

TSG 158-1000**USA TSP Number** 158-A-1000**Title** Coordinate activities with staffs.**Task Number(s)** 158-200-1000 Coordinate activities with staffs

The term Combat will be construed as Mobilization Mission throughout this course.

Staffs exist to help the commander make and implement decisions. Bear in mind that no command decision is more important, or more difficult to make than that which risks the lives of soldiers. Therefore it is imperative that you understand what a staff is, what it is composed of, and what the tactical functions and responsibilities of a staff are in order to allow you to assist the commander in making and implementing his decisions. The material that we are about to cover will review what a staff is and how it is structured. It will also give you an understanding of the common and specific tactical functions and responsibilities of staff officers from battalion through division level.

Role of the Staff

Q: What is the primary product that the staff produces for the commander and his subordinate commanders?

A: The primary product the staff produces for the commander, and for subordinate commanders, is understanding, or situational awareness.

- The commander and his staff focus on recognizing and anticipating battlefield activities in order to decide and act faster than the enemy.
- All staff organizations and procedures exist to make the organization, analysis, and presentation of vast amounts of information manageable for the commander.
- The commander relies on his staff to get from battlefield “information” to battlefield “understanding”, or situational awareness, quicker than his adversary.

True understanding should be the basis for information provided to commanders to make decisions. Formal staff processes are structured to provide two types of information associated with understanding and decision-making. All other staff activities are secondary.

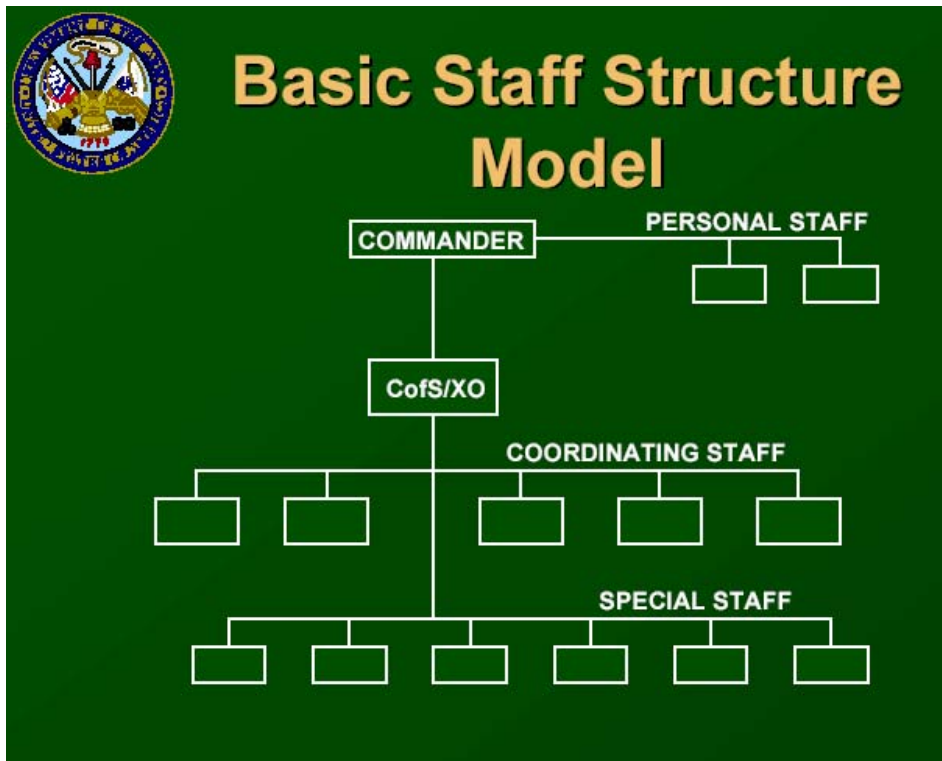
Q: What two types of information are associated with understanding and decision-making?

A: Situational awareness information and execution information

- Situational awareness information creates an understanding of the situation as the basis for making a decision. Simply, it is understanding oneself, the enemy, and the terrain or environment.

- Commander depends on his staff to communicate his decision to subordinates in a manner that quickly focuses the necessary capabilities within the command to achieve the commander's vision or will over the enemy at the right place and time. Execution information, provides a means for communicating a clearly understood vision of the operation and desired outcome after a decision is made. Examples of execution information are:

- Conclusions
- Recommendations
- Guidance
- Intent
- Concept statements
- Orders



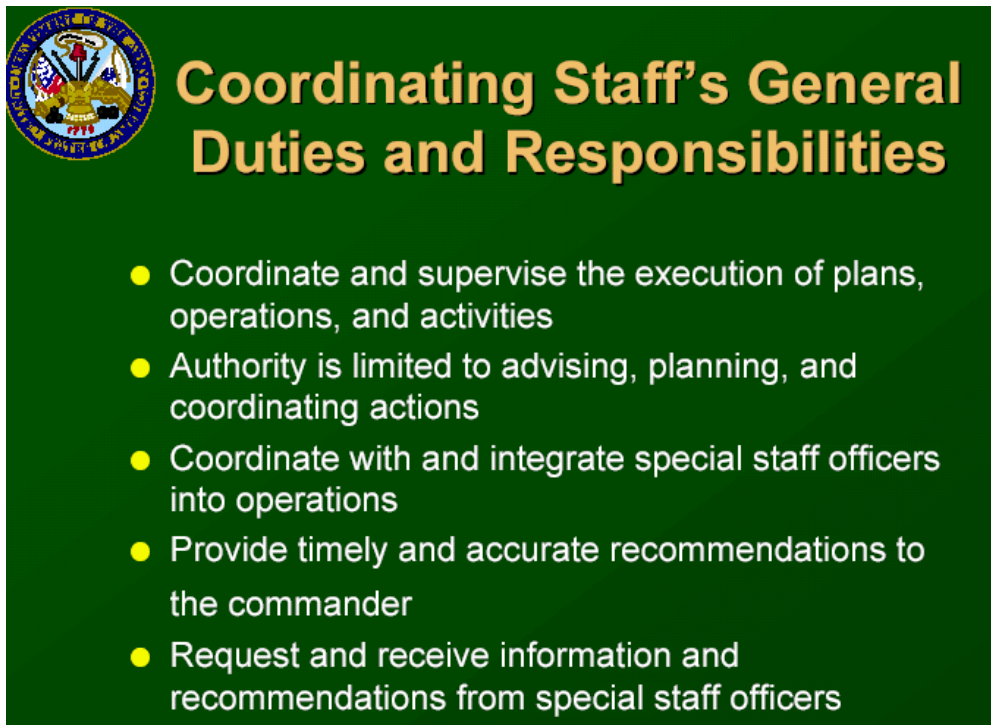
a. Staffs at every echelon of command will be structured in a different way, although every staff will have some commonalities.

Q: What are the common elements of all staff structures?

A: The basic model for all staff structures includes a chief of staff (CofS) or executive officer (XO) and three staff groups: coordinating, special, and personal. The number of coordinating, special and personal staff officers within each staff group varies at different levels of command.

Duties of the C of S (XO)

He directs staff tasks, conducts staff coordination, and ensures efficient and prompt staff response. He oversees coordinating and special staff officers. He does not necessarily oversee the commander's personal staff officers, although he normally interacts with them every day. He is normally delegated the authority for the executive management coordinating and special staff officers.



Coordinating Staff's General Duties and Responsibilities

- Coordinate and supervise the execution of plans, operations, and activities
- Authority is limited to advising, planning, and coordinating actions
- Coordinate with and integrate special staff officers into operations
- Provide timely and accurate recommendations to the commander
- Request and receive information and recommendations from special staff officers

Coordinating Staff Group

The coordinating staff group consists of the commander's principal staff assistants and they are directly accountable to the C of S or XO. They are responsible for one or a combination of broad fields of interest. They help the commander coordinate and

supervise the execution of plans, operations, and activities. Collectively, through the C of S/XO, they are accountable for the commander's entire field of responsibilities. They are not accountable for functional areas the commander decides to personally control. Coordinating staff officer's authority is limited to advising, planning, and coordinating actions within his field of interest. They also coordinate with and integrate appropriate special staff officer activities into operations. Coordinating staff officers are responsible for acquiring information and analyzing its implications and impact on the command. They must provide timely and accurate recommendations to the commander to help him make the best possible decisions. They must also request and receive information and recommendations from special staff officers.



