versa.

3. A satellite installation is one whose commander reports to a headquarters other than the installation from which it receives support.

4. A subinstallation is one whose commander reports to the commander of the installation supporting him.

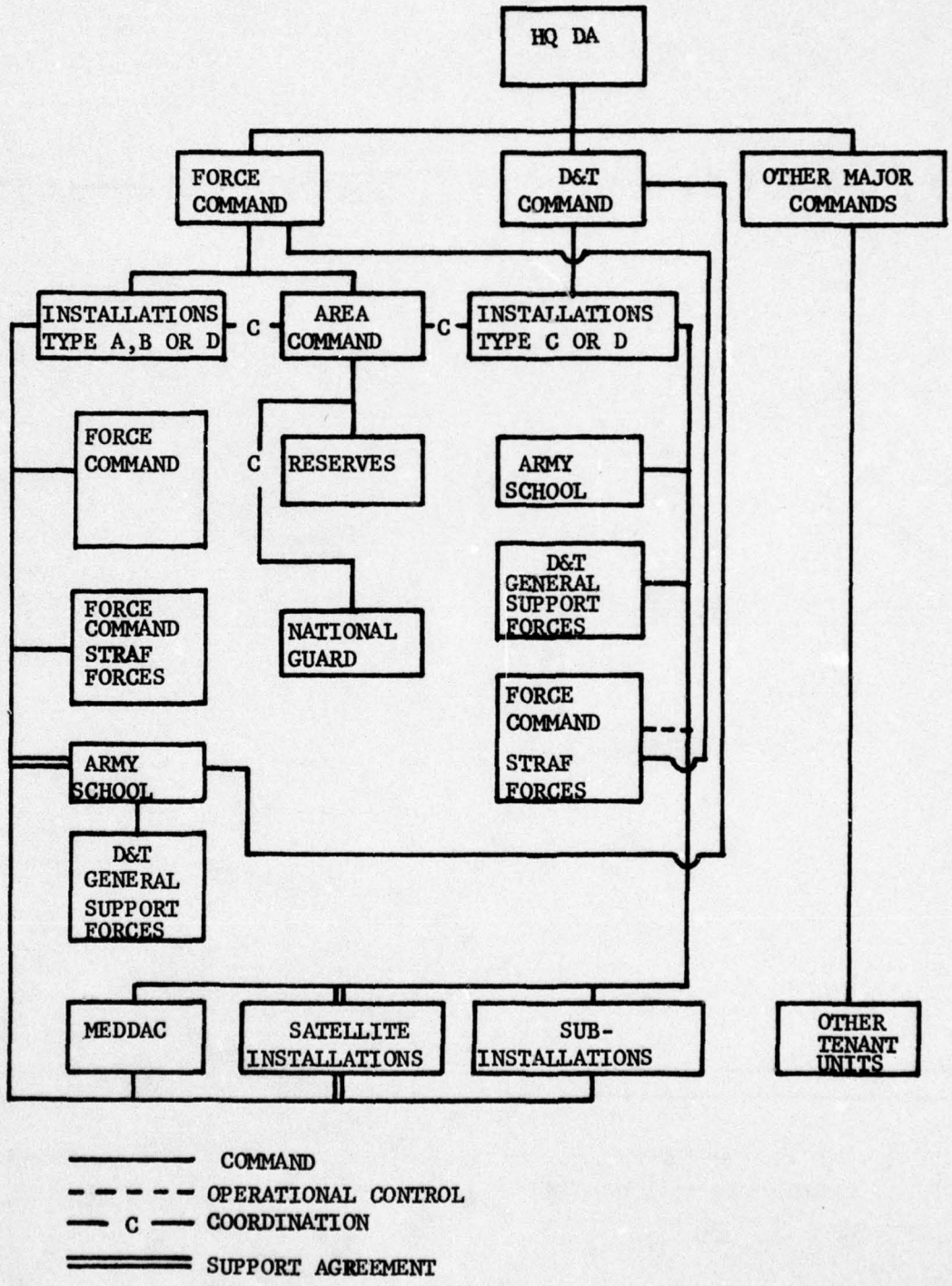
TYPE II ORGANIZATION



TYPE II ORGANIZATION

This organization is identical to the Type I organization except for the dual reporting channel followed by the installation commander. While the installation commander may be rated by his parent command, a letter would be attached by the other major commander. Guidance and decisions would flow directly from the major command headquarters to the installation.

TYPE III ORGANIZATION



TYPE III ORGANIZATION

This organization varies from the Type I organization in that the on-post units which are not part of that installation's parent command's forces are not commanded by the installation commander. Operational control, in this case, is used to describe a variety of relationships between the tenant units and the installation ranging from host-tenant agreement, various degrees of attachment and mission assignment to full operational control. The nature of this relationship would be mutually agreeable to the Force and D&T commanders or be directed by DA. The command line used to indicate the unit's responsibility to the major command is general in that intermediate headquarters may exist as determined by the major command, e.g., the D&T commander may decide that the present CDC Special Operations Agency located at Fort Bragg should report through the Combat Systems Group at Fort Leavenworth to the D&T Command or the Force commander may put all STRAF units under the two CONUS-based corps for planning purposes and have the 6th Bn, 32d Armor at Fort Knox report through III Corps at Fort Hood to the Force Command.

STUDY GROUP MEMBERS

NAME	ORGANIZATION	FUNCTIONAL AREA
COL MYRON, HAROLD L.	DMIS, DA	Team Chief
LTC DRISCOLL, JEROME W.	USACSC	Deputy
1LT RICHARDSON, WILLIAM S.	CONARC	Admin
SFC FAGG, GUY E. A.	CONARC	Admin
PFC HARTMAN, DOUGLAS A.	CONARC	Admin
MRS FARRIS, EDITH W.	CONARC	Admin
MRS WATKINS, EDITH N.	CONARC	Admin
MRS PIERCE, MARGARET K.	CONARC	Admin
PERSONNEL MEMBERS		
LTC GRANT, GORDON E.	DCSPER, DA	Personnel
LTC WOLIVER, C. H.	CONARC	Personnel
MAJ GUGLIELMO, EUGENE M.	DCSPER, DA	Personnel
MAJ REA, THOMAS E., III	DCSPER, DA	Personnel
MR WOUTERS, LEE	DMIS, DA	SIDPERS
MR BRADY, THOMAS E.	DCSPER, DA	SIDPERS
MR BOSSCH, MILTON	DCSPER, DA	Personnel
FORCE DEVELOPMENT MEMBERS		
MAJ CHANCELLOR, ROBERT L.	ACSFOR, DA	Budget
MRS NEALON, CLAIRE	ACSFOR, DA	Manpower
FINANCE/BUDGET MEMBERS		
LTC FROWNFELTER, JAMES O.	CONARC	Budget
LTC GORDON, ROBERT	DMIS, DA	Finance
MR CORTINA, ARMANDO J.	USACSC	Finance
MR NIMMO, WILLIAM F.	COA, DA	Budget
LOGISTICS MEMBERS		
LTC RANDALL, RICHARD D.	CONARC	Logistics
MAJ FOX, JAMES H.	DMIS, DA	SAILS
MAJ HICKS, GERALD D.	USACSC	Logistics
MR HASSIS, CHARLES A.	DCSLOG, DA	Logistics
MR WOYTOVICH, JOSEPH	LDSRA	Logistics

NAME	ORGANIZATION	FUNCTIONAL AREA
DPI OPERATIONS MEMBERS		
LTC WILLIAMS, ADDISON	CONARC	MISO
MAJ CHAPPELL, ISSAC H. JR	CONARC	MISO
SGM COULTON, MARVIN W.	DMIS, DA	DPI
OPERATIONS MEMBERS		
LTC KETCHUM, RAYMOND E. B. II	DCSOPS, DA	Command Relations
CORC MEMBERS		
LTC EGG, EUGENE C.	CONARC	Reserve Affairs
LTC JONES, CHARLES R.	CORC, DA	Reserve Affairs
HARDWARE MEMBERS		
MR COOLEY, ROGER	CSSEC, DA	Hardware
COMMUNICATIONS MEMBER		
MR SOMMERS, RALPH W.	ACSCE, DA	Communications
MODEL-BUILDING MEMBERS		
LTC YEOSOCK, JOHN J.	DMIS, DA	ORSA
MAJ HAGAN, CRAIG A.	DMIS, DA	ORSA
CPT ARNBERG, ROBERT L.	DMIS, DA	ORSA
TRAINING MEMBER		
LTC GOODALL, BILL R.	CONARC	Training
INTELLIGENCE MEMBER		
LTC BOYER, HANK	CCNARC	Intelligence

TERMS AND ACRONYMS

-A-

AA - acquisition authority, Allotment Advice

AAA - Army Audit Agency

AAURRS - Army Automated Unit Readiness Reporting System

AAFES - Army & Air Force Exchange Service

ACB - Army Classification Battery

ACCESS - Automated CONARC Command Echelon Standard Systems

ACofS, CE - Assistant Chief of Staff, Communications-Electronics

ACS - Army Community Service

ACSFOR - Assistant Chief of Staff for Force Development

ACSI - Assistant Chief of Staff for Intelligence

ADM - Atomic Demolition Munition

ADP - automatic data processing

ADPE - automatic data processing equipment

ADACP - Alcohol and Drug Abuse Control Program

AESC - Army equipment storage compound, Army Electronic Switching Center

AFEES - Armed Forces Entrance and Examining Stations

AFP - annual funding program

AG - Adjutant General

AGC - Adjutant General's Corps

AGI - Annual General Inspection

AIT - advanced individual training

ALCE - Airlift Control Elements

ALMC - Army Logistics Management Center

-A-

AMC - Army Materiel Command

AMEDD - Army Medical Department

ANRC - American National Red Cross

AOB - Approved Operating Budget

AOMS - Area Organizational Maintenance Shop

APC - Accounting Processing Code

APP - Army Procurement Procedures

AR - Army Regulation

ARADCOM - Army Air Defense Command

ARCOM - Army Reserve Command

ARNG - Army National Guard

ARRED - Army Readiness Command

ASA - Army Security Agency

ASD - Assistant Secretary of Defense

ASF - Army stock fund

ASO - area supply office (or officer)

ASPR - Armed Services Procurement Regulation

AT - annual training

ATP - Army Training Program

ATC - Army training center

ATMS - Administrative Transport Management Survey

ATT - Army training test

AUTODIN - automatic digital network

AUTOSEVOCOM - automatic secure voice communications

-A-

AUTOVON - automatic voice network

AV - audio visual

AVSC - audio visual support center

-B-

BASOPS - base operating system

BCT - basic combat training

BER - budget execution review

BOQ - bachelor officers' quarters

-C-

CARMOCS - Continental Armies and Major Oversea Commands System

CBAICP - Chemical,Biological, Accident/Incident Control Plan

CBR - Chemical, Biological, and Radiological

CBRE - Chemical, Biological, Radiological Elements

CDC - Combat Developments Command

CDCSOA - Combat Developments Command Special Operations Agency

CDCPALSG - Combat Developments Command Personnel and Logistics Support Group

C-E - communications-electronics

CE - Corps of Engineers

C.E. Time - customer engineer machine time

CG - Commanding General

CI - counterintelligence

CIB - Current Intelligence Branch

CID - Criminal Investigation Division

-C-

CIDUDAT - Civil Disturbance Data Report

CIMS - CONUS installation management system

CITA - Commercial and Industrial Activities

CIVPERSINS - Civilian Personnel Information System

CNGB - Chief, National Guard Bureau

COA - Comptroller of the Army

COB - command operating budget; close of business

CofS - Chief of Staff

COMPACT - Consolidation of Military Personnel Activities

COMPASS - CONARC Movement Planning and Status System

COMSEC - communication security

CONARC - Continental Army Command

CONPERS - Consolidated Personnel Reporting System

CONTIC - CONARC Intelligence Center

CONUS - Continental United States

CONUSA - CONUS Army (the numbered Armies in the Continental US)

COP - command operating program

CPF - central post fund

CPMI - Command Personnel Management Inspections

CPM - cards per minute

CPO - Civilian Personnel Office

CPR - civilian personnel regulation

CPS - centralized personnel section; command personnel summary; cycles per second

CPX - Command Post Exercises

-C-

CSC - Civil Service Commission; Computer Systems Command

CS_3 - Combat Service Support System

CST - Combat Support Training

CTA - common table of allowances

CTI - Command Technical Inspections

-D-

DA - Department of the Army

D/AACG - Army Departure/Arrival Airfield Control Groups

DACCS - Department of the Army Command and Control System

DAMPL - Department of the Army Master Priority List

DAR - data automation requirement

DAXREP - DA Command and Control Reporting System

DCA - Defense Communication Agency

DCAR - Defense Contract Administration Region

DCAS - Defense Contract Administration Services

DC-E - Director of Communications-Electronics

DCGRF - Deputy Commanding General for Reserve Forces

DCS - Defense Communications System; Deputy Chief of Staff

DCSC - Defense Construction Supply Center

DCSC-E - Deputy Chief of Staff, Communications-Electronics

DCSCOMPT - Deputy Chief of Staff, Comptroller

DCSI - Deputy Chief of Staff for Intelligence (see DCSINT)

DCSINT - Deputy Chief of Staff for Intelligence (see DCSI)

DCSIT - Deputy Chief of Staff for Individual Training

-D-

DCSLOG - Deputy Chief of Staff for Logistics

DCSOT - Deputy Chief of Staff, Operations, and Training

DCSPER - Deputy Chief of Staff for Personnel

DCSREF - Deputy Chief of Staff Reserve Affairs

DCSRF - Deputy Chief of Staff, Reserve Forces

DDD - direct distance dialing

DFAE - Director of Facilities and Engineering

D/I - Division/Installation

DIA - Defense Intelligence Agency

DIO - Director of Industrial Operations

DMTB - Development Mobilization Troop Book

DOD - Department of Defense

DPA - DPA Processing Activity; Data Processing Agency

DPCA - Director of Personnel and Community Activities

DPI - data processing installation

DPT - Director of Plans and Training

DPTSEC - Director of Plans, Training and Security

DPSC - Defense Personnel Support Center

DRILS - Defense Retail Interservice Logistics Support

DS - direct support

DSA - Defense Supply Agency

DSS - direct support system

DSTE - Digital Subscriber Terminal Equipment

DS/GS - direct support/general support

-D-

D&T - Doctrine and Training

D&TC - Doctrine and Training Command

-E-

EAM - electronic accounting machine

EEA - essential elements of analysis

EEO - equal employment opportunity

EEOO - Equal Employment Opportunity Office (or Officer)

EMDMTB - Expanded Non-Deployable Mobilization Troop

EMTR - Enlisted Master Tape Records

EOD - Explosive Ordnance Disposal

EODCC - Explosive Ordnance Disposal Control Center

EOT - equal opportunity and treatment

EUCOM - European Command

-F-

FAD - Force Activity Designator

F&AO - Finance and Accounting Office (or Officer)

FASCOM - Field Army Support Command

FC - Force Command

FD - financial data

FDRF - financial data records folder

FHMA - Family Housing Management Account

FINCISCOM - Finance and Comptroller Information System Command

FM - field manual

FMCS - Federal Mediation and Conciliation Service

-F-

FMR - financial management report

FORSTAT - Force Status Identity Report

FTX - Field Training Exercises

FUSA - First US Army

FUSASE - First US Army Support Element

FYDP - Five-Year Defense Program

-G-

GAO - General Accounting Office

GBL - government bill of lading

GCM - general court-martial

GETA - General Equipment Test Agency

GOCOM - General Officer Command (USAR)

GSA - General Services Administration

GSF - General Support Forces

-H-

HEW - Health, Education and Welfare

HHC - headquarters and headquarters company

HQ - headquarters

-I-

IAAC - Installation Automated Advisory Committee

IAS - Intermediate access storage

ICAR - Integrated command accounting and reporting

IDP - Industrial Defense Program

IDT - inactive duty training

-I-

IG - Inspector General

IGMR - Indiantown Gap Military Reservation

INTG - interrogate

IO - Information Office

IRAP - Interagency Radiological Assistance Plan

ISSA - interservice support agreement

ISO - Information Systems Office

ITAAS - Intelligence Training Army Area School

-J-

JADREP - Joint Resource Assessment Data Report

JAG - Judge Advocate General

JCS - Joint Chiefs of Staff

JUMPS - Joint Uniform Military Pay System

-K-

KET - Kentucky educational television

-L-

LBAD - Lexington-Blue Grass Army Depot

LCC - Logistic Control Center

LOD - line of duty

LOGEX - logistical exercise

LOI - letter of instruction

-M-

MAIT - Maintenance Assistance and Instruction Team

MARS - Military Affiliate Radio System

MCA - Military Construction, Army

-M-

MCAR - Military Construction, Army Reserve

MCARNG - Military Construction Army National Guard

MCP - Master Control Program

MDS - man-day spaces

MEDDAC - medical department activity

MET - Maintenance Evaluation Team

MI - Military Intelligence

MILSTAMP - military standard transportation and movement procedures

MIS - Management Information Systems

MISD - Management Information Systems Directorate

MISO/DPI - management information systems office/data processing installation

MOS - military occupational specialty

MPA - military pay Army

MPP - Merit Placement and Promotion

MPRJ - Military Personnel Records Jacket, US Army

M&R - maintenance and repair

MRPF - maintenance of real property facilities

MSP - maintenance support plan

MTDA - Modification Table of Distribution and Allowances

MTOE - Modification Tables of Organization and Equipment

MUSARC - Major US Army Reserve Command

MUTA - Multiple Unit Training Assembly

MVA - Modern Volunteer Army

-N-

NAC - National Agency Check

NAF - nonappropriated funds

NAIC - Nuclear Accident/Incident Control

NAICO - Nuclear Accident/Incident Control Officer

NBPRP - National Board for the Promotion of Rifle Practices

NCIC - National Crime Information Center

NCOA - Noncommissioned Officer Academy

NCOES - Noncommissioned Officer Educational System

NCOIC - Noncommissioned Officer in Charge

NCOOM - noncommissioned officers' open mess

NDCC - National Defense Cadet Corps

NDMTB - Nondeployable Mobilization Troop Basis

NG - National Guard

NGPA - National Guard Pay and Allowances

NGR - National Guard regulation

NICP - national inventory control point

NLT - not later than

NMCSSC - National Military Command System Support Center

NPTCO - National Postal and Travelers Censorship Organization

NRA - National Rifle Association

NUCON - nuclear control

-O-

OCAR - Officer, Chief of Army Reserve

OCD - Office of Civil Defense

-O-

OCE - Office, Chief of Engineers

OCF&A - Office, Chief of Finance and Accounting

OCS - Officer Candidate School

ODCGRF - Office, Deputy Commanding General for Reserve Forces

ODCSOPS - Office, Deputy Chief of Staff for Operations

ODCSRF - Office, Deputy Chief of Staff, Reserve Forces

OEP - Office of Emergency Planning

OEP - Office of Emergency Preparedness

OJT - on-the-job training

OMA - operation and maintenance, Army

OMB - Office of Management and Budget

OMF - Officer Master Files

OMARNG - operation and maintenance, Army National Guard

OP - observation post

OPCON - operational control

OPO - Office of Personnel Operations

ORTT - Operational Readiness Training Test

-P-

P&A - personnel and administration

PACOM - Pacific Command

PALS - personnel and logistics support

PALSG - Personnel and Logistics Support Group

PBAC - Program Budget Advisory Committee

P&C - purchasing and contracting

-P-

PCF - Personnel Control Facility

PCM - punchcard machine

P&O - Plans and Operations

PCS - permanent change of station; post, camp or station

PDO - Property Disposal Officer

PEMA - procurement of equipment and missiles, Army

PERMACAP - Personnel Management and Accounting-Card Processors

PIO - Public Information Office

PM - Provost Marshal; preventive maintenance; project manager

Project Manager - Dir for Special Projects for the Office, CofS, DA

PMO - Provost Marshal Office; project management office

PMS - professor of military science; program management support

POL - petroleum, oil and lubricants

PPM - Personnel Priority Model

PRA - projected requisition authority

PS - personnel subsystem

PSI - personnel security investigation

PWRS-MF - prepositioned war reserve stocks for medical facilities

PYR - prior year report

-Q-

QMR - qualitative materiel requirement

-R-

RALO - Reserve Affairs Liaison Office (or Officer)

RC - Reserve Components

-R-

RCO - Radiological Control Officer

RCPA - Reserve Components Program of the Army

RCPAC - Reserve Component Personnel and Administration Center

RCS - reports control symbol

R&D - research and development

RDTE - research, development, test and evaluation

REDCAP - readiness capability

REDCOM - Readiness Command

R/S - Readiness Information Systems

ROTC - Reserve Officers' Training Corps

RPA - Reserve Personnel, Army

RPO - Radiological Protection Officers

RSFPP - Retired Serviceman's Family Protection Plan

R&U - repair and utilities

-S-

SAILS - Standard Army Intermediate Level Supply Subsystem

Satellite Installation (ADPE) - Installation supported by data processing activity of another installation. This implies sufficient PCM and transceiver equipment at the satellite installation to send and receive automated data. It also implies a flow of information from the data processing installation, not only up the chain, but back to the satellite installation.

