

GENERAL ORDERS }
NO. 2012-01

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 11 June 2012

**ASSIGNMENT OF FUNCTIONS AND RESPONSIBILITIES WITHIN
HEADQUARTERS, DEPARTMENT OF THE ARMY**

1. **Authority and Purpose.** The Secretary of the Army (SecArmy), pursuant to Title 10 of the United States Code, section 3013, is the head of the Department of the Army (DA) and is responsible for, and has the authority necessary to conduct, all affairs of DA. These general orders establish the SecArmy's expectations for the functioning of Headquarters, Department of the Army (HQDA) and assign major functions and responsibilities to the Principal Officials of HQDA to assist the SecArmy in the operation and functioning of DA. All assignments in these orders should be construed in the context of Title 10 and other relevant sections of the United States Code and include the authority necessary to fulfill the related responsibilities.

2. **The Secretary of the Army.** The SecArmy is the head of DA and is responsible for and has the authority necessary to conduct all of DA's affairs.

3. **The Chief of Staff of the Army.** The Chief of Staff of the Army is the senior military adviser to the SecArmy and the senior military officer of the Army.

4. **Headquarters, Department of the Army.** The HQDA Staff is composed of the Office of the Secretary of the Army (Secretariat) and the Army Staff (ARSTAF) and supports the SecArmy by developing policies, plans and programs; establishing and prioritizing requirements; and providing resources to support the organization, manning, training and equipping of forces to meet the combatant commands' current and future operational requirements and other requirements and needs as defined by the President, Secretary of Defense and SecArmy.

a. **Principal Officials of Headquarters, Department of the Army.** The Principal Officials of HQDA are those officials listed by heading in this document. Such officials advise and assist the SecArmy by executing the duties and responsibilities assigned to them in these general orders and elsewhere, including general orders, regulations, memoranda and oral statements. Principal Officials are personally responsible to the SecArmy for fulfilling their assignments in a manner that is consistent with applicable law, regulation and policy and shall brief the SecArmy in advance of a proposed DA action or decision that represents a change in precedent or policy of significant White House, congressional, departmental or public interest, or that is, or should be, of interest to the SecArmy. In addition, for matters in which the SecArmy has been designated the Department of Defense (DOD) Executive Agent and delegated responsibilities to them, Principal Officials shall serve as the SecArmy's Responsible Official.

b. **Director of the Army Staff.** The Director of the Army Staff is directly responsible to the SecArmy for the synchronization and management of taskings and coordination of actions assigned to or generated within HQDA to ensure their timely completion and submission to the SecArmy for action or approval.

*Department of the Army General Orders 2002-03, dated 9 July 2002; 2007-00, dated 9 March 2007; and 2009-03, dated 18 March 2009, are rescinded.

5. **Reassignment.** Unless restricted by law, directive, regulation, other general order or policy, Principal Officials of HQDA may reassign functions or responsibilities assigned to them to subordinate DA organizations, offices or officials. Reassignments must be in writing, signed by the Principal Official, determined not to be legally objectionable by the Army General Counsel and placed on record with the Administrative Assistant to the Secretary of the Army for archiving. Reassignments of these functions and responsibilities notwithstanding, Principal Officials remain responsible to the SecArmy for functions and responsibilities assigned to them.

Part I. The Office of the Secretary of the Army (the Secretariat)

6. **Under Secretary of the Army.** The Under Secretary of the Army is the SecArmy's senior civilian assistant and principal adviser on matters related to the management and operation of the Army and shall perform such duties as the SecArmy may prescribe in these general orders and elsewhere. The Under Secretary is assigned the position of Chief Management Officer (CMO) of the Army and, in that position, is the principal adviser to the SecArmy on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army. The functions and responsibilities of the CMO may not be reassigned or delegated and, in the absence of the Under Secretary or when the position of Under Secretary is vacant, the functions and responsibilities of the CMO shall revert to the SecArmy. The Under Secretary is assigned responsibility for:

- a. Representing the Army to DOD in those areas relating to the Under Secretary's principal functions and responsibilities.
- b. Communicating and advocating Army policies, plans and programs to external audiences, including Congress, interagency partners, foreign governments, nongovernmental organizations and the public.
- c. Tasking the Secretariat, ARSTAF and other Army officials and organizations, as necessary, to assist in the performance of missions, functions and responsibilities assigned to the Under Secretary.
- d. Advising the SecArmy on the development and integration of the Army Program and budget.
- e. Performing the responsibilities of the CMO, including:
 - (1) Providing information, as necessary, relating to the business operations of the Army to DOD's Chief Management Officer and Deputy Chief Management Officer to assist them in the performance of their duties.
 - (2) Recommending to the SecArmy methodologies and measurement criteria to better synchronize, integrate and coordinate the business operations of DA to ensure optimal alignment in support of DOD and DA missions.

(3) Assisting HQDA Principal Officials in the development of performance goals and measures for their areas of responsibility and supervising the development of means for assessing progress against those goals to ensure that DA policies, plans and programs are effective, efficient and in furtherance of the SecArmy's strategy and priorities.

(4) Developing and submitting to the SecArmy, for approval, a comprehensive business transformation plan, with measurable performance goals and objectives, to achieve an integrated management system for the business operations of the Army.

(5) Developing and submitting to the SecArmy, for approval, a well-defined enterprise-wide business system architecture and transition plan encompassing end-to-end business processes, capable of providing accurate and timely information in support of the Army's business decisions and coordinated with the Chief Information Officer.

(6) Developing and submitting to the SecArmy, for approval, a specific proposal for implementing the business transformation plan and business systems architecture and transition plan developed pursuant to paragraphs 6e(4) and 6e(5).

(7) Appointing, in consultation with the SecArmy, the Deputy Chief Management Officer and Director of Business Transformation from among individuals with significant experience managing large-scale organizations or business transformation efforts. The Deputy Chief Management Officer and Director of Business Transformation report to the CMO in fulfilling their responsibilities.

(8) Making determinations required by Title 10 United States Code, section 2222(c), before funds may be obligated for a defense business system modernization in excess of defined, statutory amount.

7. Deputy Under Secretary of the Army. The Deputy Under Secretary of the Army (DUSA) is the SecArmy's principal civilian adviser on the development and alignment of DA strategy and resource planning and shall perform such other duties as the SecArmy prescribes. The DUSA is assigned responsibility for:

a. Advising the SecArmy on the development of DA strategy, the elaboration and furtherance of that strategy in strategic documents and resource plans and Army participation in national and DOD strategic and planning reviews and document development.

b. Advising the SecArmy on the alignment of the Army Program with national, DOD and Army strategies and resourcing plans.

c. Supporting the SecArmy's execution of responsibilities for international affairs and serving as the central point of contact within the Secretariat for international matters.

d. Monitoring and advising the SecArmy on Army test and evaluation efforts and policy to ensure such are adequate and fully coordinated with the Office of the Secretary of Defense.

8. Assistant Secretaries of the Army. The Assistant Secretaries of the Army (ASAs) are the principal advisers to the SecArmy for assigned functions and responsibilities and, subject to the authority, direction and control of the SecArmy, are authorized and directed to act for the SecArmy with regard to those functions and responsibilities. Military and civilian personnel of the Army, including the ARSTAF, support and assist the ASAs on matters assigned to those officials unless otherwise directed by the SecArmy. To the extent their responsibilities affect or cross into a function or responsibility assigned to an ASA, non-HQDA Army officers and officials who otherwise report directly to the SecArmy or the Chief of Staff of the Army shall consult with the relevant Secretariat official in fulfilling that function and reporting to the SecArmy. For assigned functions and responsibilities, the ASAs are assigned responsibility for:

a. Leading the development of Army strategic guidance and plans and, consistent with such guidance and plans, recommending priorities for programming decisions and budget execution to the SecArmy.

b. Advising, in coordination with the DUSA, the SecArmy on the development of Army strategic and planning documents and Army elements of DOD and national strategic and planning documents.

c. Setting the strategic direction, consistent with SecArmy guidance, for the development and implementation of policies, plans and programs and supervising and providing policy guidance that directs the ARSTAF and other DA officials and organizations in the development and execution of policies, plans, programs and activities consistent with law, regulation and policy.

d. Developing policies and supervising the development of Army policies, plans and programs for sensitive issues within their assigned functions and responsibilities to ensure they are addressed in a manner that is consistent with the SecArmy's guidance.

e. Supervising the development of requirements and resourcing requests.

f. Exercising authority, direction and control over temporary and permanent organizations, offices, agencies and commands.

g. Representing the Army to and with counterpart offices in DOD and throughout the Government; representing and justifying policies, plans and programs to appropriate decision-making authorities in DA and DOD; and, in coordination with the SecArmy, communicating and advocating for Army policies, plans and programs to external audiences, including appropriate officials in the executive branch and Congress, interagency partners, foreign governments, nongovernmental organizations and the public.

h. Developing and supervising the application of performance goals, metrics and measures for assessing program performance and improvement consistent with the SecArmy's strategy and guidance.

i. Ensuring that policies and programs are developed and implemented in a manner that plans for, shapes, directs and supports Total Army—Active Component, Army National Guard, U.S. Army Reserve and civilian (“Total Army”)—interests.