The Special Staff

- Duties vary at each level of command
- Organized according to functional areas
- May be a unit commander
- Usually have areas of common interest and habitual association with a coordinating staff section

The specific number of special staff officers and their duties vary at each level of command. Special staff sections are organized according to functional areas. For example, the fire support coordinator (FSCOORD) is the staff officer whose functional area is fire support and artillery. In some cases, a special staff officer is a unit commander, for example, a division artillery commander or an engineer brigade commander at division. Although special staff sections may not be integral to a coordinating staff section, there are usually areas of common interest and habitual association. Therefore, a coordinating staff officer might be responsible for coordinating a special staff's actions. For example, at division level, the G3 coordinates all matters relating to fires and engineers with the fire Support coordinator (FSCOORD), air/naval gunfire liaison company (ANGLICO), aviation coordinator (AVCOORD), and air liaison officer (ALO). Other special staff officers may deal routinely with more than one coordinating staff officer.



The Personal Staff

- Work under the commander's immediate control
- May also serve as special staff officers as they coordinate actions and issues

Personal Staff Group

Members of the personal staff include:

- Personnel the TOE or TDA specifically authorizes as personal assistants, such as aides-de-camp.
- Personnel the commander desires to supervise directly.
- Personnel who by law or regulation have a special relationship to the commander.

Typical personal staff members include:

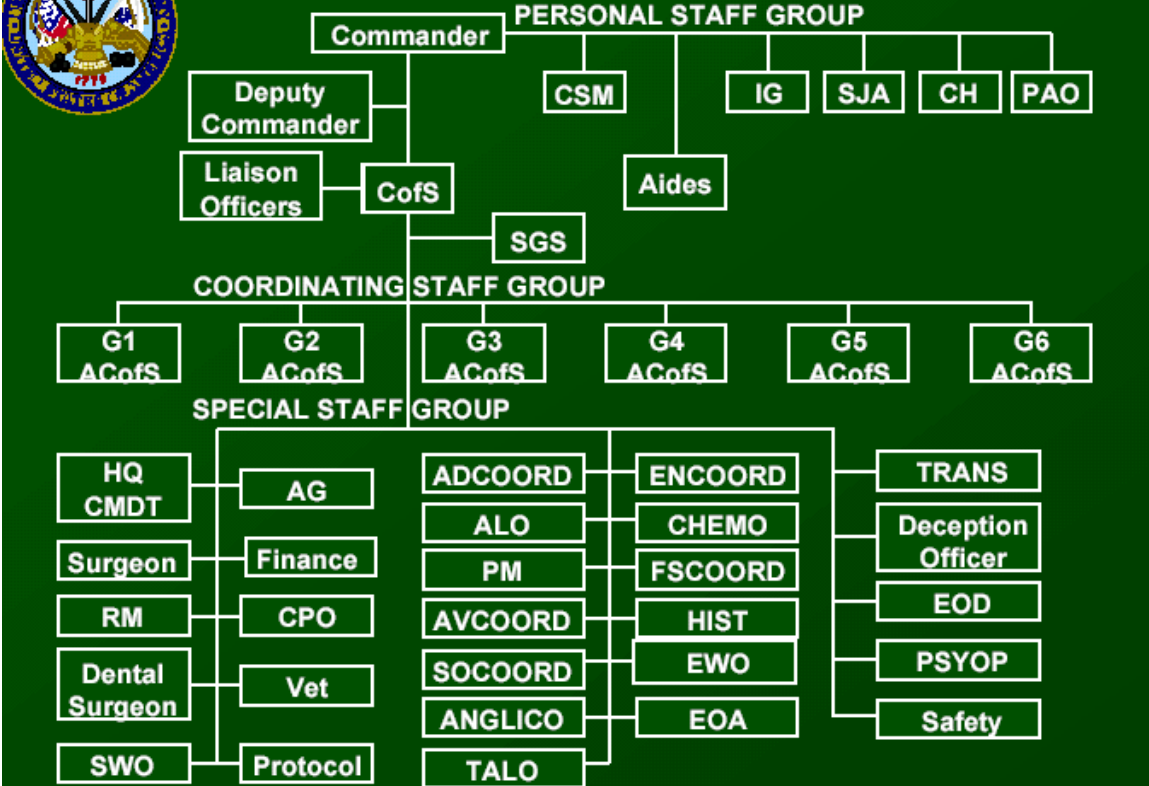
- Command sergeant major (CSM).
- Aide-de-camp.
- Chaplain.
- Inspector general (IG).
- Public affairs officer (PAO).
- Staff judge advocate (SJA).

Staff Models

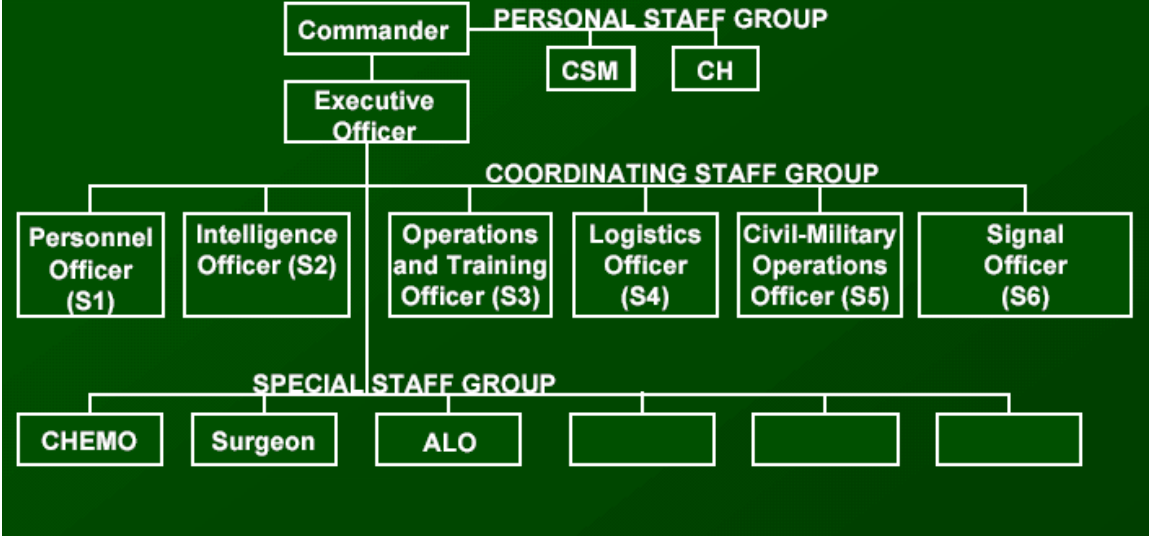
All Army staff organizations at corps through battalion levels use a basic model to begin the organization of their staffs. Each commander then tailors his staff according to his specific needs. A unit commanded by a general officer has a G staff. A unit commanded by a colonel or below has an S staff.



The G Staff



The S Staff



The staffs of smaller units (regiments, brigades, and battalions) are organized according to the basic staff model. Their coordinating staff officers control functional areas of interest that are more suited to their unit's mission. Staffs of units smaller than division must meet unit requirements. Smaller-unit staff functions are generally the same as those for larger staffs. However, the operational nature of small units might require some modification. For example, smaller staff activities, such as advising, planning, coordinating, and supervising, are more informal at small units than at higher levels. The functional area of interest should remain, however, even when the function is absent.

The commander's staff must function as a single, cohesive unit -- a professional team. Each staff member must know his own duties and responsibilities in detail and be familiar with the duties and responsibilities of other staff members. In this portion of the lesson, we will cover the common duties and responsibilities of coordinating staff officers, special staff officers, and personal staff officers.



Common Responsibilities and Duties of Staff Officers

- Advising and providing information to the commander
- Preparing, updating, and maintaining estimates
- Making recommendations
- Preparing plans and orders
- Monitoring execution of decisions
- Processing, analyzing, and disseminating information
- Identifying and analyzing problems
- Conducting staff coordination
- Conducting training
- Performing staff assistance visits
- Performing risk management
- Conducting staff writing
- Performing staff administrative procedures
- Supervising staff section and staff personnel

a. **Common Responsibilities and Duties:** There are several responsibilities and duties that all staff members have in common.