Satellite Installation (non-ADPE) - Installation receiving support from one installation but commanded by a different organization (not found on the three installations surveyed in this study).

SF - stock fund

-S-

SGS - Secretary of the General Staff

SIDPERS - Standard Installation and Division Personnel System

SIR - Serious Incident Report

SJA - staff judge advocate

SOI - Signal Operation Instruction

SPCM - special court-martial

SRCP - Special Reserve Components Program

SSAN - social security account number

STARCOM - Strategic Army Communications System

STRAF - Strategic Army Forces

STRATCOM - Strategic Communications Command

subinstallation - Installation which has its own commander but is subordinate to the installation from which it receives its support (example: Oakdale is a subinstallation of Fort Knox).

SWO - Staff Weather Officer

-T-

TAADS - The Army Authorization Documents System

TAERS - The Army Equipment Reporting System

TAMMS - The Army Maintenance Management System

TAMO - Training Aid Management Office

TASTA - The Administrative Support Theater Army

TCC - telecommunications center

TDA - table(s) of distribution and allowances

TD - table(s) of distribution

TDY - temporary duty

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-T-

TECOM - Test and Evaluation Command

TFO - transactions for others

TO - transportation officer

TOE - table(s) of organization and equipment

-U-

UIC - unit identification code

UICIO - unit identification code information officer

UPO - unit personnel officer

UPS - unit personnel section

USAACEBD - US Army Airborne Communications-Electronics Board

USAAGAR - US Army Advisor Groups-Army Reserve

USAARMC - US Army Armor Center

USAARMS - US Army Armor School

USACARA - US Army Civilian Appellate Review Agency

USACDC - US Army Combat Developments Command

USACDCSOA - US Army Combat Developments Command Special Operations Agency

USACSSEC - US Army Computer Systems Support and Evaluation Command

USAF - US Air Force

USAGETA - US Army General Equipment Test Activity

USAIMA - US Army Institute for Military Assistance

USAINTC - US Army Intelligence Command

USAJFKCENMA - US Army John F. Kennedy Center for Military Assistance

USALMC - US Army Logistics Management Center

-U-

USALMDC - US Army Logistics Management Data Center

USAMC - US Army Materiel Command

USAMSSA - United States Army Management Systems Support Agency

USAPERSINSCOM - US Army Personnel Information Systems Command

USAQMC&FL - US Army Quartermaster Center and Fort Lee

USAQMS - US Army Quartermaster School

USAR - US Army Reserve

USARCP - US Army Reserve Component Personnel Center

USAREC - US Army Recruiting Command

USARECSTA - US Army Reception Station

USAREUR - US Army, Europe

USARNG - US Army National Guard

USASA - US Army Security Agency

USASC - US Army Support Center

USATC - US Army training center

USATCFE - US Army Transportation Center and Fort Eustis

USATECOM - US Army Test and Evaluation Command

USMA - US Military Academy

USSTRATCOM - US Army Strategic Communications Command

-V-

VTAADS - Vertical The Army Authorization Documents System

VOLAR - Volunteer Army

-W-

WARS - World-Wide Ammunition Reporting System

WWMCCS - Worldwide Military Command and Control System

SECTION 2

METHODOLOGY

2-1. General. This section contains information pertaining to the methodology utilized during the study. The study was performed in two phases: Phase I, the on-site survey at Fort Meade, MD; Phase II, the analysis of the survey results. Each phase is discussed individually in paragraph 2-3.

a. Definition of Functional Areas and Items Studied. A brief definition of the 41 functional areas and items within the scope of the study is contained in paragraph 2-2.

b. Survey Approach. The week prior to the actual conduct of the CONUSA survey, detailed planning was accomplished which included constitution of the team structure and delineation of specific areas of responsibility for each of the three functional sub-teams formed within the study group. Data collection forms were designed for compilation of the required information. A format was also designed for conduct of the CONUSA analysis for use upon return to Fort Monroe, VA. All forms are discussed in detail in paragraph 2-3.

c. CONUSA Survey Report. A CONUSA Survey Report (a separate volume under separate cover) was prepared upon completion of the CONUSA survey. The report is subdivided into three parts -- Personnel, Logistics, and Budget and Finance -- representing the major areas of interest covered by each of the three survey sub-teams. Inclosure 2-1-1 depicts the functional areas and items for which each team was responsible. Each of the areas and items surveyed is discussed in the report.

2-2. Definition of Functional Areas and Items Studied. As mentioned in Section 1, the CONUSA survey was designed to address 41 functional areas and items. However, during the conduct of the survey, additional items were included, some sub-functions were addressed separately, and other functions were consolidated. Items added were: Industrial Defense; Support of Carlisle Barracks, Fort Monmouth, Aberdeen Proving Ground, and the US Military Academy; and Training Aids Center. Sub-functions of logistics were addressed separately. Family housing, initially a subfunction, was treated independently. Hardware (ADPE) was consolidated into MISO/DPA Operations. Comptroller became the new functional title for the functions of budget and related subfunctions, finance and accounting and related subfunctions, internal review, management, and program and analysis. Therefore, the definitions listed below represent those for the functional areas and items under the new alignment.

a. Military Personnel - Includes the functional areas of personnel management, personnel actions, strength accounting, and reenlistment performed by the Military Personnel Division, AG, FUSA; also, those military personnel tasks accomplished by the HQ Unit Personnel Branch in support of HQ FUSA and the strength and officer assignment functions for which the DCSPER, FUSA is responsible.

b. Civilian Personnel - Includes the four subfunctions of management-employee relations, recruitment and placement, position and pay management, and training and development of civilian employees and the FUSA Civilian Personnel Offices.

c. Other DCSPER Activities - Includes staff monitoring, coordination and direction of the Modern Volunteer Army (MVA), Army Community Services (ACS), Special Services and nonappropriated fund support. Also included are the areas of drug and alcohol control, Equal Employment Opportunity (EEO), safety and education.

d. Force Development - Provides for the management of manpower resources utilized to accomplish the Army's mission. Force Development functional areas studied at CONUSA level were: establishment of manpower requirements; allocation of manpower resources against established staffing requirements; manpower funding; and documentation of the force structure to unit level to reflect the individual unit's mission, organization, manpower, equipment requirements and authorization to support that mission.

e. Individual Training - Is that training necessary for an individual to be transformed from a nonmilitary entity to that of an MOS-proficient soldier ready to take his place in a unit. The training includes physical conditioning, weapons qualification and instruction on personal rights and obligations.

f. Noncommissioned Officers' Academies (NCOA) - Are institutions of learning located at major Class I installations. Their primary purpose is to train selected noncommissioned officers in military leadership and other techniques of military operations.

g. Mobilization - Is that planning necessary for the development of an Army force structure which can expand to meet mobilization requirements. It includes USAR, ARNG and Active Army units for a total Army mobilization force structure as required.

h. DCSPER - Supervises and coordinates the functional areas of assignment and administration of military and civilian personnel, military personnel educational development, safety, welfare and morale services, and equal employment opportunity; supervises nonappropriated fund activities and evaluates the Army Exchange Service.

i. Adjutant General - Operating under the staff supervision of the FUSA CofS, translates policy received from higher authority into operational procedures for implementation CONUSA-wide. The primary areas of responsibility include: personnel management, actions and accounting; postal and correspondence distributions management; printing and publications management; and the supervision of the re-enlistment program. Additionally, the AG provides personnel administrative support to approximately 240,000 USAR, ARNG and ROTC personnel under the jurisdiction of FUSA.

j. CONUSA Information Officer (IO) - A principal staff officer operating under the staff supervision of the CONUSA CofS, advises the Army commander and his staff on public affairs and command information matters. To accomplish his mission, the CONUSA IO is organized into a Command Information Division, Public Information Division, and Community Relations Division in order to plan, coordinate, supervise and evaluate public information, command information, community relations and ROTC and Reserve Component public affairs activities within the FUSA area.

k. CONUSA Inspector General (IG) - Assigned to the personal staff of the CONUSA commander, inquires into and reports upon matters which pertain to the performance of the mission and the state of discipline, efficiency and economy of the CONUSA. The IG also carries out the staff responsibility for the conduct of investigations and receipt and review of individual complaints and requests for assistance.

l. Provost Marshal (PM) - Serves as staff advisor on military police affairs, to include order and discipline, criminal investigation activities, and the Crime Prevention Program; also supervises custody and rehabilitation of military prisoners and conducts the Industrial Defense Program.

m. Industrial Defense Program (IDP) - Is a subfunction of the PM activity as defined above but is treated as a separate item in this study because of the magnitude of CONUSA involvement. The IDP includes the survey (inspection) of defense industry facilities, which are identified on the DCSLOG DA "Key Facilities" list. The Industrial Defense office provides management personnel with seminars which give information on methods of safeguarding their industries from sabotage and other hostile or destructive acts, including civil disturbances, through the application of physical security and emergency preparedness measures.

n. CONUSA Staff Judge Advocate (SJA) - Serves as legal advisor to the CG and staff and provides legal opinions and advice on questions of law; supervises the administration of military justice and other legal subjects within the CONUSA and provides technical legal supervision of Judge Advocate offices of subordinate commands. Legal

advice and services are provided to subordinate commanders who otherwise would not have the benefit of SJA assistance.

o. CONUSA Chaplain - Serves as staff advisor on matters pertaining to religion, morality and character guidance; provides guidance, policies and procedures for a comprehensive program of chaplain activities, religious education, pastoral care and guidance.

p. Logistics - Encompasses logistical management and plans and operations for supply (stock control, receipt, storage, issues, demand analysis, physical inventory and excess disposition), transportation services, maintenance of supplies and equipment, services (commissary, laundry and dry cleaning, food services, and mortuary services), procurement of supplies and services, and related reporting.

q. Engineers - Consists of construction, real estate, leasing, land use, buildings and grounds, repair and utilities, installation planning, entomology, forestry, fire protection/prevention, and the programing and budgeting support for all of these.

r. Medical Department Activities (MEDDAC) - Includes medical, dental and veterinary services provided by Class I (installation) MEDDACs/hospitals, Class I hospitals located on AMC and STRATCOM installations, and STRAF medical units. Included are those subfunctions pertaining to manpower allocations and funding flow; personnel management data flow; logistics funds, requisitions and materiel flow; health care; and area support and support agreements, to include clinics and Veterinary (Food) Inspection Offices throughout CONUS.

s. Military Construction, Army (MCA) Program - Consists of the annual program (1 year), the intermediate program (5 year) and the long-range program (all other requirements). MCA funds cover all projects which can be scheduled in a routine manner.

t. Army Stock Fund - Is a revolving fund established to finance the procurement of supplies and equipment for sale (issue). It is comprised of a wholesale and retail level and is divided into command divisions. At retail level, its purpose is to provide an effective means for managing, controlling, financing, accounting and reporting for inventories at installations (posts, camps, stations). Organizationally, HQ CONARC functions as the home office. The CONUSA headquarters function in the capacity of the subhome offices with the primary responsibility of exercising staff supervision over the installation branch offices at Class I installations. Stock fund budgetary reporting and guidance follow command channels.

u. Reserve Officers' Training Corps (ROTC) - Is a major Army program for the procurement and training of high school, junior

college and university students. It is a primary source of officers for the Active Army. The FUSA provides day-to-day guidance to the Professors of Military Science (PMS) and to the installation tasked with providing support to the ROTC Program.

v. Area Support - Is a multi-functional mission consisting of both routine and nonroutine administrative and logistical support provided by an installation. The actual support mission can be assigned by a higher headquarters or can be defined by a local inter-service support agreement or host-tenant agreements. Area support is provided to USAR, ARNG, ROTC Program, US Army activities, other defense activities and other governmental activities.

w. Command Relations - Is that legal authority which a commander exercises over his subordinates by virtue of rank or position (vertical chain of command). Certain aspects of that legal authority may be delegated to other commanders (e.g., host-tenant agreements). The study also addresses the interrelationships between commanders.

x. Support of Carlisle Barracks, Fort Monmouth, Aberdeen Proving Ground and the US Military Academy - Was not addressed during the installation survey but was examined during the CONUSA survey because it was determined that each of these installations, regardless of Class I or Class II assignment, requires certain administrative and logistical support, currently provided by agreement with FUSA. Upon reorganization, such support will continue to be required.

y. Readiness Reporting - Applies to those procedures dictated by AR 220-1 (all STRAF units, company size or larger reporting monthly), AR 220-10 (units alerted for deployment based on the criterion dictated by their deployment mission), AR 135-8 (semiannual report of Reserve Components) and JCS Pub 6 (each registered combat or combat support unit). The information reported relates to command and control and to unit readiness status regarding personnel, equipment and training.

z. Domestic Emergencies - Are those unusual occurrences within the CONUS -- to include natural disasters, civil disturbances, civil defense and land defense -- which require military resources. At CONUSA level, this topic addresses the planning and direction of resources to provide assistance during and following domestic emergencies.

aa. Intelligence - Consists of all intelligence, counterintelligence, and security activities of the command. Includes intelligence plans and operations, intelligence training, current intelligence, security clearances, adjudication of adverse security clearances, and security of military information. At installation level, this function is performed by either a Director of Security or a Director of Plans, Training and Security (DPTSEC). At CONUSA level, this function is performed by a Deputy Chief of Staff for Intelligence (DCSI).

bb. Unit Training - Is that training which a unit performs to enable it to accomplish its TOE mission. This training can be accomplished by installation support missions, through daily unit training or through field training exercises.

cc. Department of the Army Master Priority List (DAMPL) - Is a document, prepared at DA, which provides a numerical stratification of forces in relative order of mission priorities. It is used as a basis for the Personnel Priority Model (PPM) at DA. It is also used by major commanders to determine the Force Activity Designator (FAD) for each of their units and thus to prescribe the allocation of resources within their commands.

dd. Reserve Components - Are the USAR and the ARNG. Together with the Regular Army, they comprise the Army of the United States (AUS). The Reserve Components are organized and trained to be the initial and primary source of certain additional units and individuals which may be required in any future rapid expansion of the Active Army.

ee. Aviation - Is a multi-command topic which encompasses the broad range of activities associated with the functional areas studied in this survey. At each level of command having organic Army aviation, there is an aviation staff office, which has primary staff supervision over the operations and training of subordinate aviation elements. Additionally, this office is the central point of contact for coordination of all matters related to the aviation program within the command.

ff. Nuclear, Biological and Chemical (NBC) - Includes supervision of the Nuclear Accident/Incident Control Plan; Interagency Radiological Assistance Plan; the Nuclear, Biological and Chemical Surety Board; the Chemical, Biological, Radiological Team; and the Army Area Chemical, Biological, Radiological Schools.

gg. National Match Director - Is the planning agency for support of the National Rifle and Pistol Matches at Camp Perry, OH. Whenever possible, this support is provided by Reserve Component units during their annual training.

hh. Training Support - Includes maintenance of current documentation on all training facilities within the Army area and, through the installation planning board, recommended MCA construction and repair to meet training requirements.

ii. Training Aids Center System - Although an aspect of training support as discussed above, is treated as a separate item because of the magnitude of CONUSA involvement. Includes management responsibilities, policies and procedures for the fabrication or local procurement of training aids and the storage, maintenance and loan of training aids.

jj. Training Program Management - Includes Program 2 funds for operating forces, US Army training exercises, rifle and pistol matches and LOGEX; Program 8 funds for recruit training, specialized training, Junior ROTC activities, Senior ROTC activities, student TDY, specialized training and training aids; and Budget Program 3300 for Senior ROTC.

kk. Comptroller - Serves as the commander's principal staff officer for over-all management and financial matters, to include budget management, finance and accounting, management engineering, internal review and audit, reports control, and the command operating program.

ll. Family Housing Program and Budgeting - The Family Housing Division, Deputy Chief of Staff for Logistics (DCSLOG) exercises staff supervision over the centralized management of family housing for military families (BP 1900 and BP 1800). The Division Chief performs as major activity director for program and budget development, and review and analysis of the Family Housing Management Account (FHMA) BP 1900; develops and monitors distribution of funds, costs, floors (Maintenance of Real Property Facilities (MRPF)), targets and limitations. He also performs as major activity director for Budget Program 1800 (Minor Construction and Line Item Improvement) but does not have authority to amend the directed use of these funds established by DA. He does monitor requirements for BP 1800 funds submitted by installations and establishes priorities and recommendations on fund allotments which are forwarded through CONARC to DA.

mm. Hardware - Automatic data processing equipment (ADPE) considered in this study is that defined and reported in accordance with AR 18-1 and AR 18-3. Also included in this functional area are those data processing systems (software) and program applications which are currently functional on the listed ADPE. The particular items included are -- ADPE inventories, CONUSA level activities, average utilization statistics of the processing systems studied, and list of ADP applications running on the processing systems studied.

nn. Communications - Concerns C-E facilities and services. Included in this functional area are audio-visual, system engineering, and plans on operations. Communication at a CONUSA is a combination of operations and management which encompasses operating the telecommunications center and managing personnel, equipment and economic resources.

oo. Management Information Systems Office (MISO) and Data Processing Activity (DPA) Operations - Are the agencies at CONUSA that are charged with the total responsibility for providing data processing support, which includes planning, designing, implementing, maintaining and operating ADP systems.

2-3. Methodology. As mentioned above, the CONUSA study was performed in two phases as follows:

a. Phase I.

(1) The purpose of this phase was to document each function, sub-function and item, with related staffing and reports, currently being performed at the CONUSA. This documentation was essential to comply with both primary and secondary purposes of this study; i.e., to validate, from the CONUSA perspective, the conclusions of the Installation Study, and to recommend disposition of CONUSA functions, with related staffing and reports, upon reorganization, respectively.

(2) Detailed preparation was made prior to arrival on-site. This included organizing the team, assigning responsibilities for functional areas, developing detailed questions to guide survey efforts, and developing data collection forms. The purpose of these forms was to provide a standardized method for obtaining data in each functional area so that data could be retrieved for reference after the team departed the CONUSA and to orient the collection effort towards the survey purpose. The forms identified the functional area or item being surveyed, organizational element, point of contact, reports received by the organizational element, place at which the reports originated, authority for the reports, disposition of reports, reports furnished installations, and identification of CONUSA management functions not directly involved with reports. Different forms were separately prepared and used for ADP systems and communications due to their inherent uniqueness. All forms included detailed instructions. Copies of completed forms are contained in the CONUSA Survey Report (under separate cover).

(3) Separate instructions were published which assigned survey responsibilities to each team for organizational elements at the CONUSA. This insured that each organizational element received full coverage in all functional areas.

(4) A FUSA representative visited the study group on 4 April 1972 at Fort Monroe, VA, to obtain requests for documentation which would be available upon the team's arrival at Fort Meade, MD. Documentation requested included FUSA recurring reports registers, organization and functions manual, organization charts, latest quarterly review and analysis, latest Schedule X, TD of FUSA, DPA products register, list of points of contact for each functional area and item, communications traffic, ADP equipment inventory, telephone book, etc.

(5) The survey commenced on 17 April 1972 and was completed on

22 April 1972. The teams were comprised of personnel from DA and CONARC. Actual data collection was accomplished through interviews by the team members with their counterparts in their functional areas. Each team member gathered data in his particular area through interviews; visits to offices and activities; researching of regulations, mission and functions statements, support agreements, and SOPs; and telephone calls. The research and data collection effort was not limited to the FUSA level but also included superior, subordinate and lateral organizations when necessary to trace data flow or to clarify relationships. During the survey, emphasis was directed toward determining support furnished to installations, CONARC, DA and other supported activities within each of the functional areas. A list of all reports, both automated and manual, was compiled and documented on the data collection forms. All of the information gathered is contained in the CONUSA Survey Report. The CONUSA Survey Report was completed upon the termination of Phase I.

b. Phase II

(1) This phase of the study was the analysis of data collected during the on-site survey conducted at FUSA.

(2) As previously stated, a CONUSA Analysis Form was designed for use during the analysis phase. It was intended to serve as a working tool and a means of standardizing the analysis process for all functional areas and items surveyed. A copy of the form is shown at Inclosure 2-3-1. Using the CONUSA Analysis Form and the data in the CONUSA Survey Report, each team member performed analysis for each of his respective functional area(s) and/or item(s). Each analysis was completely documented and is contained in a volume titled CONUSA Analysis (under separate cover). The analysis for each functional area and item included--

(a) Answers to a series of questions designed to summarize the current role of the CONUSA with regard to DA, CONARC and the installation. The summarization identified what the CONUSA requires from its installations, what it does for the installations, and what it does for CONARC and DA.