9. Assistant Secretary of the Army (Manpower and Reserve Affairs). The ASA (Manpower and Reserve Affairs) (M&RA) is the principal adviser to the SecArmy for manpower, human capital management, training, leader development, readiness and Reserve Affairs. The ASA (M&RA) is responsible for setting the strategic direction for and ensuring Army policies, plans and programs for personnel, force structure, manpower management, training, military and civilian personnel readiness, Reserve Affairs and Army protection are executed consistent with law, regulation and policy. With regard to Reserve Affairs, the ASA (M&RA) provides overall supervision of all Reserve Affairs matters. The ASA (M&RA) is assigned responsibility for:

a. Establishing strategic direction for aspects of the Army Planning, Programming, Budgeting and Execution (PPBE) process within the ASA (M&RA)’s assigned functions and responsibilities, including training, leader development, readiness, force structure, manning and associated resource allocations and policies, and coordinating and integrating that direction with the ASA (Financial Management and Comptroller); Deputy Chief of Staff (DCS), G-1; DCS, G-2; DCS, G-3/5/7; DCS, G-8; the Assistant Chief of Staff for Installation Management (ACSIM); The Surgeon General; Chief of Chaplains; Provost Marshal General; and other DA officials and organizations.

b. Providing strategic guidance and supervision for policies, plans and programs for Army workforce, readiness, force management and health affairs matters executed by the ARSTAF, including the DCS, G-1; DCS, G-3/5/7; The Surgeon General; Chief of Chaplains; Provost Marshal General; and other DA officials, organizations and commands, in matters involving military, civilian and contractor personnel.

c. Advising the SecArmy on the budgets for and policies relating to the Army National Guard and U.S. Army Reserve and ensuring that they are consistent with DA policy and Total Army interests and appropriately coordinated across HQDA.

d. Supervising the development and implementation of Army human resource policies, plans and programs and exercising the human resource authorities of the SecArmy, including for strategic management of human capital, military and civilian, across all Army Components, including DA Executives and Senior Professionals and Army civilian senior leaders; Army learning, professional and leader education and development for Soldiers and DA civilians; the Equal Employment Opportunity and Equal Opportunity programs, including serving as Director of the Equal Employment Opportunity program; human relations, diversity and health policy; the personnel life cycle for Army personnel and Families; morale, welfare and recreation and Family support programs and services; exchange services and commissary matters, including designating senior officials to serve on the Board of Directors of the Army and Air Force Exchange Service and the Defense Commissary Agency Board of Directors; and Army prisoners of war and missing in action.

e. Supervising and providing direction for Army manpower management, force structure, workforce mix, manpower allocation and requirements determination and the fulfillment of statutory and regulatory requirements for Army manpower, including approval of acquisition system manpower estimates, action on inherently governmental challenges and appeals and oversight of major headquarters activities manpower accounting.

f. Providing personnel policy guidance to and coordinating with the DCS, G-2 on the development of personnel security policies and procedures and supervising and coordinating the development of policy and the execution of Army protection and suitability initiatives.

g. Administering the Army Review Boards Agency and its constituent boards.

h. Providing, in coordination with the Army General Counsel, policy supervision for Army law enforcement matters, including for corrections, discipline, Office of Special Counsel investigations, military justice matters and detainee operations.

i. Supervising the development and ensuring the execution of policies and programs pertaining to Total Army readiness and training.

j. Ensuring that the United States Military Academy, Reserve Officers' Training Corps and civil-military cooperation programs comply with DA policy.

k. Supervising policies for and programs related to the accessibility and mobilization of the Reserve Components and coordinating and providing assistance and overall guidance to the Army Reserve Forces Policy Committee.

l. Supervising and integrating Army policies and programs pertaining to recruitment, marketing and brand management, including ensuring the alignment of related strategic communication.

m. Developing and ensuring execution, consistent with law, regulation and policy, of Army burial, casualty, mortuary and memorial affairs policies, including for Arlington National Cemetery, the Soldiers' and Airmen's Home National Cemetery and the Army Memorialization Program.

10. Assistant Secretary of the Army (Civil Works). The ASA (Civil Works) (CW) is the principal adviser to the SecArmy for the Civil Works Program. The ASA (CW) sets the strategic direction for and has principal responsibility for the overall supervision of functions relating to the Army's Civil Works Program, including all reimbursable work performed on behalf of Federal and non-Federal entities and foreign governments. The ASA (CW) supervises the execution of the Civil Works Program by the Chief of Engineers. The ASA (CW) is assigned responsibility for:

a. Directing and supervising the development of policy, plans and programs for the Civil Works Program.

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b. Directing and supervising the conservation and development of national water resources, including for flood and coastal storm risk management, river and harbor navigation, environmental restoration and protection, water supply, hydroelectric power, recreation and related purposes.

c. Developing, defending and directing the execution of the policy, legislative and financial programs and annual budget for the Civil Works Program.

d. Directing and supervising the planning program and supporting recommendations of the SecArmy through the executive branch to Congress for Civil Works projects.

e. Developing policy and guidance for administering the Civil Works regulatory program for protecting, restoring and maintaining the waters of the United States in the interest of the environment and navigation.

f. Developing, except for those activities that are exclusively in support of U.S. military forces, policy guidance for and ensuring the execution of U.S. Army Corps of Engineers' reimbursable activities in support of other Federal and non-Federal entities and foreign nations and coordinating with the DUSA and DCS, G-3/5/7 on other Corps of Engineers foreign activities.

g. Serving as congressional liaison on all matters associated with the Civil Works Program, including serving as the DA point of contact for House and Senate Authorization and Appropriations Committees charged with overseeing the Civil Works Program.

h. Advising the SecArmy on the assignment or transfer of all officers at the grade of lieutenant colonel and above to and from duties involving the Civil Works functions of the Corps of Engineers.

11. Assistant Secretary of the Army (Financial Management and Comptroller). The ASA (Financial Management and Comptroller) (FM&C) is the principal adviser to the SecArmy on financial management. The ASA (FM&C) is responsible for exercising the comptroller function, including the financial management functions and operations, for DA and for ensuring that DA financial management systems are in compliance with statutory and regulatory requirements. The Office of the ASA (FM&C) is designated the single office for the conduct of the comptroller function, including financial management, within HQDA and, subject to the authority, direction and control of the SecArmy, provides the Chief of Staff of the Army (CSA) such staff support for the financial management and comptroller function as the CSA considers necessary to perform his duties and responsibilities. The ASA (FM&C) is assigned responsibility for:

a. Managing the PPBE process and supporting groups and boards that assist in the process.

b. Supervising and directing the development, submission, defense and execution of the Army budget, including for contingency operations and related appropriations; the associated automated systems that support PPBE; analytical reviews of the Army budget; and the development and coordination of cost and budget plans and reports.

c. Providing strategic guidance and supervision for policies and programs for Army financial management as executed by the Secretariat, ARSTAF, including the DCS, G-8, and other DA officials.

d. Maintaining and annually revising a five-year plan describing the activities DA proposes to conduct to improve financial management.

e. Supervising and directing the preparation of budget estimates for DA and otherwise carrying out statutory budget responsibilities, directing the Army's funds distribution process and directing and advising the SecArmy on cost and economic concerns during the budget year of execution.

f. Approving and supervising any project to design or enhance a financial management system for DA and any operation of an asset management system of DA, including systems for cash management, credit management and debt collection and systems for accounting for the quantity, location and cost of property and inventory.

g. Directing the DA cost and economic analysis program, including establishing cost and economic policies, methods and procedures; developing and maintaining standard cost and economic analysis systems, models and databases; developing statutory independent cost estimates; developing and maintaining cost factors for installation operations and civilian personnel; ensuring the use of sound methods for setting cost factors for preparing the program and budget; chairing the Army Cost Review Board and approving the Army Cost Position for major acquisition programs; and supervising and providing technical guidance and support for cost management efforts.

h. Setting Army finance and accounting policies, practices and procedures in coordination with the Defense Finance and Accounting Service, including for classified Army programs and the tactical finance and accounting network; and establishing policy for and directing the implementation of DA's Internal Review and Audit Compliance Program.

i. Establishing policy for, directing and ensuring compliance with applicable laws and regulations for Army financial programs, including Management Control, Travel Charge Card and Fraud, Waste and Abuse Programs; and managing the Army electronic commerce and banking programs, including coordination with DOD and interagency partners.

j. Serving as liaison between DA and Congress for appropriations, except for Civil Works issues, and fulfilling all necessary related functions.

k. Designating a senior military official to serve on financial service-related boards, including the Board of Directors of the Army and Air Force Exchange Service and the Defense Commissary Agency Board of Directors.

l. Providing financial management oversight of nonappropriated funds.