(1) **Advising and Providing Information to the Commander:** The staff continuously provides information to the commander, sometimes before and sometimes after the information has been analyzed. This information is not necessarily provided to make an immediate decision, but to keep the commander abreast of the situation or “big picture” and is critical during the battle. The staff must continuously feed the commander information on the progress of the battle. One piece of information alone may not be significant, but added to others, it may be the piece of information that allows the commander to formulate the big picture and to make a decision.

(2) **Preparing, Updating, and Maintaining Estimates:** The staff prepares estimates to assist the commander in decision-making. A staff estimate consists of significant facts, events, and conclusions (based on current or anticipated situations) and recommendations on how available resources can be best used and what additional resources are required. The commander uses recommendations to select feasible courses of action for further analysis. Adequate plans hinge on early and continuing estimates by staff officers. Failure to make these estimates may lead to errors or omissions in the development of a course of action.

(3) **Making Recommendations:** Staff officers make recommendations to assist commanders in reaching decisions and establishing policies. Staff officers also offer recommendations to one another and to subordinate commanders. These recommendations are for information and assistance only. Recommendations may be presented as written estimates or studies, or they may be presented orally. Whether the procedures are formal or informal, staff officers must carefully analyze and compare all feasible alternatives using the best information available. Staff officers candidly and objectively present the alternative to the commander clearly showing the advantages and the disadvantages of a situation and/or action. Staff officers must be thoroughly prepared to recommend a best alternative to the commander. Staff officers are required to coordinate with other staff officers whose areas of interest will be affected by the recommendation. Recommendations are stated in a form that requires only the commander’s approval or disapproval.

(4) **Preparing Plans and Orders:** Staffs prepare and issue plans and orders to carry out the commander’s decisions, ensuring coordination of all necessary details. Commanders may delegate authority to staff officers to issue plans and orders without his personal approval. A single staff officer is usually assigned the responsibility for preparing and publishing a plan or order. Other staff officers prepare elements of the plan or order in their areas of interest.

(5) **Monitoring Execution of Decisions:** The staff assists the commander by ensuring that subordinates carry out the commander's decisions. Staff supervision relieves the commanders of much detail, keeps the staff informed of the situation, and provides the staff with the information needed to revise estimates and to provide progress reports to the commander as plans and orders are implemented. The duty of the staff is to ensure that decisions reach the intended recipients, that decisions are understood, and that decisions are executed within the commander's intent. Staffs must also ensure that recommendation for modifications and elaborations are initiated when circumstances demand. Supervision is accomplished through the analysis of reports, messages, and staff visits.

(6) **Processing, Analyzing, and Disseminating Information:** Staff officers cannot be just data collectors and transmitters. They must have the ability to analyze and clearly articulate information. Staffs collect, collate, analyze, process, and disseminate information that flows continuously into the headquarters. Staffs rapidly process and provide critical elements of this information to the commanders and other members of the staffs. Staff officers routinely analyze matters that affect operations. Staff officers use a variety of means to disseminate information. These means include:

- Briefings
- Electronic mail
- Staff papers
- Reports
- Summaries

Reports and summaries are used extensively to provide information to higher, lower, and adjacent commands. Nearly every staff section prepares and distributes reports and summaries. Only the minimum number of reports and summaries consistent with the commander's need for information should be required of the subordinate command.

(7) **Identifying and Analyzing Problems:** Staffs must continually identify current and future problems or issues that will affect the accomplishment of the missions. Once a problem is identified, the staff officer must analyze what actions or coordination must take place to resolve the issue. Sometimes the staff officers will have the capability and authority to correct the problem without direction from the commander. If not, once the problem is thoroughly analyzed, the staff officer must inform the commander so that he can make the appropriate decision to resolve the issue.

(8) Conducting Staff Coordination: Staff coordination results in making certain that “pieces” fit together in an integrated whole. Good staff coordination requires personal initiative, a spirit of cooperation, and a genuine interest on the part of each staff member in achieving a unified effort. Most staff actions require coordination that extends beyond the immediate command and includes higher, adjacent, lower, and supporting commands, as appropriate. Coordination is essential for four reasons. Coordination ensures:

- Thorough understanding of the commander’s intent.
- Complete and coherent staff actions.
- Conflict and duplication are avoided by making necessary adjustment in plans or policies before their implementation.
- All factors are considered.

The action is then presented to the appropriate approving authority for a final decision.

(9) Conducting Training: The continued conduct of training is just as important in a tactical environment as it is in a peacetime environment. Staff officers must assess training requirements across the command within their respective areas of interest. These requirements are then added into the overall command training plan through the operations officer. Staff officers must determine the amount and type of training and requirements for evaluating the training. This may include any technical training necessary in the command in the staff officer’s area of interest. Staff officers are then responsible for planning and supervising this training within the command.

(10) Performing Staff Assistance Visits: Staff officers visit subordinate units to get information for the commander, to observe the execution of orders or instructions, and to provide advice and assistance in their areas of responsibility.

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

(12) Conducting Staff Writing: Staff officers are required to prepare a variety of written communications, particularly at division and above, where operations rely primarily on written directives, reports, orders, and studies. Writing is a means of communicating ideas to the commander, subordinate commanders, and other staff officers. Effective staff writing should convey the writer’s exact meaning and not be subject to misinterpretation.

(13) Performing Staff Administrative Procedures: Every staff officer performs administrative procedures to provide continuity for completed staff actions and to allow the staff member or staff section to efficiently and effectively accomplish its tasks. Each staff member must manage his administrative activities within his own staff section. These administrative procedures usually are common to each type of staff section but may differ in some details from unit to unit. Each staff section usually has a standard operating procedure, which outlines the duties to be performed by members of that staff section.

(14) Supervising Staff Section and Staff Personal: Every staff officer must be capable of supervising his staff section personnel, including:

- Performing staff supervision of activities and units assigned, attached, or under the operational control (OPCON) of the command that come under his area of interest to ensure adequate support of the command.
- Recommending and coordinating assignments and personnel issues affecting his area of interest.
- Coordinating procurement, storage, issue, and distribution of equipment in his area of interest.
- Supporting assigned, attached, or OPCON units or individuals under the supervision of a particular staff section (such as administration, shelter, food, and supplies).

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- Acting as a staff advisor for assigned, attached, supporting, or OPCON units or personnel in his area of interest.
- Determining, planning, evaluating, and supervising specific training requirements for his staff section.
- Monitoring the maintenance, personnel, and equipment status within his area of interest and advising the commander and responsible staff.
- Organizing and supervising sub-elements in his area of interest.

Coordinating Staff Officers: Every staff has coordinating staff officers who coordinate actions for the commander and of those of special staff officers. Coordinating staff responsibility includes ensuring that personnel, logistics, facilities, and proper support are given to the special staff officer or section. The coordinating staff's responsibility also includes coordinating actions and tasking of special staff officers across the entire staff, as necessary, and keeping the C of S informed on the actions of the special staff officers. Coordinating staff officers have primary staff responsibility for a number of special staff officers. The coordinating staff officer establishes procedures for procedures for coordinating and integrating special staff activities within their field of interest and responsibility.



Responsibilities and Duties of the A C of S G1 (S1) Personnel

- Manning
- Health and personnel service support
- Headquarters management
- Staff planning and supervision
- Coordination of staff responsibility for special staff officers.
- Coordination of staff responsibility for personal staff officers.

(1) **Assistant Chief of Staff, G1 (S1), Personnel:** The G1 (S1) is the principal staff officer for all matters concerning human resources (military and civilian), which include personnel readiness, personnel services, and headquarters management. A personnel officer is located at every echelon from battalion through corps. The following are the specific responsibilities and duties of the G1 (S1).

(a) **Manning**, which involves--

- Personnel readiness management, which includes--
 - Analyzing personnel strength data to determine current combat capabilities.
 - Projecting future requirements.
- Unit strength maintenance, including monitoring, collecting, and analyzing data affecting soldier readiness (morale, organizational climate, commitment, and cohesion).
- Monitoring of unit strength status.
- Development of plans to maintain strength.
- Personnel replacement management.
- Casualty operations management, which involves casualty reporting, casualty notification, casualty assistance, line-of duty determination, reporting status of remains, and casualty mail coordination.
- Retention (reenlistment).
- Assessing and documenting of enemy prisoner of war (EPW) injury, sick, and wound rates.
- Deployment of civilian personnel.
- Monitoring of the deployability of military personnel.