(b) Installation Report Conclusions were next addressed. During the installation study, three organizational concepts (discussed previously and shown at Inclosures 1-1-1, 1-1-2, and 1-1-3 of Section 1) were designed and developed to meet the reorganization objectives. Alternative procedures for each functional area were developed which best supported each organizational concept. From this, conclusions were made for each functional area surveyed during the Installation

Study. During the CONUSA Analysis, team members validated their respective functional conclusions for each organizational concept. If the conclusions could not be validated, functional procedure was developed as required with full explanation and flow charted. The results of the validation of Installation Study Conclusions are contained in paragraph 2 of the CONUSA Analysis for each functional area and item analyzed.

(c) The next step of the analysis process encompassed two aspects. One was to clearly identify for each function and item surveyed the associated staffing and reports using the data collected at FUSA. The second aspect led to recommendations for disposition of those functions surveyed, with the related staffing and reports, upon reorganization.

1. The identification of staffing and reports for each function and area surveyed had been well documented in the CONUSA Survey Report. The data was condensed and summarized in paragraph 3a of the CONUSA Analysis Forms. Staffing data came from two TDs: 1A-WOGXXAA-04, 30 June 1971, for FUSA, and 1A-WOGXXAA-06, 30 June 1971, for FUSA support elements. In addition, the FUSA Comptroller had developed staffing comparison worksheets: one for CONUSA (Inclosure 2-3-2) and another for CONUSA support elements (Inclosure 2-3-3). The worksheets provided aggregate staffing for each organizational element for each of the four CONUSA. The staffing data collected during the survey of FUSA were reconciled using the comptroller worksheets. Some difficulty was encountered, however, because of the two TDs, which complicated the matter. Furthermore, management overhead could not always be purely defined by subfunction or item within each of the 41 functional areas and items surveyed. Therefore, the TDs provided a good basis for reconciling individual functional areas and items surveyed. However, some minor variances resulted during the reconciliation (Conclusions and Recommendations).

2. Using the information outlined in the preceding paragraph, team members then presented recommended dispositions for the CONUSA functions within their respective area of expertise. That is, each team member distributed the CONUSA functions to the following categories: Area Command, Force Command (exclusively), D&T Command (exclusively), both Force and D&T Commands, installation, DA and other, and elimination. In recommending the disposition of functions for each organizational level, team members also identified the disposition of associated staffing level and reports. The procedure was in effect splitting the current CONUSA functions and displacing some to the Area Command, displacing some to Force Command, D&T Command, installation level, DA and other, and some for elimination. The details for each functional area and

item are contained in paragraph 3b, CONUSA Analysis. The disposition is also addressed in Section 3 but in a more generalized manner.

3. During the analysis, information flow problems were also identified. As an example, two functional areas or items were being reported on one report, and the two functions were recommended for displacement to two different organizational levels. Paragraph 3c of the CONUSA Analysis identifies and discusses such problems.

4. Analysis of the CONUSA data also identified situations where support for Active Army personnel, or operations at the residual Area Command, is insufficient to justify separate staffing; e.g., the military staff of an Area Command may not be large enough to justify organic administrative support. In such cases, it may be best to satellite Area Command personnel on the post for administrative support. Paragraph 3d of the CONUSA Analysis identifies and discusses such situations for each functional area and item as appropriate.

(d) Finally, Phase II was completed upon the writing of the conclusions and recommendations for each functional area and item surveyed. The conclusions and recommendations are reflected in detail in paragraphs 4 and 5 of the CONUSA Analysis. Conclusions and recommendations are also generalized in Section 3 of this document.

2-4. Results. The analysis process of this study provided the basis upon which conclusions and recommendations were made. The analysis served to either validate the Installation Study conclusions or present a replacement alternative procedure. Results of the analysis also provided recommended disposition of current CONUSA functions with related staffing and reports. Finally, the analysis presented the possible staffing of an Area Command. All results of the analysis process culminate in Section 3 of this document.

TEAM COMPOSITION

TEAM CHIEF
DEPUTY
MODEL BUILDING NUCLEUS
ADMIN SUPPORT

TEAM 1	TEAM 2	TEAM 3
MILITARY PERSONNEL	LOGISTICS	BUDGET DIVISION
CIVILIAN PERSONNEL	MILITARY CONSTRUCTION, ARMY	FINANCIAL ACCOUNTING & REPORTING
OTHER DCSPER ACTIVITIES	MEDDAC	INTERNAL REVIEW
FORCE DEVELOPMENT	ROTC	MANAGEMENT
INDIVIDUAL TRAINING	AREA SUPPORT	PROGRAM AND ANALYSIS
NCO ACADEMY	COMMAND RELATIONS	HARDWARE (ADPE)
MOBILIZATION PLANNING	FT MONMOUTH, APG	COMMUNICATIONS
DCSPER	READINESS REPORTING	MISO/DPA OPERATIONS
ADJUTANT GENERAL	DOMESTIC EMERGENCIES	
INFORMATION OFFICE	INTELLIGENCE	
INSPECTOR GENERAL	UNIT TRAINING	
PROVOST MARSHAL	DAMPL	
INDUSTRIAL DEFENSE	RESERVE COMPONENTS	
STAFF JUDGE ADVOCATE	AVIATION	
CHAPLAIN	NUCLEAR, BIOLOGICAL & CHEMICAL	
	NATIONAL MATCH DIRECTOR	
	TRAINING SUPPORT	
	TRAINING AIDS CENTER	

CONUSA ANALYSIS

General. The format for your CONUSA analysis is inclosed. Keep in mind that the Functional Study of CONUSA Management will provide the following information:

a. Validation of Installation Survey Conclusions.

b. Documentation of functions and subfunctions with related reports currently being performed at a CONUSA.

c. Identification of the CONUSA functions with related reports which should be performed by the Area Commands upon reorganization.

d. Recommended disposition of CONUSA functions with related reports to be performed after reorganization but not by the Area Commands.

e. Recommended CONUSA functions with related reports to be eliminated as the result of the reorganization.

Instructions. The following instructions apply:

1. CONUSA Findings. This section is a summarization of the current role of the CONUSA for each functional area/item as documented during the on-site survey. It is included here as a summary analysis of your findings at the CONUSA. The following questions should be addressed here so that they can be included in the CONUSA final report.

a. What role does the CONUSA play with regard to DA, CONARC and the installation for this function and subfunction?

b. What does the CONUSA require from the installation and what does it do for the installation for this function and subfunction?

c. What does the CONUSA do for CONARC for this function and subfunction? (CONARC requirements)

d. What does the CONUSA do for DA in this function? (DA requirements)

2. Validation of Installation Survey Conclusions.

a. Based on your findings at the CONUSA, is there any reason to change the recommended procedures in your functional area as set forth in Organizational Concept I, II, or III of the installation report?

(Yes, No) Address each organizational concept individually and explain answers in detail.

b. For any "Yes" answer to a above, what is your new recommended procedure? Address each "Yes" answer individually and, at inclosure to this form, flow chart and narrate the new recommendation. (The flow chart format should follow that format as set up for the Form A to include a reference to the Basic Form.)

3. Function/Report Evaluation. Using information collected on your CONUSA survey forms, provide:

a. The spaces (authorized) for this function and subfunctions for FUSA. Attach as an inclosure to this form a list of reports associated with this function and subfunction, to include CONARC disposition.

b. Using the information derived from a above, in your opinion how many personnel (spaces - actual/authorized) should perform this function and subfunction by each of the following categories (explain what management function(s) are to be performed within each category-include a list of reports for each category):

(1) Area Command

(2) Force Command (exclusively)

(3) D&T Command (exclusively)

(4) Both - Force Command and D&T Command

(5) Installation

(6) DA and Other
DA
Other

(7) Eliminate (be specific)

c. During your analysis, you may encounter an information flow problem, e.g., two functions are being reported on one report but only one of the two functions is being displaced to a major command. This problem should be highlighted for inclusion in the final report.

d. In addition, you may uncover a situation where support for Active Army personnel at the Area Command is insufficient to justify

separate staffing, e.g., the military staff of an Area Command may not be large enough to justify organic administrative support. In this case, it may be best to satellite Area Command personnel on the post for administrative support.

4. Conclusions. Provide conclusions for this function and subfunctions on spaces and reports for each category, with special emphasis on functions/subfunctions to be performed by Area Commands and those which can be eliminated. The highlight of this area is to provide the staffing size of the Area Command.

5. Recommendations.

CONUSA ANALYSIS
Functional Area/Item
(one form for each function and subfunction)

1. CONUSA Findings.

   a.

   b.

   c.

   d.

2. Validation of Installation Survey Conclusions.

   a.

   b.

3. Function/Report Evaluation.

   a.

   b.

   (1)

   (2)

   (3)

   (4)

   (5)

   (6)

   (7)

   c. (as required)

   d. (as required)

4. Conclusions.

   a.

   b.

   c.

5. Recommendations.

   a.

   b.

   c.

Incl 2-3-2

2-17 11

STAFFING COMPARISON OF CONUS ARMIES

ORGANIZATION ELEMENT	FIRST *	AUTH STAFF MIL	CIV	TOT	THIRD	AUTH STAFF MIL	CIV	TOT	FIFTH	AUTH STAFF MIL	CIV	TOT	SIXTH	AUTH STAFF MIL	CIV	TOT
CG	X	5	1	6	X	3	1	4	X	5	1	6	X	6	1	7
DCG	X	2	1	3	X	1	1	2	X	2	1	3	X	4	1	5
DCGRF	X	2	1	3	X	1	1	2					X	4	1	5
DCGRF, NORTH									X 4/	9	1	10				
DCGRF, SOUTH									X 3/	3	1	4				
C/S	X	1	2	3	X	2	1	3	X	3	1	4	X	5	2	7
ASST C/S	X	1		1	X	1		1					X	1		1
ASST C/S ADMIN									X	1		1				
ASST C/S OPNS									X	1		1				
SGS	X	10	1	11	X	9	4	13	X	8	1	9	X	11	4	15
DCSPER	X	23	46	69	X	19	46	65	X	26	47	73	X	16	42	58
DCSINT	X	21	26	47	X	14	15	29	X	29	40	69	X	14	36	50
DCSOT	X	79	74	153	X	88	54	142	X	87	74	161	X	83	82	165
DCSLOG	X	41	230	271	X	29	168	197	X	70	245	315	X	39	171	210
DCSCOMPT	X	11	69	80	X	5	73	78	X	10	81	91	X	8	64	72
DCSRF	X	40	39	79	X	23	31	54	X 5/	51	47	98	X	22	26	48
DCSROTC					X	19	25	44								
DCSC-E	X	11	27	38	X	16	26	42	X	12	21	33	DIV OF DCSOT			
AG	X	99	196	295	X 1/	45	133	178	X	97	224	321	X	104	92	196
CHAP	X	7	4	11	X 1/	3	3	6	X	7	4	11	X	5	2	7
HQ COMDT	X				X				X				X			
INFO	X	17	10	27	X	11	13	24	X	17	18	35	X	14	11	25
IG	X	46	22	68	X	32	9	41	X	71	16	87	X	32	10	42
MISO	X	2	10	12	X	1	10	11	X	1	19	20	X	1	11	12
PM	X	8	7	15	X 1/	8	14	22	X	11	12	23	X	11	10	21
SJA	X	13	13	26	X	16	6	22	X	13	12	25	X	13	11	24
SURG	X	27	19	46	X	27	18	45	X	40	27	67	X	27	23	50
WEATHER	X	USAF			X 2/	USAF			X	USAF			X	USAF		
		466	798	1264		373	652	1025		574	893	1467		420	600	1020

NOTES

1/ UNDER STAFF SUPV OF DCSPER.

2/ UNDER STAFF SUPV OF DCSINT.

3/ DCGRF, SOUTH LOCATED AT FIFTH US ARMY HQ.

4/ DCGRF, NORTH LOCATED AT FT SHERIDAN, ILL. Assists Army Commander in exercise of command over all USAR units and schools, Active Army Advisor Groups for USAR, ARNG and ROTC/NDCC instructor detachments within states of Indiana, Illinois, Iowa, Nebraska, Michigan, Minnesota and Wisconsin. Supported by a staff performing Compt, Pers, Intell, Op & Tng, Logistics, Reserve, C-E, AG, Chap, IG, IO, SJA and Medical functions. (Staffing included in respective staff offices.)

5/ ROTC A DIV OF DCSRF.

* Source: FUSA TDA 1A-WOGXXAA-04, 30 June 1971

STAFFING COMPARISON
OF
CONUS ARMIES SUPPORT ELEMENTS

	FIRST *			THIRD			FIFTH			SIXTH		
	AUTH STAFF			AUTH STAFF			AUTH STAFF			AUTH STAFF		
	MIL	CIV	TOT	MIL	CIV	TOT	MIL	CIV	TOT	MIL	CIV	TOT
HQ COMDT/CO SPT ELM	33	12	45	29	2	31	89	13	102	58	6	64
CMD GP SPT	14	1	15	8		8	9		9			
DCSPER SPT		18	18									
DCSINT SPT		1	1									
DCSOT SPT	65	9	74	45	3	48	76	11	87	39	5	44
DCSLOG SPT	3	85	88	103	12	115					12	12
DCSCOMPT SPT		3	3									
PM SPT	4	18	22	4		4						
AG SPT	111	122	233	62	102	164	57	131	188	47	77	124
C-E SPT	42	48	90	34	44	78	44	97	141	43	72	115
SURG SPT	13	11	24									
DATA PROC ACT	80	64	144	40	74	114	54	104	158	40	59	99
INFO SPT		6	6									
CIV CAREER INTERNS		265	265		131	131		295	295		62	62
	365	663	1028	325	368	693	329	651	980	227	293	520

* Source: FUSA TDA 1A-WOGXXAA-06, 30 June 1971

SECTION 3

CONCLUSIONS AND RECOMMENDATIONS

3-1. General.

a. This section includes the conclusions and recommendations culminating from a detailed analysis of data collected from an on-site survey conducted at FUSA.

b. The conclusions and recommendations contained herein are purposefully general in nature due to the inherent magnitude of details associated with a study of this type. For specific and detailed analysis, with related finite conclusions and recommendations, of each functional area and item surveyed, the reader should refer to the CONUSA Analysis and the CONUSA Survey Report, in that order.

c. During the study, a total of 41 functional areas and items were addressed. These were broken out into 94 functions, subfunctions and items. Depending upon the degree of impact and/or involvement by the CONUSA, some subfunctions were given treatment equal to that of a function. Conversely, some functions and subfunctions that were surveyed and analyzed separately and lent themselves to consolidation were consolidated within this section (e.g., Budget, Finance and Accounting, Internal Review, etc., were consolidated under Comptroller). Therefore, a total combination of 47 functions, subfunctions and items are discussed within this section.

d. Of the 47, all validated the Installation Study conclusions with two exceptions: ROTC and civilian personnel. Both are discussed in paragraph 3-2 below. In addition this study validated the Installation Study conclusion that either Organizational Concept II or III could be adopted, as they equally satisfy the reorganization objectives, provided that, under Organizational Concept II, it is acceptable for the installation commander to report to both major commands. A brief discussion with conclusions and recommendations for most of the functions, subfunctions and items in this study are in paragraph 3-3a.

e. Paragraph 3-4 is dedicated to other items of interest, which include the engineer and civilian personnel functions; support of Carlisle Barracks, Fort Monmouth, Aberdeen Proving Ground, and the US Military Academy; and ADP and Report Analysis.

(1) To preclude redundancy, engineer functions are addressed

entirely within paragraph 3-4 and are not discussed in 3-3. The same is true for support of Carlisle Barracks, Fort Monmouth, Aberdeen Proving Ground and the US Military Academy.

(2) CPO functions are discussed in paragraphs 3-2 and 3-4. The aspect of Civilian Personnel which failed to validate Installation Study conclusions is discussed in paragraph 3-2; impact of civilian personnel CONUS-wide is addressed in paragraph 3-4.

(3) The ADP and Reports Analysis is a separate project; it incorporates the functions of MISO/DPA Operations and Hardware (ADPE).

f. The final paragraph (3-5) within this section, entitled Summary Analysis, is designed to highlight the major changes to FUSA in terms of broad functions with associated spaces and provide a capsulized estimate of an Area Command structure.

3-2. Validation of Installation Study Conclusions. The primary purpose of this study was to validate, from a CONUSA perspective, conclusions contained in the Installation Study. Discussed herein are ROTC and civilian personnel the two functional areas which did not validate the Installation Study conclusions.

a. ROTC.

(1) Discussion.

(a) The Installation Study contains a recommendation to assign the responsibility for the entire ROTC program to the D&T Command and employ the Type II organizational structure (see Inclosure 1-1-2, Section 1). The rationale used in making that decision is logical and evident, since the ROTC program is a pure training function and is financed by Program 8 (training) funds. Nevertheless, the survey conducted at FUSA disclosed problem areas that were not evident at the installation level. Although the survey did validate the recommendation that Organization Type II provides the most ideal structure for management of the ROTC function, the geographical separation of Army ROTC and National Defense Cadet Corps (NDCC) Detachments and the numerous colleges, universities and high schools participating in these programs (148 in FUSA) require that support and day-to-day management be rendered on an area basis.

(b) Organization Type II provides for Area Commands to assume

the area functions presently being performed by CONUSA; however, this organizational structure designates the proposed Area Commands as subordinate headquarters of Force Command. This structure does not provide the D&T Command the capability to perform area support type missions or the capability to provide the required day-to-day supervision of more than 1000 NDCC and ROTC Detachments spread across the United States. This requirement makes it logical to assign the function of ROTC/NDCC program management to Force Command in lieu of duplicating Area Command type headquarters subordinate to D&T Command. Under this concept, development of training doctrine and curricula for on-campus instruction would be the responsibility of D&T Command and would be in keeping with the proposed primary mission of that command. This command arrangement would provide the Professors of Military Science (PMS) a single chain of command (Force Command) and still provide for the establishment of a special technical channel to communicate curricula desires directly to D&T Command.

(c) The FUSA Deputy Chief of Staff, Operations and Training (DCSOT) is authorized and assigned 23 military and 13 DA civilian personnel to accomplish the ROTC/NDCC support mission.

(d) There are 23 reports associated with the ROTC/NDCC mission.

(2) Conclusions.

(a) ROTC/NDCC must continue to be supported on an area basis.

(b) Force Command will have the area support mission after reorganization.

(c) D&T Command will be responsible for training concept and curriculum development for all training, to include ROTC.

(d) Installation support presently provided to ROTC will not be affected by reorganization.

(e) Division of ROTC support functions (management and supervision vs. curricula development) between Force and D&T Commands will not have an adverse impact on ROTC mission accomplishment.

(3) Recommendations.

(a) That responsibility for the management and day-to-day

supervision of the ROTC program be assigned Force Command and functions relating thereto be performed by Area Command.

(b) That training concepts and curricula development for ROTC be the responsibility of D&T Command.

(c) That installations continue to provide ROTC support regardless of major command assignment (Force or D&T) and receive support requirements from Area Command.

(d) That staffing presently authorized CONUSA for ROTC/NDCC support be transferred to Area Command (23 military and 13 DACs).

(e) That, during reorganization, the requirement for 23 reports be revalidated. Remaining reports, after revalidation, will flow through Area Command to Force Command.

b. CIVILIAN PERSONNEL.

(1) Discussion. The Installation Survey Report for Fort Knox makes reference to the CPO at Fort Hayes, OH, an activity under the supervision of the Staff CPO, FUSA. It was originally proposed that functions at Fort Hayes be pared down, retaining responsibility only for civilian personnel 201 files for area units and corresponding liaison functions. All other responsibilities would be transferred to Fort Knox. To this effect, it was recommended that the installation CPO support all Army civilian employees located in a geographical area, to include Corps of Engineer (CE) civilians (page 7-3, paragraph (g), Functional Study of Installation Management).

(2) Conclusions. Review of the aforementioned proposal indicates that the Fort Hayes CPO operates in like manner as other CPOs within FUSA, that it should remain as a sub-CPO at Fort Knox, and that the previous recommendation to eliminate the CPO function for CE civilians may not be in keeping with DOD policy.

(3) Recommendation. That the subject be pursued further to establish the feasibility of including personnel servicing for CE personnel on an area basis.

3-3. Functional Areas and Items. Contained herein is a capsulized version of the discussion of functions, conclusions and recommendations found in the CONUSA Analysis (under separate cover). These analyses served to validate installation conclusions and recommendations. No unique areas were found within this grouping.

a. MILITARY PERSONNEL.

(1) Discussion. This category pertains to the functional areas of personnel management, personnel actions, strength accounting, reenlistment, and normal personnel functions performed by the HQ Unit Personnel Branch in support of HQ FUSA. The above functions are under the purview of the FUSA AG. In addition, the personnel activities of strength monitorship and officer assignments are responsibilities of the FUSA DCSPER. FUSA acts as an intermediate command between the installation and CONARC or between the installation and DA. Personnel requirements received from DA and CONARC are disseminated to installations; and installation responses are reviewed, consolidated and forwarded with FUSA staff comments to the requiring headquarters. FUSA acts as approval/disapproval authority in certain personnel areas such as awards, board actions, retirements, and line of duty (LOD) investigations. Within the personnel system, FUSA is responsible for receipt, control, coding, analysis and processing of automated personnel and organizational data for both Active Army and USAR personnel. FUSA also controls all DA student assets through the FUSA Student Detachment. A detailed analysis of each of the subareas of military personnel is contained in the CONUSA Analysis (under separate cover).