12. Assistant Secretary of the Army (Acquisition, Logistics and Technology). The ASA (Acquisition, Logistics and Technology) (ALT) is the principal adviser to the SecArmy on all matters relating to acquisition, logistics and technology. The ASA (ALT) is responsible for the overall supervision of the acquisition, logistics and technology matters of DA and has sole responsibility for performing the acquisition function within HQDA. The ASA (ALT) is designated as the Army Acquisition Executive, Senior Procurement Executive and Senior Official responsible for the management of acquisition of contract services, Science Adviser to the SecArmy and senior research and development official for DA. The ASA(ALT) is responsible for setting the strategic direction for and ensuring that DA policies, plans and programs related to acquisition, logistics, technology, procurement, the industrial base, materiel-related security cooperation (including security assistance and armaments cooperation), and the Army's portion of the Chemical Demilitarization Program are executed consistent with law, regulation and policy. The Office of the ASA (ALT) is designated the single office for the acquisition function in HQDA and, subject to the authority, direction and control of the SecArmy, provides the CSA such staff support for acquisition matters as the CSA considers necessary to perform his duties and responsibilities. The ASA (ALT) is assigned responsibility for:

- a. Establishing strategic direction for aspects of the PPBE process within the ASA (ALT)'s assigned functions and responsibilities, including acquisition, logistics, technology, procurement and associated resource allocation decisions and policies and, when appropriate, coordinating and integrating that direction with the ASA (FM&C); Chief Information Officer (CIO); DCS, G-4; DCS, G-3/5/7; DCS, G-8; and other DA officials and organizations.
- b. Providing strategic guidance and supervision for policies and programs for Army procurement, logistics and technology initiatives executed by DA officials, organizations and commands.
- c. Exercising sole authority for providing material solutions to equipment modernization requirements.
- d. Developing and executing the Army's acquisition function and the acquisition management system, including Army acquisition programs and Army acquisition policy, and chairing the Army Systems Acquisition Review Council and Configuration Steering Board.
- e. Supervising the research and development function for DA and directing the Army Science Board.
- f. Carrying out, as the Army Acquisition Executive and consistent with DA requirements for appointing executive or senior professionals, the functions and duties of the SecArmy with respect to the acquisition workforce, including managing the Army Acquisition Corps and Army Acquisition Workforce; appointing those personnel below the executive level; and managing and evaluating acquisition program executive officers and direct-reporting program, project and product managers.

g. Executing the authorities of the agency head for contracting procurement matters pursuant to laws and regulations.

h. Supervising logistics, including acquisition fielding, sustainment and disposal logistics management, and administering life-cycle logistics support planning and execution.

i. Supervising the development, coordination and implementation of policy and programs for the Army's materiel related security cooperation activities, to include foreign military sales, foreign military training, allocation of excess defense articles to foreign countries, armaments cooperation, technology transfer, direct commercial sales and munitions case processing.

j. Providing export policy supervision and chairing and directing the Technology Transfer Security Assistance Review Panel.

k. Supervising the Director, U.S. Army Chemical Materials Agency and the activities of the Army portion of the Chemical Demilitarization Program, including chemical stockpile emergency preparedness efforts.

l. Representing the Army in relevant matters to DOD and non-DOD partners.

13. Assistant Secretary of the Army (Installations, Energy and Environment). The ASA (Installations, Energy and Environment) (IE&E) is the principal adviser to the SecArmy on matters related to Army installations, energy security and the Army's impact on the environment, safety and occupational health. The ASA (IE&E) is responsible for setting the strategic direction for and ensuring Army efforts related to installations, Army real estate, energy security and sustainability and the environment are executed consistent with law, regulation and policy. The ASA (IE&E) is assigned responsibility for:

a. Establishing strategic direction for aspects of the PPBE process within the ASA (IE&E)'s areas of responsibility, including facilities investment, military construction, installations, Army real estate, energy security, operational energy, water security, sustainability, the environment, safety and occupational health and the associated resource allocation decisions and policies, and coordinating and integrating that direction with the ASA (FM&C); CIO; DCS, G-3/5/7; DCS, G-4; DCS, G-8; ACSIM; and other DA officials and organizations.

b. Providing strategic guidance and supervision for policies, plans and programs for facilities investments, military construction, energy security, operational energy, water security, contingency bases and environmental initiatives executed by the ARSTAF, including the ACSIM; DCS, G-4; and other DA officials, organizations and commands, including the United States Army Corps of Engineers.

c. Supervising and facilitating the development and management of Army installations, including facilities investments to support readiness, design, construction, physical security and critical infrastructure, protection of installations to ensure continuity of operations, energy security and environmental, safety and occupational health; and advising the SecArmy and CSA on installations' suitability for stationing.

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d. Supervising the development and implementation of policies and programs for Army real property, including acquisition, management, disposal, exchanges, public domain withdrawals, condemnations and donations. Setting policy for and supervising the management of historic properties under the Army's purview and the Army homeowners' assistance program.

e. Developing policies for and supervising the implementation of policies for base closures, realignments, stationing, planning and utilization, reuse and economic adjustment programs.

f. Supervising Army privatization initiatives and their implementation.

g. Supervising and developing policies and budget requests for Army military construction, including overseas military construction agreements, and ensuring consistency with statute, regulation and Army and DOD policy.

h. Supervising Army energy security and sustainability, including the development of strategy and policy, coordination of initiatives, supervision of HQDA councils and committees and representation of Army environmental and sustainability interests in coordination with Federal regulatory agencies and State and local governments.

i. Supervising and developing policies and programs for Army environmental efforts, including environmental compliance, pollution prevention, environmental impact analysis, stewardship of natural, cultural and historic resources and environmental cleanup and restoration, including Formerly Used Defense Sites.

j. Coordinating with the ASA (ALT) to ensure that environmental, safety, health, energy security, operational energy efficiency, green procurement and installation management issues are appropriately addressed by materiel developers, integrated into acquisition program planning and documentation and addressed as risk areas during milestone decision reviews.

k. Providing policy and supervising Armywide safety and occupational and environmental health risk management, including sanitation and hygiene.

l. Supervising the development of Army policy for environmental, safety and occupational health aspects of DOD's Chemical Demilitarization Program and, in coordination with the ASA (ALT) and DCS, G-3/5/7, serving as the Army's Chemical, Biological, Nuclear, and Conventional Treaty Verification and Compliance Official.

14. General Counsel. The General Counsel is the legal counsel to the SecArmy and the chief legal officer of DA. The General Counsel's responsibility extends to any subject of law and to other matters as directed by the SecArmy. The General Counsel is assigned responsibility for:

a. Serving as counsel for DA, the SecArmy and other Secretariat officials; coordinating legal and policy advice to all other members of HQDA; and determining the DA position on any legal question or procedure.

b. Providing final Army legal clearance on all legislative proposals and comments thereon of interest to DA.

c. Establishing and administering the Army's policies concerning legal services.

d. Providing technical supervision over and professional guidance to all DA attorneys and legal offices.

e. Providing professional guidance and general oversight with respect to representation of DA and the protection of its interests in litigation and in all other legal proceedings and coordinating on all DA recommendations to the U.S. Department of Justice regarding whether to file an appeal with a U.S. Circuit Court of Appeals or the U.S. Supreme Court.

f. Serving as the point of contact for legal matters between DA and the DOD Office of the General Counsel and the general counsel offices of the other Services and other Federal agencies. Overseeing DA compliance with Office of Special Counsel requests for investigation.

g. Serving as the Designated Agency Ethics Official for DA, including managing and overseeing the Army Ethics Program; determining the DA position on any ethics question or procedure; exercising final authority within DA for all ethics matters; and operating and funding financial disclosure management for DOD-wide use.

h. Exercising the SecArmy's oversight of intelligence and counterintelligence activities and monitoring sensitive activities for legality and propriety.

i. Providing oversight of and monitoring sensitive counterintelligence, criminal and administrative investigations for legality and propriety and, when appropriate, coordinating with The Judge Advocate General.

j. Overseeing compliance with the Freedom of Information Act and the Privacy Act within DA, including any action on behalf of the SecArmy on appeals from denials of information, and ensuring the proper resolution of issues involving access to information in Army records.

k. Taking final action on claims filed against the Army under the Military Claims Act, the National Guard Claims Act, the Foreign Claims Act and the Maritime Claims Act.

l. Serving as the DA Dispute Resolution Specialist, providing professional guidance for and supervision of Alternative Dispute Resolution policy, programs, training and support.

m. Serving as the Recorder for the Army Contract Adjustment Board.