(b) Health and personnel service support, which includes--

- Staff planning and supervising, which includes--
 - Postal operations (operational and technical control) including EPW mail services.
 - Band operations.
 - Awards programs
 - Administration
- Personnel service support, including finance, record keeping, Servicemen's Group life Insurance (SGLI), religious support activities, legal services, and command information.
- Assessment of programs to enhance low morale.
- Coordination of interaction with:
 - Army and Air Force Exchange Service (AAFES),
 - Nonmilitary agencies servicing the command, such as the American Red Cross.

(c) Headquarters management, which includes--

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

(d) Staff planning and supervision, which includes--


- Administrative support for military and civilian personnel, to include leaves, passes, counseling, and personal affairs.
- Administrative support for augmentees (non-US forces, foreign nationals, civilian internees).
- Administration of discipline, and law and order (in coordination with the G3 (provost marshal)), including absence without leave (AWOL), desertion, court martial offenses, requests for transfers, rewards and punishments, and disposition of stragglers.
- Recommending of priority intelligence requirements (PIR) to the G2.

(e) Coordination of staff responsibility for the following special staff officers:

- Adjutant general (AG).
- Dental surgeon.
- Finance officer.
- Surgeon.

(f) **Coordination of staff responsibility for the following special and personal staff officers (when coordination is necessary):**

- Chaplain.
- Inspector general.
- Public affairs officer.
- Staff judge advocate.



Responsibilities and Duties of the A C of S G2 (S2) Intelligence

- Military intelligence
- Counterintelligence
- Security operations
- Staff planning and supervision over the special security office
- Intelligence training
- Coordination of staff responsibility for the staff weather officer

(2) **Assistant Chief of Staff, G2 (S2), Intelligence:** The G2 (S2) is the principal staff officer for all matters concerning military intelligence (MI), counterintelligence, security operations, and military intelligence training. An intelligence officer is located at every echelon from battalion through corps. The following are the specific responsibilities and duties of the G2 (S2).

(a) **Military Intelligence**, which includes—

- Disseminating intelligence to commanders and other users in a timely manner.
- Collecting, processing, producing, and disseminating intelligence.
- Conducting and coordinating intelligence preparation of the battlefield (TNSG: Operational Area)(IPB).
- Recommending unit area of interest and assisting the staff in defining unit battle space (TNSG: Tactical Area of Responsibility TAOR)

- Describing the effects of the battlefield environment on unit capabilities.
- Evaluating the threat (doctrine, order of battle factors, high value targets, capabilities, and weaknesses).
- Determining enemy most probable and most dangerous courses of action and key events.
- Coordinating with the entire staff and recommending PIR for the commander's critical information requirements.
- Integrating staff input to IPB products to support staff planning, decision making, and targeting.
- Coordinating ground and aerial reconnaissance and surveillance operations with other collection assets.
- Coordinating technical intelligence activities and disseminating information.
- Assisting the G3 in planning target acquisition activities for collection of target information.
- Coordinating with the chemical officer to analyze the enemy's capability and predictability of using nuclear, biological, and chemical (NBC) weapons.
- Coordinating with the G1 the enemy situation that may affect evacuation or hospitalization plans.
- Coordinating with the G4 on the enemy situation that may affect logistics operations.
- Coordinating with the G5 the enemy situation that may affect civil-military operations.
- Assisting the G3 in information operations, to include command and control warfare (C2W).
- Planning and managing intelligence collection operations in coordination with the G3 and fire support planners.
- Recording, evaluating, and analyzing collected information to produce all-source intelligence that answers the commander's PIR and information requirements (IR), including equipment damage assessments (BDA).
- Maintaining the current situation regarding the enemy and environmental factors and updating IPB and the intelligence estimate.
- Determining map requirements and managing the acquisition and distribution of map and terrain products in coordination with the G3 (ENCOORD), who is responsible for map and terrain product production.

(b) Counterintelligence (CI), which includes--

- Identifying enemy intelligence collection capabilities, such as human intelligence (HUMINT), signals intelligence (SIGINT), imagery intelligence (IMINT), and efforts targeted against the unit.

- Evaluating enemy intelligence capabilities as they affect the areas of operations security (OPSEC), countersurveillance, signals security (SIGSEC), security operations, deceptions planning, psychological operations (PSYOP), rear area operations, and force protection.
- Conducting counterintelligence liaison for security and force protection.
- Conducting counterintelligence force protection source operations.

(c) **Security operations**, which includes--


- Supervising the command and personnel security program.
- Evaluating physical security vulnerabilities to support the G3.
- Coordinating security checks for indigenous personnel.

(d) **Staff planning and supervision over the special security office**

(e) **Intelligence training**, which includes--

- Preparing the command intelligence training plan and integrating intelligence, CI, OPSEC, enemy (organization, equipment, and operations), and IPB considerations into other training plans.
- Exercising staff supervision of MI support to the command's intelligence training program.

(f) **Coordination of staff responsibility for the staff weather officer**



Responsibilities and Duties of the A C of S G3 (S3) Operations

- Training
- Operations and plans
- Force development and modernization
- Staff planning and supervision
- Coordination of staff responsibility for special staff officers

(3) Assistant Chief of Staff, G3 (S3), Operations: The G3 (S3) is the principal staff officer for all matters concerning training, operations and plans, and force development and modernization. An operations officer is located at every echelon from battalion through corps. The following are the areas and activities, which are specific responsibilities of the G3 (S3).

(a) Training, which includes--

- Supervising the command training program.
- Preparing and supervising the execution of training within the command.
- Ensuring that training requirements orient on conditions and standards of combat.
- Determining requirements for and allocation of training resources.
- Maintaining the unit-readiness status of each unit in the command.

(b) Operations and plans, which includes--

- Preparing, coordinating, authenticating, publishing, and distributing the command SOP, OPLANs, OPORDs, fragmentary orders (FRAGOs), and warning orders (WARNOs) to which other staff sections contribute.
- Participating in liaison meetings with requesting agencies.
- Reviewing plans and orders of subordinate units.
- Synchronizing tactical operations with all staff sections.
- Reviewing entire OPLANs and OPORDs for synchronization and completeness.
- Planning and monitoring the battle (Mobilization Mission).
- Ensuring necessary combat support (CS) requirements are provided when and where required.
- Coordinating with the G2 to writing the reconnaissance and surveillance annex.
- Recommending PIR to the G2.
- Planning troop movement, including route selection, priority of movement, timing, providing of security, bivouacking, quartering, staging, and preparing of movement order.
- Recommending priorities for allocating critical command resources.
- Developing ammunition required supply rate (RSR) in coordination with the G2 and G4.
- Requisitioning replacement units through operational channels.
- Establishing criteria for reconstitution operations.
- Recommending use of resources to accomplish both maneuver and support, including resources required for deception purposes.

- Coordinating and directing terrain management (overall ground manager).
- Participating in course of action and decision support template (DST) development with G2 and FSCOOD.
- Coordinating with ENCOORD, G2, G5, and surgeon to establish environmental vulnerability protection levels.
- Furnishing priorities for allocation of personnel and critical systems replacements to combat units.
- Recommending the general locations of command posts.
- Recommending task organization and assigning missions to subordinate elements.
- Coordinating with the G1 (CPO) civilian personnel involvement in tactical operations.

(c) Force development and modernization, which includes--

- Processing procedures for unit activation, inactivation, establishment, discontinuance, and reorganization.
- Fielding new equipment systems.
- Allocating manpower resources to subordinate commands within established ceilings and guidance.

(d) Staff planning and supervision, which includes--

- Operational security (OPSEC).
- Force protection.
- Information operations, to include command and control warfare.
- Area damage control.
- Rear operations (G3 prepares the rear operations annex).
- Discipline, and law and order.
- Activation and deactivation of units.
- Mobilization and demobilization of units.

(e) Coordination of staff responsibility for the following special staff officers:

- Air liaison officer (ALO).
- Aviation coordinator (AVCOORD).
- Chemical officer (CHEMO).
- Electronic warfare officer (EWO).
- Engineer coordinator (ENCOORD).
- Historian.
- Liaison officer (LNO).
- Provost marshal (PM)
- Psychological operations (PSYOP) officer.
- Safety officer.
- Special operations coordinator (SOCOORD).