(a) Staffing for military personnel functions is provided for in the TDA of the Military Personnel Division, Office of the AG, FUSA, where 278 spaces are authorized. An additional eight spaces are authorized in the DCSPER for military personnel activities.

(b) There are 69 reports associated with the military personnel area, 59 in the AG's office and 10 in DCSPER.

(2) Conclusions.

(a) The personnel management, personnel actions, and reenlistment functions in AG will continue to be performed at Force and D&T Commands with 79 spaces (includes Office of the AG and Chief, Military Personnel Division). One space, a career counselor in reenlistment, can be eliminated. Twenty-six reports are associated with these functions (two to Force, five to D&T, 12 to both Force

and D&T, and seven from unit to DA).

(b) The Active Army Section of the Personnel Accounting Branch, AG, will be transferred to both Force and D&T Commands with 99 spaces and 21 reports. After full extension of Standard Installation and Division Personnel System (SIDPERS) and direct reporting to DA, this entire section can be eliminated.

(c) The Reserve Forces Section of the Personnel Accounting Branch will be transferred in its entirety to Area Command with 43 spaces and four reports.

(d) A HQ Unit Personnel Office (UPO) will be required at Area Command, Force and D&T Commands. Thirty-one spaces are needed at the Area Command UPO to provide personnel services to headquarters permanent party and to 1100 individuals in the ROTC Instructor Group. Area Command will also inherit responsibility for the Student Detachment. Nine spaces are required for the Student Detachment and are included in the 31 spaces mentioned above. Seventeen spaces (current 48 less 31 to Area Command) will be divided between Force and D&T Commands in relation to the number of personnel each command services. Eight reports are associated with the UPO function and will be processed by each of the three commands.

(e) The military personnel functions now being accomplished by DCSPER with eight spaces will be transferred to Area Command (two spaces) and to Force and D&T Commands (six spaces). Area command will process assignments of Active Army officers to ROTC, USAR and ARNG duty, to include requisitions and clearances from ROTC institutions. Force Command will coordinate the assignment of individual Active Army personnel to support Reserve Component summer camps. Both Force and D&T Commands will perform those actions relating to policies, programs and procedures for military personnel distribution and management, officer assignments and requisitions, Projected Requisition Authority (PRA), officer TDYs, and monitorship of personnel readiness. Ten reports are related to the above areas. None will go to Area Command. All 10 will go to both Force and D&T Commands, with three of the 10 being processed exclusively by D&T Command.

(3) Recommendations.

(a) That 278 spaces (77 to Area Command and 201 to Force and D&T Commands) be transferred to perform the functions of personnel

management, personnel actions, strength accounting, unit personnel office responsibilities and control of the Student Detachment.

(b) That 59 reports relating to the above functions be transferred as indicated: 12 to Area Command, 10 to Force Command, 13 to D&T Command, and 33 to both Force and D&T (some reports are counted more than once if they are processed by more than one headquarters).

(c) That the eight spaces now in FUSA DCSPER be transferred to Area Command (two spaces) and to Force and D&T Commands (six spaces), with Area Command being made responsible for Active Army officer assignments to ROTC and Reserve Component duty, Force Command for Reserve Component summer camp evaluators, and both Force and D&T Commands for the remaining functions. Of the 10 reports associated with the functions, none will go to Area Command, three will go exclusively to Force Command and the remainder will go to both Force and D&T Commands.

b. OTHER DCSPER ACTIVITIES.

(1) Discussion. Functions studied under the general category of "other DCSPER activities" are: Modern Volunteer Army (MVA), Army Community Services (ACS), nonappropriated funds (NAF), equal employment opportunity (EEO), safety and education. The role of the CONUSA in accomplishing these functions can be summarized as monitoring installation activities, coordinating requirements, processing and approving installation grant requests, and consolidating reports and strength requests. Additionally, guidance is given and policy established as an extension of DA statements when such is required to facilitate installation understanding and actions.

(a) Twenty-three spaces are authorized by TDA to accomplish specific functions. This includes two spaces from the support TDA. An additional 11 spaces have been prorated to "other DCSPER activities" as a share of the DCSPER management/administrative overhead. It should be noted that no spaces are authorized for MVA or ACS; however, three individuals are used "out of hide" to accomplish MVA activities/functions.

(b) Within the combined area of "other DCSPER activities", there are a total of 45 reports relating to inherent functions. A detailed listing and summary are included in the individual CONUSA Analysis Survey Forms retained under separate cover.

(2) Conclusions. "Other DCSPER activities" will be reduced

in scope at the CONUSA upon reorganization. Installation functions within this category should operate with minimal guidance from higher headquarters dealing directly, when required, with major commands. All functions unrelated to Reserve Components should be transferred to Force and D&T Commands, resulting in only two spaces being retained at Area Command for safety activities. Thirty-two spaces will be available for staffing at Force and D&T Commands.

(3) Recommendations. Because of the primary focus of "other DCSPER activities" towards the installation, it is recommended that--

(a) Thirty-two of the 34 spaces associated with these activities be deleted from the CONUSA organizational structure and provisions made for the installation to deal directly with major commands and HQ DA as appropriate.

(b) That 11 reports be transferred to Area Command, 22 to Force and D&T Commands (each report is required at each command) and 10 to DA, and that two be eliminated.

c. FORCE DEVELOPMENT.

(1) Discussion. The environmental set of the force development function at the CONUSA includes manpower programing, requirements, allocations, civilian funding, and unit documentation. Actions taken in achieving desired results consist of receiving and processing guidance, consolidating programs and reports, distributing controlled manpower and endstrengths, staffing, verifying data, and forwarding to both installations and to CONARC.

(a) There are presently 39 spaces authorized in the Force Development Division of the FUSA DCSOT. Of these, four spaces belong to the division chief and his administrative staff; .5 space is associated with the manpower programing function; and 4.8 spaces are dedicated to allocations, 10.3 spaces to requirements, and 19.4 spaces to unit documentation. Civilian funding is essentially a Comptroller function. Manpower input is provided through programs, with no actual spaces specifically identified for funding.

(b) Eleven reports have been identified as either emanating from or passing through the Force Development Division at the CONUSA. Of these, six relate to the force development functions listed above. The remainder are management reports; three of these flow into DCSPER channels at CONARC, one relates to equipment requirements and the other relates to improving manpower management.

(2) Conclusions. Force development functions of manpower programing, requirements, allocations, civilian funding, and unit documentation will be required at all levels of command upon reorganization. Elimination of force development functions for Active Army units not assigned to the Area Command will result in approximately 31.5 spaces being made available for redistribution to Force and D&T Commands. Reports associated with force development functions will continue to be required from units subordinate to each major command.

(3) Recommendations.

(a) That a reduced force development capability of 75 spaces be retained at Area Command to accomplish manpower functions for Reserve Components, Area Command headquarters, advisory groups, ROTC detachments, and area support activities.

(b) That functions relating to force development activities for other Active Army units be consolidated at major command headquarters utilizing the 31.5 spaces available from FUSA to assist in meeting staffing requirements.

(c) That the 11 reports currently submitted continue to be submitted by the Area, Force and D&T Commands until completion of the OACSFOR DA study dealing with elimination of certain manpower reports.

d. INDIVIDUAL TRAINING - ACTIVE ARMY AND RESERVE COMPONENTS.

(1) Discussion. The individual training function at FUSA is divided between two staff sections: DCSOT, which supervises Active Army, and DCSRF, which supervises Reserve Component training. The Individual Training Branch of DCSOT serves as the focal point for coordination of operations of Army Training Centers (ATC) at Fort Knox and Fort Dix, school quota distribution, and staff supervision of the Competitive Marksmanship Program. DCSRF training responsibilities include establishment of training goals and implementation of policies, directives and procedures pertaining to Reserve Component training.

(a) The Individual Training Branch of DCSOT has 10 authorized spaces. Similarly, the DCSRF has space authorizations for nine personnel for this function.

(b) There are 15 reports related to the Active Army individual training function. Reports associated with Reserve Component training total 10.

(2) Conclusions. The individual training function for Active

Army units should be transferred to D&T Command with attendant spaces and reports, and the Reserve Component functions, spaces and reports associated with individual training should pass to the Area Command.

(3) Recommendations. That 10 spaces and 15 reports be transferred to the D&T Command for Active Army individual training staffing and that nine spaces and 10 reports be transferred to the Area Command to accomplish Reserve Component individual training functions.

e. NONCOMMISSIONED OFFICERS' ACADEMY (NCOA).

(1) Discussion. FUSA performs a passive role in administration of the FUSA NCO Academy at Fort Knox, KY. The FUSA maintains statistical data for management information purposes but requires no reports of a recurring nature from the NCOA. FUSA has no direct role with regard to DA or the installation. CONARC guidance is provided directly through the CG, Fort Knox to the NCOA.

(a) No spaces are provided or required at FUSA to perform this function.

(b) No reports are required by FUSA in this functional area.

(2) Conclusions.

(a) The functions associated with the separate NCOA should remain responsive to the Force commander by designation of Force Command operational control over these academies.

(b) The combined NCOA/DSS (Drill Sergeant School) will eventually become a part of the NCO Education System (NCOES) structure and should be under the control of the D&T Command.

(3) Recommendations.

(a) That Force Command receive the separate NCOA with no provision for staffing spaces or reports.

(b) That the D&T Command receive the combined NCOA/DSS. No spaces or reports are associated with this function.

f. MOBILIZATION PLANNING.

(1) Discussion. Mobilization planning in the force development

area is an expanded version of the Active Army force development process. At CONUSA level, the DCSOT reviews, interprets and forwards over-all mobilization planning guidance, to include the Development Mobilization Troop Book (DMTB) and the Nondeployable Mobilization Troop Basis (NDMTB), to installations, validates mobilization requirements submitted by installations in the expanded NDMTB, and processes the NDMTB and TAADS documents related thereto to HQ CONARC. The DCSRF is the coordinating officer for mobilization planning with regard to Reserve units. The CONUSA does not provide direct support to DA.

(a) A total of 14 spaces are related to this function, and perform other duties of a magnitude that these spaces are covered in other functional discussions in this study. Five spaces are in DCSOT and nine in DCSRF. Of the 14, 12.25 are involved in full-time support of Reserve Component activities.

(b) There is one report associated with mobilization planning, the CSGPA-946, Nondeployment Mobilization Troop Basis.

(2) Conclusions.

(a) Mobilization planning will continue at all echelons of command. The major commands will develop an NDMTB for installation support and, in the case of D&T, for the training base. The Area Command will expand the NDMTB to provide support for the headquarters itself and for units reporting directly thereto, to provide support to USAR/ARNG units and to process TAADS documents as applicable.

(b) The intention to assign all Reserve Component units to Force Command should consider that all Reserve Component units are not combat mission oriented. Many are General Support Force (GSF) units with an installation support or training base mission (including but not confined to training divisions). There may be considerable merit to assigning these units even during peacetime to D&T Command if they have a D&T installation or training base support mission after mobilization. Adequate support agreements could be developed with regard to Area Command support to these units. It is considered that further study should be given to the proper peacetime assignments of Reserve Component units.

(c) The current staffing of 14 spaces supporting this and directly related functions will be required at Area Command after reorganization.

(3) Recommendations.

(a) That current staffing of this function and one report be authorized the Area Command.

(b) That the peacetime assignment of Reserve Component units discussed in paragraph (2)(b) above be given further study.

g. DCSPER - OTHER AREAS SURVEYED.

(1) Discussion. Those functions/activities within the FUSA DCSPER which were not previously surveyed are covered here. These include the supervision of WAC and band activities within FUSA and the functions of DCSPER plans and budgetary programs. The DCSPER also acts as the Army-level point of contact to the Army and Air Force Exchange Service (AAFES).

(a) The DCSPER accomplishes a support function for the FUSA Command Group in addition to the specific support rendered within plans and programs, WAC, band and exchange activities.

(b) The coordination and staff assistance for WAC and band activities will be provided where they are assigned, to include Active Army installations and USAR units. For that reason, provision for Area Command staffing is required. The remainder of the functions now performed here are best coordinated through the commanders of installations; hence, the remainder of the current staffing should be transferred to the major commanders of installation groupings.

(2) Conclusions. WAC and band activities should be provided as a staff capability of the Area Command, and the other functions should be staffed at major command level except for that of the exchange office.

(3) Recommendations.

(a) That two spaces be made available for the Area Command to coordinate and monitor WAC and band activities.

(b) That 24 additional spaces and seven associated reports be transferred to the major commands (12 each) to allow for staffing support of DCSPER plans, budgetary programs and the office of the DCSPER.

h. ADJUTANT GENERAL (AG) - OTHER AREAS.

(1) Discussion. The FUSA AG performs two functions which are not discussed elsewhere in the report. Specifically, the AG

provides the necessary administrative services for the command and furnishes personnel support to USAR, ARNG and ROTC units under the jurisdiction of FUSA. The tasks performed in the area of administrative services include the operation and command supervision of the postal, distribution, records, printing and publications programs. The majority of this effort is in direct support of the CONUSA staff, with installation involvement limited to conducting inspections and staff visits. Interaction with CONARC and DA occurs primarily through the submission of reports. In the area of Reserve Components, the functions performed are best described as the operation of a centralized UPO servicing approximately 280,000 USAR, ARNG and ROTC personnel. The actions/services performed are very similar to those accomplished for active duty personnel with the exception of maintenance of 201 files. The major units supported by FUSA include 16 ARNG headquarters, 16 USAR major command headquarters, and 89 Senior and 59 Junior ROTC institutions. CONARC involvement is in the area of allocating officer branch quotas and in the administration of the ROTC Scholarship Program. FUSA provides a service to DA by furnishing the necessary information and data required to support the Reserve Forces Centralized Personnel Management and Accounting Systems.

(a) The Administrative Services Division of FUSA is authorized 80 spaces; the Reserve Forces and ROTC Division is authorized 170.

(b) A total of 15 reports are submitted, seven by the Administrative Services Division and eight by Reserve Components.

(2) Conclusions.

(a) None of the functions performed or reports submitted by FUSA in either area can be eliminated.

(b) The reorganization will not result in any manpower savings within this functional area.

(c) The functions performed in the administrative services area will be required at all headquarters, whereas the mission accomplished for Reserve Components will be unique to that headquarters assuming the overall mission of managing Reserve and ROTC forces.

(3) Recommendations. That the 80 spaces authorized to perform the administrative services function be transferred to Area, D&T

and Force Commands in proportion to the populations which will be serviced by each, with the seven reports involved required from each command; further, that the 170 spaces authorized to provide personnel support to Reserve Components and the related eight reports be transferred to the Area Command.

i. INFORMATION OFFICE (IO).

(1) Discussion. The FUSA IO advises the CONUSA Commander and his staff on public information and command information matters. The IO staff functions also include community relations, ROTC and Reserve Component public affairs activities. Additionally, the FUSA IO provides special assistance to the command in preparing speeches, maintaining contact with Civilian Aides to the Secretary of the Army, and disseminating command and public information to the general public at large.

(a) Twenty-seven authorized spaces are provided for the above functions in the FUSA TDA, and six additional spaces are provided in the FUSA support element TDA.

(b) Six reports are associated with this function. Two of these have recently been cancelled by HQ CONARC.

(2) Conclusions.

(a) The IO functions will be required at both Area Command level and at D&T and Force Commands.

(b) Although a Deputy IO position may have some significance at the CONUSA level, the space can be used more profitably by the area commander in the support of his Reserve Component information needs.

(c) ROTC and Reserve Affairs area coverage will require more attention as the Active Army enters an all-volunteer environment in 1973.

(3) Recommendations. That 17 spaces, with no reports, be provided the Area Command to accomplish IO functions; additionally, that 16 spaces and four associated reports be transferred to the two major commands.

j. INSPECTOR GENERAL (IG).

(1) Discussion. The HQ FUSA IG is assigned to the personal staff of the FUSA CG. The FUSA IG inquires into and reports upon matters which pertain to the performance of the mission

and state of discipline, efficiency and economy of the FUSA. In addition, the IG must perform such other duties as are required by law and regulations. The major functions of the IG are the required Annual General Inspections (AGIs), directed reports of investigation and operation of the Army Redress System (which involves the processing of individual complaints and requests for assistance). A more detailed analysis of the IG role is contained under separate cover in the CONUSA Analysis.

(a) Sixty-eight spaces are provided for in the FUSA IG Section: three in the Office of the IG, 56 in the Inspections Division, five in the Complaints Division and four in the Administrative Branch.

(b) Only one recurring report is forwarded to the present CONARC headquarters by the FUSA IG. This is quite misleading, however, because the FUSA IG prepares over 2300 separate AGI reports annually. (See CONUSA Analysis for a discussion of those Title 32 US Code requirements which dictate this requirement.)

(2) Conclusions.

(a) IGs will be required at both Area Command level and D&T and Force Commands.

(b) Inconsistencies exist in the numbers and frequency of inspections between USAR units and ARNG units. (Part of this inconsistency stems from Title 32 of the US Code.)

(c) Implementation of the reorganization decision and establishment of the two new major commands provides HQ DA with an excellent opportunity to reexamine the current inspection system.

(d) The present IG Complaints Report provides major commanders with great flexibility in those items or areas selected for reporting.

(3) Recommendations.

(a) That 48 spaces be transferred to the Area Command, thereby providing the commander and his IG with the full range of IG functions.

(b) That 20 spaces be transferred to the Force or D&T Commands and that proportional staffs be created with the full range

of IG functions based on Active Army troop populations, numbers of installations, and the ultimate organizational concept chosen. The one recurring report referred to above should be transferred to both commands.

(c) That consideration be given to future restudy and revision of the current AGI and Special Inspection concepts.

k. PROVOST MARSHAL (PM) (LESS INDUSTRIAL DEFENSE).

(1) Discussion. The FUSA PM advises the CG on policy and supervises the FUSA maintenance of order and discipline, limited criminal investigation activities and the Crime Prevention Program. The PM also supervises the custody and rehabilitation of military prisoners and maintains liaison with the appropriate Military Police Group (counterintelligence) (CI). The FUSA PM primarily reviews reports, conducts staff visits and issues verbal and written guidance to subordinate PMs. Operation of the National Crime Information Center (NCIC) terminal is accomplished at FUSA. The FUSA terminal is duplicated at the existing CONUSA headquarters and at Fort Benjamin Harrison (for deserter information). Installations report the loss or recovery of serial numbered government equipment (weapons, office equipment, etc.) to the FUSA PM, who, in turn, has this information transmitted to the FBI through the terminal. In addition, the PM monitors and advises installation PMs in their operational functions and acts as the office of review for most installation reports submitted to CONARC and DA.

(a) Fifteen spaces are provided for this function in the FUSA TDA, and three additional spaces for operation of the NCIC are provided in the FUSA support element TDA.

(b) Thirteen reports are associated with this function.

(2) Conclusions. A PM capability, to include operation of the NCIC terminal, will be necessary at the Area Command, and the primary functions of the FUSA PM should be transferred to the major commands.

(3) Recommendations.

(a) That nine spaces, with no reports, be provided the Area Command to accomplish PM activities and provide for operation of the NCIC terminal. Information would still be provided the NCIC directly on item loss or recovery to provide the information to

the FBI. This reporting is informal and may be done telephonically. The major command concerned would be made aware of the situation by the submission of a Serious Incident Report (SIR). In addition, recommend that six spaces and 13 associated reports be transferred to the major commands.

(b) The previous recommendation takes into consideration the present location of NCIC terminals at each CONUSA. Implementation planners may want to consider re-allocation or relocation of terminals at a later date.

(1) INDUSTRIAL DEFENSE PROGRAM.

(1) Discussion. The FUSA PM has the responsibility for conducting the Industrial Defense Program within the FUSA geographical area. This includes the survey (inspection) of defense industry facilities, from four field locations, which are identified on the DCSLOG DA "Key Facilities" list. Forty-three percent of the CONUS key industries are found within the FUSA boundaries. The Industrial Defense Office provides management personnel with seminars which give information on methods of safeguarding their industries from sabotage and other hostile or destructive acts, including civil disturbances, through the application of physical security and emergency preparedness measures.

(a) Nineteen spaces for this function are currently at FUSA within the FUSA Support Element TDA.

(b) Two reports are associated with this function.

(2) Conclusions.

(a) The Industrial Defense Program is geographically oriented and therefore should be assigned as a responsibility of the Area Command.

(b) The 19 spaces and two reports dedicated to this function should be transferred to the Area Command.

(c) The Force Command PM will monitor this activity by virtue of the command relationship between Force Command and the Area Commands (no spaces provided Force Command).

(3) Recommendation. That the Industrial Defense Program be transferred to the Area Command. This will involve 19 spaces and two reports.

m. STAFF JUDGE ADVOCATE (SJA).