15. **Administrative Assistant.** The Administrative Assistant (AA) to the SecArmy, the senior career civilian within DA, is the principal civilian adviser to the SecArmy for administrative matters and provides direct support to the SecArmy. The AA provides customers in the Army, DOD and other Federal agencies with executive services, operations support and support for business activities. For HQDA, its field operating agencies and staff support agencies and

specified direct reporting units, the AA exercises those duties generally exercised by the commanders of Army Commands and Army Service Component Commands, except those authorities the law reserves solely to a military member designated formally as a "commander." The AA is assigned responsibility for:

a. Performing general administrative duties for the SecArmy, including serving as the Archivist of the Army; maintaining custody of records, books and papers; providing advice and continuity during changes and transitions, including serving as primary liaison for transitions between Presidential administrations; managing the Civilian Aides to the Secretary of the Army program; and acting as liaison for the Civilian Marksmanship Program.

b. Executing DOD-level responsibilities assigned to the SecArmy, including coordinating the execution and delegation of SecArmy's DOD Executive Agent responsibilities; administering the DOD passports and visas program; overseeing the Central U.S. Registry for NATO Information and the Joint Services and Records Research Center; supplying administrative support for specified DOD organizations; and providing heraldic services for the Federal Government.

c. Serving as the Single Agency Manager to provide information technology services for the Pentagon and selected agencies in the National Capital Region, providing network transport, management and security, telecommunications and continuity of operations.

d. Prescribing Armywide policies and providing program management and supervision for the Freedom of Information and Privacy Acts; document declassification and records management; Army publications and forms management; correspondence standards; authentication of publications on behalf of the SecArmy; Army historical matters, including management of museums, museum centers and historical artifacts; board and committee management; official representation funds; gifts and donations; and SecArmy travel policy.

e. Providing fiscal and human resource management support and Equal Employment Opportunity advisory services for HQDA, its field operating agencies and staff support agencies.

f. Providing support functions for the Pentagon community and leased space in the National Capital Region, including the Pentagon auditorium; Pentagon Athletic Center; motor pool; chaplain services; space allocation; oversight of construction projects; security and safety services; storage; property disposal; movement of supplies and equipment; executive aviation mission support services; operation of the Army's television studio and photo and video documentation function; and the Army executive dining facility.

16. Chief Information Officer. The CIO is the principal adviser to the SecArmy on the strategy, policy and execution of information management (IM) and information technology (IT) for the Army and the effect of IM and IT on warfighting capabilities. The CIO sets the strategic direction for and supervises the execution of Army policies and programs for IM, including creating network architecture and information sharing policy, modernizing Army resource management processes and ensuring the synchronization of the Army's network activities. The CIO is also responsible for ensuring the execution of the Army Signal, G-6, function, including providing the SecArmy and CSA with advice on the effects of IM, IT and communications issues

on warfighting capabilities and providing support to current and future force capabilities. The Office of the CIO is designated the single office in HQDA responsible for IM, performs the Army G-6 function and, subject to the authority, direction and control of the SecArmy, provides the CSA such staff support as the CSA considers necessary to perform his duties and responsibilities. The CIO is assigned responsibility for:

a. Performing the IM function within DA, including developing DA's IM strategy; developing and implementing the IM and IT capital planning and investment control strategy; establishing strategic direction for aspects of PPBE for IM resources; reviewing budget requests for all IT national security systems; promoting the effective and efficient design and operation of all major information resources management processes; developing IM policies and guidance that are in compliance with laws, regulations and standards; and developing, coordinating and implementing an assessment process for Army IM programs, including compliance with IM policies, guidance, standards and monitoring.

b. Setting policy for and advising and assisting the ASA (ALT) on the acquisition of IM, IT and information resources and ensuring that IT resources are acquired and managed in a manner that implements policies and procedures defined by the CIO, including processes and technologies that maximize the value of and assess and manage the risks for acquiring IT.

c. Chairing the Army CIO Executive Board and representing DA on IM issues and concerns.

d. Developing, implementing, maintaining and facilitating Army IT enterprise architecture, governance policy, infrastructure and portals.

e. Developing and supervising the execution of policies for information sharing and security, including providing policy and guidance for communication and information security protections, ensuring compliance with information security standards promulgated by the U.S. Office of Management and Budget and reviewing and validating Army requests for technical services and support from the National Security Agency.

f. Developing policies and guidance for Army information assurance activities, including key infrastructure, common access card and other technology programs.

g. Identifying opportunities, validating requirements, screening business cases, providing guidance on and monitoring implementation of IM capabilities and dependencies in business process initiatives and programs.

h. Monitoring, consistent with ASA (ALT)'s acquisition authorities, the performance of IM and IT programs, evaluating the performance of those programs on the basis of applicable performance measurements and advising the SecArmy regarding continuing, modifying or terminating an IM or IT program or project.

i. Ensuring that DA has a sufficient number of trained information resource management and information security personnel and making sure those personnel meet requirements for ensuring the performance of goals established for information resource management.

j. Assessing and ensuring that IT and national security systems are in compliance with standards of the Federal Government and DOD and are interoperable with other relevant IT and the national security systems of the Federal Government and DOD.

k. Coordinating with and supporting the CMO in the development of business systems policies that have IM and IT effects and coordinating with and providing input to the CMO's strategic guidance on business operations, policies, procedures and planning documents to obtain alignment and integration with IM and IT data strategies and directives.

l. Ensuring the Army Signal, G-6, function is satisfactorily executed.

17. The Inspector General. The Inspector General (IG) reports to the SecArmy and is responsible for IG matters within DA. The Office of the IG is designated the single office in HQDA responsible for the IG function and, subject to the authority, direction and control of the SecArmy, provides the CSA such staff support as the CSA considers necessary to perform his duties and responsibilities. The IG is assigned responsibility for:

a. Serving as the confidential adviser to the SecArmy and, under the direction of the SecArmy and CSA, inquiring into and reporting on the discipline, efficiency, readiness, morale, training, ethical conduct and economy of the Army, with continuing assessment of command, operational, logistical and administrative effectiveness.

b. Maintaining, safeguarding and ensuring the integrity of the Army IG System, developing IG doctrine and policy and DA inspection policy through the management of the Army IG System and performing related functions, including approving and training all IGs in the Army and selected joint organizations, maintaining IG records and release authority and managing the IG-specific automation, information and reporting systems.

c. Proposing and conducting programs of inspection focused on systemic issues and compliance; conducting personnel suitability screens as directed by the SecArmy and CSA; and conducting investigations or inquiries into any Army activity or senior official.

d. Serving as the DA focal point for DOD Inspector General inspections, noncriminal investigations and DOD inspection policy and maintaining liaison with the DOD Inspector General and the Inspectors General of the other Services.

e. Serving as IG for HQDA and National Capital Region field operating agencies without IG support.

f. Maintaining systems to provide assistance to Soldiers and others to resolve problems.

18. The Army Auditor General. The Army Auditor General reports to the SecArmy and is responsible for all audit matters within DA. The Office of the Army Auditor General is designated the single office in HQDA responsible for auditing and, subject to the authority, direction and control of the SecArmy, provides the CSA such staff support as the CSA considers

necessary to perform his duties and responsibilities. The Army Auditor General is assigned responsibility for:

- a. Setting DA audit policy, providing internal audit services for all levels and functions throughout DA and approving contracts for all internal audits.
- b. Implementing the auditing standards of the Comptroller General of the United States.
- c. Consulting with and assisting Principal Officials, leaders and managers in HQDA and other Army agencies, commands and organizations on audit matters.
- d. Developing and applying a strategic audit planning process for developing an Army internal audit plan that is endorsed by the SecArmy and CSA each fiscal year.
- e. Serving as audit liaison and coordinating and assisting on all audit matters with the U.S. Government Accountability Office, DOD Inspector General, other military departments' audit activities and external audit activities.
- f. Ensuring audit training is provided for all Army auditors to meet generally accepted Government auditing standards.
- g. Serving as the Army audit follow up official, managing and overseeing the effective execution of the Army's audit follow up program.

19. Chief, Legislative Liaison. The Chief, Legislative Liaison reports to the SecArmy and is responsible for all legislative affairs for DA, including providing legislative and associated staff support to HQDA Principal Officials. The Office of the Chief, Legislative Liaison is designated the single office in HQDA responsible for legislative affairs and, subject to the authority, direction and control of the SecArmy, provides the CSA such staff support as the CSA considers necessary to perform his duties and responsibilities. The Chief, Legislative Liaison is assigned responsibility for:

- a. Developing, coordinating and supervising policies and programs related to the Army's relations with Congress.
- b. Advising HQDA officials on the legislative aspects of Army policies, plans and programs and on the status of congressional matters affecting or of interest to the Army.
- c. Serving as liaison between the Army and committees of Congress, except for the Appropriations and Civil Works Committees, and fulfilling associated statutory and regulatory responsibilities, such as providing appropriate notifications to Congress and Members of Congress, including casualty notifications.
- d. Serving as the primary Army point of contact with Congress, including Members of Congress, staff and relevant committees, except for the Appropriations and Civil Works Committees.