Responsibilities and Duties of the A C of S G4 (S4) Logistics

- Logistics operations and plans (general)
- Supply
- Maintenance
- Transportation
- Services
- Staff planning and supervision
- Coordination of staff responsibility for transportation officer

(4) **Assistant Chief of Staff, G4 (S4), Logistics:** The G4 (S4) is the principal staff officer for coordinating the logistics integration of supply, maintenance, transportation, and services for the command. The G4 (S4) is the link between the support unit and his commander plus the rest of the staff. The G4 (S4) assists the support unit commander in maintaining logistics visibility with the commander and the rest of the staff. The G4 (S4) must also maintain close and continuous coordination with the G3 (S3). A G4 (S4) is located at every echelon of command from battalion through corps. At brigade and battalion levels, the S4 not only coordinates activities but also executes requirements for the commander and unit. The following are the areas and activities which are specific responsibilities of the G4 (S4).

(a) Logistics operations and plans (general), which includes--

- Developing with the G3 the logistics plan to support operations.
- Coordinating with the G3 and G1 on equipping replacement personnel and units.
- Coordinating with supporting unit commander on the current and future support capability of that unit.
- Coordinating the selection and recommending of main supply routes (MSRs) and logistics support areas, in coordination with the ENCOORD, to the G3.
- Performing logistics preparation of the operational area.
- Recommending IR to the G2.
- Recommending command policy for collection and disposal of excess property and salvage.

- Participating in target meetings.

(b) **Supply**, which includes--

- Determining supply requirements (except for medical requirements). This function is shared with the support unit commander and the G3.
- Recommending support and supply priorities and controlled supply rates for publication in OPLANs and OPORDs.
- Coordinating all classes of supply, except Class VIII (medical), according to commander's priorities.
- Coordinating the requisition, acquisition, and storage of supplies and equipment, and the maintenance of material records.
- Ensuring, in coordination with the provost marshal, that accountability and security of supplies and equipment are adequate.
- Calculating and recommending to the G3 basic and prescribed loads and assisting the G3 in determining the required supply rates.
- Coordinating and monitoring the collection and distribution of excess, surplus, and salvage supplies and equipment.
- Coordinating the allocation of petroleum products to subordinate units
- Coordinating with the G5 (S5) to support foreign national and host nation support requirements.

(c) **Maintenance**, which includes--

- Monitoring and analyzing the equipment-readiness status.
- Determining, with the support command, maintenance workload requirements (less medical).
- Coordinating, with the support command, equipment recovery and evacuation operations.
- Determining maintenance time lines.

(d) **Transportation**, which includes--

- Conducting operational and tactical planning to support movement control and mode and terminal operations.
- Coordinating transportation assets for other services.
- Coordinating with G5 (S5) for host agency support.
- Coordinating with the G1 and the G3 (PM) on transporting replacement personnel .
- Coordinating special transport requirements to move command posts.
- Coordinating with the G3 for logistics planning of tactical troop movement.

(e) **Services**, which includes--

- Coordinating the construction of facilities and installations, except for fortifications and signal systems.
- Coordinating field sanitation.
- Coordinating actions for establishing an organizational clothing and individual equipment operation for exchange and for replacing personal field (TA-50) equipment.
- Coordinating or providing food preparation, water purification, mortuary affairs, aerial delivery, laundry, shower, and clothing and light textile repair.
- Coordinating the transportation, storage, handling, and disposition of hazardous material or hazardous waste.

(f) **Staff planning and supervision**, which includes--

- Identification of requirements and restrictions for using local civilians, and civilian internees and detainees in logistics support operations.
- Battlefield procurement and contracting.
- Coordination with SJA on legal aspects of contracting.
- Coordination with resource management (RM) officer and the finance officer on the financial aspects of contracting.
- Real property control.
- Food service.
- Fire protection.
- Bath and laundry services, and clothing exchange.
- Mortuary affairs.

(g) **Coordination of staff responsibility for the Transportation Officer.**



Responsibilities and Duties of the A C of S G5 (S5) Civil- Military Operations

- Civil-military operations (CMO)
- Staff planning and supervision

(5) Assistant Chief of Staff, G5 (S5), Civil-Military Operations: The G5 (S5) is the principal staff officer for all matters concerning civil-military operations (the civilian impact on military operations and the impact of military operations on the civilian populace). The G5 (S5) has responsibility to enhance the relationship between military forces and civilian authorities and personnel in the area of operations to ensure the success of the mission. The G5 (S5) is required at all echelons from battalion through corps level but authorized only at division and corps levels. Once deployed, units and task forces below division level may be authorized an S5. The following are areas and activities which are the specific responsibility of the G5 (S5).

(a) Civil-military operations (CMO), which includes--

- Advising the commander of the civilian impact on military operations.
- Advising the commander on his legal and moral obligations concerning the impact of military operations on the local populace (economic, environmental, and health) for both the short and long term.
- Minimizing civilian interference with combat operations, to include dislocated civilian operations, curfews, and movement restrictions.
- Advising the commander on the employment of other military units that can perform CMO missions.
- Establishing and operating a civil-military operations center (CMOC) to maintain liaison with and coordinate the operations of other U.S. government agencies; host State civil and military authorities; and nongovernmental, private voluntary, and international organizations in the area of operations.
- Planning positive and continuous community relations programs to gain and maintain public understanding and good will, and to support military operations.
- Coordinating with the SJA concerning advice to the commander on rules of engagement for dealing with civilians in the area of operations.
- Providing recommended CMO-related IR and EEFI to the G2.
- Providing the G2 operational information gained from civilians in the area of operations.
- Coordinating with the G3 (PSYOP) on trends in public opinion.
- Coordinating with the G1 (surgeon) on the military use of civilian medical facilities, materials, and supplies.

- Assisting the G1 with coordination for local labor resources.

- **Coordinating with the public affairs officer (PAO) and the G3 (PSYOP) to ensure disseminated information is not contradictory.**

- **Coordinating with the PAO on supervising public information media under civil control.**

- **Providing instructions to units or officials (friendly, or host nation civil or military) and the population in identifying, planning, and implementing programs to support the civilian populations and strengthen the host nation internal defense and development.**

- Identifying and assisting the G6 with coordination for military use of local communications systems

- Coordinating with the G3 (PM) the planning of the control of civilian traffic in the area of operations.

- Assisting the G3 with information operations.

- Identifying and assisting the G4 with coordination for facilities, supplies, and other material resources available from the local civil sector to support military operations.

- Coordinating with the G1 and SJA in establishing off-limits areas and establishments.

- Coordinating with the SJA on civilian claims against the State government.

(b) Staff planning and supervision over..

- Attached civilian affairs (CA) units.

- Military support to civil defense and civic action projects.

- Protection of culturally significant sites.

- Humanitarian civil assistance and disaster relief.

- Noncom bat evacuation operations (NEO).

- Emergency food, shelter, clothing, and fuel for local civilians.

- Public order and safety as it applies to military operations



Responsibilities and Duties of the A C of S G6 (S6) Signal

- Signal operations
- Automation management
- Information security
- Staff planning and supervision

(6) **Assistant Chief of Staff, G6 (S6), Signal:** The G6 (S6) is the principal staff officer for all matters concerning communications operations, automation management, network management, and information security. The G6 (S6) is located at all echelons of command from battalion through corps. The following are the areas and activities which are the specific responsibility of the G6 (S6).

(a) **Signal operations**, which includes—

- Managing and controlling the use of information network capabilities and network services from the power projection sustaining base to the forward most fighting platforms.
- Managing radio frequency allocations and assignments and providing spectrum management.
- Managing the production of user directories and listings.
- Recommending signal support priorities for force information operations.
- Recommending locations for command posts within information operational area.
- Coordinating with the G5 the availability of commercial information systems and services for military use.
- Managing all signal support interface with joint and multi-agency forces, including host agency support interfaces.
- Coordinating, updating, and disseminating the command frequencies lists.
- Managing communications protocols, and coordinating user interface of defense information system networks and command and control systems down to battalion tactical internets.

- Recommending IR to the G2.
- Internal distribution, message services, and document reproduction.
- Ensuring redundant signal means are available to pass time-sensitive battle command information from collectors to processors and between medical units and supporting medical laboratories.
- Participating in targeting meetings.