(1) Discussion. The FUSA SJA is the principal legal advisor to the CONUSA CG and staff and provides legal opinions and advice on questions of law. The FUSA SJA's relationship with regard to DA, CONARC and the installation can best be summarized as a mutual passage of advice and legal opinion through technical channels. The SJA performs his various functions through a Military Affairs Division, Military Justice Division and Claims Division. A more detailed analysis of the SJA role at the CONUSA is contained under separate cover in the CONUSA Analysis.

(a) The four divisional elements referred to above and the office of the SJA itself account for all of the 13 military spaces and 13 civilian spaces in this special staff section of FUSA headquarters.

(b) Eight recurring reports are prepared by the FUSA SJA Section. Seven of these are required by the OTJAG, DA.

(2) Conclusions.

(a) SJA functions, to include legal advice to the commanders and their staffs, will continue to be required at both Area Command level and the two emerging major commands.

(b) The Area Command will not be required to involve itself in the administration of military justice. Military justice review action in selected cases will be channeled from installation level to Force Command and D&T Command level.

(c) The Area Commands will not involve themselves in civil litigation cases or their expediting currently required by OTJAG.

(d) The present-day CONUSA provides courtesy services to selected USAR units for the OTJAG School. The SJA and his Chief of Military Affairs can continue to provide this advice if so requested by OTJAG.

(e) Claims services will be required at both the Area Commands and the two major commands. Direct dealings with the US Army Claims Service will continue.

(f) Legal assistance will be primarily an Active Army function performed at the major command level.

(3) Recommendations.

(a) That five spaces be transferred to the Area Command to provide it with an SJA, a claims processing capability, and the ability to provide legal review of such board proceedings which might arise. Two reports should be transferred to accommodate the claims function.

(b) That 20 spaces be transferred--ten each to the D&T and Force Commands--thereby providing these major commanders with that nucleus needed to accomplish the actions required of a legal advisor, the administration of military justice (to include General Court Martial (GCM) jurisdiction), performance of claims services and legal assistance activities. Six reports should be transferred to accommodate these functions.

(c) That consideration be given to eliminating one space whose current function is to provide legal reference services at the CONUSA level.

n. CHAPLAIN

(1) Discussion. The FUSA Staff Chaplain is the principal advisor to the CONUSA CG on matters pertaining to religion, morality, and character guidance. The FUSA Staff Chaplain receives guidance and instructions from the Office of the Chief of Chaplains, DA; CONARC; and the CG of FUSA. A more detailed analysis of the Chaplain's role at the CONUSA is contained under separate cover in the CONUSA Analysis.

(a) During the analysis referred to above, seven military spaces and four civilian spaces were surveyed.

(b) Two recurring reports are prepared by the Office of the FUSA Staff Chaplain. The Office of the Chief of Chaplains no longer will require one of these reports.

(2) Conclusions.

(a) Staff Chaplain functions will be required at both Area Command and Force and D&T Commands.

(b) The Director of Religious Education space does not exist at any other CONUSA and appears superfluous at FUSA.

(c) Although a Deputy Staff Chaplain position may be of some value at the CONUSA level, the space can be used more profitably by the area commander in support of his Reserve Forces Chaplain Program. An additional chaplain added to the

Reserve Forces activities will increase area coverage and reduce the time between chaplain visits to USAR and ARNG units.

(d) Recurring reports in the area of chaplain functions are not as effective as the "as required" form of reporting.

(e) Elimination of two quarterly recurring reports will provide the Assistant Army Chaplain for Administration, Programs and Budget with more opportunities to provide administrative support to the major command Staff Chaplain.

(3) Recommendations.

(a) That seven spaces be transferred to the Area Command, thereby providing a Staff Chaplain capability, Reserve Forces Chaplain coverage, and needed clerical support.

(b) That three spaces be transferred to the Force and D&T Commands level so that an Assistant Army Chaplain for Administration, Programs and Budget can continue to function after reorganization. One report currently remaining should be transferred.

(c) That the position of Director of Religious Education be eliminated at the intermediate command level, thereby conserving one space.

o. SUPPLY.

(1) Discussion. Supply Division of the CONUSA DCSLOG is responsible for management of the Sub-Home Office, CONARC Division, Army Stock Fund, other supply related budgeting and funding requirements, property disposal activities, supply policies and procedures, the Command Supply Discipline Program and supervision and coordination of supply activities pertaining to the requisitioning, receipt, storage, allocation, issue, replacement, transfer and disposition of supplies and equipment for Active Army, USAR and ROTC units/activities.

(a) There are 86 TDA authorized personnel spaces (76 supported by the most recent manpower survey) in Supply Division.

(b) There are 21 reports associated with the supply subfunction.

(2) Conclusions.

(a) The supply subfunction is applicable to both Force and D&T Commands. Of the 54 supply subfunctions outlined in 1A Memo 10-1 (30 Aug 71), eight are specifically applicable to USAR/ROTC and therefore must be addressed by both Area Command and Force Command but not by D&T Command. The R&U supply function should be transferred to installation level in order to improve operations and utilization.

(b) Of the 86 personnel spaces authorized by TDA for the supply function at CONUSA level, 21 are retained for the USAR/ROTC supply functions at Area Command, and 62 are available for application to the supply subfunctions at Force and D&T Commands. Three spaces should be applied to installation R&U supply requirements.

(c) There are currently 21 recurring reports, all of which are required. Of these, 18 apply to both the Force and D&T Commands, two apply to Force Command, and one applies to neither, going direct from installation to an element of AMC.

(d) While there are no current information flow problems, certain management information applicable to the new commands is derived from CONARC unique directives. These should be examined to determine what management information is applicable and to insure that it is made available.

(3) Recommendations.

(a) That the supply functions related to Reserve Component and area support (21 of 86 authorized spaces and eight reports) be transferred to the Area Command.

(b) That FUSA supply functions related to the support of Active Army units and activities (62 spaces and 18 reports) be transferred to the Force and D&T Commands (two additional reports are unique to Force Command and one report goes direct to AMC).

(c) That the R&U supply function (three spaces and one report) be assigned to the installation level.

p. TRANSPORTATION.

(1) Discussion. The FUSA Transportation Branch supervises transportation services, including administrative vehicles, rail and watercraft operations. This branch performs "operational actions" for unaccompanied dependent travel, convoy clearances, and administrative transport management surveys. Staff supervision

and guidance are provided by this branch on the movement of military freight, personal property, and passenger and unit movements. This office prepares movement instructions for the logistics portion of plans and directives of the FUSA and reviews support equipment authorized by TDAs, MTDAs, TOEs and MTOEs.

(a) Staffing: 20 spaces.

(b) Related Reports: 12.

(2) Conclusions.

(a) The Area Command will require two staff officers to assist in movement planning and movement data for the Reserve Components of the area. This office could also handle local convoy clearances and movement requests of Reserve Components. One report will be handled by the Area Command.

(b) Each major command will require nine spaces to handle transportation services to be performed at this level, i.e., unaccompanied dependent travel, convoy clearances and installation surveys. Staff functions, such as planning, guidance and policy actions, will likewise be required of these two headquarters. Eleven reports will be required to be submitted to the D&T Command and Force Command headquarters.

(c) Transportation services will be provided on an area basis by the installation with no change to current operations.

(3) Recommendations. That the staff functions of movement planning, convoy clearances and movement requests (two of the authorized 20 spaces and two reports) be transferred to the Area Command and that the functions related to transportation services, unaccompanied dependent travel, convoy clearance and installation surveys (18 spaces and 11 reports) be transferred to Force and D&T Commands.

q. MAINTENANCE.

(1) Discussion. The Maintenance Division provides technical commodity assistance and directs the over-all FUSA maintenance program. This division is "operational" in terms of Maintenance Assistance Instruction Team (MAIT) support to the USAR and in conducting technical inspections of nuclear weapons/devices. Materiel readiness, workload and backlog, ARADCOM

support, AMC technician support and administrative storage are key projects and actions monitored by FUSA. With the advent of the MAIT program, some 33 spaces were released from FUSA Maintenance Division to the installations, and this division has dropped from a TDA authorization of 113 people to 80 personnel on hand.

(a) Staffing: 113 spaces.

(b) Related reports: 15.

(2) Conclusions.

(a) The Area Command will require 36 spaces to develop the Reserve Component maintenance program and to provide technical assistance and MAIT operations to the USAR units in the area. One report will be processed within this task. The Area Organizational Maintenance Shop (AOMS) locations, activation or consolidation decisions will be made by this branch.

(b) Each major command will have 22 personnel authorized. This number will provide the commander with a Maintenance Division consisting of a Maintenance Management Branch, which will analyze materiel readiness, workload, backlog and administrative storage operations of the command; a Materiel Branch, which will provide the technical commodity expertise; and a Maintenance Assistance Branch, which will direct the MAIT program for the command. Fourteen reports will be processed by the Maintenance Division.

(3) Recommendations. That the functions related to the Reserve Component maintenance program (36 of the currently authorized 80 spaces and 1 report) be transferred to the Area Command, and that the functions related to maintenance management, materiel and maintenance assistance (44 spaces and 14 reports) be transferred to Force and D&T Commands.

r. SERVICES.

(1) Discussion. The Services Division is responsible for food service management, commissary operations, laundry and dry cleaning operations, mortuary and graves registration operations, and transportation. (A separate FUSA analysis was made of the Transportation Branch.) The FUSA functions relate primarily to performing in an administrative coordination role between CONARC and FUSA installations. Staff visits are conducted on

an annual basis, and technical assistance is provided upon request by the installation. However, direct technical assistance is rendered to the installations by the Defense Personnel Support Center, Army Food Service Center and DCSLOG DA. The Services Division minus transportation is staffed as indicated below.

(a) Staffing: 19 personnel.

(b) Related reports: 14.

(2) Conclusions.

(a) The services responsibility (minus transportation, which is covered separately in this report) at the FUSA is a staff management function primarily following command lines with minimal involvement in Reserve Components, ROTC or area support functions.

(b) Food service specialists are required at the Area Command for staff management of the Reserve Components food service program.

(3) Recommendations. That the food services function performed for the Reserve Components (two of the authorized 19 spaces and no reports) be transferred to the Area Command and that the other functions performed by the FUSA Services Division (17 spaces and 14 reports) be transferred to both the Force and D&T Commands.

s. PROCUREMENT.

(1) Discussion. FUSA plays a vital role in the over-all procurement program as prescribed in Armed Services Procurement Regulations (ASPR) and Army Procurement Procedures (APP). HQ FUSA supervises all procurement operations in First Army. In this activity, FUSA performs in an operational role for CONARC and DA. The CG, FUSA, as Head of Procurement Activity (HPA), must approve all proposed procurements exceeding $100,000, appoint all contracting officers and provide technical and legal assistance upon request of the procuring activity. Other than in the Procurement of Equipment and Missiles, Army (PEMA) program, DA does not have a staff procurement responsibility assigned to any staff section below Assistant Secretary of the Army (Installation and Logistics) level.

(a) There are presently eight personnel authorized for the procurement management function at FUSA.

(b) There are 15 reports associated with this function.

(2) Conclusions.

(a) The procurement responsibility at FUSA is a staff function that follows command lines.

(b) Area Commands will have no requirement to perform the procurement function.

(c) Installation procurement operations will not be impacted by this reorganization.

(d) The procurement management (head of a procuring activity (HPA)) functions can best be performed by both Force and D&T Commands, because both commands will have installations operating under their command control. All procurement reports will be processed by both major commands.

(3) Recommendations. That all current FUSA procurement functions be transferred to both Force and D&T Commands (eight spaces and 15 related reports) and that ASPR and APP be changed to reflect this reorganization.

t. LOGISTICS PLANS AND OPERATIONS.

(1) Discussion. The Plans and Operations (P&O) Division of DCSLOG provides principal assistance to the Command Logistics Readiness Officer. The division develops and coordinates supporting logistical plans and the logistics portions of war, defense, civil defense, mobilization, survival measures and other emergency, special and contingency plans, and reviews plans of higher, lower and adjacent headquarters to insure continuity and adequacy of logistical support. The division also develops logistics objectives and procedures and coordinates logistical support of maneuvers, field exercises, command post exercises and special operations; administrative and logistical support of LOGEX; the DCSLOG Mobilization Designee Program, and support planning and logistical activities, including annual training, of Reserve Components. P&O Division is the intermediate activity in logistical planning and operational logistical matters between higher headquarters at CONARC and DA, and subordinate Active Army and Reserve Component installations and activities.

(a) There are 21 TDA authorized personnel spaces (19 supported by the most recent manpower survey) in the P&O Division.

(b) There are eight reports associated with the logistics P&O subfunction.

(2) Conclusions.

(a) The logistics P&O subfunction is applicable to both Force and D&T Commands. Of the 23 subfunctions outlined in 1A Memo 10-1, eight are applicable to USAR/Area Command (two of these apply to Force Command and D&T Command Active Army as well as Reserve Components), two apply to D&T Command only, and 13 apply to both Force and D&T Commands.

(b) Of the 21 authorized CONUSA personnel spaces, seven are retained for the Area Command logistics P&O subfunctions, and 14 authorized CONUSA spaces are available for allocation between Force and D&T Commands.

(c) There are currently eight recurring reports, all of them applicable to Force Command (three from Area Command), and two also applicable to D&T Command.

(d) No information flow problems were observed; however, certain CONARC unique directives should be examined to determine what management information is available and to insure that it is captured.

(3) Recommendations. That FUSA staff responsibilities related to Reserve Component and area support logistics P&O be retained at Area Command (seven of the 21 FUSA spaces and three reports) and that staff supervision of Active Army logistics plans and operations be transferred to Force and D&T Commands (14 spaces and eight reports).

u. LOGISTICS MANAGEMENT.

(1) Discussion. Logistics Management Division of DCSLOG is responsible for supervising formulation of these parts of the Command Operating Program (COP) and Command Operating Budget (COB) for which DCSLOG is responsible; coordinates distribution and management of resources applicable to the logistics area as reflected therein; coordinates, develops and prepares applicable portions of the Budget Execution Review (BER), financial management reports, Commander's Narrative Analysis for the COB and quarterly review of logistics programs; is responsible for coordinating and staffing organization, manpower and functions actions and management improvement actions for

DCSLOG; acts as DCSLOG primary representative on all matters of machine application including research and actions toward mechanization of logistical operations; provides assistance to installations in developing installation logistic systems; coordinates, supervises and finalizes management actions which involve other DCSLOG subelements; and is the intermediate management activity between Active Army and Reserve Component installations/activities and higher headquarters at CONARC and DA.

(a) There are 11 TDA authorized personnel spaces (10 supported by the most recent manpower survey) in the Logistics Management Division.

(b) There are 21 reports associated with the logistics management subfunction.

(2) Conclusions.

(a) The logistics management subfunction is applicable to both Force and D&T Commands and, to a significantly lesser degree, to Area Commands. Of the 21 logistics management subfunctions, nine are applicable to Area Commands, and all are applicable to Force and D&T Commands.

(b) Of the 11 personnel spaces authorized by TDA to CONUSA, three are retained for the Area Command and eight are available for reallocation between Force and D&T Commands.

(c) There are currently 21 recurring reports prepared in total or in part, all of which are required. Of these, 14 are applicable to Area Command, and all are applicable to Force and D&T Commands.

(d) While no information flow problems were found, certain management information applicable to the new commands is derived from CONARC unique directives which should be examined to determine what information is available and to insure that it is captured.

(3) Recommendations.

(a) That the logistical management functions applicable to Reserve Components (three of the authorized 11 spaces and four reports) be transferred to the Area Command.

(b) That the FUSA logistical management functions (eight spaces and 21 reports) be transferred to the Force and D&T Commands.

(c) That special attention be given to the management information obtained as a result of CONARC unique directives to insure the same information will be available to the two major commands.

v. MILITARY CONSTRUCTION, ARMY (MCA).

(1) Discussion. The FUSA plays the role of technical reviewer, approval authority (within authorized threshold limits) and evaluator of priorities of the construction projects requested by the installations. This is the staff level that actively monitors the Army Construction Program of the installations and the USAR (MCA and MCAR).

(a) Staffing: 18 personnel.

(b) Related reports: Seven.

(2) Conclusions.

(a) The Area Command will be authorized three personnel to direct and monitor the MCAR Program. The area commander will be delegated the MCAR threshold approval authority currently granted the CONUSA by CONARC. The three reports submitted by the USAR will be monitored and priorities established, with technical reviews conducted to insure the feasibility of each project submitted. The master plan will be monitored and the long-range program maintained so as to provide a viable planning tool for the commander.

(b) Each major command will be authorized seven personnel to monitor the construction program, establish priorities of projects and provide technical assistance to the installations in finalizing the projects to be submitted to DA. The dollar guidance is broken out by the command to each installation, and those selected projects are finalized for submission. The command maintains by priority those projects that may be funded by year-end funds, thereby facilitating the obligation commitments required by the installation. This division will monitor the four reports submitted on the construction program and monitor special construction projects directed by DA.

(c) The installation construction program remains unchanged, and the funding and contact between the command OCE will continue. The installation engineers will support and provide technical assistance to the USAR.

(3) Recommendations. That the staff functions related to the MCAR program (three of the four authorized spaces and three reports) be transferred to the Area Command and that the functions related to the MCA, minor construction and OMA programs (14 spaces and four reports) be transferred to the Force and D&T Commands.

w. STOCK FUND.

(1) Discussion. The stock fund is a working capital and/or revolving fund used to finance the procurement, stockage and issue of standard, common-use recurring demand items of supply. The standard stock fund organization structure consists of a home office, a sub-home office and a branch office. As the stock fund program director, the FUSA DCSLOG manages the sub-home office of the CONARC Division, Army Stock Fund. This office furnishes logistical and supply guidance to installation branch offices and consolidates installation reports for submission to higher authority.

(a) The FUSA sub-home office management consists of responsibilities within the DCSLOG and DCSCOMPT performed by 10 personnel.

(b) The stock fund operating budget program requires processing and consolidation of two principal and 18 supplementary budget, financial and management reports containing 33 worksheets, exhibits, schedules and statements.

(2) Conclusions.

(a) The current sub-home office function at FUSA is a superimposed management level between the home office and installation branch office which can be eliminated without any impact on installation operations.

(b) The installation survey recommendation eliminating the sub-home office stock fund management function is valid and is substantiated by the FUSA findings.

(c) The establishment of home offices for Force and D&T Commands provides for continued uninterrupted installation branch office operations.

(d) The standard stock fund organization structure of home office, sub-home office and branch office will be modified to streamline operations using only a home office

and branch office level relationship. Therefore, the current functions performed at the sub-home office (FUSA), together with the corresponding spaces, will be performed at the home office level.

(3) Recommendation. That the FUSA stock fund management level be eliminated and home office functions be performed at both Force and D&T Commands. Ten spaces are available for transfer from FUSA; however, 20 spaces are required (10 for each command). The 20 reports require retention in the system and will be processed from the installation direct to the home office.

x. MEDICAL DEPARTMENT ACTIVITIES (MEDDAC).

(1) Discussion. The Office of the Surgeon, FUSA, has the primary mission of providing professional medical advice to the Army commander, technical advice and assistance to the installation MEDDACs, and collection and evaluation of data to assure that proper priorities are established for the effective utilization of resources in all medical disciplines for support to the Active Army, ROTC, USAR, ARNG, retired personnel and their dependents. The Surgeon serves as the major activity director for Budget Program 84; exercises staff supervision over medical department facilities and activities of FUSA, to include medical, dental, veterinary, nursing and ancillary medical matters; advises on medical supply and maintenance services; monitors the utilization of Army Medical Department (AMEDD) personnel; and provides technical assistance and recommendations in personnel matters, to include requirements, procurements, appointments, assignments, classifications, promotions and transfers. He also exercises operational control over the AMEDD Procurement Activity and the FUSA Medical Laboratory.

(a) Forty-five spaces are authorized in the FUSA Surgeon's Office.

(b) Thirty-five reports associated with medical activities are acted upon at FUSA.

(2) Conclusions.

(a) Transfer of all functions from the Surgeon's Office, FUSA, to the Force Command with all Class I MEDDACs is not consistent with the reorganization principle/objective of maintaining mission and resources under one commander. It does,

however, require the minimum personnel staffing (43 spaces) and provides for the most effective accomplishment of health care support to the Active Army and Reserve Components.

(b) Establishment of a three-man medical staff at the Area Command would provide the area commander with professional medical advice and assistance to effectively accomplish the command's mission. Reliance on the supporting installation MEDDACs for mutual support and on the Surgeon's Office, Force Command, for technical advice and assistance would be firm requisites.

(c) Nine of the current recurring reports should flow from the installation MEDDACs to Force Command; 24, from the installation MEDDACs directly to TSG DA. Two should be eliminated.

(3) Recommendations.

(a) That a small medical staff (three of the 46 spaces currently authorized) be established at Area Command to advise and assist the commander in medical operations, planning and training as they relate to area support, Reserve Components and ROTC. There would be no requirement for reports.