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e. Serving as the Army point of contact for legislative initiatives and reviewing, coordinating and forwarding the Army position on all legislation.

f. Preparing and advising Army representatives for congressional contacts and appearances before committees.

g. Providing responses to inquiries received from Members of Congress, congressional committees and Governors and responding to all congressional requests for internal Army documents.

h. Facilitating the Senate confirmation process for Army officers and senior Army officials.

i. Serving as the DA lead for congressional travel conducted pursuant to congressional committee request, Secretary of Defense designation or SecArmy invitation.

j. Serving as the staff proponent for the Army Congressional Fellowship Program.

20. Chief of Public Affairs. The Chief of Public Affairs reports to the SecArmy, is responsible for keeping the American people and the Army informed about the Army and provides public affairs support to Principal Officials of HQDA. The Office of the Chief of Public Affairs is designated the single office in HQDA responsible for public affairs and, subject to the authority, direction and control of the SecArmy, provides the CSA such staff support as the CSA considers necessary to perform his duties and responsibilities. The Chief of Public Affairs is assigned responsibility for:

a. Developing and directing Army public affairs policy and the execution of public affairs policy, regulating public affairs programs and processes and directing the execution of public affairs policy and financial programs and budgets.

b. Advising, assisting and providing direction to DA in developing and endorsing communication strategies, themes and messages for internal and external audiences.

c. Coordinating, synchronizing and assessing Army communication strategy, plans, campaigns and engagements; supervising the Army strategic communication process through the use of coordinated programs, plans, themes, messages and products; and developing and integrating Army themes and messages into communication initiatives.

d. Providing public communication and media training for the Army.

e. Recommending venues for delivery of communication strategies using best practices and emerging communication technology.

f. Approving participation of the Army's official public demonstration teams and the U.S. Army Field Band.

g. Executing Army public affairs proponentcy, including developing a trained, equipped, professional public affairs capability for commanders.

h. Managing the Army's Public Information Security Review Program.

21. Director of Small Business Programs. The Director of Small Business Programs is the principal adviser to the SecArmy, Under Secretary of the Army and Army Secretariat on Small Business Program matters. The Director reports to the Under Secretary in fulfilling the position's responsibilities. The Director of Small Business Programs is assigned responsibility for:

a. Developing policy for the management, oversight and execution of statutory and regulatory programs designed to afford procurement opportunities to small businesses, including small disadvantaged businesses, women owned small businesses, businesses located in historically underutilized business zones, service disabled veteran owned businesses and historically black colleges and universities and minority institutions.

b. Resolving all appeals from the U.S. Small Business Administration.

Part II. The Army Staff

22. Role of the Army Staff. The ARSTAF furnishes professional assistance to the SecArmy, Under Secretary of the Army, ASAs and the CSA. In each of their respective areas of functional responsibility, the members of the ARSTAF are assigned responsibility for:

a. Supporting the SecArmy in executing the responsibilities of the SecArmy as the head of the Army and the Under Secretary of the Army in executing responsibilities assigned to the Under Secretary of the Army.

b. Supporting the CSA in executing responsibilities as CSA and as a member of the Joint Chiefs of Staff, and supporting the Vice Chief of Staff of the Army (VCSA) in the execution of responsibilities assigned to the VCSA.

c. Serving as principal military advisers to the ASAs, including providing independent, professional military advice.

d. Ensuring the SecArmy, Under Secretary of the Army, ASAs and other members of the Secretariat are fully informed in a timely manner on all matters, developments and proposed changes in precedent or policy in their areas of responsibility.

e. Assisting and supporting the ASAs in the performance of their responsibilities, including ensuring that Army policies, plans, programs, budgets and activities are developed and executed consistent with law, regulation and policy; preparing detailed instructions for the execution of approved plans; and supervising the execution of those plans and instructions.

f. Presenting, in coordination with the ASAs, Army policies, plans and programs to appropriate decisionmaking authorities in DA, DOD and other forums.

23. Chief of Staff of the Army. The CSA is the senior military adviser to the SecArmy and the senior military officer of the Army.

a. Subject to the authority, direction and control of the SecArmy, the CSA is assigned responsibility for:

- (1) Presiding over the ARSTAF.
- (2) Transmitting the plans and recommendations of the ARSTAF to the SecArmy and advising the SecArmy on those plans and recommendations.
- (3) Acting as the agent of the SecArmy in carrying into effect the plans and recommendations of the ARSTAF that the SecArmy has approved.
- (4) Performing other duties assigned by the President, Secretary of Defense or the SecArmy.
- (5) Representing the Army in areas related to the CSA's functions and responsibilities, including to the public and DOD as the Army's military representative to appropriate DOD councils.
- (6) Communicating and advocating for Army policies, plans and programs to external audiences, including Congress, interagency partners, foreign governments, nongovernmental organizations and the public.
- (7) Assisting the SecArmy in fulfilling the SecArmy's compliance functions, including directing the IG to perform inspections and investigations as required.
- (8) Assisting the Secretary of the Army in the performance of the following acquisition-related functions:
 - (a) The development of requirements relating to the defense acquisition system.
 - (b) The coordination of measures to control requirements creep in the defense acquisition system.
 - (c) The development of career paths in acquisition for military personnel.
 - (d) The assignment and training of contracting officer representatives when such representatives are required to be members of the armed forces because of the nature of the contract concerned.

b. The CSA also performs duties prescribed for him as a member of the Joint Chiefs of Staff. With regard to these duties the CSA shall:

(1) To the extent that such action does not impair the independence of the CSA in the performance of his duties as a member of the Joint Chiefs of Staff, inform the SecArmy regarding military advice rendered by members of the Joint Chiefs on matters affecting DA.

(2) Subject to the authority, direction and control of the Secretary of Defense, keep the SecArmy fully informed of significant military operations affecting the duties and responsibilities of the SecArmy.

24. Vice Chief of Staff of the Army. The VCSA has such authority and duties with respect to DA as the CSA, with the approval of the SecArmy, delegates to or prescribes for him. Orders issued by the VCSA in performing such duties have the same effect as orders issued by the CSA. The VCSA is assigned responsibility for:

a. Representing the Army to DOD in those areas relating to the VCSA's principal functions and responsibilities, including as the Army military representative to DOD deputies meetings and other DOD councils and meetings that require the attendance of the military departments' vice chiefs.

b. Communicating and advocating for Army policies, plans and programs to external audiences, including Congress, interagency partners, foreign governments, nongovernmental organizations and the public.

c. Tasking the ARSTAF, as necessary, to assist in the performance of missions, functions and responsibilities assigned to the VCSA.

d. Advising and assisting the Under Secretary of the Army in fulfilling his responsibilities, including as the CMO and the senior civilian assistant to the SecArmy.

e. Advising the CSA, Under Secretary of the Army and the ASAs on the development and integration of requirements for the fulfillment of their Title 10 responsibilities and ensuring the integration of Army requirements across Army elements.

25. Sergeant Major of the Army. The Sergeant Major of the Army serves as the senior enlisted adviser to the SecArmy and CSA and advises senior Army leadership on matters affecting manning, equipping, training, quality of life and other policies and programs that may impact the Army. The Sergeant Major of the Army has responsibilities as specified by the SecArmy and CSA.

26. Director of the Army Staff. The Director of the Army Staff (DAS) synchronizes and integrates the HQDA Staff, including the efforts of the Secretariat and the ARSTAF, and, in coordination with the AA, provides staff support to the SecArmy, CSA and other Principal Officials of HQDA. The DAS is assigned responsibility for:

a. Providing guidance for integrating and synchronizing policies, plans, positions, procedures and cross-functional issues for the ARSTAF and ensuring that the ARSTAF effectively

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coordinates across HQDA and with the Joint Staff, other Services and the Office of the Secretary of Defense.

b. Supervising the dissemination, coordination and monitoring of tasks from the SecArmy, CSA, Under Secretary of the Army and VCSA and of Joint Staff Actions.

c. Synchronizing and reviewing HQDA Staff actions to ensure support for the vision and goals of the SecArmy.

d. Directing the implementation of SecArmy and CSA approved efficiencies within the ARSTAF and advising the SecArmy and CSA on recommended changes in the structure and composition of the ARSTAF and subordinate offices and activities.

e. Coordinating with Principal Officials on nominations, commonly referred to as blackbook nominations, for specified Army positions within HQDA and, when assigned, approving specified key positions identified by the SecArmy and CSA.

f. Supervising Army protocol activities in support of the SecArmy, CSA, Under Secretary of the Army and VCSA.

g. Supervising the planning, coordination and execution of non-congressional and non-media engagements by the SecArmy, CSA, Under Secretary of the Army and VCSA.

h. Coordinating and synchronizing key forums led by the SecArmy, CSA, Under Secretary of the Army and VCSA, including the attendance and agendas for those forums.