(b) **Automation management**, which includes--

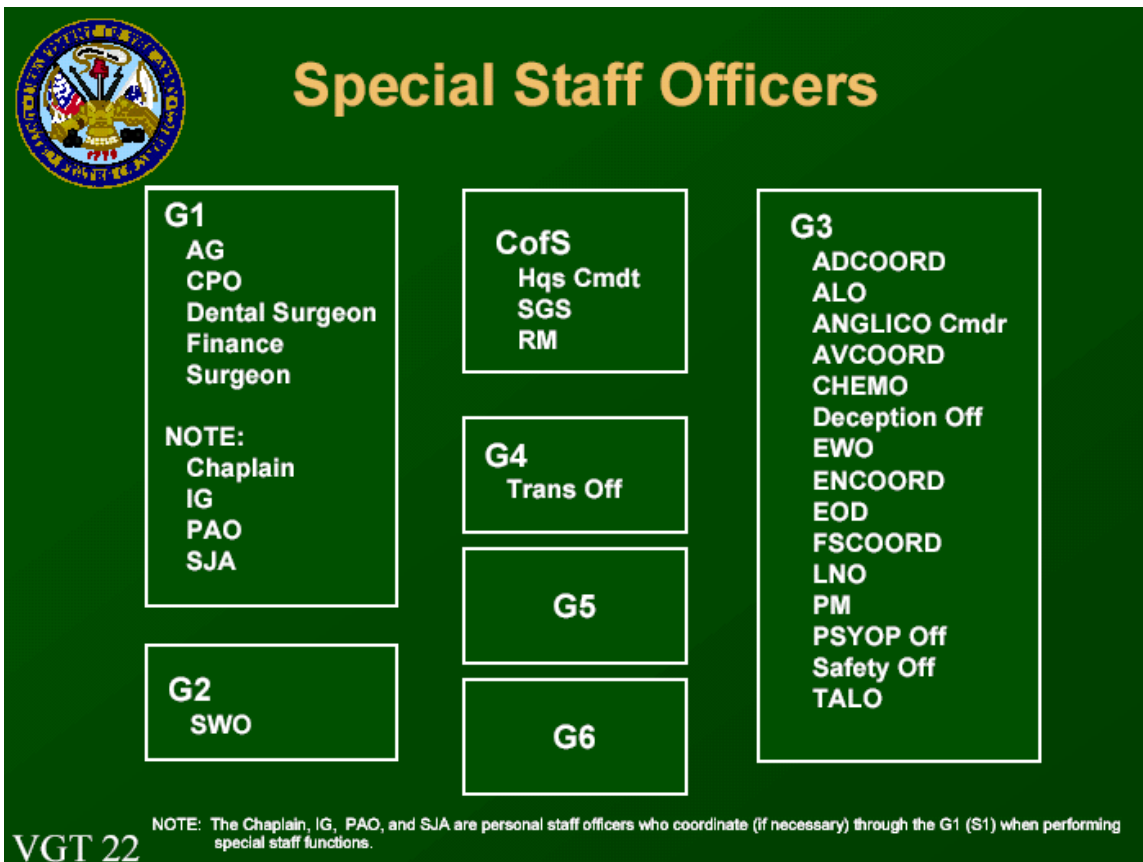
- Managing the employment automation (hardware, software) supporting the force, including the operations of the automation management office.
- Establishing automation systems administration procedures for all automation software and hardware employed by the force.
- Coordinating the configuration of local area networks that support the force.

(c) **Information security**, which includes--

- Managing communications security (COMSEC) measures, including the operation of the Information System Security Office of the signal support elements.
- Establishing automation systems security for all automation software and hardware employed by the force.
- Recommending C2-protect priority information requirements

(d) **Staff planning and supervision**, which includes--

- The command's signal support network.
- Activities of the signal office.




a. **Special Staff Officers:** Every staff has special staff officers. The number of special staff officers and their duties and responsibilities vary with each level of command. All special staff officers have a coordinating responsibility with one of the following staff officers on a staff including the C of S, G1(S1), G2 (S2), G3, (S3), and G4 (S4). If, at a given echelon, a special staff officer is not assigned, the corresponding coordinating staff officer assumes those responsibilities as necessary.

(1) **Special Staff under the Chief of Staff, (C of S):** The special staff officer who is required to coordinate through the C of S is the headquarters commandant.

(a) **Headquarters Commandant:** The headquarters commandant is responsible for exercising OPCON over soldiers assigned to the specific headquarters that are not assigned or attached to subordinate commands. A headquarters commandant is located at corps, division, and major support command levels and is responsible for the following:

- Local headquarters security, to include construction of defensive positions.
- Arrangement and movement of the headquarters.
- Training and morale activities for headquarters personnel.

- Food service, quartering, medical support, field sanitation, and supply for headquarters personnel.
- Reception and accommodation of visitors and augmentees.
- Motor transportation organic to or allocated for use by the headquarters.
- Maintenance of equipment organic to or allocated for use by headquarters



Responsibilities and Duties of the Special Staff Under the G1 (S1)

- Adjutant General (AG)
- Civilian Personnel Officer (CPO)
- Dental Surgeon
- Finance Officer
- Surgeon

(2) **G1 (S1):** The special staff officers who are required to coordinate through the G1 (S1) include the adjutant general, the civilian personnel officer, the dental surgeon, finance office, and surgeon.

(a) **Adjutant General (AG):** The AG is responsible for coordinating personnel and administrative services assets and operations. The AG is the senior adjutant general officer in the force. An AG is located at corps and division levels. Besides his common staff responsibilities, the AG's specific duties and responsibilities are as follows:

- Helps the G1 prepare and maintain the current personnel estimate of the situation.
- Assesses current and projected strength data to maintain the readiness posture of the units.
- IAW priorities established by the commander, allocates replacements to major subordinate commands.

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- Performs casualty operations.
- Coordinates the awards program.

(e) **Surgeon:** The surgeon is responsible for coordinating health assets and operations within the command. The surgeon is authorized on all staffs from battalion through corps level. The surgeon may or may not be a medical unit commander. Besides his common staff responsibilities, the surgeon's specific responsibilities are as follows:

- Plans and supervises.....

- Health education and combat lifesaver training for the command.

- Casualty evacuation.

- Combat stress control program.

- Mass casualty plan.

- Medical care of civilians within the command's area of operations.

- Treatment and hospitalization of sick, injured, or wounded soldiers.

- Patient-evaluation and medical regulating, including use of both Army dedicated medical evacuation platforms (air and ground) and Air Force evacuation aircraft.

- Preventive medicine services.

- Medical laboratory service.

- Operational health logistics, including blood management.

- Medical support of humanitarian assistance and disaster relief operations.

- Supervision and preparation of health-related reports and operational statistics.

- Collection and analyses of operational data for on-the-spot adjustments in the medical support structure and for use in post disaster and material-development studies.

- Advises on command health services and health matters that concern the occupied or friendly territory within the commander's area of operations.

- Recommending IR to the G2 through the G1.

- Formulates the combat health support (CHS) plan.

- Coordinates with the G2 (S2) to obtain national medical intelligence reports and summaries.

- Assists in coordinating the support of the area medical laboratory in the receipt of biomedical samples and initial identification of biological warfare (BW) agents.

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- Advises on the effects of the medical threat (including environmental, endemic and epidemic diseases, NBC weapons, and directed-energy devices) toward personnel, rations, and water.

- Recommends use of nondedicated transportation assets for evacuation, if required.
- Submits recommendations to higher headquarters on professional medical problems that require research.
- Advises on how operations impact on the public health of personnel and the indigenous populations.
- Advises the command and coordinates with the G5 on public health issues involving military operations

(3) **G2 (S2):** The only special staff officer who is required to coordinate through the G2 (S2) is the staff weather officer.

(a) **Staff Weather Officer (SWO):** The staff weather officer is responsible for coordinating operational weather support to tactical commanders and weather service matters. Besides his common staff responsibilities, the SWO's specific responsibilities are as follows:

- Advises the Army commander on weather capabilities, support limitations, and the ways weather information can enhance combat operations.
- Evaluates and disseminates weather data, including forecasts, warnings, advisories, and miscellaneous weather and meteorological data.
- Monitors the overall weather support mission for the commander and acts as the commander's agent to identify and resolve weather support responsibilities.
- Determines weather support data requirements.
- Participates in targeting meetings.
- Prepares climatological studies and analyzes them in support of planned exercises, operations, and commitments.
- Coordinates weather support provided to subordinate units

(4) **G3 (S3):** The special staff officers who are required to coordinate through the G3 (S3) include the aviation coordinator, chemical officer, electronic warfare officer, engineer coordinator, liaison officer, provost marshal, psychological operations officer, safety officer, and special operations coordinator.