(b) That all other surgeon functions, all Class I MEDDACs, nine of the 35 reports and the remaining 43 spaces be assigned to Force Command, which would also assume operational control of the AMEDD Procurement Activity and the FUSA Medical Laboratory.

(c) That 24 reports be routed from installations directly to HQ DA and that two reports be eliminated.

y. AREA SUPPORT.

(1) Discussion. Area support is multi-functional and is one of the basic missions of the CONUSA. Area support is generally defined as that support provided to units, organizations and individuals not under the direct command of the installation commander responsible for providing the support. There is presently no central point in either CONARC or FUSA responsible for overall coordination of the area support programs.

(a) Because of area support's multi-functional nature, there are no personnel spaces at FUSA that can be specifically identified with the program.

(b) The reports pertaining to area support are covered in the individual functional sections of the CONUSA Analysis.

(2) Conclusions. The Force Commander can best act as program manager for area support because of the Area Command's capability to provide fixed geographical areas of responsibility while retaining a manageable span of control ratio with the desirable expertise for a particular geographical region. Additionally, the Force commander's responsibilities for emergency planning and his relationship with the ARNG, USAR and ROTC will cause a major involvement in the area support program. Regardless of how the area support program is managed, all installations must continue to provide support on an area basis.

(3) Recommendations.

(a) That the management functions related to area support be centralized within one office in the Area Command. (Although specific spaces for this function were not identifiable at FUSA, nine spaces should be authorized in the Area Command for area support program management.) There are no reports presently associated with these functions.

(b) That the responsibility for overall management of the area support program, associated functions and reports be the responsibility of Force Command. There are no identifiable area support spaces at the FUSA available for transfer to Force Command.

z. COMMAND RELATIONS.

(1) Discussion. The CONUSA serves as an intermediate echelon between CONARC and subordinate units. The CG commands or supports all installations within his geographical area of responsibility. His headquarters, then, fills in the voids which would otherwise exist in relationships between higher headquarters and all US Army troops, installations or activities within his geographical area. Additionally, the CG, FUSA has specific mission responsibilities for the Active Army, USAR, ARNG, ROTC and NDCC.

(a) Current staffing authorizes 43 spaces for the HQ FUSA command element.

(b) There are no reports directly related to this function.

(2) Conclusions. The reduction in missions performed by the Area Command results in a possible reduction of the command structure. Six spaces would be available for staffing Force and D&T Commands to perform the following functions:

(a) Monitoring the overall program for training of individuals at the replacement training centers.

(b) Monitoring the overall program for unit training and operational readiness of Active Army units.

(c) Monitoring all plans pertaining to mobilization expansion, land defense, military assistance to civil authority, survival, continuity of operations and support to other commands under any war conditions.

(d) Performing the responsibilities inherent in these missions of organization, plans, personnel support, logistical support and materiel readiness, inspections, tests, exercises, readiness status and reports.

(3) Recommendations. That the FUSA command relations functions related to Reserve Components (37 of the 43 authorized spaces and no reports) be transferred to the Area Command and that the command functions related to operations plans and unit and individual training (six spaces and no reports) be transferred to Force and D&T Commands.

aa. READINESS REPORTING.

(1) Discussion. The CONUSA edits and consolidates readiness reports, takes that remedial action which is within its authority and forwards the reports up the chain of command. In addition, the CONUSA reduces the manually prepared readiness forms of the Reserve Components to punch cards prior to forwarding them to CONARC. Also, the CONUSA assists in registering units within DA and the Worldwide Military Command and Control System (WWMCCS).

(a) Excluding the card punchers and computer operators, there are approximately 11 people involved in readiness reporting.

(b) Nine reports or reporting systems are used to report readiness and command and control information.

(2) Conclusions. The Area Command will no longer be responsible for the readiness reporting or command and control reporting functions associated with Active Army units. This change in function should make 7.567 spaces available for redistribution: 1.25 spaces to Force Command, 1.00 space to D&T Command and 5.317 spaces to the installations. Force Command and the installations could use these spaces to improve the accuracy of the reports. The Area Command will retain 3.5 spaces for Reserve Component readiness reporting and forces status report (FORSTAT). This distribution accounts for the 11.067 spaces now involved in readiness and command and control reporting performed at FUSA.

(3) Recommendation. That the functions and spaces presently performed by the CONUSA be redistributed as follows:

(a) Have the Area Command supervise the command and control reporting system, process Reserve Component Unit Readiness Reports, and prepare the Command Narrative Summary. Four spaces should be retained by the Area Command, and four reports are associated with these functions.

(b) Have Force Command continue to perform the policy direction, processing and monitoring of readiness and command and control reporting which CONARC performs now, plus the additional editing now performed by the CONUSA. One space should be assigned to Force Command. Nine reports are associated with this function.

(c) Have D&T Command register subordinate units in the Force Identify and Status System (FORSTAT) and report command and control data. One space should be assigned to accompany the one reporting system.

(d) Have the installation continue to report readiness and command and control data but be required to improve the quality of submissions. Five reports are involved, and five spaces should be redistributed to installation level.

bb. DOMESTIC EMERGENCIES.

(1) Discussion. The CONUSA has a geographical area responsibility for the administration of relief during domestic emergencies. The activities considered to be domestic emergencies are natural and man-made disasters, civil defense (recovery after a nuclear attack), civil disturbances,

and land defense (protection against sabotage and repulsion of an invasion). For natural and man-made disasters the CONUSA can respond with Active Army resources under its command at its subordinate installation. For civil defense the CONUSA makes its own as well as other government resources available to the State AGs, who have the responsibility for directing recovery after a nuclear attack. For civil disturbances the CONUSA is responsible for planning and providing support to civil disturbance units. For land defense the CONUSA is responsible for coordinating the defense of its geographical area and selected targets within that area.

(a) The CONUSA survey shows that seven persons have a primary task of planning for domestic emergencies and executing the FUSA response. Additionally, 13 people in the same offices work with Active Army units or installations which will no longer be under the CONUSA commander. Thus, a total of 20 spaces are available for redistribution to the two major commands and to the installations.

(b) Eight reports are associated with this functional area.

(2) Conclusions. Domestic emergencies can be adequately covered by the installations which have the Active Army resources, the Area Commands for use of the Reserve Components, and the Force Command to conduct the planning and execution. At both installation and Force Command the missions and resources are closely associated. The Area commander's reduced responsibilities should be adequately staffed by the personnel available for the Reserve Component mission (e.g., DCSRF, P&O Division). Very little additional staffing (two people) should be required by Force Command. A savings of 18 people from FUSA staff would be available to the installations for performance of their additional missions.

(3) Recommendations.

(a) That the domestic emergency concept, presented in the installation survey, of centralized direction from Force Command and decentralized execution by the Active Army units and installations and by the Reserve Components be adopted for reorganization.

(b) That the functions, spaces and reports be redistributed as follows:

1. The Area Command should retain a planning capability for use of Reserve Components in domestic emergencies, submit operational reports as required, assist in search and rescue operations, and continue to supervise the FUSA Mobilization Designee Liaison Detachment. None of the 20 spaces are retained, because the Area Command should be able to accomplish this limited mission with its residual staff for command of the Reserve Components. Three reports have been identified with these functions.

2. The Force Command should perform CONARC's present planning role plus assume the CONUSA's role in planning for domestic emergencies, with supplementary plans prepared by the Area Command for Reserve Components and by the installations for Active Army units; assume the CONUSA's role in ARRED/ARLANT contingency planning; and coordinate and control military operations. Two spaces should accompany the increase in magnitude of these functions, and six reports will be required.

3. The installations should continue to prepare supporting plans for domestic emergencies within their assigned geographical areas, coordinate with other government agencies within their assigned geographical areas for civil defense actions, coordinate and supervise damage assessment data collection to report to Force Command, represent the Force Command on Regional Preparedness Committees and Regional Civil Defense Coordinating Boards. Eighteen spaces are available to compensate for the additional functions required of the installations. Four reports have been identified with these functions.

cc. INTELLIGENCE.

(1) Discussion. The Deputy Chief of Staff for Intelligence (DCSI) is responsible for the planning, direction and supervision of the intelligence, counterintelligence and security activities of the command. The DCSI exercises operational control over the 528th MI Company (Interrogation), Company D (Technical Intelligence) of the 14th MI Battalion, and the 542d MI Detachment (Technical Intelligence). He exercises general staff supervision over the US Army Security Agency (ASA) Detachment, FUSA, and the FUSA Staff Weather Officer (SWO). The DCSI has also been assigned operational control over the FUSA language training facility; he has delegated this control to the 528th MI Company. The DCSI

constitutes the first level of professional intelligence expertise in the chain of command. He is responsible for the implementation of regulations, guidance and direction from DA and CONARC and provides guidance, direction and staff supervision over installation intelligence and security activities. The intelligence information flow is from the installation, through the FUSA DCSI, to DA and CONARC. The US Army Intelligence Command (USAINTC) provides counterintelligence services and support to installations, FUSA and CONARC.

(a) The DCSI is staffed with an authorized strength of 48 personnel. Forty-seven spaces are authorized on the FUSA TDA, and one space, a librarian in the language training facility, is carried on the FUSA support element TDA.

(b) There are nine recurring reports presently prepared or forwarded through the FUSA DCSI.

(2) Conclusions.

(a) Of the 48 manpower spaces authorized to perform the FUSA intelligence function, 20 are required in the Area Command, six should be transferred to Force Command, four should be transferred to D&T Command, and 18 may be eliminated, as indicated below:

SUBFUNCTIONAL AREA	PRESENT AUTH STRENGTH	RECOMMENDED DISPOSITION			
		AREA CMD	FORCE CMD	D&T CMD	ELIMINATE
Command and Control	13	6	0	0	7
Plans and Operations	6	2	1	0	3
Training	5	4	1	0	0
Current Intelligence	5	0	1	1	3
Security Clearances	9	4	1	1	3
Clearance Adjudications	6	2	1	1	2
Security of Military Info	4	2	1	1	0
TOTALS	48	20	6	4	18

(b) Intelligence functions associated with ROTC, Reserve Components and residual area support missions should be retained at the Area Command along with 20 manpower spaces.

(c) Intelligence functions associated with Active Army units, installations and activities under the direct control of Force Command should be transferred to that headquarters along with six manpower spaces.

(d) Intelligence functions associated with Active Army units, installations and activities under the direct control of D&T Command should be transferred to that headquarters along with four manpower spaces.

(e) No requirement will exist for a Staff Weather Officer in the Area Command after reorganization; weather functions can be provided by the installation Air Weather Detachment.

(f) No requirement will exist at Area Command for a US Army Security Agency Detachment. An ASA unit should be assigned to Force Command with the mission of servicing not only that command but D&T Command as well.

(g) Operational control of the 528th MI Company, Company D of the 14th MI Battalion, and the 542d MI Detachment should be reassigned within the Force Command structure upon reorganization.

(h) USAINTC counterintelligence support will be required at installations, the Area Command, and Force and D&T Commands after reorganization. A working arrangement between USAINTC and Force Command and D&T Command headquarters will be required after reorganization.

(i) The following foreign intelligence-related functions presently performed at FUSA should be eliminated:

1. Prepare and disseminate weekly foreign intelligence summaries.

2. Prepare foreign intelligence studies based on specific FUSA areas of interest.

3. Maintain the FUSA foreign intelligence library.

4. Plan, monitor and coordinate visits of foreign personnel to HQ FUSA and its subordinate installations.

(j) Of the nine reports prepared or processed by the FUSA DCSI, four should be retained at the Area Command, five should be transferred to Force Command, four should be transferred to D&T Command, and four should be eliminated.

k. The following recurring reports should be eliminated upon reorganization:

	TITLE	RCS	STAFF AGENCY
1	Combat Surveillance and Target Acquisition Support Capability	ATINT-17	DCSI CONARC
2	Officials Designated to Exercise Original Classification Authority	DD-A(AR) 735	ACSI DA

(3) Recommendations.

(a) That the intelligence functions associated with ROTC, Reserve Components and residual intelligence area support functions (20 of the 48 authorized spaces and four reports) be transferred to the Area Command.

(b) That the functions associated with Active Army units, installations and activities (six spaces and five reports) be transferred to the Force Command.

(c) That the intelligence functions associated with Active Army units, installations and activities under D&T Command (four spaces and three reports) be transferred to that command.

(d) That foreign intelligence-related functions (18 spaces and four reports) be eliminated.

dd. UNIT TRAINING - ACTIVE ARMY.

(1) Discussion. The unit training objective is to produce units qualified to perform operational missions prescribed by their TOE. Training guidance is provided through Army regulations and supplemented as required by CONARC and FUSA directives. Training readiness is monitored through Operational Readiness Training Tests (ORTT). Under the decentralized unit training concept, GSF units assigned to school support train to perform their general support missions. Such units are not required to take ORTTs.

(a) Four spaces are authorized for accomplishment of staff unit training responsibilities.

(b) No reports are required solely for the performance of these functions.

(2) Conclusions. Deployable units will become a part of Force Command upon reorganization. The training functions pertaining to these units will go to Force Command. The DCSRF at Area Command will perform the training functions for the Reserve Components. Units assigned to D&T Command train to perform their general support mission. This training is monitored at the installation level; therefore, there is no requirement for a D&T headquarters staff element for unit training.

(3) Recommendation. That the FUSA staff responsibilities for unit training (four of the four authorized spaces and no

reports) be transferred to Force Command.

ee. UNIT TRAINING - RESERVE COMPONENTS.

(1) Discussion. Reserve Component unit training is monitored by Training Division, DCSRF. This division is the focal point for implementing policies, directives and procedures of CONARC. The Training Division sets training level objective for units and schedules units into training areas throughout FUSA.

(a) Twelve spaces are authorized in the Training Division.

(b) Six reports are associated with these functions.

(2) Conclusion. With the large number of units involved in the unit training program, there should be a regional headquarters to coordinate the program and maintain the span of control at a manageable level.

(3) Recommendation. That the Area Command be staffed with the existing FUSA Training Division (12 spaces and six related reports) to perform the staff supervision of Reserve Component unit training.

ff. DEPARTMENT OF THE ARMY MASTER PRIORITY LIST (DAMPL).

(1) Discussion. The DAMPL is a list, prepared by DA, which establishes, by sequence number, the relative priority of all elements of all components of the Army for distribution of personnel and logistics assets. In general, the higher priorities are associated with "contingency plan early deploying units" and lower priorities for nondeploying elements. The CONUSA routinely uses the DAMPL to insure proper resource allocation to its units. The letter of instruction to Active Army CONUSA does not allow for distribution of DAMPL information below CONUSA. The letter of instruction to USAR activities allows distribution down to the lowest unit. The National Guard Bureau by-passes the CONUSA and goes directly to the State AG with DAMPL statistics.

(a) Staffing: none.

(b) Reports: none.

(2) Conclusions.

(a) The function performed by CONUSA is a managerial

function and should remain with Area Command because of the Reserve Components.

(b) A requirement will exist at Force and D&T Commands for the information contained in the DAMPL for resource management purposes.

(3) Recommendations. That the DAMPL be provided to the Area Command to support the Reserve Components and that Force and D&T Commands receive the document for resource management purposes. There are no specific functions, spaces or reports to be transferred with the function.

gg. RESERVE COMPONENTS.

(1) Discussion. CONUSA are the lowest command level at which the Reserve Components are supervised by the Active Army. In FUSA, the Deputy Chief of Staff, Reserve Forces (DCSRF) is responsible for directing, supervising and coordinating plans, policies and procedures pertaining to the Reserve Components. He has primary responsibility for the operations and training of subordinate Reserve Component elements and is the focal point in FUSA for coordination of all other matters related to the Reserve Components within the command.

(a) There are 79 TDA personnel spaces authorized in the DCSRF.

(b) Thirty-eight reports are required for the conduct of the DCSRF functions.

(2) Conclusions.

(a) All of the present Reserve Component functions performed by the DCSRF must be performed by the remaining Area Command headquarters.

(b) The 79 personnel spaces currently authorized and manned within DCSRF will be required by the Area Command for the performance of Reserve Component functions.

(c) All reports presently associated with the performance of these functions will be required within the Area Command headquarters.

(d) All Reserve Component support functions, personnel

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spaces, and reports related thereto for personnel, budget, force development, mobilization/readiness, area support, training and logistics presently at the CONUSA should be retained at the Area Command.

(e) The six USAR and 16 ARNG Active Army Advisor Groups and the 16 major USAR commands (MUSARCs) presently assigned to the CONUSA should remain assigned to the Area Command.

NOTE: The conclusions stated above are based on the current CONUSA (FUSA) continuing as the Area Command and being assigned the same geographical area of responsibility.

(3) Recommendations. That the FUSA, DCSRF, Reserve Component functions (79 spaces and 38 reports) be transferred to the Area Command and that the six USAR, 16 ARNG Active Army Advisor Groups and 16 MUSARCs presently assigned to the FUSA be assigned to the Area Command.

hh. AVIATION.

(1) Discussion. FUSA is responsible for the supervision and coordination of all aviation operational, training and safety matters within the command. Most of the functions performed by FUSA apply equally to the Active Army and the USAR. Training and inspection functions also apply to the ARNG. The primary aviation management function of FUSA is to supervise aviation operations of subordinate elements. Within this function is responsibility for the assignment of missions to appropriate Active Army, ARNG or USAR flight elements, regardless of the source of the request. Also within this function is the responsibility for operational control of the FUSA Flight Detachment.

(a) There are a total of 11 spaces authorized by TDA at FUSA for the performance of the aviation management functions, and 60 spaces are in the FUSA Flight Detachment.

(b) Twelve reports are associated with the aviation management function in FUSA.

(2) Conclusions.

(a) Continuation of most FUSA functions at the Area Command subsequent to reorganization indicates that personnel requirements will remain approximately the same. Additionally, aircraft and aviator strength figures serve to confirm a

requirement for the same staffing level in the Area Command as presently exists in the FUSA.

(b) Because of the high degree of interplay between aviation elements throughout a command, the potential for serious and costly incidents, and the complexity of training and equipment, aviation has traditionally been closely supervised at each level of command. Each commander in the reorganization will, therefore, have a requirement for the resources necessary to continue this supervision.

(c) The area commander will have a continuing requirement for command, staff and special mission air transportation as currently provided by the FUSA Flight Detachment.

(3) Recommendations. That all FUSA Reserve Component aviation management functions (11 staff spaces, 60 flight detachment spaces and 12 reports) be transferred to the Area Command and that all FUSA Active Army aviation management functions (12 reports) be transferred to Force and D&T Commands. No FUSA spaces are available for transfer to these commands.

ii. NUCLEAR, BIOLOGICAL AND CHEMICAL (NBC).

(1) Discussion. The CONUSA has an area responsibility for all facets of NBC training and employment. Specifically, NBC Division, DCSOT, oversees the activities of the NBC Surety Board and the Nuclear/Incident Control Board and employs, as required, the escort/guard for NBC (training device) movements to include selected classified components. The NBC Division has command and control of the FUSA Explosive Ordnance Disposal (EOD) Center, which has operational control over 18 field EOD detachments. Three of these detachments are in direct support of the President of the United States.

(a) Staffing: 14

(b) Reports: None

(2) Conclusions.

(a) Force Command should receive the FUSA functions related to the Active Army, and nine spaces should be transferred to Force Command. The NBC employment capability will be with deployable forces under Force Command.

(b) A requirement remains to provide NBC support and supervision for the Reserve Components. These functions should be performed by the Area Command. Five spaces will be required to manage these functions.

(3) Recommendations. That the FUSA NBC functions related to the Reserve Components (five of the authorized 14 spaces and no reports) be transferred to the Area Command and that the NBC functions related to Active Army units (nine spaces and no reports) be transferred to Force Command.

jj. NATIONAL MATCH DIRECTOR.

(1) Discussion. The Office of the National Match Director, DCSOT, provides the coordination of logistical support for the National Rifle and Pistol Matches at Camp Perry, OH.

(a) Three spaces are authorized for the performance of this function.

(b) One report is utilized in the execution of National Match Director responsibilities.

(2) Conclusion. The National Match Director position is unique to FUSA because of the geographical location of Camp Perry. Only one individual is required to accomplish the assigned functions.

(3) Recommendation. That all the FUSA National Match Director responsibilities (coordination of support for the National Rifle and Pistol Matches at Camp Perry), one of the three currently authorized spaces and the one associated report be transferred to Area Command. Two of the three spaces authorized in this office are not required and should be eliminated.

kk. TRAINING SUPPORT.

(1) Discussion. The Training Support Branch provides staff supervision over the training facilities available in FUSA; further, the branch chief is a member of the installation planning board. Through this board the DCSOT recommends priorities and/or approval of military construction and maintenance and repair of training facilities.

(a) Three spaces are authorized in the Training Support Branch.

(b) There are no reports related solely to training support functions.

(2) Conclusions.

(a) The training support function is equally applicable to Force and D&T Commands.