27. Deputy Chief of Staff, G-1. The DCS, G-1 is the principal military adviser to the ASA (M&RA) for manpower, human capital management, human resources and personnel readiness. The DCS, G-1 is the principal ARSTAF adviser to the CSA on manpower, human resources and personnel readiness, and assists the CSA in acting as the agent of the SecArmy in carrying into effect approved plans and recommendations. Under the supervision of the ASA (M&RA), for Army manpower, human capital management, human resources and personnel readiness issues, the DCS, G-1 develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other DA officials and organizations; and reviews and assesses the implementation of policies, plans and programs. The DCS, G-1 is assigned responsibility for:

a. Developing policies and concept plans that provide guidance for human resource support to the Total Army through the integration and synchronization across the human resource life cycle for both the military and civilian workforce and executing, or supervising the execution of, related programs.

b. Developing policies for the strategic management of human capital, including talent management, leadership and transition services.

c. Ensuring the current and future personnel readiness and health of the force through the development and integration of policies and programs for Soldiers, DA civilians and their Families.

d. Developing, defending, evaluating and directing the execution of personnel legislation, policy, programs and budgets.

e. Maintaining program support of operations and contingency plans for structure, personnel accessions, personnel readiness and compensation development.

f. Directing operations of the Army's civilian and military personnel commands and their subordinate offices and agencies.

g. Supervising the formulation and integration of officer accession and enlisted recruiting policy and those commands responsible for such, including, as related to Army end-strength management, the United States Military Academy.

h. Ensuring human resource-related inputs to the acquisition and research and development process (for example, Manpower and Personnel Integration) and directing Soldier-oriented behavioral and social science research.

28. Deputy Chief of Staff, G-2. The DCS, G-2 is the SecArmy's principal military adviser on intelligence and is the Army's Senior Agency Official for information, personnel and industrial security and the Army's principal foreign disclosure authority. The DCS, G-2 is supervised by the SecArmy, who is responsible for the effective supervision and control of the intelligence activities of DA, and who is supported in this responsibility, in part, through the oversight of such activities by the Office of the General Counsel. The DCS, G-2 is the principal ARSTAF adviser to the CSA on Army intelligence activities. The DCS, G-2 is assigned responsibility for:

a. Developing intelligence policy and advising the SecArmy and CSA on the training, readiness, force structure, manning and resources necessary to conduct intelligence activities and provide intelligence support to DOD.

b. Serving as the Head of the Army Intelligence Community, including providing co-proponency and technical assistance and advice to the ASA (M&RA) with regard to Army civilian intelligence personnel, representing Army interests in the Intelligence Community and leveraging Intelligence Community assets in support of Army and national intelligence requirements.

c. Formulating requests for and managing resources for the Army Military Intelligence Program and National Intelligence Program.

d. Developing intelligence oversight policy and procedures and overseeing the implementation of these policies and procedures in coordination with the General Counsel and The Judge Advocate General.

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e. Providing, in coordination with the DUSA, foreign liaison and associated foreign protocol support to Army leadership, supervision of distinguished foreign visits to HQDA and administrative support to foreign military attachés resident in Washington, DC.

f. Serving as the lead for policy, planning and implementation oversight for the integration of intelligence components into the Army operational network, meteorology and intelligence operations integration.

g. Serving as the ARSTAF lead for intelligence, surveillance and reconnaissance integration issues, including plans, policies and architectures.

h. Serving as the Army proponent for foreign languages, intelligence military personnel programs and the policies and actions related to the assignment of Army personnel to the Defense Attaché System.

i. Advising the ASA (M&RA) on Army personnel security policies and coordinating with the ASA (M&RA) and ASA (ALT), as appropriate, for Army protection matters and the development and implementation of Army personnel security policies and procedures.

j. Providing intelligence, foreign technical threat and security support to foreign materiel and Army acquisition programs.

29. Deputy Chief of Staff, G-3/5/7. The DCS, G-3/5/7 is the principal military adviser to the SecArmy on DA operations, strategy, planning and the prioritization of capabilities, and to the ASA (M&RA) for training, leader development training and education policy, readiness, mobilization, force management and force protection. The DCS, G-3/5/7 is also the principal ARSTAF adviser to the CSA on operations, strategy, planning, training, readiness, mobilization and force management, and assists the CSA in acting as the agent of the SecArmy in carrying into effect approved plans and recommendations. Under the supervision of the ASA (M&RA), for Army training, leader development training and education policy, readiness, mobilization, force management and force protection issues, the DCS, G-3/5/7 develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other DA officials and organizations; and reviews and assesses the execution of policies, plans and programs. The DCS, G-3/5/7 is assigned responsibility for:

a. Monitoring and reporting on current operations to the SecArmy and CSA; assessing and coordinating support to combatant commanders; developing and implementing global force management plans and policy to provide combatant commanders with prompt, sustained and dominant land power across the spectrum of operations; developing policies for performing all mobilization functions; serving as the Joint Chiefs of Staff Deputy for Army Operations; and advising the SecArmy and CSA on joint matters.

b. Ensuring the integration of Army capabilities across mission and functional areas.

c. Supervising Army readiness reporting and reporting on the Army's readiness status for prioritization and resourcing decisions.

d. Serving as the focal point for prioritizing Army capabilities, programs and activities.

e. Developing and implementing policies for managing, structuring, documenting and accounting for the Total Army and for related force management policies, processes and procedures.

f. Developing policies and strategies for Army learning, training, training development and military and civilian leader education and development programs and initiatives.

g. Validating, approving and prioritizing capabilities to ensure the applicability of the Total Army to the national strategy and ensuring that current and future Army strategy, planning guidance, operations and policy are incorporated in force development requirements.

h. Developing and coordinating Army protection efforts, including critical infrastructure risk management, antiterrorism and emergency management, and coordinating and integrating the implementation of the Army Protection Program.

i. Overseeing and monitoring operational special access programs and sensitive activities.

j. Reviewing national strategic documents; developing Army strategies, plans and policies in support of the national strategy; planning for employment of Army forces to meet strategic requirements; shaping Army forces for the future; and supporting and coordinating with the DUSA in advising the SecArmy on strategy, resourcing, programming and the alignment of these functions.

k. Serving as principal adviser to the SecArmy, CSA, Under Secretary of the Army, VCSA and ASAs for Army participation in Defense Support to Civil Authorities.

l. Executing the Continuity of Operations Program for both HQDA and the Office of the Secretary of Defense; the Army Infrastructure Assurance Program; the Domestic Preparedness Program; and support to special events.

m. Developing policy for and acting as the principal adviser to the SecArmy and CSA for space operations, information operations, electronic warfare, cyberspace operations and military information support operations.

n. Providing analysis of national security issues involving arms control treaties, agreements and policies and issues involving multinational force comparability agreements.

30. Deputy Chief of Staff, G-4. The DCS, G-4 is the principal military adviser to the ASA (ALT) for logistics. The DCS, G-4 is the principal ARSTAF adviser to the CSA on logistics and assists the CSA in acting as the agent of the SecArmy in carrying into effect approved plans and recommendations. Under the supervision of ASA (ALT), for Army logistics and sustainment issues, the DCS, G-4 develops and executes Army strategy, policy, plans and programs for

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logistics and sustainment; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other DA officials and organizations; and reviews and assesses the execution of Army logistics policies, plans and programs. The DCS, G-4 is assigned responsibility for:

- a. Collaborating on logistics operations in support of security cooperation and representing the Army on coalition sustainment standardization actions.
- b. Maintaining current logistics operations, contingency plans and resource programs that support Armywide logistics operations.
- c. Executing staff proponentcy for the logistics civil augmentation program and coordinating the development of multinational interoperability policy and practice for the use of allied civil augmentation programs.
- d. Serving as proponent for Army equipment safety and Army airworthiness.
- e. Advising on and monitoring the Army's materiel readiness to determine Armywide readiness trends.
- f. Ensuring that supportability requirements are incorporated into acquisition and fielding requirements for new systems.
- g. Assisting in the supervision of the execution of Army logistics policies, programs, budgetary inputs and activities.
- h. Coordinating with and supporting the ASA (IE&E) on issues, policies and programs related to energy security, including operational and tactical energy, and contingency bases.
- i. Supporting the ASA (ALT) in the Army's organic industrial base matters and activities.
- j. Ensuring sustainment functions and related logistics automated information systems management are fully integrated and properly balanced between acquisition and sustainment.