(d) **Aviation Coordinator (AVCOORD):** The AVCOORD is responsible for coordinating Guard aviation assets and operations. The AVCOORD is the senior aviation officer in the force. The AVCOORD is also the commander of an aviation unit supporting the command. The assistant or deputy AVCOORD is a permanent position on the staff representing the AVCOORD in his absence. An AVCOORD is authorized at division level.

Besides his common staff

responsibilities, the AVCOORD's specific responsibilities are as follows:

- Exercises staff supervision and training over Guard aviation operations.
- Monitors the aviation flying-hour, standardization, and safety program.
- Helps plan and supervise Guard aviation operations.
- Recommends IR to the G2 through the G3.

(e) **Chemical Officer (CHEMO):** The CHEMO is responsible for the use of or requirement for chemical assets and NBC defense and smoke operations. The CHEMO is at every echelon of command. Besides his common staff responsibilities, the CHEMO's specific responsibilities are as follows:

- Recommends COAs to minimize friendly and civilian vulnerability.
- Provides technical advice and recommendations on mission oriented protective posture (MOPP), troop-safety criteria, operational exposure guidance, NBC reconnaissance, smoke operations, biological warfare defense measures, and mitigating techniques.
- Plans and initiates, in conjunction with the surgeon, procedures to identify and report enemy first use of NBC agents.
- Assesses probability and impact of NBC-related casualties.
- Coordinates across the entire staff while assessing the impact of enemy NBC-related attacks and hazards on current and future operations.
- Coordinates with the surgeon on health support requirements for NBC operations.
- Conducts NBC IPB vulnerability analysis and recommends IR to the G2 through the G3.
- Plans, supervises, and coordinates NBC decontamination (except patient decontamination) operations.
- Supervises the nuclear and chemical accident and incident response assistance program.
- Assesses weather and terrain data to determine if environmental factors are conducive to enemy employment of weapons of mass destruction (WMD) or, at corps level, to the friendly employment of nuclear weapons.
- Predicts downwind vapor hazard and fallout patterns and their probable effects on operations.
- Predicts fallout from friendly employment of nuclear weapons and disseminates nuclear strike warning (STRIKWARN) messages when required.
- Plans, coordinates, and manages chemical and radiological

survey and monitoring operations.

- Collates, evaluates, and distributes NBC attack and contamination data.
- Prepares, manages, and distributes NBC messages.
- Prepares NBC situation reports (SITREPs).
- Plans, coordinates, and manages NBC reconnaissance operations.
- Maintains and reports radiation exposure and dose status and coordinates with surgeon.
- Participates in targeting meetings.
- Estimates effect of a unit's radiation exposure state on mission assignments.
- Estimates consumption rates of NBC defense equipment and supplies.
- Operates the NBC warning and reporting system.
- Coordinates with the G4 (S4) on logistics as it relates to chemical defense equipment and supplies, maintenance of chemical equipment, and transportation of chemical assets.
- Coordinates NBC reconnaissance assets into the reconnaissance and surveillance plan.
- Oversees construction of NBC shelters.
- Advises the commander, in conjunction with the surgeon, on possible hazards and effects on low-level hazards, such as low-level radiation and toxic industrial material.

(h) Engineer Coordinator (ENCOORD): The ENCOORD is responsible for coordinating engineer assets and operations for the command. The ENCOORD is usually the senior engineer officer in the force. An ENCOORD is located at division level and usually task organized to maneuver brigades and battalions. Besides his common staff responsibilities, the ENCOORD's specific responsibilities are as follows:

- Plans and controls the following engineer battlefield functions....
 - Mobility
 - Survivability
 - General engineering
 - Topographic engineering.
- Advises the commander on the employment of organic and non-organic engineer assets.
- Advises the commander on environmental issues, coordinates with other staff officers to determine the impact of operations on the environment, and helps the commander integrate environmental considerations into the decision-making process.

- Provides a terrain visualization mission folder to determine the terrain's effect on both friendly and enemy operations.
- Produces maps and terrain products (coordinates with the G2 for planning and distribution).
- Plans and supervises construction, maintenance, and repair of camps and facilities for friendly forces, and civilian refugees.
- Plans and coordinates environmental protection, critical areas, and protection levels.
- Assists the G2 (S2) in IPB preparation, to include the engineer OpArea estimate.
- Participates in the targeting meeting.
- Provides information on the status of engineer assets on hand.

(k) **Liaison Officer (LNO):** The LNO is responsible for representing the commander at the headquarters of another unit for effecting coordination and promoting cooperation between the two units. The coordinating staff responsibility for the LNO is that of the A C of S , G3, unless designated differently by the chief of staff.

(l) **Provost Marshal (PM):** The PM is responsible for coordinating military police (MP) combat, combat support, and combat service support assets and operations. The PM is the senior military police officer in the command. Also, the PM is the commander of the MP unit-supporting the force. The PM augments the staff with an officer to represent him on the staff in his absence. PM is located at division level. Besides his common staff responsibilities, the PM's specific responsibilities are as follows:

- Plans and supervises....
 - Maneuver and mobility support operations, to include route reconnaissance, surveillance, circulation control, dislocated civilian and straggler control, information dissemination, tactical and criminal intelligence collection and reporting
 - Components of area security operations to include activities associated with force protection, zone and area reconnaissance and C2- protect (access control; physical security of critical assets, nodes, and sensitive materials; counter-reconnaissance; and security of designated key personnel).
 - Internment and resettlement operations, to include collection, protection, sustainment, and evacuation of dislocated civilians.

- Law and order operations, to include law enforcement, criminal investigations, US military prisoner confinement, and counter-terrorism and antiterrorism activities.
- Police intelligence operations.
- Support to civil authorities during domestic disturbances and disasters when authorized and legally permitted, in coordination with the G5 (S5) and the staff judge advocate.
 - Provides physical security guidance for commanders, assistance in area damage control, and NBC detection and reporting.
 - Performs liaison with local civilian law enforcement authorities.
 - Assists the G1 in the administration of discipline, and law and order.
 - Recommends IR to the G2 through the G3.
 - Coordinates with the G4 for all logistics requirements relative to dislocated civilians.

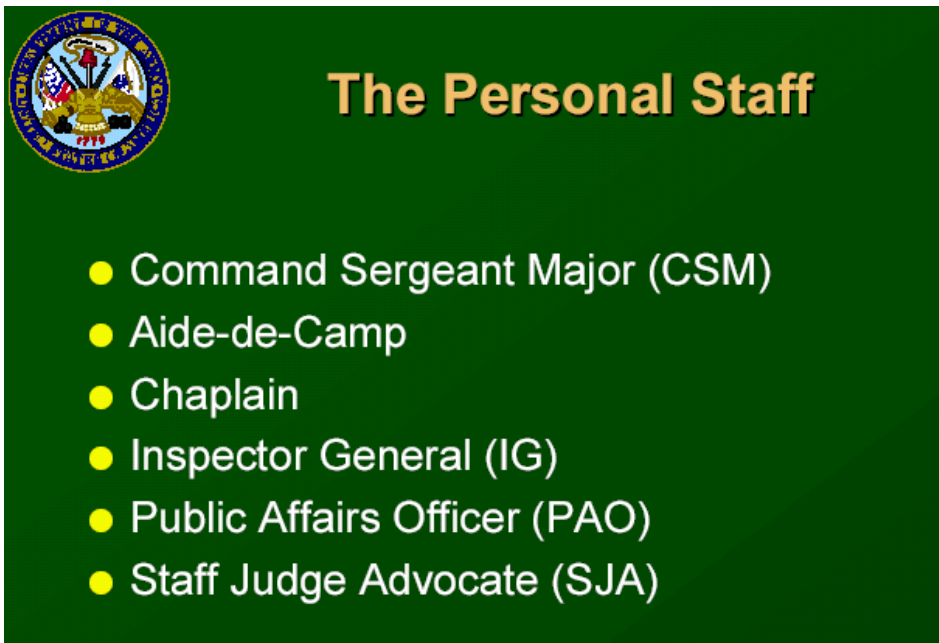
(n) **Safety Officer:** The safety officer is responsible for coordinating safety activities throughout the command. The safety officer is located at every echelon of command from battalion to corps. Besides his common staff responsibilities, the safety officer's specific responsibilities are as follows:

- Develops, supervises, and monitors.....
- Command safety and occupational health program.
- Risk management program for all operations and activities in the command.
- Accident prevention program.
- Coordinates the staff risk management for each exercise and makes recommendations to the G3.
- Coordinates with the inspector general and provost marshal on unsafe trends collected during inspections.
- Provides input to the G1 on projected accidental losses.
- Provided safety training to the local civilian labor force.
- Coordinates with the G3 and G4 on safety measures in transportation and storage of arms, ammunition, explosives, petroleum products, and other hazardous material.
- Assists the commander and staff in integrating risk management into the planning, coordinating, and development of plans and orders to protect the force from accidental loss.
- Collects and analyzes accidental loss data for trend analysis and dissemination leading to the development of risk reduction control measures as well as prevention programs.
- Prepares risk assessments and recommends appropriate risk reduction control measures for all operations.
- Assists the commander's staff, the staff of higher and lower commands, joint forces, and host agencies in the application in risk management for their functional areas.
- Assesses unit risk management performance during planning and execution; recommends changes to risk reduction control measures as needed.