(b) A complete, current survey of facilities within a command is necessary for programing of unit and individual training and for unit stationing.

(c) Force Command can monitor both Active Army and Reserve Component facilities and training requirements.

(3) Recommendations. That all training support functions be transferred to Force and D&T Commands and that three spaces available also be transferred, two to Force Command and one to D&T Command. No formal reports are associated with these functions.

11. TRAINING AIDS CENTERS.

(1) Discussion. AR 71-7 establishes the CG CONARC and major oversea commanders as managers of the Training Aid Center System. The AR further directs that each CONUSA organize a Training Aid Management Office (TAMO) within its area and establish training aids centers as subordinate elements of the TAMO. Each training aids center has authority to approve fabrication of aids with a unit cost of $500 or less. The CONUSA authority extends to $1000, and CONARC must approve all items costing over $1000.

(a) Staffing: Three

(b) Reports: None

(2) Conclusion. Training aids support should be made available to Active Army and Reserve Component units on an area basis, with each major command establishing the training aids centers where they will be responsive to command needs. The three spaces at FUSA for the TAMO are available for redistribution to the major commands.

(3) Recommendation. That training aids centers and responsibility for supervision of the centers be transferred to Force and D&T Commands. Three HQ FUSA personnel spaces are

available for redistribution. There are no formal reports associated with this function.

mm. TRAINING PROGRAM MANAGEMENT.

(1) Discussion. The Training Program Management Branch, DCSOT, acts as a manager for funds utilized by the DCSOT. Funds managed include Program 2 funds for operating forces, US Army training exercises, rifle and pistol matches, and LOGEX; Program 8 funds for recruit training, specialized training, Junior and Senior ROTC activities, student TDY specialized training and training aids; and Program 3300 funds for Senior ROTC.

(a) Six spaces are authorized in the Program Management Branch.

(b) There are no reports directly related to this function.

(2) Conclusions.

(a) The functions performed by the Program Management Branch are required in both Force and D&T Commands.

(b) The functions performed for the ROTC are required in the Area Command.

(3) Recommendations. That the program management functions related to ROTC activities (one of the six authorized spaces and no reports) be transferred to the Area Command and that the Active Army operations and training program management functions (five spaces and no reports) be transferred to both Force and D&T Commands.

nn. COMPTROLLER.

(1) Discussion. The Deputy Chief of Staff, Comptroller (DCSCOMPT) exercises staff supervision over comptroller functions at installations and activities within FUSA. Guidance is received from CONARC and supplemented with FUSA unique requirements for dissemination to installations. The FUSA Comptroller is the principal advisor to the CG, FUSA for management and financial matters and is responsible for matters related to budget, finance and accounting, internal review, program and analysis, and management. The Budget Division is responsible for the administrative control of all appropriations allotted by CONARC to FUSA. The division is responsible for the receipt,

distribution and control of the annual operating budget; exercises command supervision over preparation of the Army Stock Fund budget estimates; and controls the distribution of Army Stock Fund cash and acquisition authority. The division is responsible for the review, analysis, consolidation and forwarding of budget submissions and related reports received from subordinate installations and provides policy guidance to these installations in budget related functions. The finance and accounting function of HQ FUSA is to provide installations with policy guidance and procedures related to accounting, pay and disbursing activities; to reconcile and consolidate installation accounting reports; and to submit reports to CONARC and DA. The Internal Review Division provides staff supervision over the command internal review program and is responsible for command replies to Army Audit Agency and General Accounting Office reports. The Program and Analysis Division prepares the Operating Program Review, develops the Command Operating Program (COP) (setting forth objectives and fiscal guidelines for the installations), and manages the reports control function for FUSA. The Management Division is responsible for work management, work simplification and management improvement, Comptroller career program, base closures and management studies.

(a) The Office of the Comptroller, HQ FUSA, is authorized 83 spaces.

(b) The Comptroller has responsibility for a total of 96 reports.

(2) Conclusions. Functions performed by the Comptroller are basically staff in nature and are primarily connected with installation management; such functions should be transferred to D&T and Force Commands. The Program/Budget Division, DCSRF, is currently performing functions (management of Program 5) which will be required of the Comptroller of the Area Command. This function should be transferred to the Comptroller. Additionally, limited management and internal review functions will be required at the Area Command in support of Reserve Component and ROTC activities. Requirements for staffing and organization of the Area Command Comptroller's Office are as follows:

Division/Element	Spaces
Comptroller and Administration	2
Budget Division	8
Management Division	4
TOTAL	14

(3) Recommendations. That FUSA comptroller responsibilities related to management of installations (69 spaces and 85 reports) be transferred to Force and D&T Commands and that the remaining spaces and reports (14 spaces and 11 reports) be assigned to the Area Command, primarily to support Reserve Components.

oo. FAMILY HOUSING.

(1) Discussion. The Family Housing Division, DCSLOG, exercises staff supervision over the centralized management of family housing for military families (Budget Programs 1800 and 1900). The division develops and monitors distribution of funds, costs, flows, targets and limitations. It also administers and controls techniques governing the management of the Family Housing Program, to include such major responsibilities as assignment, utilization, morale and welfare, supply of functions and equipment, property accountability, self-help and cost reduction.

(a) The Family Housing Division is authorized and staffed with four DA civilian personnel.

(b) The division is responsible for the preparation of review, analysis evaluation and consolidation of 14 reports.

(2) Conclusion. Functions being performed relate to installation management and will be necessary after reorganization.

(3) Recommendation. That the family housing function of FUSA, along with four spaces and 14 reports, be transferred to Force and D&T Commands.

pp. COMMUNICATIONS-ELECTRONICS (C-E).

(1) Discussion. The Deputy Chief of Staff, C-E (DCSC-E) exercises staff supervision over C-E functions at installations and activities within FUSA. DCSC-E at HQ FUSA is organized into four divisions performing the following functions: Programs and Management, Audio-Visual, Systems Engineering, and Plans and Operations. The Programs and Management Division prepares the DCSC-E portion of the COB. The Audio-Visual Division exercises staff responsibility over TV production, training films and related activities within FUSA. The Systems Engineering Division is responsible for the FUSA five-year mid-range plan, performs detailed engineering of fixed C-E projects

and performs technical inspection of C-E equipment and facilities. The Plans and Operations Division monitors C-E training for Active Army and Reserve Components and supervises the Military Affiliate Radio System (MARS), the frequency management program and commercial communication services. In addition, DCSC-E operates the FUSA Telecommunications Center (TCC) which services all Army activities on Fort Meade.

(a) The DCSC-E, FUSA, is authorized 128 spaces.

(b) DCSC-E has responsibility for a total of 16 reports.

(2) Conclusions. The DCSC-E performs functions related to installation, Reserve Component and ROTC activities and operates a Telecommunications Center at Fort Meade.

(a) Those functions related to supervision of communications at installations should be transferred to D&T and Force Commands; the operation of the TCC should become a responsibility of Fort Meade, since that installation does not presently have a TCC and this type of function is considered more appropriate to an installation than an Area Command headquarters.

(b) Functions related to supervision of communications facilities and training of Reserve Components and ROTC should be assigned to the Area Command. Requirements for staffing and organization of the Area Command DCSC-E are as follows:

Division/Element	Spaces
Chief and Administration	3
Program and Management	1
Plans and Operations	14
TOTAL	18

(3) Recommendations.

(a) That FUSA DCSC-E staff responsibilities related to installations (20 spaces and 16 reports) be transferred to Force and D&T Commands.

(b) That operation of the Telecommunications Center (90 spaces and no reports) be transferred to Fort Meade.

(c) That staff functions related to Reserve Components and ROTC (18 spaces and no reports) be assigned to the Area Command.

3-4. Other Items of Interest.

a. GENERAL.

(1) Four unique topics which were surfaced in the CONUSA survey are summarized in this section. Each of these four topics is discussed in detail in the CONUSA Analysis and in a generalized manner within this paragraph. These topics have been separated from the remainder of this report because each is, in some way, different from the subjects addressed in paragraphs 3-2 and 3-3.

(2) During the CONUSA analysis it became apparent that it would be desirable to provide detailed statistics regarding the total impact of the reorganization on all spaces associated with a given function in all CONUSA and CONARC headquarters. However, to do this accurately would have required, for most functions, surveys of each of these headquarters. Because these surveys were not feasible, it was decided to evaluate two topics in this manner (without visits to each headquarters) to demonstrate the type analysis which will be required for each functional area prior to reorganization and to display appropriate methodology. These two subjects, engineer and civilian personnel functions, are addressed in detail in the CONUSA Analysis (under separate cover) and are summarized in the report.

(3) The third topic relates to a unique support relationship between FUSA and four Class II activities/installations within its boundaries. These activities/installations are: Carlisle Barracks (US Army War College), Fort Monmouth, the US Military Academy, and Aberdeen Proving Ground. In order to determine the best means for continuing support to these activities/installations subsequent to reorganization, an analysis was conducted. This analysis is in the CONUSA Analysis document; a summary is in the report.

(4) During the development of the CONUSA analysis, it was concluded that it would be feasible and desirable to evaluate ADP equipment, systems interface and information flow in much greater detail than originally planned. Because of the special uses of this evaluation and because of the differences in format, this evaluation has been published separately in an ADP and Reports Analysis. A summary of the information contained in the analysis is in the report.

b. ENGINEER PROJECT

(1) Discussion. The Engineer Division's primary mission is to provide engineering guidance, direction and assistance to 12 Class I Army installations and additional subinstallations in 15 states in

northeastern CONUS. This includes all of the engineering functions -- construction, real estate, building and grounds, land use, utilities, entomology, air and water pollution abatement -- and the programing and budgeting support for all of these.

(a) Staff: The Engineer Division, FUSA, is authorized 59 personnel.

(b) Related reports: 28. Based on the CONUSA survey and further study conducted at CONARC, a proposed realignment of engineer functions, reports and personnel spaces above the installation level has been developed which will provide a total, effective and viable engineer program at an optimum (but reduced) overall personnel strength. The roles of the installation and OCE DA will not change because of this proposal. In addressing this course of action, the total functions, reports and personnel authorizations at all CONUSA and HQ CONARC are considered. Currently, the authorized personnel strengths for the engineer function are--

Command	Authorized Personnel
First US Army	59
Third US Army	47
Fifth US Army	69
Sixth US Army	50
HQ CONARC	35
TOTAL	260

Under the following proposed realignment, a total of 125 personnel spaces would be required (a reduction of 135 or 52 percent). This would necessitate a determined effort to fill the authorized professional skill spaces now vacant at the installations. With these spaces occupied with proficient professionals, the plans/projects submitted to the major command headquarters would meet the acceptance standards and thus reduce the workload at Force and D&T Commands. Each Area Command would require three individuals to direct the Reserve Components Program, with its three related reports. Force Command would receive 28 reports (the 25 Active Army and the 3 MCAR/MCARNG reports). D&T Command would receive only 25 reports. Following is a statistical synopsis of the disposition of the engineer functions, the 28 reports and the 260 personnel spaces (now assigned to the four CONUSA and HQ CONARC) which would occur under the reorganization proposal described above:

Command	Functions	Reports	Personnel Spaces
Area Command	Review Reserve Components Construction Plan; recommend approval within authorized thresholds of minor construction and OMA projects.	3	9 (3 each)

Command	Functions	Reports	Personnel Spaces
Force Command	None	None	None
D&T Command	None	None	None
Both Force and D&T Commands	Total (see paragraphs 1 and 3b(2) above and FUSA Memo 10-1)	25 (D&T) 28 (Force)	116 (58 each)
Installation	None	N/A	None
DA	None	N/A	N/A
Eliminate	None	None	135

(2) Conclusions. It is concluded that--

(a) A 52 percent saving (from 260 to 125) in the personnel authorizations now applied to the engineer elements of the four CONUSA and HQ CONARC can be realized.

(b) A determined effort must be made to fill the vacancies which now exist in authorized professional spaces at installation level (about 25 percent vacant).

(c) Each Area Command requires three individuals to direct and monitor the MCAR/MCARNG program and the three related reports to provide the commander a viable planning tool and to appropriately establish priorities (nine spaces).

(d) The two new major commands (Force and D&T) would require 58 authorized spaces each to perform all of the functions now performed at the CONUSA and HQ CONARC, less those assigned to the Area Command (116 spaces).

(e) All of the 28 existing reports would still be required. The Area Command would monitor the three reports related to MCAR/MCARNG plans and submit them through Force Command to OCE DA. Both Force and D&T Commands would receive and process the 25 reports now flowing through the CONUSA, but Force Command would also receive the three MCAR/MCARNG reports (28 reports).

(f) The above realignment of functions, reports and spaces will provide a total, effective and viable engineer program at an optimum

(but reduced) overall personnel strength (saving of 135 personnel spaces or 52 percent).

(3) Recommendations. That the functions related to directing and monitoring the MCAR/MCARNG programs (three spaces and three reports) be transferred to each of the Area Commands and that the remaining CONUSA and HQ CONARC engineer functions and 25 reports be transferred to Force and D&T Commands. Fifty-eight personnel spaces should be transferred to each of these commands for performance of engineer functions.

c. CIVILIAN PERSONNEL PROJECT.

(1) Discussion. The analysis of civilian personnel activities considered the related functions of management-employee relations, recruitment and placement, position and pay management, and training and development. The role of the CONUSA in accomplishing the civilian personnel function includes staff assistance and representation at Department of Labor hearings, equal employment opportunity programs, analysis of staffing requirements, fringe benefits, review of training plans and classification assistance,

(a) A total of thirteen spaces are directly associated with accomplishing the civilian personnel function at FUSA. In addition, three spaces are provided for the Office of the Chief, Civilian Personnel Division, and one space is prorated to the civilian personnel functional area as its share of the DCSPER "overhead," thereby making, for accounting purposes, a total of 17.

(b) There are 40 reports related to the civilian personnel functional area. After reorganization, six will no longer be required by the Area Command.

(c) As a result of the survey at FUSA and further analysis at CONARC, potential staffing requirements to accomplish Force and D&T Command CPO functions were developed. The following analysis is based on the premise that FUSA is representative of all CONUSA civilian personnel staffs and that all civilian staff functions, except reports consolidation, will be transferred to Force and D&T Command headquarters. The reports consolidation function will be transferred to Area Command.

1. Currently, CONUSA civilian personnel staffs have the following number of employees:

a. CONARC HQ - 6

b. First Army - 16

c. Third Army - 18

d. Fifth Army - 18

e. Sixth Army - 9

f. TOTAL - 67

2. FUSA supervises the operation of 13 CPOs with its staff of 16 personnel. Using that staff as representative, the following calculations are derived:

Total staff to service 13 CPOs	16.0
Less reports function	- 3.8
	12.2
Less director, deputy, secretary	- 3
	9.2

Total civilian employees serviced by FUSA CPOs = 31,125; 31,125 ÷ 9.2 = 3383 or one staff civilian personnel employee for each 3383 employees serviced by FUSA CPOs, less reports function and director/deputy/secretary.

Based on that ratio, the following extrapolation is presented:

First Army	Third Army	Fifth Army	Sixth Army
	24,856 employees	27,681 employees	13,654 employees
9.2	7.35	8.18	4.04

Total Staff Space Requirements	29
Add: Reports personnel (1 for each 3.4 reporting CPOs)	12
Office of the Chief, CPO Division for two commands	6
Staff personnel at Area Commands	3
Allowances for resource allocation and associated functions at new major commands	2
Total Space Requirements Under Reorganization	57

(2) Conclusions. It is concluded that--

(a) Ten spaces can be saved (from 67 to 57) in manpower authorizations currently applied to civilian personnel activities of the four CONUSA and HQ CONARC by reorganizing as outlined above.

(b) Reorganization will have minimal impact on the civilian personnel functions, as these will be a straight transference of responsibilities from CONUSA to the two new major commands.

(c) The Area Command would assume current CONUSA civilian personnel activities for USAR technicians.

(d) Three spaces will be required at Area Command, leaving 13 available from FUSA for distribution to Force and D&T Commands.

(e) Thirty-four reports will be transferred to Area Command and six to Force and D&T Commands.

(3) Recommendations. That civilian personnel functions in support of Active Army activities, 13 accompanying spaces and six reports be transferred from FUSA to Force and D&T Commands and that the reports consolidation function (34 reports) and support of USAR, along with three spaces, be transferred to the Area Command. It is further recommended that the extrapolation technique described herein be considered for use by implementation planners in determining staffing for Area Command headquarters after reorganization.

d. FUSA ADMINISTRATIVE AND LOGISTICAL SUPPORT FOR CARLISLE BARRACKS (US ARMY WAR COLLEGE (USAWC)), FORT MONMOUTH (US ARMY SIGNAL CENTER AND SCHOOL (USASC&S)), US MILITARY ACADEMY (USMA), AND ABERDEEN PROVING GROUND (US ARMY ORDNANCE CENTER AND SCHOOL (USAOC&S)).

(1) Discussion. USAWC is a Class II tenant activity commanding a Class I installation (Carlisle Barracks); USMA is a Class II installation with minor support requirements; USAOC&S and USASC&S are major Class I tenants on Class II industrially funded installations (Aberdeen Proving Ground and Fort Monmouth, respectively). Agreements have been negotiated between FUSA as the Class I commander and the appropriate Class II commander, commandant or superintendent. After reorganization, FUSA will no longer command or support any of these installations or activities. These missions must be assigned to either Force or D&T Command or both.

(2) Conclusions. D&T Command should assume FUSA's role, because D&T Command will control mission funds for Class I schools (presently a CONARC function) and command Class I school support installations (except Carlisle Barracks). Additionally, it would follow that the D&T Command will become school oriented in both budget approach and command and staff concepts.

(3) Recommendation. That D&T Command be assigned the mission of negotiating support agreements (similar to those recorded in the CONUSA

survey with or for the USAWC, USMA, USAOC&S and USASC&S.

e. ADP AND REPORTS ANALYSIS.

(1) Under separate cover is a volume entitled ADP and Reports Analysis. Its purpose is to present a complete and comprehensive survey, study and analysis to include--

(a) Identification and utilization of existing ADP (computers and non-multicommand systems) at Forts Lee, Knox and Bragg and FUSA.

(b) Identification of current reports (automated and manual), to include origin and disposition, for Forts Knox and Bragg, FUSA, CONARC, DA and Federal agencies.

(c) Recommendations for current ADP and reports support reorganization--both during implementation and after reorganization.

(2) The analysis provides documentation of both installation and CONUSA level MISO/DPA operations, hardware and telecommunications, with a separate analysis for each. It also contains models depicting current installation and CONUSA ADP support and reports flow. Additionally, models depicting recommended ADP support and reports flow to support reorganization are presented.

(3) The information contained in the ADP and Reports Analysis has significant impact upon the ADP aspects of reorganization. Accordingly, the information contained therein must be given full consideration to insure the uninterrupted data processing support and the flow of management information.

3-5. Summary Analysis.

a. GENERAL.

(1) The functions currently performed by FUSA were analyzed, and a recommended disposition of these functions with related spaces was made. Within paragraphs 3-2, 3-3 and 3-4 above, the general conclusions and recommendations associated with each functional area investigated are discussed. The purpose of this summary analysis is to highlight the major changes to FUSA in terms of broad functions with associated spaces and to provide a capsulized estimate of the structure of an Area Command.

(2) Inclosure 3-5-1 depicts the organizational elements of FUSA. The spaces associated with each organizational element of FUSA are

reflected in the lower right-hand corner of each organizational block. This number represents the sum of the authorized spaces shown in HQ FUSA TDA 1A-WOGKAA-04, 30 Jun 71, and HQ FUSA support element TDA 1A-WOJJAA-06, 30 Jun 71.

(3) The assumption that an Area Command would (1) be subordinate to Force Command and (2) be responsible for command of Reserve units and geographic areas of responsibility (less installation command/management) formed the foundation for the CONUSA evaluation. Since this underlying assumption was employed, certain organizational entities with existing functions and spaces, such as the DCSRF, have been identified for retention in their entirety in the Area Command. In addition to the assumption cited above, the functions and spaces considered as candidates for transfer have been based upon the existing population density and geographical area of responsibility of FUSA. It should be recognized that realignment of present FUSA boundaries will necessitate inclusion of this consideration in ascertaining the ultimate staffing and functions of the Area Command.

(4) During the CONUSA analysis process, it was determined that responsibility for ROTC should primarily lie within Force Command (see paragraph 3-2 above). The summarization that follows is predicated on this consideration as well as those mentioned in paragraph c above.

(5) To facilitate a general assessment of the reallocation of functions and spaces presently integral to FUSA, the organizational entities will be grouped into three broad categories: first, those elements that are directly associated with the USAR, ARNG and ROTC; second, those organizational elements that operate primarily in support of the headquarters or perform an area support type function; third, those organizational elements not included in the first two categories whose resources and functions have been identified as candidates for transfer from FUSA to the commands envisioned to exist subsequent to reorganization.

b. RESERVE COMPONENTS/ROTC. Among the organizational elements that can be categorically considered as primarily involved in performing USAR, ARNG and ROTC-related functions are--

(1) DCSRF. This organizational element would perform essentially the same functions with the same number of spaces (79) in the Area Command. It should be noted that the Program Budget Division of DCSRF, consisting of eight spaces, will become the nucleus of Area Commands' DCSCOMPT (as discussed in paragraph 3-3).