31. Office of the G-6. The CIO ensures that the Army Signal, G-6, function is fulfilled by providing advice to the SecArmy for IM, IT and communications issues and their impact on warfighting capabilities, including ensuring network support to current and future force capabilities. The senior military official within the Office of the CIO serves as the principal ARSTAF adviser to the CSA for IM, IT and communication issues and their impact on warfighting capabilities. The Office of the G-6 is assigned responsibility for:

- a. Advising on information and signal operations, force structure, equipping and employment of signal forces; assessing the effects on the warfighter of IM-related strategy, policies, plans, services and programs; and advocating for and monitoring the implementation of IM requirements on behalf of the warfighter.

b. Developing and executing the Army network strategy and architecture and monitoring implementation of the Army global enterprise network.

c. Formulating and defending resources necessary to provide command, control, communications, computers and IT capabilities to the warfighter; translating IM, IT and information resources requirements for warfighters into dollars; and providing necessary operational perspective.

d. Executing the Army's data and information sharing plan.

e. Providing policy, guidance and resourcing for the Army's communications needs for all network layers, including Top Secret and higher levels of security and access to coalition networks.

f. Implementing CIO policy and guidance for Army information assurance activities.

g. Supervising Armywide activities in command, control, communications and computers; satellite-enabled information networks; and enterprise-wide integration of Army information and IT; and IM-related aspects of business continuity, disaster recovery and contingency support.

h. Supervising the implementation of other Armywide communications programs, including those for Army spectrum management, nonintelligence space and joint military satellite communications programs and projects, and visual information.

32. Deputy Chief of Staff, G-8. The DCS, G-8 is the principal military adviser to the ASA (FM&C) for program development and justification. In performing this function, the DCS, G-8 coordinates with the ASA (ALT) on all proposed programming recommendations that are related to ongoing acquisition program and science and technology initiatives. The DCS, G-8 is the principal ARSTAF adviser to the CSA on all materiel requirements, integration and programming of Army and joint materiel capabilities. The DCS, G-8 is assigned responsibility for:

a. Supervising the Director, Program Analysis and Evaluation, who is:

(1) Responsible for developing and defending the Army Program, under the guidance and direction of the ASA (FM&C) and the DCS, G-8. This includes managing the programming phase of PPBE to facilitate the development and defense of the Army Program and the Future Years Defense Program, developing and maintaining the Army's authoritative resource position database and ensuring the coordination of the programming and budgeting phases of PPBE and an effective transition to an Army budget estimate.

(2) Directly responsible to the SecArmy and CSA, including for developing and providing an independent assessment of the Army Program.

b. Managing the Center for Army Analysis and other HQDA studies and providing analytic support to HQDA.

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c. Developing plans, in coordination with the ASA (ALT), for equipping the future Army through programming, materiel integration and studies.

d. Coordinating Army input and participation in joint requirements matters considered by DOD bodies and supporting the CSA and VCSA in their related responsibilities.

33. Assistant Chief of Staff for Installation Management. The ACSIM is the principal military adviser to the ASA (IE&E) for installation management, military facilities investment requirements and strategy, housing, installation environmental management and stewardship, privatization and energy security and sustainability. The ACSIM is the principal ARSTAF adviser to the CSA on installation and Family support matters and assists the CSA in acting as the agent of the SecArmy in carrying into effect approved plans and recommendations. Under the supervision of the ASA (IE&E), for Army installation management, military facilities investment requirements and strategy, housing, installation environmental management and stewardship, privatization and energy security and sustainability issues, the ACSIM develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other DA officials organizations; and reviews and assesses the execution of Army policies, plans and programs. The ACSIM is also the principal military adviser to the ASA (M&RA) for morale, welfare, recreation and Family support programs and is responsible for assisting and supporting the ASA (M&RA) through the planning, development, budgeting, implementation and evaluation of installation morale, welfare and recreation and non-appropriated fund instrumentalities. The ACSIM is assigned responsibility for:

a. Supervising and coordinating the development, implementation and evaluation of policies, plans and strategies for military facilities' investment requirements, privatization, installation, environmental, water management and energy security and sustainability programs.

b. Supervising and coordinating the development, validation and execution of programs for the resourcing of environmental programs, privatization, water management and energy security and sustainability programs on assigned Army installations.

c. Developing standards to evaluate installation and base operations, including compliance with environmental requirements and energy efficiency.

d. Serving as the proponent for installation management doctrine and the professional development of installation and garrison commanders and staff.

e. Serving as the ARSTAF proponent and execution authority for Armywide installation-related environmental programs and the execution authority for installation environmental programs assigned to the Army by DOD.

f. Ensuring the execution of approved operational programs for the reorganization, realignment and closure of installations.

g. Developing infrastructure and monitoring the execution of programs for installation services and management that support readiness and enhance the well-being of Soldiers and Families.

h. Assisting and supporting the ASA (M&RA) in the planning, development, budgeting, implementation and evaluation of installation morale, welfare and recreation programs and nonappropriated fund instrumentalities.

34. Chief, National Guard Bureau. The Chief, National Guard Bureau (CNGB) is the principal adviser to the SecArmy on matters relating to the National Guard and is the channel of communications on all matters pertaining to the National Guard and the Army National Guard of the United States between DA and the several States and Territories. The CNGB is responsible for implementing SecArmy and DA guidance for the Army National Guard (ARNG), including acquiring, managing and distributing ARNG resources and developing and administering policies and programs affecting the ARNG, and for fulfilling Army responsibilities related to the ARNG for the SecArmy and DA. The CNGB coordinates with and advises the ASA (M&RA) to ensure that the ARNG's budget and policies are consistent with DA policy and Total Army interests. The CNGB is the principal military adviser to the CSA on National Guard matters. The CNGB is assigned responsibility for:

a. Informing the SecArmy and appropriate members of the Secretariat of all significant matters and communications provided to others pertaining to DA.

b. Organizing and directing the National Guard Bureau, managing its personnel and other resources to accomplish assigned responsibilities with respect to the ARNG and ensuring direct liaison between the National Guard Bureau and the HQDA Staff.

c. Implementing DOD and DA guidance on the structure, strength authorizations and other resources of the ARNG of the United States.

d. Prescribing the training, discipline and requirements for the ARNG and allocating Federal funds for the training of the ARNG.

e. Ensuring that units and members of the ARNG are trained by the States in accordance with approved policies and programs of the SecArmy.

f. Monitoring and assisting the States, consistent with SecArmy or Secretary of Defense guidance, in the organization, maintenance and operation of ARNG units to provide well-trained and well-equipped units capable of supporting and augmenting the Total Army, including conducting Homeland Defense and Defense Support of Civil Authorities missions.

g. Planning, programming and administering the budget for the ARNG and coordinating with the ASA (M&RA) to ensure consistency with DA policy and Total Army interests.

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h. Supervising the acquisition and supplying of, and accountability of the States for, Federal property issued to the ARNG through the property and fiscal officers designated, detailed or appointed under Title 32 United States Code section 708.

i. Granting and withdrawing, in accordance with applicable laws and regulations, Federal recognition of units and officers of the ARNG.

j. Coordinating policies and programs for the employment and use of ARNG technicians under Title 32 United States Code section 709.

k. Supervising the Active Guard and Reserve program as it pertains to the ARNG in accordance with processes and priorities established by the SecArmy.

l. Ensuring that in the performance of their duties all Army officials and personnel of the National Guard Bureau comply with applicable DA policies, issuances, publications and legal opinions and that appointments of all Army officials and personnel of the National Guard Bureau comply with applicable Army personnel and manpower policies.

m. Developing and promulgating, as authorized by the SecArmy in applicable Army directives, regulations and publications on ARNG matters consistent with DA policies.

n. Facilitating and coordinating with other Principal Officials of HQDA, including the ASA (M&RA); DCS, G-1; and DCS, G-3/5/7 on the development of departmental policies and programs for mobilizing and employing the ARNG as part of the Army's operational force to meet requirements.

35. Chief, Army Reserve. The Chief, Army Reserve is the principal military adviser to the SecArmy on all U.S. Army Reserve (USAR) matters and, as a member of the ARSTAF, assists the SecArmy in carrying out responsibilities for DA and the USAR. The Chief, Army Reserve is responsible for acquiring, managing and distributing resources; for developing and administering policies and programs affecting the USAR; and for advising and coordinating with the ASA (M&RA) to ensure that USAR's budget request and policies are consistent with DA policy and Total Army interests. The Chief, Army Reserve is the principal ARSTAF adviser to the CSA on USAR matters. The Chief, Army Reserve is assigned responsibility for:

a. Planning, justifying and executing the USAR personnel, operations and maintenance and construction budgets; serving as the director and functional manager for appropriations made for those budgets; and coordinating with the ASA (M&RA) to ensure consistency with DA policy and Total Army interests.

b. Submitting, under the supervision of the SecArmy and the ASA (M&RA), an annual report on the state of the USAR and the ability of the USAR to meet its mission to the Secretary of Defense.

c. Prescribing training requirements, in accordance with approved Army programs and policies, and discipline for the USAR; allocating adequate funds for training; and ensuring units and members of the USAR are trained.

d. Facilitating and coordinating with other Principal Officials of HQDA, including the ASA (M&RA); DCS, G-1; and DCS, G-3/5/7 on the development of departmental policies and programs for employing the USAR as part of the operational force and mobilizing to meet requirements.

e. Managing the Full-Time Support Program.

f. Participating with other HQDA elements in the formulation, development and coordination of DA programs, policies, principles, concepts and plans.