(5) **G4 (S4)** The Assistant Chief of Staff G4 (S4 if appropriate) has the responsibility for coordinating the actions of the transportation officer.

(a) **Transportation Officer:** The transportation officer is responsible for coordinating the transportation assets and operations in the command. There is a transportation officer at division (DTO) level. Besides his common staff responsibilities, the transportation officer's specific responsibilities are as follows:

- Plans and supervises.....
- Administrative movement, including onward movement from port of debarkation.
- Movement scheduling and regulation of Main Supply Routes.
- Movement of material and personnel.
- Monitors movements on routes two echelons down.
- Coordinates transportation from higher echelons if requirements exceed a available resources



The image is a green rectangular box with a circular seal in the top left corner. The seal features a central figure holding a scale and a sword, surrounded by text. The main title "The Personal Staff" is written in large, bold, orange letters. Below the title, a list of six roles is presented, each preceded by a yellow circular bullet point. The roles are: Command Sergeant Major (CSM), Aide-de-Camp, Chaplain, Inspector General (IG), Public Affairs Officer (PAO), and Staff Judge Advocate (SJA).

The Personal Staff

- Command Sergeant Major (CSM)
- Aide-de-Camp
- Chaplain
- Inspector General (IG)
- Public Affairs Officer (PAO)
- Staff Judge Advocate (SJA)

a. **Personal Staff:** Some staffs have personal staff officers who work under the immediate control of the commander and therefore have direct access to the commander. The commander establishes guidelines or gives specific guidance when the personal staff officer should inform, or coordinate with, the chief of staff or other members of the staff on issues. Most personal staff officers also perform duties as special staff officer, working with a coordinating staff officer. These members normally make up the commander's personal staff. Either by law or regulation, these staff members have a unique relationship with the command.

- Command Sergeant Major (CSM)
- Aide-de-Camp

- Chaplain
- Inspector General (IG)
- Public Affairs Officer (PAO)
- Staff Judge Advocate (SJA)

(1) Command Sergeant Major (CSM) (No Coordinating Staff Responsibility)

The CSM is a member of the commander's personal staff by virtue of his being the senior noncommissioned officer in the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted soldier matters and the noncommissioned officer (NCO) corps as a whole. A CSM is located at every echelon of command from battalion through division. The CSM's duties and responsibilities vary according to the commander's specific desires and the unit's type, size, and mission. The CSM's normal specific duties are as follows:

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

(2) Aide-De-Camp (No Coordinating Staff Responsibility) The aide-de-camp serves as a personal assistant to a general officer. An aide-de-camp is authorized for general officers in designated positions. The rank of the aide-de-camp depends on the rank of the general officer. The aide-de-camp's specific responsibilities are as follows:

- Provides for the general officer's personal well-being and security and relieves him of routine and time-consuming duties.
- Meets and hosts the general officer's visitors at his headquarters or quarters.
- Acts as an executive assistant.
- Supervises other personal staff members (assistant aides, enlisted aides, drivers).
- Performs varied duties, according to the general officer's desires.

(3) Chaplain (Coordinating Staff Responsibility, ACof S, G1(S1), when required) The chaplain is a personal staff officer responsible for coordinating the religious assets and operations within the command. The chaplain is the confidential advisor to the commander for religious matters. A chaplain is located at every echelon of command from battalion through corps. Besides his common staff responsibilities, the chaplain's specific responsibilities are as follows:

- Advises the commander on the issues of religion, ethics, and morale (as affected by religion), including the religious needs of all assigned personnel.
- Provides commanders with pastoral care, personal counseling, advice, and the privilege of confidentiality and sacred confidence.
- Exercises staff supervision and technical control over religious support throughout the command.
- Coordinates religious support with unit ministry teams of higher and adjacent headquarters, other services, and multinational forces or coalition partners.
- Translates operational plans into operational ministry priorities for religious support.
- Advises the command and staff, with the G5 (S5), of the impact of the faith and practices of indigenous religious groups in an area of operations.
- Provides religious support to the command and community to include hospitalized personnel, and civilian refugees.
- Provides liaison to indigenous religious leaders in close coordination with the G5 (S5).

(4) Inspector General (IG) (Coordinating Staff Responsibility, ACofS, G1

(S1), when required) The IG is a personal staff officer responsible for advising the commander on the overall welfare and state of discipline of the command. The IG is a confidential advisor to the commander. An IG is located with general officers in command and with selected installation commanders. Besides his common staff responsibilities, the IG's specific duties are as follows:

- Receives allegations and conducts investigations and inquiries.
- Monitors and informs the commander of trends, both positive and negative, in all activities.
- Determines the command's discipline, efficiency, economy, morale, training, and readiness.
- Provides assistance to soldiers, DA civilians, family members, retirees, and other members of the force who seek help with Guard related problems.
- Provides the commander with a continuous, objective, and impartial assessment of the command's operational and administrative effectiveness.
- Identifies and assists in the resolution of systemic issues.

(5) Public Affairs Officer (PAO) (Coordinating Staff Responsibility, ACofS G1 (S1), when required) The PAO is a personal staff officer responsible for understanding and fulfilling the information needs of soldiers, the Guard community, and the public. The PAO is located at division and major support command levels. Besides his common staff responsibilities, the PAO's specific duties are as follows:

- Plans and supervises a command public affairs program.
- Advises and informs the commander of the public affairs impact and implications of planned or implemented operations.
- Serves as the command's spokesman for all communication with external media.
- Assesses the information requirements and expectation of the Guard and the public, monitors the media and public opinion, and evaluates the effectiveness of public affairs plans and operations.
- Facilitates media efforts to cover operations by expediting the flow of complete, accurate, and timely information.
- Conducts liaison with media representatives to provide accreditation, mess, billet, transport, and escort as authorized and appropriate.
- Develops, disseminates, educates, and trains the command on policies and procedures for protecting against the release of information detrimental to the mission, national security, and personal privacy.
- Informs soldier and family members of their rights under the Privacy Act, their responsibilities for OPSEC, and their roles as implied representatives of the command when interacting with news media.
- Coordinates with G3 (PSYOP) and G5 to ensure information being disseminated is not contradictory.
- Assesses and recommends news, entertainment, and other information needs of soldiers and home station audiences.
- Works closely with the G5 (S5) and other agencies to integrate strategy and unify effort to communicate the Guard's perspective and to support the mission's tactical and operational objectives.

(6) Staff Judge Advocate (SJA) (Coordinating Staff Responsibility, ACofS G1 (S1), when required) The SJA is the commander's personal legal advisor on all matters affecting the morale, good order, and discipline of the command. The SJA provides legal support to the members of the command and community. An SJA is located at corps, division, and major support command levels. A legal support element, including at least a judge advocate, deploys in direct support of each brigade-level task force. Besides his common staff responsibilities, the SJA's specific duties are as follows:

- Provides legal advice to the commander on...
 - Military law (DOD directives, DA regulations, and command regulations).
 - Domestic law (US statutes, federal regulations, and state and local laws).
 - Status-of-forces agreements and Letters of Agreement.
 - Rules of engagement (ROE).
 - Environmental laws and treaties.
- Provides legal services in administrative law, claims, contract law, criminal law, international law, legal assistance, environmental law, and operational law.
- Supervises the administration of military justice.
- Communicates directly with the commander concerning the administration of military justice.
- Ensures that throughout the command criminal law matters are handled in a manner that ensures the rights of individuals are protected and the interests of justice are served.
- Coordinates with the G4 on the legal aspects of contracting policies, and drafts requisition forms and nonstandard local contracts.