(2) ROTC Division, DCSOT. The 31 spaces that currently support the functions performed within this division should be retained within the Area Command. This recommendation is based on the relationship of this activity with the Army Reserve Components, the number of ROTC units involved and the geographical dispersion of the ROTC units. Other TDAs of minor consequence related to ROTC have been considered, but the spaces are not included in Inclosure 5-3-1. Within this division, five additional spaces are currently used to support the activities. Those spaces are on the Fort Meade Junior Schools Detachment authorization and should be retained.

(3) ROTC and Reserve Component Division of the Information Office. This division with ten spaces is totally dedicated to performing Reserve Component/ROTC functions and can be considered as an entity that remains within Area Command.

(4) Reserve Forces and ROTC Division of the Adjutant General (AG). Since the functions of this division are totally dedicated to support of USAR/ROTC, it is a candidate to be retained at Area Command with 170 as the upper limit on the number of spaces available to perform the function.

(5) Other Organizational Elements Significantly Involved in USAR, ARNG and ROTC Support. Within this portion are those organizational elements that devote in excess of 50 percent of their activity and more than five spaces in support of Reserve Components/ROTC.

(a) Aviation Division, DCSOT. This division, which consists of 11 spaces, is considered for retention at the Area Command since the majority of the division's activities are and will continue to be Reserve Component-related.

(b) FUSA Flight Detachment. Since the detachment is organized to support a headquarters of the magnitude expected for the Area Command, the detachment (60 spaces) is considered for retention in the Area Command.

(c) Plans and Operations Division, (DCSC-E). Over 75 percent of the division's activity includes support for Reserve Component-related functions. All 13 spaces are candidates for retention in Area Command.

(d) Chaplain. Even though the number of Chaplains is largely a function of population served, the 11 spaces currently at FUSA are primarily devoted to servicing Reserve activities. Therefore, seven spaces are considered for retention at Area Command.

c. HEADQUARTERS/AREA SUPPORT. The next broad category of organizational elements is that which operates primarily in support of the headquarters or performs an area support-type function. The spaces related to the organizational elements addressed below should not be considered in isolation. Elements such as the HQ Commandant are staffed primarily as a function of the size headquarters it supports; therefore, the space figure reflected should be considered an upper limit on the number of spaces available for staffing.

(1) FUSA HQ Command Group. There are 42 spaces reflected in the TDAs which include the immediate staff of the Commanding General (CG), Deputy CG (DCG), Chief of Staff (CofS), and Secretary of the General Staff (SGS). No specific recommendation as to the distribution of the spaces is reflected here. However, up to six spaces could be considered for reallocation as discussed in paragraph 3-3z. Under any circumstances, the 42 spaces should be treated as an upper limit of those available for the Area Command to perform similar functions.

(2) HQ Commandant & HQ Company. Since the number of spaces allocated to the HQ Commandant and HQ Co is largely a function of the size of the remainder of the headquarters, the 45 spaces currently authorized should serve as an absolute ceiling in the number made available to staff similar Area Command organizations.

(3) Other Special Staff. This grouping includes the Inspector General (IG) (68 spaces), Information Officer (IO) (23 spaces), and Staff Judge Advocate (SJA) (26 spaces). Of this total of 117 spaces and associated functions, 55 have been identified to be retained at Area Command, with the remainder being available for redistribution or potential savings.

(4) Provost Marshal (PM). Included in the 37 spaces within the TDAs under the PM are the 19 spaces which are integral to the Industrial Defense Division. The functions related to this division were earmarked for retention in Area Command as discussed in paragraph 3-3 above, since this function is performed primarily in the present FUSA area of responsibility. This function is largely dependent on the geographical location of the defense-oriented establishments it services. Of the 18 spaces remaining, nine have been considered for retention at Area Command in addition to the 19 mentioned. The remainder (nine) are considered a source of potential savings or, as a minimum, available for redistribution.

(5) Deputy Chief of Staff for Logistics (DCSLOG). The functions associated with family housing, maintenance, procurement, logistics management, supply, engineer services and plans/operations collectively

represent 359 spaces authorized to perform these logistics functions. It was determined during the analysis that all of these subfunctions except family housing and procurement would be performed to some degree in the Area Command. Of the 359 spaces, 92 have been earmarked for retention at the Area Command. The remainder of the spaces (267) are available for reallocation to either major commands (231) and installations (36) or potential savings.

d. OTHER ELEMENTS. Within the last category are those organizational elements where the vast majority of the functions and related spaces have been identified for reallocation and those other organizational elements not completely covered above.

(1) Management Information Systems Office (MISO) and Data Processing Activity (DPA). A total of 156 spaces are authorized to perform the MISO (12) and DPA (144) functions. The reallocation of Management Information Systems (MIS) resources is discussed in detail in the ADP and Reports Analysis (under separate cover). All of the spaces associated with the MISO and DPA are considered available to staff and operate MIS functions at the D&T Command. There would be no spaces retained at the Area Command to perform MIS related activities. Data processing services for the Area Command would be provided by the installation's DPA.

(2) The Surgeon. Within the Office of the Surgeon, there are currently 70 authorized spaces. The conclusion arrived at during the analysis process is that the functions currently performed at FUSA should be transferred to Force Command, since these functions are primarily related to STRAF and Reserve Component type activities. Of the 70 spaces, three are recommended for retention at the Area Command.

(3) Deputy Chief of Staff, Comptroller (DCSCOMPT). It is envisioned that the Area Command will not be in the chain of command between installation and major command; therefore, practically all of the functions currently performed within the DCSCOMPT will be subsequently performed at major command level. Of the 83 spaces, six are considered for retention at Area Command. These six, plus the eight mentioned in paragraph 3-5b(1) above, would perform the Area Command comptroller related activities. The remaining 77 spaces are available for redistribution or potential savings.

(4) Deputy Chief of Staff for Intelligence (DCSI). Presently, 48 spaces are authorized to perform intelligence related functions. Twenty spaces have been identified for retention at Area Command.

Of the remaining 28 spaces, up to 18 are prime candidates for savings, in that certain functions such as foreign intelligence (see discussion in paragraph 3-3cc) can be eliminated at this organizational echelon and the spaces not reallocated.

(5) The AG (less Reserve Forces and ROTC Division). Of the total of 528 spaces in the AG, 170 were previously discussed. Of the remaining 358, 97 are considered for retention at Area Command with the remainder available for redistribution.

(6) DCSC-E (less Plans and Operations Division). A total of 115 additional spaces are reflected in the DCSC-E (25) and FUSA Telecommunications Center (90). In that the Telecommunications Center activity can best be considered an installation type activity, all 90 spaces have been earmarked for transfer to the host installation. Of the remaining 25 in DCSC-E, four have been recommended for retention in Area Command with the remainder reallocated to major commands or available for savings.

(7) Deputy Chief of Staff for Personnel (DCSPER). Included in the 87 spaces within the DCSPER are 15 spaces for the Fort Hayes, OH, CPO. These spaces can be transferred from the FUSA support element to Fort Knox if Fort Hayes CPO becomes a sub-CPO of Fort Knox. Of the remaining 72 spaces, seven are recommended for retention at Area Command with the remainder a source of potential savings or available for reallocation.

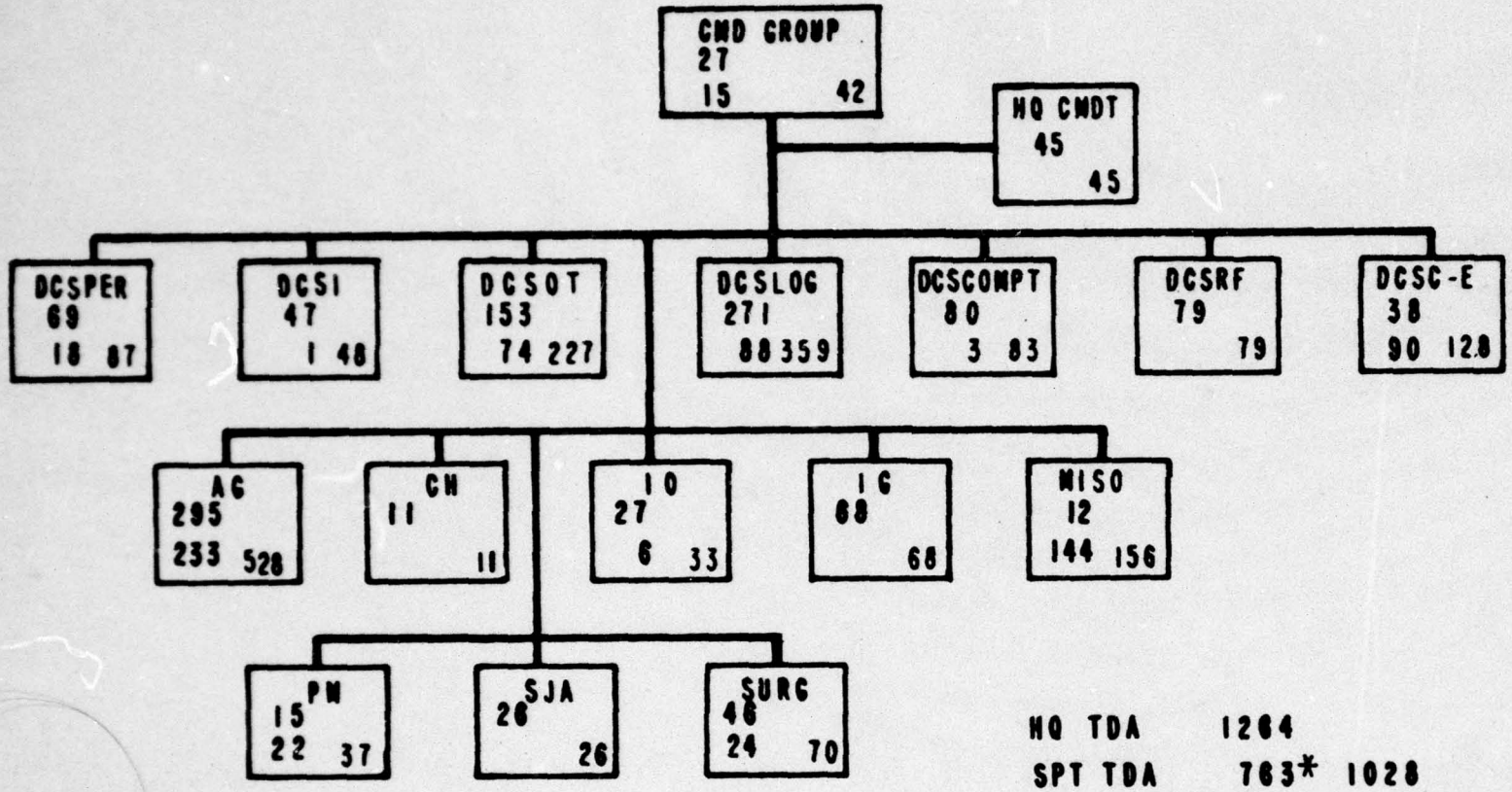
(8) DCSOT (less ROTC Division, Aviation Division and Flight Detachment. Of the remaining 102 spaces currently in DCSOT, 28 are recommended for retention in Area Command with the remainder available for reallocation or savings. Included in the 28 spaces are seven that are associated with the FUSA Marksmanship Unit. The remainder perform management, force development and NBC related functions.

e. SUMMARY.

(1) In all instances that mention the transfer of functions and spaces to other commands, there exists a potential to realize savings. Space savings, per se, cannot be identified in a meaningful manner by considering FUSA resources in isolation. In order to quantify the potential savings, all CONUSA as well as CONARC and CDC must be considered to ascertain the functions and related spaces required. By considering the total resources available and functions to be performed, an analysis similar to that shown for the Engineer Division of the DCSLOG (see paragraph 3-4b) can be performed.

(2) Comparing Inclosure 3-5-2 with the authorizations shown in 3-5-1 reveals that the proposed 807 spaces for the Area Command represent 40 percent of the current authorizations. The remaining spaces are available for redistribution/savings as shown on Inclosure 3-5-3. Of the 1220 spaces shown as available for redistribution/savings, it should be noted that the 90 spaces of FUSA Telecommunications Center have been recommended for transfer to the host installation, since it was considered that this activity more appropriately belongs within the installation structure.

FIRST U.S. ARMY
CURRENT AUTHORIZATION



ELEMENT
HQ TDA
SPT TDA
FUSA

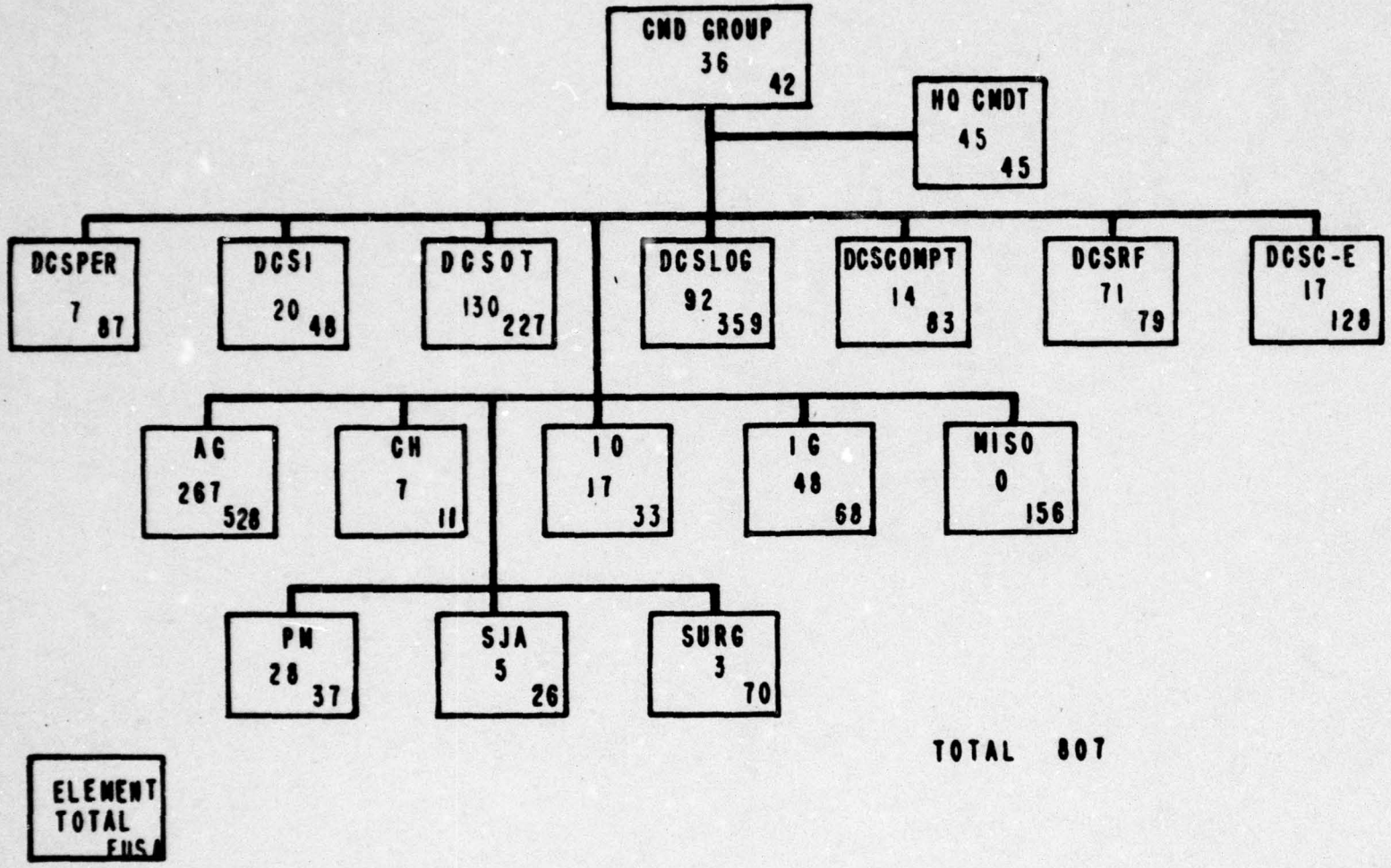
HQ TDA	1264	
SPT TDA	763*	1028
TOTAL	2027*	2292

*EXCLUDING 265 CIVIL SERVICE INTERNS

Incl 3-5-2

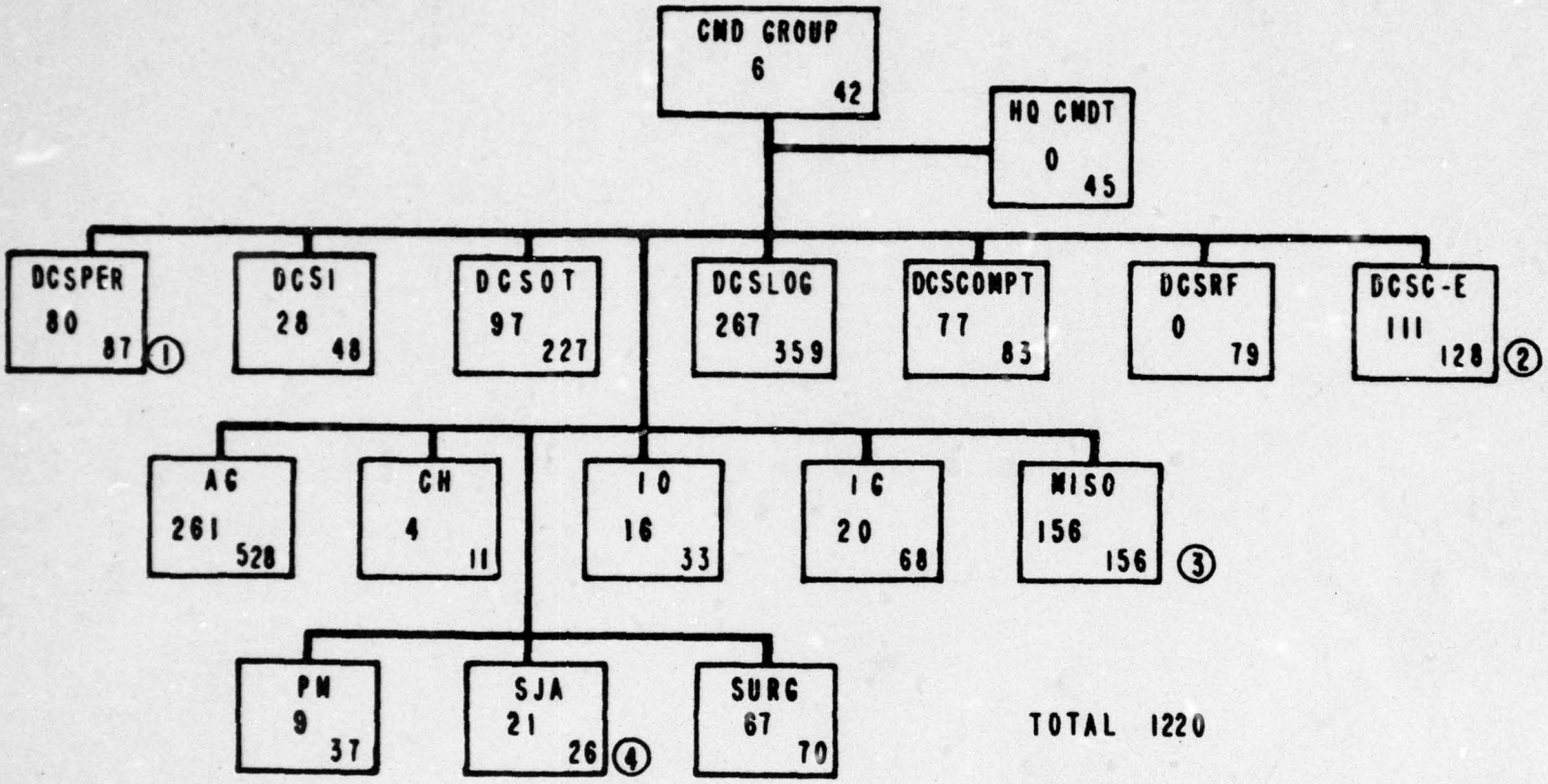
3-64

AREA COMMAND
PROPOSED AUTHORIZATION



TOTAL 807

SPACES AVAILABLE FOR REDISTRIBUTION/SAVINGS



ELEMENT TOTAL FUSA

① INCLUDES AN AREA CPO (15 SPACES)
② TELECOM CENTER TRANSFERRED TO INST (90 SPACES)
③ NUCLEUS FOR D&T COMMAND MISO/DPI (156 SPACES)
④ NUCLEUS FOR FORCE COMMAND SURG OFFICE (67 SPACES)