36. Chief of Engineers. The Chief of Engineers is the principal adviser to the SecArmy and other Principal Officials of HQDA for the formulation of policy related to and the implementation, management and evaluation of engineering, construction and real property for DA. The Chief of Engineers also advises the ASA (CW) on Civil Works projects and, as Commander of the U.S. Army Corps of Engineers, executes the Civil Works Program under the supervision of the ASA (CW). The Chief of Engineers is the principal ARSTAF adviser to the CSA on engineering matters. The Chief of Engineers is assigned responsibility for:

a. Preparing, for Secretariat review, policies and procedures for the acquisition, management of title, granting of use and disposal of real property.

b. Developing the engineering and facilities portion of contingency plans and base support development, the Real Estate Relocation Assistance Program and the Commercial Utilities Program.

c. Providing technical advice and assistance to the Secretariat and ARSTAF for combat, general and geospatial engineering matters in the areas of military construction, force structure development, joint and Army doctrine, force modernization and mobilization, intelligence, contingency planning, facilities standards, sustainability and research and development.

d. Consulting with the ASA (CW) prior to the assignment or transfer of any officer at the grade of lieutenant colonel and above to and from duties involving the Civil Works functions of the U.S. Army Corps of Engineers.

37. The Surgeon General. The Surgeon General is the principal adviser to the SecArmy, CSA and other Principal Officials of HQDA for the medical aspects of manning, training and equipping the Army and assists and supports the ASAs in each of their functional areas of responsibility through the development and execution of Army strategy, policy and plans related to health affairs; the execution and supervision of the execution of those policies and plans by other Army organizations; and assessment of health affairs policies and programs. The Surgeon General is assigned responsibility for:

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- a. Executing the development, policy direction, organization and overall management of an integrated Armywide health services system.
- b. Advising and assisting the SecArmy, CSA and other Principal Officials on matters pertaining to the Military Health System.
- c. Representing the Army on health policies both inside and outside DOD, including to the U.S. Department of Veterans Affairs, the White House and other elements of the executive branch, Congress and non-governmental organizations.
- d. Providing technical advice and assistance to the Secretariat and ARSTAF for matters regarding public health, medical force structure and equipping, force development, medical research and development, medical training and education, medical evacuation and medical military construction.
- e. Developing and directing the Army's PPBE for the Defense Health Program.

38. The Judge Advocate General. The Judge Advocate General (TJAG) is the legal adviser to the SecArmy and all officers and agencies of DA and provides independent legal advice to the SecArmy and the Secretariat, in coordination with the General Counsel, and directly to the CSA and the ARSTAF. TJAG is the principal legal adviser to the SecArmy and CSA on matters of military justice. TJAG has staff responsibility for providing legal services to DA and acts as the ARSTAF proponent for legal matters and services. TJAG is assigned responsibility for:

- a. Directing the members of the Judge Advocate General's (JAG) Corps in the performance of their duties and exercising technical supervision of Army military legal offices, including providing professional legal training, consistent with American Bar Association standards, for military attorneys and civilian attorneys within TJAG's qualifying authority; serving as proponent for all JAG Corps personnel positions, to include primary military occupational specialties 27A and 270A and for Army enlisted military occupational specialty 27D; and serving as career manager for members of the JAG Corps, except general officers, to include managing recruiting, career development and worldwide assignment.
- b. Establishing the U.S. Army Court of Criminal Appeals, serving as the official custodian of records of trial for all Army general courts-martial and those special courts-martial where a bad-conduct discharge is part of the approved sentence and designating judicial areas and judicial circuits in the Army Trial Judiciary.
- c. Examining records of trial from general courts-martial, where appropriate, and modifying or setting aside findings or sentences, where appropriate.
- d. Receiving, revising and recording the proceedings of courts of inquiry and military commissions.

e. Initiating, administering, supervising and coordinating the protection and representation of the interests of the Army in litigation and other legal or administrative proceedings, except for matters involving Civil Works.

f. Controlling and coordinating patent, trademark, copyright and related intellectual property activities of the Army and the Army patent law system.

g. Administering the Army claims program, the Army military justice system and the Army Legal Assistance Program.

h. Drafting Army legislation and processing private relief legislation, except on matters of Civil Works.

i. Acting as the single authority for proposing, coordinating and implementing all procurement fraud remedies with other Services and Government agencies and acting as the Army debarring and suspending official pursuant to Defense Federal Acquisition Supplement, Subpart 209.4 and Army Federal Acquisition Supplement, Section 5109.4.

j. Making final dispositions of complaints filed under article 138, Uniform Code of Military Justice.

k. Providing legal advice to the CSA and the ARSTAF in all matters, including environmental law, to include providing technical supervision and technical channel assistance to DA officials and organizations; labor and civilian personnel law, to include exercising oversight and technical supervision of the Army Labor Counselor Program; contract, fiscal and tax law; international law, to include acting as the Army single office of record for international agreements and serving as the Army proponent for review of the legality of weapons under international law; and matters concerning the worldwide deployment of Army forces.

l. Providing, in coordination with the General Counsel, intelligence oversight advice to the ARSTAF and monitoring intelligence, counterintelligence and sensitive activities for legality and propriety.

m. Providing, in coordination with the General Counsel, oversight and monitoring of sensitive counterintelligence, criminal and administrative investigations for legality and propriety.

39. Chief of Chaplains. The Chief of Chaplains is the principal military adviser to the SecArmy on chaplaincy matters and assists the SecArmy and ASAs through the development and execution of policies and programs that affect or have a nexus with the chaplaincy. The Chief of Chaplains is the principal ARSTAF adviser to the CSA on chaplaincy matters. The Chief of Chaplains is assigned responsibility for:

a. Advising all officials and organizations of DA on chaplaincy matters.

b. Formulating and implementing personnel policy and guidance for the Chaplain Branch.

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- c. Exercising personnel management for the Chaplain Branch and, in coordination with the ASA (M&RA), directing the recruitment, accession and assignment of Army chaplains.
- d. Developing policies and plans and conducting operations and training for Army chaplains.
- e. Managing force structure and force integration for the Chaplain Branch.
- f. Managing, in coordination with the ASA (M&RA), marketing and communications strategy for the Army chaplaincy.
- g. Providing Armywide policy and guidance for chaplaincy resources, budget, missions and IT.

40. Provost Marshal General. The Provost Marshal General is the principal military adviser to the SecArmy on policing matters. The Provost Marshal General is the principal ARSTAF adviser to the CSA on policing. Under the supervision of ASA (M&RA) in coordination with OGC, for the Army's policing function, including law enforcement, criminal investigations, criminal intelligence fusion, corrections, forensics, physical security, high-risk personnel security, antiterrorism and detention operations, the Provost Marshal General develops and executes Army strategy, policy, plans and programs; ensures the execution consistent with law, regulation and policy of policies, plans and programs by other DA officials and organizations; and reviews and assesses the execution of policies, plans and programs. The Provost Marshal General is also responsible for coordinating with DOD and, as appropriate, other Federal, State, local and international law enforcement agencies, for the Army's policing functions. The Provost Marshal General is assigned responsibility for:

- a. Serving as DA's independent criminal investigative authority, free of actual or perceived undue command influence and reporting directly to the SecArmy and CSA.
- b. Exercising authority, direction and control over the Army Corrections System, including establishing policies and coordinating procedures necessary to carry out the execution of military prisoners.
- c. Serving as the DOD policy proponent for policing-related responsibilities assigned to the Army, including the Joint DOD Traffic Supervision Program and Armed Forces Disciplinary Control Board.
- d. Supporting the ASA (M&RA) and the DCS, G-3/5/7 in the execution of Army antiterrorism and protection efforts, including providing direct support for antiterrorism branch and antiterrorism operations and intelligence cell functions and supporting the ASA (IE&E) on installation physical security.
- e. Planning and organizing law enforcement support to the Army.

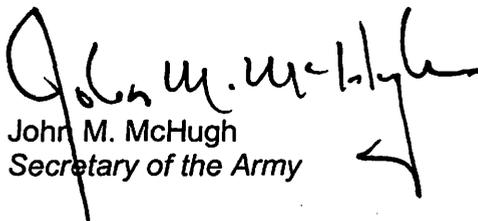
f. Leading the implementation, development and dissemination of Army protocols for conducting law enforcement and suspicious activity reporting, analysis and production.

g. Leading the implementation, development and dissemination of Army protocols for the apprehension of Soldier absentees and deserters.

h. Representing Army interests in the national and international policing and law enforcement and corrections communities.

i. Leading the implementation, development and dissemination of Army policies and protocols for forensics and biometrics responsibilities.

[SASA]


John M. McHugh
Secretary of the Army

DISTRIBUTION: This publication is available in electronic media only and is intended for the active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve.